



Informing a Data Revolution

COUNTRY REPORT ON CAPE VERDE



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Technical Sheet

Acronyms

BCV	Bank of Cabo Verde
BDEO	Database of Official Statistics
CAPI	Computer-assisted personal interviewing
CATI	Computer-assisted telephone interviewing
CCS-SIDA	Committee for Combat of AIDS
CILSS	<i>Comité permanent inter-État de lutte contre la sécheresse au Sahel</i> (Permanent Interstate Committee for Drought Control in the Sahel)
CNDS	National Centre for Sanitary Development
DDGS	Data Dissemination General System
DECRP	Strategy Document for Growth and Poverty Reduction
DIRCV/NADA	Documentation from Cabo Verde Surveys and Census
ECOWAS	Economic Community of West African States
Estat-LAB	Laboratory of access to micro-data
FAO	Food and Agriculture Organization of the United Nations
GEP/MED	Ministry of Education and Sports/Office for Studies and Planning
IDR	Informing a Data Revolution
IEFP	Institute for Employment and Professional Training
INDP	National Institute for Fisheries Development
INE	National Statistical Institute
MA	Ministry of Agriculture
MAI	Ministry for Internal Administration
MJ	Ministry of Justice
MJEDRH	Ministry of Youth, Employment and Human Resources Development
MTIE	Ministry of Tourism, Industry and Energy
NOSI	Operational Centre for Information Society
NSSD	National Strategy for the Development of Statistics 2012-2016
ODINE	INE's delegated bodies
OMD	Millennium Development Goals
PALOP	Portuguese-speaking African countries
PDA	Personal Digital Assistant

SEN	National statistical system
SHasA	Strategy for Harmonisation of Statistics in Africa (SHaSA-GPS)
SINE	Integrated System of Statistical Nomenclatures
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
Uni-CV	University of Cabo Verde
WebGis	Geographic Information Systems Resource
WHO	World Health Organization

Introduction

The efforts to achieve a world of prosperity, equality, freedom, dignity and peace shall continue beyond 2015. The Millennium Development Goals (MDGs) represent an important starting point for a follow-up development agenda. However, their need for continuous assessment is a barrier to the creation of effective policies, because many countries lack the required availability, frequency and quality of data, especially small island and fragile states and territories.

PARIS21 (Partnership for Statistics in Development for the 21st Century) is carrying out a global project entitled “Informing a Data Revolution” (IDR), which aims to strengthen the capacity of national statistical systems for the post-2015 period. Financed by the Bill & Melinda Gates Foundation, the project’s goal is to provide a high-quality response to countries’ development challenges by producing reliable and impartial statistics that are free from political interference and equally accessible to the entire population.

This case study of Cabo Verde was undertaken within the framework of the IDR project, and took place over 20 days in August 2014. It explored the main views and recommendations of users and producers of statistics in Cabo Verde, in order to outline some strategic measures for developing the national statistical system.

The report is divided into six parts:

- **Part 1. Evaluation of the national statistical system**
- **Part 2. Evaluation of the National Statistical Institute**
- **Part 3. Management and execution of statistical processes**
- **Part 4. Interactions with the international statistical community**
- **Part 5. Development of the national statistical system over the next five years**
- **Part 6. Conclusions and recommendations**

Objectives of the study

This diagnostic study and evaluation sought to assess the current capacity to produce and use statistics, as well as the main gaps between supply and demand. It aims to highlight strategic measures that should be introduced in the national statistical system in the coming years, from the point of view of both users and producers of official statistics.

Analytical strategy

The analysis involved two elements: 1) analysing the institutional framework and co-ordination mechanisms for implementing policies across the national statistical system; and 2) gauging the perceptions of producers and users of the importance of statistics as well as their knowledge of how the national statistical system works.

Methodological tools

The methodology involved both qualitative and quantitative instruments and techniques. This multi-methodological approach constitutes, in our view, an accurate strategy for examining objectively the diverse actions involved in statistics production in Cabo Verde. The following methodological tools were used:

- 1) Document analysis: mapping the judicial and legal framework, as well as analysing the *National Strategy for the Development of Statistics 2012-2016* (NSSD).
- 2) Structured interviews (surveys): these were designed to gather both quantitative and qualitative information on interviewees' knowledge of:
 - the importance of statistics and their recognition by government at the policy level
 - the functioning of the national statistical system, as well as their perceptions of its completeness
 - knowledge of the judicial and legal framework
 - knowledge of the implementation status of the statistical agenda
 - assessment of the National Statistics Institute
 - management and execution of statistics processes
 - interaction with the international statistics community
 - perspectives for the next five years.

Annex 1 lists the people interviewed as part of this study, along with their organisation.

Target audience and scope of the study

The country study reviewed the main statistics producers within the scope of the National Statistical System, including the National Statistical System itself; the INE's Delegated Bodies (ODINE); the *Banco de Cabo Verde* (BCV); advisers to the National Council of Statistics (CNEST); and users, including representatives from the business sector (Chambers of Commerce), researchers, the NGO platform and the social media (Annex 1).

Part 1. Evaluation of the National Statistical System

This first part of the evaluation looks at the national statistical system as a whole.

Theme 1: National Strategy for Statistical Development in Cabo Verde, 2012-2016

In order to consolidate and sustain the gains made under the previous national statistics strategy, INE has designed a National Strategy for the Development of Statistics for Cabo Verde covering the period 2012 to 2016 (INE, 2012). This contains four main elements:

- 1) consolidation of the legal, institutional and statistical co-ordination framework
- 2) improvement of statistics production and of data analysis
- 3) promotion of communication, dissemination and use of data
- 4) strengthening human, material and financial capacity.

The national statistical system's overall objective for the period spanning 2012 to 2016 is to supply reliable, up-to-date, high quality and diverse statistics that have been thoroughly analysed. They should be used for the design, implementation, follow up and evaluation of development programmes and policies and their impact on the economic and society. One key requirement is for monitoring the implementation of the country's Strategy Document for Growth and Poverty Reduction (DECRP), and the Millennium Development Goals (OMD).

To achieve this, the following specific objectives are set out in the national statistical strategy:

- strengthen statistical, technical and administrative co-ordination across the system
- strengthen the system's institutional and organisational aspects
- strengthen the system's statistical production
- strengthen the technical, material and financial capacities of the ODINE and other sectoral statistical services
- develop a culture of statistics through the promotion and use of statistical data
- strengthen human capacity within the statistical frameworks.

1.1 To what extent has statistical development been recognised and integrated into the national development policy?

Statistics are key for allowing the government to formulate and follow up on policies for both the public and private sectors. Official statistics, in particular, are an indispensable element in the consolidation of a democratic society. However, the political priority and resources allocated to the statistical system in Cabo Verde are not yet commensurate with the importance of its role. The budget is insufficient to finance the implementation of the national statistical strategy, which is delaying many of the statistical operations planned.

Theme 2: Organisation and co-ordination of the national statistical system

2.1: Legislation and key principles for official statistics

Between 2009 and 2012 important changes were made to the national statistical system, involving a review of the judicial-institutional framework and of statistical co-ordination in Cabo Verde. Key amongst these were the establishment of the National Council of Statistics and the approval of the following legal provisions:

- Law of the National Statistics System in March 2009 by the National Assembly
- New National Statistical Institute (INE) statutes in February 2012
- Statutes of the National Council of Statistics (CNEST) in February 2012
- Regulation for Undertaking of Statistical Surveys by Public Entities in February 2012
- Regulation for the Procedures for Statistical Offenses (*Contra ordenações*), in June 2012
- Regulation for Coercive Direct Collection of Statistical Information, in June 2012.

2.2: Organisation and co-ordination of the national statistical system

According to interviewees, the legal framework governing the statistical system is very comprehensive and innovative. The national statistical system includes the National Statistical Council (CNEST), the National Statistical Institute (INE), the *Banco de Cabo Verde* (BCV) and the INE's Delegated Bodies (ODINE, which replaces the Organs of Producers of Statistics – OPES).

CNEST (National Statistical Council)

The CNEST, governed by law no. 35/VII/2009, is the organisation which oversees and co-ordinates the national statistical system. Its members include the directors of all the main statistics-relevant bodies, such as the Bank of Cabo Verde, Institute for Employment and Professional Training, General Directorate of Planning, Budgeting and Management, and deans of universities. The majority of those interviewed had limited knowledge of the work produced by the CNEST. This highlights that CNEST has focused its attention more on the INE's work, apparently with less concern for INE's consolidation.

