

COMPLETION REPORT

For the 'Bridging Support Program to Strengthen the Institutional Capacity of the National Statistics, Mozambique



Instituto Nacional de Estatística

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List of abbreviations

BSP	Bridging Support Programme
CO	Scanstat Coordination Office in Statistics Denmark
CEMPRE	censo de empresas 2002/03 (Business Census)
CPI	Consumer Price Index (In Portuguese: IPC)
QUIBB	Questionário sobre Indicadores Básicos de Bem Estar (In English: CWIQ= Core Welfare Indicators Questionnaire)
Danida	Danish International Development Assistance
DKK	Danish Kroner
DSt	Statistics Denmark
EUR	European Euro
HIPC	Highly Indebted Poor Countries
INE	Instituto Nacional de Estatística, Mozambique
INE-P	Instituto Nacional de Estatística, Portugal
LFA	Logical Framework Approach
LTA	Long Term Adviser
MZM	Mozambique Meticals
NOK	Norwegian Kroner
PARPA	Plano de Acção para a Redução da Pobreza Absoluta (Action Plan for the Reduction of Absolute Poverty)
PRODOC	Project Document
Scanstat	Consortium between Statistics Denmark, Statistics Norway and Statistics Sweden
SCB	Statistics Sweden
SEK	Swedish Kronor
SEN	Sistema Estatística Nacional (National Statistical System)
SSB	Statistics Norway
STA	Short Term Adviser
USD	US Dollars
ZAR	South African Rand

INEs Directorates and Departments:

DARH	Directorate for Administration and Human Resources
DAF	Department of Administration and Finance within DARH
DRH	Department of Human Resources within DARH
DICRE	Directorate for Integration, Coordination and External relations
DCPRE	Department of Coordination, Planning and External Relations within DICRE
DISI	Department of Informatics and Information Systems within DICRE
DDD	Department of Dissemination and Documentation within DICRE
DESE	Directorate for Economic and Business Statistics
DEBA	Department of Statistics on Goods and Environments within DESE
DESC	Department of Service Statistics and Business Register within DESE
DCNIG	Directorate for National Accounts and Global Indicators
DCN	Department of National Accounting and Economic Studies within DCNIG
IPC	Department of Prices and Economic Trends within DCNIG
DCI	Directorate for Censuses and Surveys
DMA	Department of Methods and Sampling within DCI
DCO	Department of Cartography and Operations within DCI
DEMOVIS	Directorate for Demographic, Vital and Social Statistics
DED	Department of Demographic Studies within DEMOVIS
DEVS	Department of Vital and Social Statistics within DEMOVIS

1 EXECUTIVE SUMMARY

This report¹ covers a one year Joint Scandinavian Bridging Support Programme (BSP) to strengthen the National Statistics Institute of Mozambique (INE).

A major objective with the support was to give continuity to the institutional cooperation between INE and the Scandinavian countries through the Twinning Arrangement between INE and Statistics Sweden that started in 1998.

The BSP would also be a bridge to continuous joint Scandinavian support 2003 - 2007. The long-term objective of the Scandinavian support is to strengthen the National Statistics System through INE so that it will efficiently generate reliable, relevant and timely statistical information to support the planning, management, monitoring of Mozambique 's economic and social development.

The Twinning Arrangement had focused on consultancy support while the BSP except for the TA component also included considerable support to long and short term formal training, in house training and to workshops and study tours. Furthermore it included heavy "budget" support to two major surveys, to other operational activities and to equipment. It was also more extensive than Twinning when it comes to consultancy support with 5 Long term Advisers (LTA – one as Team Leader, TL) and about 20 short-term advisers (STA). Twinning had as most 4 LTAs and about 30 STAs during 4.5 years. The BSP amounted to 4 mil US\$ in one year, the Twinning amounted to hardly 2 mil in the whole period.

The implementation procedure integrated the BSP and the TAs into INE 's daily work and planning- and reporting routines aiming to reduce so called bypassing procedures. INE 's program director had the overall control and initiative of the daily BSP activities with the assistance of the TL and an internal coordination group with all the Directors and the LTAs. One accountant and one financial assistant, both BSP-funded, were recruited to administer and account for the finances and to support to develop INEs administrative capacity. A steering committee with all the donors had the overall strategic coordination and control for the BSP. INE had to plan and prepare for the short-term missions, such as prepare ToR, participate actively in the mission and to follow up the results of the mission.