The interviewees considered the following to be the main difficulties facing CNEST:

- INE's strong technical and financial dependency.
- Lack of an agenda and a proper secretariat.
- Lack of an organisational vision. Interviewees suggested that CNEST should be organised into specialised work sections which support the national statistical system through views, recommendations and reflections in their respective areas of concern.
- The irregularity of members' participation in meetings, which affects the quality of discussions. Lack of continuity means that participants lack the necessary information to be engaged and participate in decision making.

To increase the visibility of CNEST's services, interviewees suggest it should have a website for disseminating its documents and the outcomes of discussions. This would help to keep the statistical system updated and informed, as well as society in general.

To summarise, interviewees suggest the following steps to overcome CNEST's constraints:

- Improve the composition of CNEST and its staffing. Allocate adequate financial resources to ensure CNEST's full functioning, including a full-time secretariat to support the presidency and any sections that may be created.
- Compile and approve an annual plan for the entire national statistical system (covering INE, the ODINE and the BCV).
- Create specialised sections to follow and strengthen the relevant statistical units. These sections should be made up of CNEST members, but could also bring in additional technical and scientific expertise as needed to support certain aspects that need deeper analysis.
- Establish a means of disseminating documents, deliberations and opinions – such as a website – in order to keep both the statistical system and society at large updated and informed.

INE (National Statistics Institute)

INE is the national statistical system's central executive body. It is a legally constituted public institution with technical, administrative, financial and patrimonial autonomy. In exercising its functions, INE enjoys technical autonomy under terms defined in clause 22 of law no.35/VII/2009, which allows it to make available, publish and disseminate the statistics it produces while safeguarding the principle of statistical secrecy (governed by clause 10 of the same law).

Interviewees stated that although INE's position has been strengthened by the passing of the New National Statistical Institute statutes in February 2012, which gives it exclusive competence in the production of statistics, it still faces some obstacles in fulfilling its mission:

- lack of dissemination of the annual plan and the annual activity report
- weak co-ordination and supervision of the statistics production process
- insufficient financial resources to fund implementation of the national statistical strategy
- a shortage of qualified staff for implementing the statistical strategy.

According to interviewees, the INE also faces a recognised external constraint – the lack of a culture of statistics and of research among Cabo-Verdeans.

Notwithstanding these challenges, in general most interviewees view INE's work positively. They say that the production of essential statistics has improved considerably, especially the regularity of production and dissemination of certain official statistics (e.g. on prices, external trade, national accounts, business statistics, etc.).

Interviewees' opinions differ over INE's relationship with the sectoral bodies. Some consider the relationship to be satisfactory, while others feel that the INE is not involved enough. As a central body with the responsibility for looking after the production of official statistics, they suggest it should pay more attention to the ODINE and, above all, those that are setting up their own statistical services.

The following measures were suggested by interviewees for dealing with the constraints identified in this section:

- strengthen INE’s management bodies, and establish a co-ordination and supervision service for statistical operations
- set up mechanisms for improving the co-ordination of statistical operations, such as improving the functioning of CNEST, and creating an internal committee to validate statistical operations
- implement mechanisms to increase the quality of statistical production
- ensure the continuous improvement in the production process of statistical data
- approve the new INE staff statutes
- upgrade INE human resources, especially by increasing the intake of specialists and graduates
- adopt a results-based management approach
- intensify initiatives aimed at all producers of statistics (public and private) in order to extend the appropriation of administrative data for statistical purposes, with the objective of reducing costs for the statistical authorities and reducing the burden of statistics operations on data suppliers
- disseminate plans and annual reports
- establish a monitoring and evaluation service
- create a support, monitoring and supervision service for the ODINE.

BCV (The Bank of Cabo Verde)

The Bank of Cabo Verde is one of the pillars of the national statistical system and is both a producer and user of statistical data. The BCV follows the evolution of exchange rates and the country’s economic activities. It is responsible for gathering monetary, financial and credit statistics and balance of payments data.

According to the 2009 law governing statistics, greater co-ordination between INE and BCV is needed to ensure:

- the methodological integration of BCV’s calculation of national accounts financial components with INE’s calculation of national accounts
- the exchange of statistical macro and micro data necessary for the production of official statistics for each one of the institutions subscribed in the national statistical system’s annual and multi-annual programmes, including the macroeconomic forecasts made by the BCV. This should be done while respecting the law in general, as well as the principle of statistical confidentiality provided under Articles 10, 13 and 14 of the 2009 law.

ODINE (INE delegated bodies)

To fulfil its mandate, INE can delegate official functions of collection, aggregation and dissemination of statistical data to other public services known as INE Delegated Bodies (ODINE) (Table 1). This delegation of competences is authorised by the CNEST, under the proposal of the INE President.

Where the delegation of competences includes the dissemination of statistics, the respective INE delegated bodies should submit to INE’s approval the statistics produced before proceeding with dissemination.

Table 1. The government sectors which make up ODINE, 2012

ODINE	Functions
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National Institute for Fisheries Development	Has a structured statistical service which produces statistics on catches; the artisanal and industrial fishing effort and vessels; fishing licenses supplied; fish stocks' resources biology; and other relevant statistics
Ministry of Rural Development Statistics Service	The Directorate of Statistics and Information Management at the Ministry of Rural Development is in charge of producing agricultural statistics, including on rain fed agriculture, and on vegetable and animal production. It also executes follow up activities on food security in the vulnerable zones. It does not produce a periodical publication.
Ministry of Education Statistics Service	The Ministry of Education and Sports has a structured statistical service through the General Directorate of Planning, Budgeting and Management (DGPOG-MED). This service ensures the production, analysis and dissemination of statistical data for education. It has a periodic publication (available on the Ministry of Education website www.minedu.gov.cv). The directorate also produces statistical yearbooks and indicators for education. The publications are released annually, in paper format and on the website site. DGPOG-MED is currently testing a School Management Integrated System, which follows students from entry to exit from the system. The statistical data are supplied by the ministry branches who collect it and do the computer data entry and then transmit them to central level through electronic files or on a CD-ROM.
General Directorate of Labour	The General Directorate of Labour (DGT) is mandated to produce statistical data on workplace accidents, labour conflicts and professional diseases, strikes, dismissals and disciplinary sanctions. While it does not have a statistics service, there is an on-going process for establishing this service in the current year (according to the person in charge).
Ministry of Health Statistical Service	Within the Ministry of Health, the Director General of Planning and Budget Management (DGPOG) is the service in charge of collection, treatment and analysis of sanitary information. Statistics production is assigned to the statistics information service. The data collection is decentralised at the municipality level in sanitary structures (hospitals, health centres and others). It has an irregular publication (available on the Ministry of Health site www.ms.gov.cv). It is testing a Sanitary Information System (SINISI) – a management and planning instrument that allows the ministry to follow patients throughout their lives. There is a computerised system that allows for depositing sanitary data in real time; the data from health structures is centralised within the Ministry for analysis, thanks to the SINISI.
Institute for Employment and Professional Training (IEFP)	The IEFP ensures the production of labour statistics and statistics on staff training needs. The IEFP does not have a structured statistics service. The statistics are produced in the various services and afterwards compiled for their use and dissemination. However, a project is in the pipeline to structure an information system on training and employment, supported by French development co-operation.

Interviewees highlight the strong investment made in almost all sectors (ministries) in their statistical services to enable them to collect, treat, analysis and disseminate statistical information regularly and according to international standards. In some cases, however, these services lack human and technical resources, a problem which is exacerbated by the mobility or departure of qualified staff.

Interviewees are of the opinion that INE could do more to build an integrated statistical service, by supporting each organisation within the ODINE to set up mechanisms that allow them to respond to the need for timely, relevant, high quality and regular official statistics. Support could include:

- promoting initiatives that strengthen institutional co-operation within the national statistical system by sharing best practice and the exchange of data, information and knowledge

- increasing the public's interest in statistics through a broad national advocacy strategy for sector statistics – not just for the ODINE, but also for other public services that produce information of national relevance.

Part 2. Evaluation of the National Statistical Institute (INE)

Theme 3: Resources

This section reviews whether the resources (personnel, equipment and finance) currently available to the National Statistics Institute (INE) are sufficient for it to fulfil its work programme.

3.1. Personnel

In general, the institute's human resources have grown over the years in response to new challenges. Efforts to provide technical training have been made, but in some cases the statistics institute has had huge difficulty in maintaining the technicians whom they train.

INE has registered significant growth in its human resources, from a permanent staff of 56 in 2007 to 74 in 2014 – a growth rate of more than 32% (Table 2). Of the 74 staff members in 2014, 47 are higher education graduates, 19 are intermediate/professional technicians and 12 are in logistics and support, including telephone operators, administrative assistants, drivers and general service helpers. There are slightly more men employed (53%) than women (47%).

Table 2. The growth in INE staff members

As of 31st December Category	2007		2014	
	Total	%	Total	%
WORKERS	56	100	74	100
LEVEL OF EDUCATION				
Technicians – higher education	29	51.8	47	63.5
Intermediate technicians	5	8.9	5	6.8
Secondary level of education	8	14.3	11	14.9
Professional course (statistics)	6	8.1
Professional course (other)	5	8.9	2	2.7
Basic level of education	9	16.1	3	4.1
PROFESSIONAL GROUP				
Managerial	5	8.9	5	6.8
Technical	41	73.2	57	77
Administrative	10	17.9	12	16.2
TYPE OF CONTRACT				
Permanent staff	54	96.4	54	73
Hired staff (non-permanent)	2	3.6	20	27

Source: INE's Human Resources Department, 2014

According to the national statistical strategy, the entry of new staff into INE matches its staffing forecasts, as approved by the government. Beyond its permanent staff, INE only hires people on non-permanent contracts. The precariousness of this arrangement does not allow the institution to build its expertise base.

With the increase in the use of new technologies, there will be a need to build skills in analysis capacity as this becomes more important and fundamental. For that reason there should be constant capacity building and skills upgrading available for staff.

INE has developed a human resources capacity-building plan and has recently trained its staff in various areas. This plan aims for skills development through two types of actions:

- 1) general, aimed at the improvement and development of skills throughout the workforce
- 2) specific, aimed at those staff groups whose functions are specialised and require regular updating, such as in statistical methodologies, business sciences, project management, specialised software, etc.

Interviewees consider that INE has the necessary technical capacity to respond with quality to the production of various official statistics. However, there is a perception that human resources at INE are insufficient, both in terms of quantity and of quality, to respond to the challenges of the National Statistical Strategy for 2012-2016 (INE, 2012). Of particular concern are staffing levels and ability at the statistics production level, namely in the national accounts; social and sectoral statistics (such as culture; science, innovation and technology; sports and leisure; health, and especially morbidity; and energy); and data analysis. In terms of management, interviewees refer to difficulties in strategic planning and in following up and evaluating the statistical agenda.

3.2. Equipment and information and computer technology

INE has a technological development policy, approved in the course of implementing the NSSD 2006-2011. Its objective is to ensure the application of various technologies in an integrated and coherent way, and to modernise INE's technological infrastructure so as to produce and disseminate official statistical information efficiently.

Recent investments mean that today INE has modern infrastructure, and its entire staff has access to information and communication technologies (telephones, Internet, e-mail).

United Nations' support has allowed INE to create a Data Centre to ensure the safety of the data and information it produces. The Data Centre allows for the functioning of a virtual environment, with decentralised management, to improve the management and security of the various servers and technologies that the institution makes available to its partners and users of data/information.

The efficiency of the statistical production process has also improved thanks to various innovations introduced over the years. A particularly useful innovation is the Personal Digital Assistant (PDA) – used in the 2010 census – which allows data collected in the field to be transmitted immediately to the INE central computer.

Whenever possible, INE seeks advanced solutions for information collection, such as telephones, scanner data and automated data transmission. This reduces the effort required by information suppliers, as well as allowing for automated administrative data integration for statistical purposes, whilst always ensuring access to that data. However, it is important to emphasise that even the INE struggles to access administrative data from both the public and private sector because producers do not provide access to their data.

The INE's portal (www.ine.cv) disseminates its statistics and also provides its partners and users with access to the following consultation tools:

- a database of official statistics
- DIR-CV: Documentation of Cabo Verde Surveys and Census
- DATA Portal: a platform that allows online access to various data, information and publications from the Cabo Verde statistics database

- WebGis: a geographic reference of buildings disaggregated by island, council, small administrative divisions and the census districts.

The INE portal is a useful means for disseminating INE information, both in terms of the volume of information that is made available to users (and which is continuously increasing), and for the research opportunities it presents. It is worth highlighting that by the end of August 2014, the portal had a total of 436 919¹ visits, representing an average consultation of 54 600 visualisations every month. Concerning direct personal requests for statistical data, of the 2 802 requests registered in the 18 months leading up to the end of August 2014, the response rate was 89%. In other words, 9 out of every 10 requests were attended to.

In 2012, in order to respond to access requests for micro data, INE established the Estat-LAB: a service to allow users access to a set of databases, while safeguarding the confidentiality of these data. Users gain access to the various databases with authorisation from INE. Users can construct their own tables, however these are validated before they are released. To ensure data safety on this terminal, users only have permission to search. They are not allowed either to copy data, or to send it via the Internet.

Interviewees were unanimous in their satisfaction with INE's level of investment in technologies for producing and disseminating information. However, they consider that the INE portal does need improvement, above all to its information architecture. This would make navigation easier and more efficient, in turn increasing the use and relevance of the portal.

Interviewees also thought that the various new technologies – such as the Database of Official Statistics (BDEO), Documentation from Cabo Verde Surveys and Census (DIRCV) (see Section 7.2), Data Portal, and WebGis – should be more widely disseminated. They suggest that INE could create some short video clips showing how to use them, and disseminate them through the portal and other means, such as the institution's Facebook page.

Finally, producers of official statistics all agree that there should be greater proximity between INE and the ODINE in order to improve the use of data treatment and analysis tools in the various ministry statistical units. They also suggest greater capacity building for statistics producers overall, so they can keep up with those technological innovations that have direct implications on the official statistics production process.

3.3. Funding

As a public institution, part of INE's funding comes from the state budget; the rest comes from INE's own efforts in seeking funding from partners (the United Nations, European Union, Lux-Development Cooperation, Spanish co-operation, etc.) and from other ministries for specific projects. However, insufficient funding is a constant problem for the institution, and INE remains very dependent on the state budget and, fundamentally, on external aid.

The problems related to the funding of statistics include (INE, 2012):

- poor co-ordination among the INE's technical and financial partners and the state in funding statistical activities
- lack of funding from municipalities for statistics
- lack of funding for activities by sector statistical units (ODINE)

- lack of a statistical development fund for the global funding of statistics.

Question 2.1.3 Do you consider that INE has adequate financial resources to ensure the undertaking of all scheduled and necessary statistical events?

Response from interviewees (including INE): Unsatisfied

Discussion: the interviewees are of the opinion that the government should ensure the full funding of the main statistical operations (those official statistics that serve as basis for defining and evaluating public policies) to avoid the current problems of irregular and patchy publication schedules.

Interviewees provided the following tips to secure more funds for statistics. These should be analysed for their pertinence and viability:

- continue to engage other partners with the purpose of funding statistical operations
- create a source for funding of statistics similar to the African Fund for Statistics Development²
- increase sources of revenue by producing analytical studies and specialised statistics on request.

They also suggest some measures that are likely to lower the costs of statistics production:

- increase the use of existing administrative data produced in the public and private sectors
- intensify the adoption of more high-tech methods of data collection
- Adopt management measures that promote greater efficiency in management of resources allocated to the national statistical system and to the INE.

Theme 4: Determinants of data quality

This section assesses the National Statistics Institute's efforts to ensure the quality of the statistics that it produces and publishes.

4.1 Quality commitment

While there is no formal process to ensure data quality, each statistical operation implemented by the INE is guided by an Operations Procedures Manual. This defines the objectives, methodology and concepts; and supplies detailed information on the operation's legal framework: preparation and execution, tabulations of data, the preparation of meta-data, giving users a deeper knowledge of the operation, and a better understanding and interpretation of its results. In each of its statistical operations the INE follows international recommendations relevant to the issue or phenomenon under study (Tables 3 and 4).

Quality assurance is a constant preoccupation, especially to ensure institutional credibility in the data produced. The INE, as a national statistics body, has been constantly increasing the thematic and geographic coverage of its research, in order to meet government and user data demands for formulating and implementing public policy. This ensures the relevance of the INE's statistics.

As well as relevance, punctuality is another key principle of the institution. Yet funding difficulties are delaying the dissemination schedules for operations and statistical research laid out in the 2012-2016 statistical strategy (INE, 2012).

In an effort to improve its statistics production process, the INE has been ensuring regular participation by the scientific community in its methodological improvement process.