The BSP also meant activities so as to enable for INE to have the control and initiative of all the BSP activities and to meet new and increased requirements from the donors. These activities concerned above all matters of administration, accounting and organisation and can be defined as a preparatory period for the continuation of the joint Scandinavian support.

These preparations had also to consider that 4 new LTAs needed time to settle down, to start to get familiar to the local conditions and to such as INEs hierarchical command structure² – not to forget the language aspect. It had also to take into account that some of the new STAs had no or very little experience from work in countries such as Mozambique.

Progress

The training programme was implemented as planned. Major procurement of equipment was done as planned, such as of printing equipment and 5 vehicles. The plan for LTAs and STAs was substantially fulfilled. There were major support to fulfil the plans for the Household Budget Survey and the Business Census. Both are instrumental for generating important indicators for PARPA monitoring.

¹ It is not a completion report in its usual meaning, since it was already agreed that the support would continue after the BSP-period. Another aspect of reservation is that the period is too short to allow a good analyse of e.g. efficiency and effectiveness as well as of sustainability.

² While the Scandinavian countries have a flatter and more opened structure

The PRODOC lists 20 various activities funded by the BSP that should show progress at the end of the BSP year. An assessment of achievements can be one indicator of the efficiency of the overall use of resources from the support, though it has to be kept in mind that many of the activities are of development character and will continue after the BSP year.

The assessment indicates that 12 activities were completed as far as they were defined in the PRODOC. 6 other activities showed significant progress but require –as planned - further development in the months or years to come.

2 activities showed very little progress. One is a specific *database for planning and monitoring INE 's human resource development* on individual level. The other is a plan and implementation for a *gender-training programme*.

Budget and Spending

The financial report, *Appendix 9*, shows that there was a considerable overspending for one of the major surveys, viz. the Business Census.

Information and Integration

The BSP meant a significant increase of donor support to INE with 6 long term TAS and a lot of STAs, not to forget of course all other support. It meant the necessity for INE to improve the transparency and to increase the exchange of information and communication- through e.g. regular meetings for follow ups and problem-solving – so as to integrate specifically the LTAs in INEs day-to-day work.

All this is a process, which has to go on and be developed in the years to come to enable the TA staff to become more efficient at work. The aim is to create long-lasting trusting relationships between LTA/STA and INE staff through informal links and for the promotion of long distance advice and contacts, which could easily continue after the termination of the project. This is one major cornerstone in an institutional cooperation.

Sustainability

One primary task of the BSP – as for any institutional cooperation – was to transfer and develop competence. This means to build up the individual and the collective competence at INE in order for INE to maintain and further develop this competence on its own. It is a long lasting activity and the BSP period is too short to give significant results on this. Furthermore INE is lacking a good instrument to document and follow up competence development activities.

INE is a very young national statistical agency that lacks trained and experienced statisticians. It is still in a strengthening phase that requires consultants not only as advisers and trainers but also to carry out the actual work as gap fillers.

Major lessons learned

- An institutional cooperation is of a long-lasting character. Given this, it must be allowed to take some time before it can show significant results in the area of competence development, with respect to sustained competence
- An institutional cooperation of the design, scope and magnitude as the BSP and its continuation 2003-07 requires a reasonable starting period with specific assistance from the program to create necessary capacity at INE to have the control and initiative of the cooperation.
- It is important for a successful development of the cooperation to establish a system for a good integration and for spreading and exchanging daily information between the partners.
- It is equally important that the foreign partners have a good understanding of the local conditions in which the cooperation functions
- The instruments to plan and follow up Human Resource Development Activities must be improved and sharpened to enable to measure progress with respect to sustainability

- The cooperation between TA:s and counterparts needs to be further developed so as to better ensure that the recommendations from the TAs have sufficient relevance and are feasible for the development of INE. To what extent the recommendations are fulfilled is an indicator on the relevance and efficiency of the support
- The budget work should integrate all funding of INEs activities and there must be distinct links between budget/resources and activities.
- The follow up of costs must be sharpened to avoid overspending.

2 INTRODUCTION

In September 2000, a joint Scandinavian formulation mission – chaired by a consultant that Danida had contracted - visited Maputo to analyse and assess the status and needs of INE³. A first version of a Project Document (PRODOC) was prepared. The proposed design covered three major components – long-and short term advisers, long and short term training, support to equipment and to current and intermittent surveys. The period to be covered by a joint Skandinavian support was 2002-2006. A consortium would be formed with the three Scandinavian National Statistical Agencies.