Table 3: Quality of statistical operations (surveys and censuses)

Surveys and censuses	Frequency	Date of last operation	Conforms with international norms/standards	Access	Publication online	Funding source
Agricultural Census	Every 10 years	2004	Yes, fully	Public	Yes	International org
Workforce Survey (EFT)	Less than 3 years	2013	Yes, fully	Public	Yes	International org
Population Census	Every 10 years	2010	Yes, fully	Public	Yes	International org
Demographic and Health Survey (IDRS)	Irregular	2005	Yes, fully	Public	Yes	International org
Multiple Indicators Survey (MICS)	Never					
Demographic Survey on households income and expenditure,	Irregular	2005	Yes, fully	Public	Yes	International org
Survey on Basic Indicators of well-being (QUIBB)	Irregular	2007	Yes, fully	Public	Yes	International org

Table 4: Quality of INE’s routine statistical operations

Question 2.1.4 What is your appreciation of the quality of INE’s work?

Surveys and censuses	Frequency	Date of last operation	Conforms with international norms/standards	Access	Publication online	Funding source
Price	Routine		Yes, fully	Public	Yes	INE budget
External trade	Routine		Yes, fully	Public	Yes	INE budget
Business environment	Routine		Yes, fully	Public	Yes	INE budget
Consumer survey	Routine		Yes, fully	Public	Yes	INE budget
National accounts	Routine		Yes, fully	Public	Yes	INE budget
Enterprise statistics	Routine		Yes, fully	Public	Yes	INE budget
Tourism survey	Routine		Yes, fully	Public	Yes	INE budget
Continuous multi-purpose survey	Routine		Yes, fully	Public	Yes	INE budget
Annual inventory of hotel establishments	Routine		Yes, fully	Public	Yes	INE budget
Minimum salary survey	One-off		Yes, fully	Public	Yes	International Labor Organization (ILO)
Vaccine coverage survey	One-off		Yes, fully	Public	Yes	Ministry of Health

Response: Satisfied.

Discussion: In general, the interviewees consider the INE's work to be of satisfactory quality. They consider that there have been significant advances in the information produced, including the use of internationally comparable statistical methodologies, efforts to introduce best international practice, and the search for appropriate modern and low-cost methods and techniques for data collection, data entry, coding, editing, imputation, estimation and dissemination.

Nevertheless, interviewees were of the opinion that the INE needs to establish practices that instil quality control, promoting whenever necessary the quality assessment of statistical operations, as well as establishing occasional user satisfaction surveys of INE products.

They also consider that the INE should create a channel for listening to users of statistics as a way to ensure the final product meets the needs of different users.

To ensure transparency in statistical operations, the interviewees make the following suggestions for INE:

- establish the practice of announcing and discussing with civil society methodological changes in advance by posting messages on the INE webpage
- Disseminate significant changes through the portal, as well as through forums/workshops with the main users and with the media
- undertake periodic studies to determine the impact of current regular checks on the accuracy of results
- disseminate annual/bi-annual schedules of statistical operations
- publish the quality evaluation reports for each statistical operation.

Theme 5: Relationship with users

This section evaluates the INE's on-going processes to support and improve its relationship with data users.

5.1: Interaction with users

The INE assigns a very high priority to users' needs. The satisfaction of current and future users' needs, as well as openness to society, are key values for the INE. Thus, the INE highlights the usefulness of work which meets the expectations of users. It also emphasises the need to pay constant attention to changes in society in order to adapt and, above all, anticipate the official statistical products and services likely to meet expectations and social and institutional demands.

Nevertheless, there are no formal processes for consulting with users, such as mechanisms that would allow the INE to:

- identify users' needs
- ensure the integration of users' expectations into plans for improving statistical products
- make products and services available within a framework that sets out delivery and dissemination schedules

- establish a system of regular evaluation to enable users to evaluate the INE's services produced
- consult users of each statistics operation regularly about their assessment of the quality of published data, especially any revisions
- publish statistical quality reports.

However, consultations are held during the start-up period of a statistical operation, during which the INE asks users to suggest questions to be integrated into questionnaires.

Question 2.1.5 Do you consider that INE's work is focused on the user?

Response: Whenever necessary

Discussion: The interviewees consider that this relationship could be closer. They suggest that the INE could make better use of its diverse communication channels – such as workshops, forums, the portal and Facebook page – for encouraging permanent dialogue with its users. This would allow the INE to collect ideas for methodological improvements, for updating statistics conventions and basic information and for introducing additional information.

5.2: Accessibility

Statistical information is an essential commodity in today's society, being indispensable for supporting decision-making processes by both the public and private sectors, and for undertaking analysis and research. Statistical information is therefore of interest across public and private entities and to politicians, managers, businesses, analysts and the academic community. It also allows the entire population to be more aware of the national situation and, consequently, to be able to practise active citizenship.

From this perspective, ensuring the dissemination of official statistics is a fundamental part of the INE's statistical activity and for the full accomplishment of its mission. The Official Statistics Portal is the main means for disseminating official statistics. The portal is dynamic, and is systematically being expanded in terms of its content and functions in accordance with national and international requirements and guidelines, especially those governing the accessibility of statistical information.

The constant modernisation of information and communication technologies, the intensification and broadening of their use coupled with the speed of life today and the need to cut costs all justify the progressive reduction of paper publications and CD-Roms. Instead, the use of electronic formats on the INE Portal is growing. For specialised data analysis, users can use the data analysis technologies available on the portal, such as Data Portal and the WebGis.

All INE publications are available free of charge on the Official Statistics Portal, regardless of whether they exist in paper or CD-Rom form, and can also be consulted at the INE library.

Access to more detailed data is assured through Estat-LAB, a service provided by the INE which allows users access to statistical databases in order to produce their own analysis and tabulation. However, the data are subject to analysis by a dedicated team and are then sent via email to the user/researcher.

Part 3. Management and execution of statistical processes

This part explores how the various statistical processes are managed and executed by the National Statistics Institute.

Theme 6: Planning and implementation

This section is concerned with how the INE plans and implements its statistical processes.

6.1: Consultation with users

Although there is no formal mechanism for collecting information on users' needs, over the last two years the INE has implemented several innovative and up-to-date statistical operations in collaboration with national and international partners. These are in line with its mission to pay "constant attention to transformations within society, aiming to adapt its products and services to users' needs",³ and include:

- 2011: WASH Survey (Millennium Challenge Corporation)
- 2012: Survey of time use (UN-Women)
- 2012: Survey of tourists' expenditure
- 2013: Survey of governance, peace and security (Strategy for Harmonisation of Statistics in Africa/African Union)
- 2013: Study of the impact of the minimum wage policy
- 2014: Survey of vaccination coverage for rubella and measles (Ministry of Health).

Considering that the INE acts to satisfy the public interest, interviewees consider it important to implement formal mechanisms to assess users' information needs, to establish objective criteria for defining statistical priorities and to disseminate essential development indicators.

To achieve this, they make the following recommendations:

- reinforce the very narrow formal and informal relationship with public and private users , academics, the religious community and civil society in general
- promote meetings and discussion forums to ensure the participation of people with the relevant specialised knowledge for the issues under analysis
- make efforts to acquire (or train) a critical mass of experienced analysts in data analysis and in the analysis of each of the major social and economic issues: migration, unemployment, inflation, trade, security and criminality, etc.
- organise training activities for staff from other areas in how to communicate essential statistical results.

6.2: Relationship with data suppliers

Question 3.1.1 Do you consider that there is an adequate relationship between the INE and data/information suppliers?

Response: Adequate

Discussion: The results indicate that the vast majority of interviewees consider the relationship between INE and its data/information suppliers to be adequate. They are satisfied with the modernisation of the official statistics collection process, especially the technologies used in the 2010 census. They consider it to be important to replicate these technologies in other statistical operations across the national statistical system.

They feel it will be important for the INE to proceed with adopting innovative scientific and technological methodologies that ensure the production of high-quality statistics, and that encourage families and businesses to respond to national surveys.

The INE – as the statistics authority – should support other producers of statistics in their design/review processes of administrative acts, so to ensure their use for statistical purposes. This would help to rationalise the resources allocated to them and reduce the burden of statistics operations on data suppliers through encouraging the use of Automated Data Transmission. They also should alert all statistics producers to the importance of their role in the production of official statistics and foster mechanisms that facilitate and develop the process of data ownership.

Awareness raising should be aimed at students in basic and secondary level education, so as to help build a sense of citizen consciousness of the usefulness of statistics in the development process (in the broadest sense), particularly for understanding the reality in which they live.

6.3: Managing the quality of various data processes

Question 3.1.2 Do you consider that there is the technical capacity to ensure data treatment and management at the INE?

Response: Very happy (42%); happy (50%); Do not know / No answer (8%)

The interviewees perceive positively the technical capacity of human resources at the INE. However, they consider that this capacity should be extended across the ODINE. They are also of the opinion that the INE needs other skills – in data analysis, econometrics, and in sector-relevant statistics. To build this last skill, the INE should fulfil its mission of providing technical support to the ODINE.

Despite the recognition of the technical capacity existing at the INE, respondents suggest that the INE promotes short and long-term training, in partnership with the country's universities, so as to develop skills among its own staff and those across the ODINE in the most relevant areas for the statistical system.

Question 3.1.3 Do you consider that the statistics produced by the INE and ODINE respect the principles of technical autonomy, and ensure confidence, reliability, objectivity and impartiality?

Response: Yes (80%); No (20%)

The results indicate that the vast majority of interviewees have no doubt about the objectivity of data produced and disseminated by INE.

However, interviewees expressed some doubt about the reliability of some statistics obtained through the use of sampling methods, namely on unemployment and poverty, as well as for indicators of some sector statistics.

Question 3.1.4 Do you consider that the data produced by INE and the ODINE are disseminated in a timely manner?

Interviewees were generally positive in their response to this question. However, most are of the opinion that the INE should make data available more often and/or more regularly, and circulate a dissemination schedule and the catalogue of the INE's main publications.

Moreover, they highlight the need for the INE to use more dissemination channels, such as data discussion forums and community outreach to promote a greater “culture of statistics” and to:

- combat statistics illiteracy, especially through greater proximity with users (public/private/civil society in general)
- increase the link to the scientific community by enhancing and facilitating researchers' access to information
- increase the frequency of user satisfaction surveys, as these are an important means for identifying opportunities for improving products and services supplied.

6.4: Methodology and appropriate statistical procedures

In order to ensure data quality, the INE takes due consideration in its statistical operations that its methodology obeys internationally recognised norms, principles and best practices in the following areas:

- **Concepts and definitions – according to the INE**, the concepts and definitions used comply with internationally accepted statistical reference frameworks.
- **Coverage** – coverage follows internationally accepted norms, principles and best practices.
- **Classification/sectorisation** – the classification and sector systems comply with internationally accepted norms, principles and best practices.
- **Base registration** – flows and stocks are valued and registered according to internationally accepted norms, principles and best practices.

Theme 7: Data dissemination and use

This section analyses the INE's processes for disseminating the statistics it produces and for supporting their use.

7.1: Dissemination

Given that statistical data are key for decision making in the economic, social and political domains, above all for defining, implementing and following up the Strategy Document for Growth and Poverty Reduction (DECRP) and the Millennium Development Goals, a results-based management approach has been adopted. The statistical system's mission is to supply reliable and up-to-date statistical data on the economic, social, demographic, cultural and environmental fields to public institutions, business, and national, sub-regional, regional and international organisations.

Therefore, the INE has decreed that the statistics produced should be disseminated in various formats and be available to a wide range of public and private users. They should also respect the criteria of objectivity and comparability at national and international level.

The INE's statistics dissemination strategy aims to ensure the free access of statistical information, through its portal and in various formats (paper, CD-ROM). Most data are accessible on the INE portal (www.ine.cv) as Excel, Word and PDF files and, more recently, as images, for those using the Data Portal and WebGis.

Interviewees are positive about the notable progress made in the production and dissemination of data, considering that it has improved considerably the access to data and to meta-information, as well as to associated methodological documents. Nevertheless, interviewees suggest that the INE could make its statistical releases more informative so as to increase the public visibility of its information. They also consider that the INE should ensure greater regularity in the publication of its data, and update the BDME (meta-information database).

7.2: Archiving and storage of data and meta-data

The INE has invested in a Data Centre to host servers and other components such as data storage systems and network assets. The main purpose of this investment is to ensure the safety of existing database(s), as well as provide major storage capacity for the data produced by the institution.

The INE provides a set of technologies to allow users to better understand and interpret statistical data. These include DIRCV (Documentation from Cabo Verde Surveys and Censuses), BDEO (Database of Official Statistics) and SINE (Integrated System for Statistical Nomenclatures), which allow the user to find all the meta-information produced by the national statistical system, including statistical concepts, classifications, variables, questionnaires and methodological documents associated with each statistical operation. Each of these is described below.

The DIRCV is a web-based dissemination system, based in the National Data Archive (NADA). It was developed by the International Household Survey Network and is part of the Accelerated Data Program, financed by PARIS 21. It was launched in 2006 following a recommendation in the Marrakesh Action Plan for Statistics.

The DIRCV is fed by files that are produced by the Micro Management Data Editor, a tool that allows analysts to document and define meta-data from surveys and censuses, and to characterise the variables of the micro-data using international norms. Known as the DDI or Data Documentation Initiative, it is XML-based and conceived for micro-data and meta-data exchange.

The Database of Official Statistics (BDEO) is the repository for all data produced by the national statistical system, such as the INE, *Banco de Cabo Verde*, Institute for Employment and Professional Training, National Institute for Fisheries Development, General Directorate of Labour and Departments for Studies and Planning from the Ministries of Health, Education and Agriculture. BDEO allows users to consult all the statistical data that they may need; convert the data to alternative formats; export them to Excel, ASCII or other formats; print them and present them as charts, amongst many other options. They can also cluster indicators covering cross-cutting or specific themes: thematic profiles (subordinated to a theme) and institutional profiles (subordinated to a development programme/project/agenda) and have immediate access to pre-defined

information, according to their preferences. All the information presented is linked to meta-information on the Meta-information Data Base (BDMI).

To access the BDEO, one needs to register. The subscription is free of charge but registration allows the producers of official statistics to know who their users are and to gather adequate information on their real needs.

The SINE (Integrated System of Statistical Nomenclatures) presents the Classifications of Economic Activities (CAE), the Goods and Services National Classifications (CNBS), the Classifications of individual Consumption by Objective (CCIO), the Classifications of Construction (CC), the Classifications by Broad Economic Categories (CGCE), the Classifications of Professions (CP) and the Statistics Concepts from the five Portuguese-speaking African countries (Angola, Cabo Verde, Guinea-Bissau, Mozambique and São Tomé & Príncipe – collectively known in Portuguese as the PALOP countries).

The classifications and concepts included in the INE were developed through bilateral co-operation between Portugal and each of the five PALOP countries, within the joint Classifications, Concepts and Nomenclatures project. The classifications and concepts included in the SINE have been harmonised and integrated as much as possible with international and European frameworks. They are fundamental for the co-ordinated and sustained development of the PALOP Statistical Systems and to support market decisions in each country.

7.3: The evaluation of statistical processes

No exhaustive evaluation process exists, which represents a challenge for the INE in implementing its Quality Management System based on mechanisms and criteria grounded in quality assessment standards.

Interviewees therefore suggest that the INE establishes the following practices in its management process:

- adopt a standardised mechanism for quality analysis
- design/update manuals, methodological documentation and periodic user satisfaction surveys
- establish a system for suggestions/complaints
- promote high-quality internal and external audits, covering and benefiting all SEN statistics producers
- continue to invest in strengthening human resources capacity
- produce and disseminate reports on the quality of statistical operations.

Theme 8: Recent notable developments

In this section we identify any notable developments in the national statistical institute over the last three years, such as technical innovations that have improved statistical operations or working with new partners.

8.1: New partnerships or new joint activities

According to the INE itself, the institution has been seeking new partnerships in the last three years in the framework of its co-operation policy. In this time it has managed to engage 17 new partners – 9 are from the public/private sector and 8 are non-profit institutions (Table 5).

Table 5. Some examples of INE partnerships established in recent years

Areas of co-operation	Partners
Planning and development of statistical processes: the development of the industrial production industry, regional accounts, satellite accounts for tourism, budget and consumption survey.	National Statistics Institutes of Portugal and Spain
Data collection, treatment, analysis and dissemination	National Statistics Institute of Morocco
Data archive and evaluation of statistical processes	African Development Bank and Paris 21
Signing various national and international protocols for statistical co-operation	National protocols signed with Bank of Cabo Verde (BCV); Ministry of Internal Affairs (MAI), The Citizen's House; General Directorate of Registration and Notary (DGRNI), University of Cape Verde (UniCV).....etc. International protocols signed with Niger, Senegal, Luxembourg, South Africa, Angola, Madagascar and Brazilian Institute for Geography and Statistics (IBGE).

8.2 The use of new types of data

Finding new and more advanced ways to collect statistics has been a constant concern for the INE; the institution has made major efforts to minimise the burden involved for partners in producing official statistics.