Danida contracted a new consultant in June 2001 to support INE to adjust PRODOC to an UNDP format. The new version was tentatively agreed upon by mid 2001 with representatives for all the three donors – Danida, Norad and Sida.

Based on the assessment and with the support from the consultant, INE made recommendations for a joint Scandinavian support programme to strengthen the National Statistical System (SEN) through INE. It would give continuity to various cooperation between INE and the Scandinavian countries, such as the Twinning Arrangement 98-02 between INE and Statistics Sweden with Statistics Norway as associate partner and start in January 2002.

However, before the document was completed and formalized as needed, the three donor representatives as well as INEs responsible person – the director for DICRE – had all terminated their assignments. New persons filled these posts and needed time to be updated. There were also new key persons at the home organisation of Danida (as intended lead donor). Discussions restarted, new opinions came on the table, new ideas were developed on the design of the program, though not on the major components, which all contributed to delay the preparations and the start.

Two major examples to reflect this:

1. The intended support period 2002 - 2006, was changed to become a bridging support period 2002, intended to be followed - after a new appraisal - by a new support programme for INE's next 5 year plan 2003-07.
2. The contract between INE and the Scandinavian consortium that already had been drafted and preliminary agreed upon by the two parties had to be replaced by another format of contract (better recognized by the lead donor). It was first in the beginning of 2002, when it was decided which type of format to be followed.

Another delaying factor was that Denmark elected a new Government in October 2002. Danida as lead donor had to wait for a decision on a new financial law on the 22nd of March 2002 before they formally could enter into the programme and sign a contract.

The joint Scandinavian support program started on 9th of May 2002 as a Bridging Support Program for one year and with an outline for further support 2003-07. INE's PRODOC for the support and a contract

³ Final Formulation Report January 2001, T&B Consult

agreement⁴ for the Technical Assistance within the BSP was signed by Danida as the Lead Donor and by a Consortium of the three Scandinavian Statistical Agencies.

An external review of the BSP was carried out after 8 months⁵. It did not find that the implementation of the BSP, apart from budget overruns for one component, deviated from the plan in the PRODOC to an extent that would warrant any change in the programme. It recommended that the BSP should be continued along the lines described in the PRODOC. It further recommended in relation to the new Scandinavian support 2003-07, to consider the overall size of the support, the balancing of the various components of intervention such as STA and LTA and the operational/survey activities component as well as the speed of phase-in and phase-out of these components.

The BSP ended in June 2003 and was replaced as planned by a new joint Scandinavian Support Programme to INE 2003 – 07.

3 START- AND END-OF PROGRAMME SITUATION

The Government of Mozambique sets the objectives and designs the framework for the development of INE and the national statistical system (SEN) in terms of legitimacy, authority and resources. The local input to INE above all in terms of staff, is the most important component in an institutional cooperation.

The Donor agency creates another framework for the cooperation. This in terms of funds to complement the local input into the cooperation as well as e.g. rules for remuneration and account for the funds. It is also in terms of the objectives of the support for the cooperation.

The High Council for Statistics – on the behalf of the Government – debates and approves some of framework for INE such as the strategic plan and the operational plan, both 5 years plan and annual plans. The Parliament approves the annual budget for INE.

At the start of the BSP, INE was still implementing its previous 5 years plan 1998-2002. One objective with the initial activities of the BSP was therefore to support INE in this implementation. Amongst supported major activities were the Household Budget and Income Survey (HBS) with the second round of the CWIQ and the Business Census. There were support to equipment and operation activities for both surveys and also through LTAs and STAs.

The HBS and the CWIQ are key instruments for generating indicators for PARPA monitoring. The Business Census was the first Census of its kind in Mozambique. The major objective with the Census is to update the Business Register. The Register is a cornerstone in a developed statistical system and as such required for improving current economic sector statistics. This is needed for improving the statistics on National Accounts for producing PARPA monitoring indicators such as Economic Growth Rate (GDP) and GDP per capita.

The first months of BSP also had support to Consumer Price Index. This is another essential PARPA indicator as it is the basis for measuring the inflation rate.

A highly prioritised activity in any statistical production concerns quality and to secure good quality of the work, of the various processes and of the statistical output. The BSP approached this in different ways. One was a short-term mission at a very early stage to lay down the foundation for systematic quality work based on Total Quality Management. An internal group was formed with specific quality facilitators from every Directorate at INE.