Among the new solutions that have been successfully adopted, of particular note is the data collection method used during the 2010 census. This involved the use of Personal Digital Assistants (PDAs), which enabled an electronic questionnaire to be combined with digital cartography. The geo-referencing of buildings was an innovative feature of the 2010 census and had huge advantages for users and for the entire national statistical system. It has allowed a national geographical database to be built based on co-ordinates (x, y) for all physical infrastructure existing in the country (houses, schools, sports fields, public buildings, private buildings, etc). The existence of geographic co-ordinates for all buildings subject to the 2010 census has made it possible to study any location and provides a framework for all other statistical operations programmed for the future. Figures 1 and 2 give some examples of the applications of this technology.

Figure 1: Location of second homes and altitude in Praia

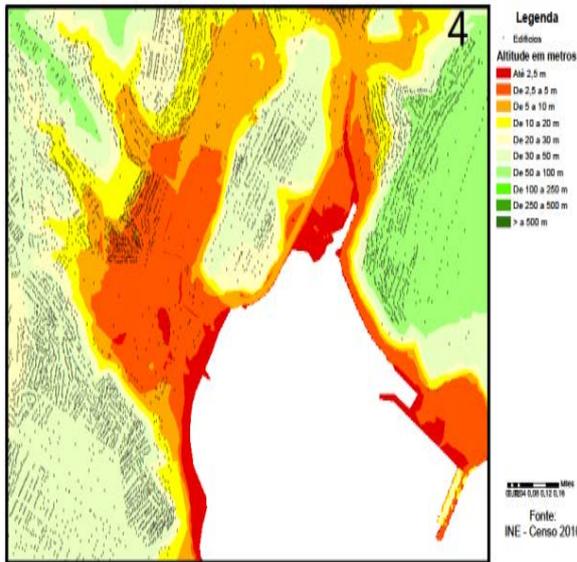
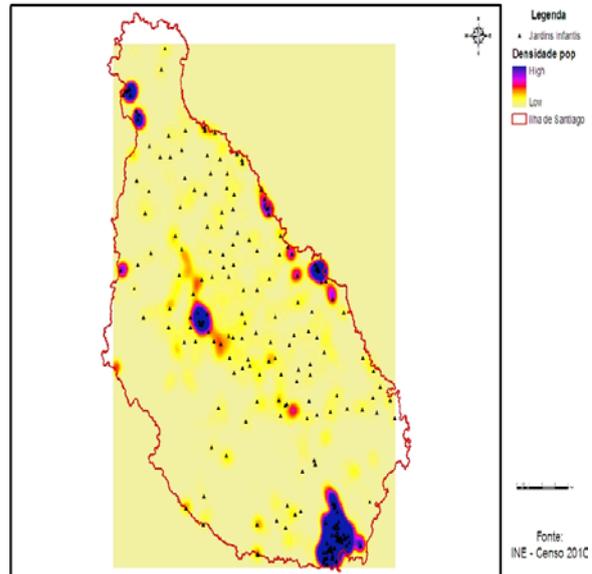


Figure 2: Density of children aged between 4 and 6 years and the location of kindergartens, island of Santiago



Source: INE/Dissemination Direction, 2014

Another new technology is being developed for use in the next demographic survey on households' income and expenditure. This will involve an electronic survey based on direct interviews entered into a Tablet-type computer using the CAPI (computer-assisted personal interview) system. It will also incorporate WebGis associated surveys, allowing for data collection and the follow up of activities and analysis in real time.

In addition to these innovations, the INE has been trying to appropriate administrative data for statistical purposes from the many public services and private companies. In recent years, the INE has signed several protocols (see Table 5) to give it access to statistical information from these diverse institutions, thus minimising the costs of statistical production and the burden on statistical suppliers.

These innovations reflect INE's dynamic approach, in which it is constantly seeking to modernise its methods for producing and disseminating statistical information.

Part 4. Interactions with the international statistical community

This part analyses the way the country interacts with and receives support from the international statistical system, including within the region.

Theme 9: The management of technical and financial assistance

We start by assessing how easy or difficult the country finds it to access and make use of financial and technical assistance, and the extent to which this support is aligned with national statistical priorities.

9.1: Technical support from donors

The INE benefits from a wealth of international co-operation in the area of statistics, with the involvement of multilateral and bilateral partners (Table 5):

- Bilateral co-operation is essentially of European origin, and includes Portugal, Spain, Luxembourg, Italy and Sweden. There is also bilateral co-operation with Brazil, especially with the Brazilian Institute for Geography and Statistics (IBGE).
- The INE's main multilateral co-operation partners are the United Nations institutes (the resident agencies: United Nations Population Fund, UNICEF, FAO and the World Health Organization), the World Bank, the International Monetary Fund, International Labor Organization, the Community of Portuguese Language Countries (CPLP), the Economic Community of West African States (ECOWAS) and the European Commission. The African Development Bank and Paris21 have been gaining a growing importance as partners in statistical co-operation in all areas, but above all in supporting statistics dissemination.

Over the last three years, the INE has received a total of four funding packages entirely dedicated to national statistical activities and aligned with the priorities defined in the national statistics agenda. In terms of technical assistance, INE has received a total of eight missions in the last three years, all in areas corresponding to technical needs for the execution of its activities (Table 6).

Table 6: The INE’s partners and interventions since 2011

Partners	Areas of intervention	Final product
Portugal’s national statistics institute: CPLP Project: Systems Capacity Building Program for the PALOP and Timor Leste	Nomenclature	Classification of Economic Activity; National Classification of Professions; National Classification of Goods and Services, Classification of Individual Consumption by Objective, Classification of Broad Economic Categories
	Consumer Price Index	Change of the base year and methodological support
	Enterprise statistics	Technical capacity building for business statistics
	Geocoding	Development of geographic data infrastructure; development of GIS-based applications for surveys
	Diffusion	Graphic Norms Manual for dissemination
	Income and Expenditure Survey of Families	Survey methodology support
	Tourist Price Index	Capacity-building support for sample identification, indicator definition and weighting structures
	Industrial production index	Computer application support for identifying inconsistencies
	Activity indicator in the service sector	Support in the definition of a new model for questionnaires and new samples
INE -Spain	National Accounts	Change of the base year of National Accounts, adaptation of SN93, and dissemination of data from 2007 to 2011
	Expenditure Survey and Satisfaction of Tourists	Support in survey methodology, culminating with the dissemination of satellite accounts data for tourism covering 2010 and 2011
	Indices of Industrial Production and Services	On-going Indexes of Services for Industrial Production
	Quarterly reports	On-going quarterly accounts
STATEC Luxembourg	Computing	Support for demographic statistics, computer science and communications
	Communication and dissemination	
IBGE Brazil	Census 2010	Preparation for the 2010 Census: methodological support; development of computer application for PDA; cartographic development; support with training the team in the field; dissemination, management and communication support.
ISTAT Italy	Agriculture	Agricultural support (census, National Accounts of Agriculture)
International Monetary Fund	National Accounts	Training team
	Quarterly reports	Training team
STAT-CAN Canada	Demographics and Planning	Capacity building for the sampling team
ECOWAS	Foreign Trade	Capacity-building workshops for technicians on

	Consumer Price Index	harmonising statistics of member countries.
	National Accounts	
	Diffusion	

Question 3.1.4 Do you consider that the INE has managed to make use of all the opportunities provided by its main development partners?

The responses are inconclusive because – as the interviewees point out – they know little about the INE’s efficiency in the use of the opportunities provided to it by its partners. In fact, they highlight that as the INE’s annual report of execution is not in the public domain, they cannot offer an objective opinion on the matter. Nevertheless, they are of the opinion that the INE should continue to advocate for and mobilise the resources to ensure that projects are funded and technical assistance provided so as to strengthen the national statistical system.

Theme 10: Involvement with the international statistical system

This section explores the extent to which Cabo Verde is involved in the regional and international statistical systems.

10.1: International recommendations and standards

As mentioned already in Section 6.4, the INE works in line with internationally accepted principles and best practices.

The INE considers that the pursuit of high standards in statistical production and dissemination is a key factor in building users’ confidence in their statistics.

In addition to providing several benchmarks in the field of statistical quality, the INE also disseminates various methodological details, as well as key reference manuals and terms used during statistical compilation. The aim is to facilitate the interpretation and analysis of statistics.

It is worth highlighting that the INE has launched a process for adhering to the Special Data Dissemination Standard (SDDS), which serves to guide countries that have, or may seek, access to markets of international capitals in the dissemination of economic and financial data for the public.

Similarly, the INE is committed to following statistical best practice in the following dimensions:

- (1) data: coverage, timeliness and updating of disseminated data
- (2) public access: the prior publication of dissemination calendars, and the simultaneous launching of data
- (3) integrity: the dissemination of information on laws governing data compilation and dissemination; prior access to data by other government staff before publication; ensuring that a ministerial comment accompanies data dissemination; a review and communication policy anticipating substantial changes in methodologies

(4) quality: the dissemination of documentation on methodology and sources, and dissemination of detailed data and other information that enable statistical cross-checks.

The rise of Cabo Verde as a middle-income country will mean the reduction of official development assistance. There will be a need to access new funding sources, which means that adhering to the SDDS initiative is of extreme importance. It will allow the country to increase its international recognition, and refine the national statistical system so as to ensure the supply of precise indicators to measure progress in an interactive and dynamic way.

10.2: Governance of the international statistical system

Within its sub-region (ECOWAS), Cabo Verde participates in a statistical harmonisation programme, particularly for its price index, national accounting and external trade.

Cabo Verde also comes under the framework of the food security policy for the CILSS countries (Permanent Interstate Committee for Drought Control in the Sahel). Cabo Verde is committed to producing forecasts of cereal crops using a previously defined methodology. These forecasts are combined with population data, cereal stocks data, and forecasts of commercial and non-commercial imports in order to estimate the cereal balance. This balance sheet is presented to the international community to seek support for the country if necessary, to set up preventive measures to avert crisis.

To adhere to the economic and financial policies of the World Bank and IMF, the national accounts and financial and monetary statistics are particularly relevant. Cabo Verde adheres to the IMF's General Data Dissemination System (GDDS), whose purpose is to mobilise member states to improve data quality, supply a structure for assessing data needs, fix priorities and guide them in the timely publication of accessible, reliable and comprehensive economic and financial statistics.

In the framework of the Millennium Development Goals (MDGs), countries have made a commitment at the United Nations to reduce poverty through policies in various sectors, including economic and social governance (education, health, poverty). To ensure the follow up of the MDGs, there is need for a statistical system that supplies good quality statistics regularly.

Other multilateral co-operation actors have a more sectoral focus, according to their work fields. The International Labor Organization (ILO), for instance, has developed an important co-operation programme involving technical assistance for labour statistics. These are essential for preparing, implementing and evaluating economic and social programmes and policies. The ILO provides support in the area of standards and classifications, producing technical manuals and supplying consultancy and technical assistance at all levels of statistical development.

Other examples include the United Nations Organization for Education, Science and Culture (UNESCO) in the field of education, science and culture; the World Health Organization, in the field of health statistics; and the United Nations Organization for Food and Agriculture (FAO) for agriculture and rural development and fisheries.

The African Charter on Statistics has been created to ensure the quality of statistics across the African continent (AU, 2009). It was adopted by consensus at the 12th Ordinary Session of the Conference of the Heads of State and Government of the African Union (AU), in February 2009, in

Addis Ababa, Ethiopia. This aims to promote and disseminate best practices in statistical production across the system, harmonise methodologies and ensure international comparability of statistics. However, Cabo Verde has still not ratified the charter.

In summary, all these international governance norms aim to strengthen the credibility and reliability of the national statistical system, applying the Fundamental Principles of Official Statistics defined by the United Nations, as well as several other declarations and codes adopted at global and regional scales.

Part 5. Development of the national statistical system over the next five years

This part asks how the national statistical system is forecast to develop over the next five years (2015-2020), including the main priorities that will be identified.

Theme 11: Meeting users' needs

How will demand for statistics change over the next five years and how can the national statistical system better meet these needs?

11.1: Defining priorities

Three priorities for statistics have been set out by the INE for the coming years:

- 1) living conditions and poverty
- 2) agriculture, forestry and fisheries
- 3) macro-economic statistics, with an emphasis on short-term indicators so as to be able to detect seasonal variations.

Users' priorities do not differ much from those of the INE. However, they consider it important for the country that statistics aim at deepening the following themes in the coming years:

- health and criminality
- environment, energy, water and sanitation
- innovation and culture
- enhancing sector statistics as a whole, but especially labour and productivity
- strengthening social statistics, especially for health
- ensuring the dissemination of quarterly national accounts.

They consider regular data collection to be of extreme importance for extending time series data on indicators which aid the analysis of long-term trends.

The INE also prioritises work on the following measures across the system:

Quality improvement:

- improve co-ordination of the statistical production process
- adopt measures to improve the relationship between data users and suppliers
- increase the confidence of users in data confidentiality and data safety.

Access improvements:

- improve the preparation process of the research database for micro-data (ensure anonymity and confidentiality of data)
- strengthen computer infrastructure (increase server and band capacity)
- improve production of metadata documents.

Data use improvements:

- build capacity in data management and administration
- guarantee continuous support to INE partners, namely the ODINE, users, and other entities or institutions that collaborate with the INE in statistics production.

11.2: Building and strengthening statistical capacity

The INE lists the following capacity-building measures as priorities:

Tools and skills:

- improve strategic planning and the practice of results-based management
- build capacity in needs definition
- improve data treatment and analysis.

Technical capacities:

- improve preparation of design documents, and statistical methodologies and processes flows
- strengthen statistics staff knowledge in data treatment and analysis
- enhance staff knowledge in the planning, follow up and evaluation.

Information and communication technologies:

- implement new data collection methods (focusing on technologies for efficiency)
- improve the data dissemination process (e.g. improve the portal's information architecture, including its template and efficiency).

Information and communication infrastructure:

- strengthen the INE's GIS skills
- enhance the use of the NADA (DIRC-CV) technology, so as to improve its performance while consulting on a repository for technical information on statistics operations in Cabo Verde
- strengthen INE competencies in the automatic integration of data from various sources.

11.3: Strengthening co-ordination and management

The INE has the following three priorities for strengthening co-ordination:

- strengthening the use of recommended standards and classifications
- setting up formal mechanisms to ensure adequate co-ordination across the system
- establishing a career development framework for statistics staff.

Theme 12: The use of innovations

This section explores the extent to which the national statistical system is making use of and developing innovations to improve the quality, accuracy and efficiency of its statistical operations.

12.1: The most important innovations introduced in the last three years

The following are the main innovations introduced by the INE in recent years:

- CAPI and PDA technologies with a geo-referencing support for data collection (see Section 8.2)
- data treatment and analysis
- data dissemination and use
- Dirc-CV /NADA technology for data archiving and storage (see Section 7.2).

12.2: Innovation needs in the next five years

Given the challenges facing the INE in the years to come, the main priorities for intervention in innovation include:

- co-ordination and management
- planning and designing of processes
- production of statistics (data collection, treatment and analysis)
- strengthening data dissemination and use
- strengthening capacities in archiving and storing data (more effective use of the toolkit and NADA)
- setting up a mechanism for accessing data from administrative sources.

Theme 13: Future needs for external assistance and support

To what extent will the national statistical system need financial and technical assistance over the next five years?

13.1: Financial aid

Table 7 lists the main categories and priorities, defined by the INE, for the next five years.

Table 7. The INE's priorities for financial support

Categories	Priority Level	Area
Co-ordination and management	High	<p>Institutional management</p> <p>Improve co-ordination and functioning of management bodies of the National Statistical Council (CNEST) and INE.</p> <p>Strengthen quality control, follow up and evaluation.</p> <p>Management of processes</p>

		Improve the co-ordination process for production of statistical operations
Investment in physical infrastructure	High	Replicate the INE platform on another island Develop new data collection methods
Human resources	Medium	Increase staffing levels in INE and in the sectors (ODINE)
Treatment and analysis	Medium	SEN staff training/capacity building
Dissemination and use of data	Medium	SEN staff training/capacity building
Archiving and data storage	High	Training/capacity building of SEN staff.

13.2: Technical assistance

Table 8 lists the main categories and priorities, defined by the INE, for the next five years.

Table 8. The INE's priorities for technical assistance

Categories	Level of priority
Co-ordination and management	Medium
Planning, design of statistical processes	High
Data collection	Medium
Treatment and analysis	Medium
Data dissemination and use	Medium
Archiving and data storage	High

Part 6. Conclusions and recommendations

Having a national statistical system is of fundamental importance to any country. Decision making at all levels is underpinned by timely and reliable quantitative information that is conveniently organised and accessible. In fact politicians, public and private managers, researchers and social partners, amongst others, cannot fulfil their functions or meet their objectives efficiently and accurately without access to adequate official statistical information on trends and the current situation.