⁴ Contract Agreement for TA for the Bridging Support Program, May 2002

⁵ Inception Review Report, T&B Consult, April 2003

Another early step was to underline quality work as a key activity for an LTA. A third was that every STA regardless of subject matter area must prioritise quality issues during a mission, plan for and implement quality work and report on this in the report.

The start of the BSP included also support to assist INE to prepare two new important frames of references for the next 5 years 2003-07. These are the strategic plan and the operational plan, respectively. The High Council for Statistics discussed and approved both plans and they formed a basis for the BSP activities in 2003. These were still focusing on the two major surveys, the Business Census and the HBS, with support both to consultancies and to operational activities.

There were also support to further develop the LFA approach of INEs planning system and plan. The BSP is integrated with INEs other activities in plan 2003. The role of the three major components of the BSP for INEs activities and development is described in plan 2003 with planned tasks for each LTAs and STAs.

The new 5 years plan highlights the importance of strengthening the statistical infrastructure at INE. The assessment report from February 2001 pointed out that INE's limitations concern above all the horizontal functions. Though INE successfully carries out major surveys (thanks to heavy foreign assistance), it is to a large extent still in a strengthening phase when it comes to common support function (horizontal functions).

Some reasons for this situation are that activities in these areas are seldom found in the frontline of the statistical production. Outside users and mass media seldom pay attention to the work in these areas. There is a risk that priority is given to implement a survey than to a work with classification database or with documentation. The staff that is engaged in the subject matter areas and surveys are on the other hand involved in the attractive part of the statistical work and may be able to enjoy the fruits of a statistical work. They are closest to the users and to understand the whole idea with producing statistics, which is to satisfy the users.

The plan 2003-07 points out the following major development activities in the horizontal areas: Develop the architecture, policy etc. in the IT-area; Improve management, coordination and use of the statistical system by implementing an harmonized documentation system; Improve planning and management through annual key indicators; Optimise the use of human resources; Improve quality;

The BSP included at an early stage a first support to assist INE to develop a product based cost accounting system, which will provide information for the annual key indicators on management performance⁶; Later in the programme period there was another support, focused on time use reports in such a system. The development work got a specific push through the BSP funded accountant.

The BSP included specific support for development work in the IT area and in the documentation area. There were also support to management and planning activities

Start and End situation for program supported activities:

1. Plan 1998 –2002

Start: Implementation going on; **End:** Plan implemented and evaluated

2. Strategic Plan for SEN 2003-07

Start: Preparatory work exists; **End:** Plan prepared, agreed and approved by the High Council of Statistics

⁶ Others are on quality, staff satisfaction, and users satisfaction

3. *Operational Plan for SEN 2003-07*

Start: Minor preparatory work exists; **End:** Plan prepared, agreed and approved by the High Council for Statistics

4. *Human resource development plan*

Start: Plan 1999 exists; **End:** Human Resource Development Plan 2003-07 prepared, agreed and implemented

5. *Human Resource Development Data Base*

Start: A traditional staff database exists; **End:** Still to be developed to a HRD Data Base.

6. *Product based planning and cost accounting system*

Start: Minor preparatory work exists; **End:** Further development with object plan and object codes down to products; The time use report tested

7. *Internet*

Start: Minor preparatory work exists; **End:** Full Internet established for use by all technical staff at INE.

8. *Intranet*

Start: Intranet established. **End:** Intranet further developed.

9. *Print Shop*

Start: Old non-functioning equipment; **End:** Two colour offset press, Guillotine, Stitching Machine, Clam Binder and consumables, procured, installed and utilized

10. *The Business Census 2002/03*

Start: Plan prepared and agreed; **End:** All data collection and all data entry completed

11. *Business Register completed, incl updating procedures*

Start: An incomplete Register, weak updating procedures; **End:** Work going on updating the Register with Census data, Updating procedures still to be finalized, agreed, tested and implemented

12. *Plan developed and implemented for improving economic sector statistics to serve for instance quarterly National Accounts*

Start: Plan or documentation practically non-existing; **End:** Draft Documentation exists, First draft plans developed

13. *Plan prepared for compiling and producing quarterly NA on experimental basis in 2003*

Start: No plan exists; **End:** First draft plan developed

14. *Plan prepared for developing NA with Household sector accounts (based on HBS-data) and Bayesian approach*

Start: A skeleton to plan exists; **End:** Further development

15. *Plan prepared for extending Consumer Price Index to more cities from 2004*

Start: Minor work exists; **End:** A draft plan prepared.