In any case, the time has long gone when those in power could distance themselves from the economic and social reality. With the advent of democracy, accountable governance is being enforced by a variety of actors (citizens, the opposition, the media, development partners etc.). There is ever greater demand for results from the various policies pursued (Strategy for Growth and Poverty Reduction; Millennium Development Goals), and from other national and international commitments for improving citizens' lives. Cabo Verde society recognises that mechanisms for measuring and control are a necessary condition of efficient governance, in the design and follow up of policies by the public and private sectors, and for the consolidation of a democratic society.

Thus, a national statistical system which can meet these demands is of extreme importance, and the state should ensure that it functions well enough to guarantee reliable statistics that are equally available to all, that are processed impartially, and that are free of political interference. This

represents an indispensable public asset for the consolidation of a democratic society and guarantee of an active citizenship. On the other hand, it represents an even more essential dialogue instrument in a globalised world, and is of extreme importance for the development of international relations.

The government defines as one of its priorities the strengthening of the relationship between the National Statistics Institute (INE), and the Operational Centre for Information Society (NOSI)⁴ so as to supply the state with tools and an information system for collecting and analysing data in all government agencies and ministries. It also recognises that collecting data and disseminating it quickly to the public and decision makers will also help the economy and business management.

This study has revealed that despite the recognition of the importance of statistics by those in government, the political priority attributed to the INE still does not fully match the challenges. The resources allocated to the INE do not allow it to fully pursue the statistics strategy, hindering its implementation and delaying the production of the key statistical operations that have been planned.

Nevertheless, the vast majority of interviewees view the INE's work positively, and feel that it has improved considerably lately. They are especially impressed with the improvement in the regularity of production and dissemination of some official statistics, especially those for prices, external trade, national accounts, business statistics, etc.

This report has noted a range of measures suggested by interviewees to help improve the SEN's organisation and functioning. These are summarised below.

1. Political commitment

Continue to encourage the government to increase its political commitment to developing a national statistical system that can ensure the production of reliable statistics, processed impartially without political interference and equally accessible to all.

2. Strategic, institutional and regulatory framework

- ensure the system functions in line with the country's statistical statutes
- ratify the African Charter on Statistics, and ensure Cabo Verde adheres to its standards, especially for data dissemination
- increase the dissemination of laws governing the national statistical system to ensure various methods for disseminating statistics
- disseminate the National Statistical Strategy 2012-2016 more widely and undertake a mid-term evaluation of its implementation
- increase advocacy actions together with the main partners to ensure the major statistical operations foreseen in the strategy can be implemented.

3. Statistical system

Strengthen the institutional and organisational aspects of the national statistical system and its technical and administrative co-ordination:

CNEST

- revitalise the CNEST by improving its structure and way of working
- allocate adequate financial resources to ensure that this important body can function fully, including establishing a permanent, full-time secretariat to support the presidency and any future committees
- establish specialised sections to follow relevant dossiers across the national statistical system so as to strengthen it. These sections should be made up of CNEST members, but could also bring in additional technical and scientific expertise as needed to support certain aspects that need deeper analysis.
- set up a means for disseminating documents, including deliberations and opinions, as a way of keeping the national statistical system and society in general up-to-date and informed.

INE

- strengthen the INE's management bodies, including setting up a co-ordinating and supervising service for statistical operations
- set up a mechanism for co-ordinating statistical operations
- implement mechanisms that promote quality statistical production
- ensure continuous improvement in the production process of statistical data
- approve the INE's new staff statutes
- strengthen INE staff, giving priority to graduates and specialists
- adopt results-based management
- intensify initiatives to draw more on existing administrative data for statistical purposes, so as to reduce costs for statistical authorities and the burden on data suppliers
- disseminate annual plans and reports
- strengthen the INE by implementing a monitoring and evaluation service

ODINE

- INE should support the ODINE in building integrated statistical services and in setting up mechanisms that allow it to respond quickly to demands for official statistics
- INE should also establish a support, monitoring and supervision service for the ODINE.
- promote initiatives that strengthen institutional co-operation across the national statistical system, allowing it to respond more efficiently and accurately to new demands and challenges, especially through the sharing of best practices and the exchange of data, information and knowledge
- increase the public interest in statistics, developing a wider national strategy of advocacy for sector statistics, both for the ODINE and for other public services that produce information of national relevance.

4. Financial resources and cost-cutting

- increase the national resources allocated to statistical activities
- continue to involve new partners in funding statistical operations
- create a fund for statistics in line with the African Fund for Statistics Development
- increase sources of revenue through the production of analytical studies and specialised statistics on request
- draw more on existing administrative data produced in both the public and private sector
- adopt more high-tech methods of data collection
- adopt management measures that promote efficiency in the management of resources allocated to SEN and to the INE.

5. Human and technical resources

- strengthen INE staff, giving priority to graduates and specialists
- train staff from all relevant sectors in communicating essential statistical results
- improve strategic planning and results-based management
- improve capacity and definition of needs
- strengthen INE competence in use of GIS
- develop design documents and statistical flows methodologies and processes
- acquire or train a critical mass of experienced analysts: specialists in data analysis and in specific social and economic issues such as migration, unemployment, inflation, trade, safety and criminality, environment, etc.
- enhance staff knowledge in planning, follow up and evaluation
- update the national statistical system's capacity building plan, focusing on the use and application of new technologies for statistics production in all its phase.
- strengthen computer infrastructure (increase server and bandwidth capacity)
- strengthen INE skills in automatic mainstreaming of data from various sources
- ensure the virtual decentralisation of database servers from surveys in some islands.

6. Data quality and relevance

- adopt standardised mechanisms for quality analysis
- provide adequate prior warning and discussion of methodological changes through the INE's Internet page and through forums/workshops with the main users and the media
- publish quality evaluation reports for each statistical operation
- design/update manuals, methodological documentation, and periodic user satisfaction surveys
- promote high-quality internal and external audits, covering and benefiting statistical producers across the national statistical system
- ensure comprehensive analysis of existing statistical data to facilitate its use for decision making
- combat statistical illiteracy, especially through greater proximity with users (public/private/civil society in general)
- strengthen the relationship – formal and informal – with public and private users, academics, religious and the civil society in general so as to better meet their needs
- conduct user satisfaction surveys more regularly and use them to identify opportunities for improving statistical products and services
- increase the links with the scientific community, for example by motivating researchers and making it easier for them to access information
- organise meetings and discussion forums to bring together specialists in the issues under analysis.

7. Data coverage and disaggregation

- Pursue the development of statistics in the following priority areas:
 - 1) living conditions and poverty
 - 2) agriculture, forestry and fisheries

- 3) macro-economic statistics, with an emphasis on short-term indicators so as to be able to detect seasonal variations.
 - 4) health and criminality
 - 5) environment, energy, water and sanitation
 - 6) innovation and culture
 - 7) enhancing sector statistics as a whole, but especially labour and productivity
 - 8) strengthening social statistics, especially for health
 - 9) ensuring the dissemination of quarterly national accounts.
- ensure that the design of statistical surveys allows for disaggregated analysis (for instance by island, administrative division or zone, gender, marital status, level of education, age, etc.)

8. Data dissemination, archiving and safety

- improve the INE portal, especially its information architecture, to ensure efficient navigation and ease of understanding and use
- disseminate the new technologies (BDEO, DIRCV, Data Portal, and WebGis) more widely, using video clips to explain how they work available on the portal and other sites, such as the INE Facebook page
- increase the free access to statistical information through various formats (paper, CD-ROM)
- enhance the use of NADA (DIRC-CV) as a repository of consultation for technical information on statistical operations in Cabo Verde
- promote the use of the Estat-Lab together with users, especially universities
- improve the research database preparation process (to ensure privacy, security and confidentiality of data)
- disseminate calendars of annual/bi-annual statistical operations

9. Monitoring and evaluation

- strengthen the commitment to using recommended norms and classifications for monitoring and evaluation
- establish formal mechanisms to ensure the implementation of the NSSD

Annex 1: List of interviews and meetings held during the data/information collection phase

Name of the interviewee	Institution	Function	Contact email
Ana Semedo	BCV	Department of Economic and Statistics Studies	Asemedo@bcv.cv
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Antonio Batista	MIE	General Director of Energy	
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Oswaldo Borges	Uni.Jean Peajet	Dean	

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Notes

¹ Information from the INE Portal for Information Requests Management, dated 29 August 2014.

² This would involve the organisation, harmonisation and development of statistics with support from international organisations' capacity and experience, the development of a charter and the creation of a specialised fund for supporting statistics development (see CAMEF, 2008).

³ New National Statistical Institute (INE) statutes, February 2012.

⁴ NOSI is a body that supports electronic governance in Cabo Verde, and since 2012 has been involved in supporting the ministry in computerising and creating a database system to support public policies.