16. *Plan prepared for revising CPI with HBS-data in 2004 – a new basket and new weights*

Start: No plan exists; **End:** A draft plan prepared

17. *Completed analysis of the first round of CWIQ*

Start: A first report published; **End:** The second (of 2) reports also published

18. The Household Budget and Income Survey HBS 2002/03

Start: Preparations done to start field work 1/7; **End:** The datacollection ended 30/6. Data entry going on. A first inofficial report prepared, based on data for the first half year.

19. Plan developed and implemented for improved current social statistics

Start: Minor work exists; **End:** Plan partly prepared, agreed and implemented (statistics on crime, prisons, courts and culture.)

20. Plan developed and implemented for a gender training program

Start: A first draft exists; **End:** No progress

4 RELEVANCE AND EFFICIENCY OF THE SUPPORT

The overall objective of the BSP was to further develop the main function of official statics in Mozambique, which is to serve decision makers, citizenry at large and mass media with trustworthy and impartial statistics on demographic, social and economic status and trends.

The intermediate objective was to support the last year of INE 's 5 years plan 1998-2002, to give continuity to the already ongoing institutional cooperation between INE and the Scandinavian countries and to provide a basis to INE 's next 5 years plan 2003-07.

The BSP activities during 2002 were all focused on activities in INEs plan 1998-2002 or to prepare plans for the new 5 years period. For instance, one major support – with such as 4 of total 10 short-term missions in 2002 - were to plan the Business Census and to evaluate the first phase of the Census. The plan 1998-2002 mentions "Basic census statistics concerning ... companies and establishments" as a first priority. It mentions as one activity to be undertaken " Implement measures leading to the creation of a census base of companies and establishments"

Other support were to development activities in the areas of Quality, National Accounts, Consumer Price Index and Internet. The support to Internet resulted though in "full internet" for all technical staff but there is a need for more development work to improve the Internet.

There were support to formal long- and short term training, aiming at reduzing or eliminating crucial competence gaps at INE, such as in areas of sampling and IT.

Some of the support to assist INE to implement the previous 5 years plan was related to a continuation of earlier Scandinavian support, through the Twinning Arrangement. For instance, the support to the strategic plan 2003-07 started already during the Twinning.

The BSP activities during 2003 were all direct focused on current activities 2003 in INEs new 5 years plan or on development activities or indirect through formal or inhouse training.. There were continuous heavy budget support to the HBS and to the Business Census. Both surveys had also support in form of LTAs as well as STAs.

The PRODOC lists **20 activities** funded by the BSP that should show progress at the end of the BSP year. An assessment of achievements can be one indicator of the efficiency of the overall use of resources from the support, though it has to be kept in mind that some of the activities are of direct development character and will continue after the BSP year.

The assessment indicates that **12 activities** were completed as far as they were defined in the PRODOC.

- Implementation of INEs plan 1998-2002;
- Evaluation of Plan 1998-2002;
- Strategic Plan 2003-07;
- Operational Plan 2003-07;
- Human Resource Development Plan 2003-07;
- Full Internet;
- Intranet;
- New Print Shop;
- Business Census;
- Agreed plan for CPI extension;
- Completed first round of CWIQ;
- HBS partly carried out;

6 activities showed significant progress but require –as planned - further development in the months or years to come.

Product based planning and cost accounting system;

Completed Business Register;

Agreed plan for quarterly NA;

Agreed plan for developed NA;

Agreed plan for revising CPI;

Agreed plan for improved current economic statistics;

Agreed plan for improved current social statistics

2 activities showed very little progress. One is a specific *database for planning and monitoring INE's human resource development* on individual level. INE does regular evaluation of carried out training activities, but needs a better instrument for documenting and follow up these activities on individual level. Hence, INE's present staff database must be upgraded in terms of contents, technique and updating procedures. This will be prioritised task for 2004, with the assistance from the new joint Scandinavian Program.

The other activity is a plan and its implementation for a *gender training programme*. INE has earlier developed a draft to a plan for a gender training programme for the key stakeholders within Ministries, politicians etc. The idea was to finalize the plan with the assistance from a short-term mission and to start to implement. However, other urgent tasks by concerned staff at INE as well as problems to fit in the visit by the STA in INEs rather heavy workload made it necessary to postpone this activity to the first part of 2004.

5 BUDGET AND SPENDING

The support from the BSP was originally budgeted to 3 892 000 US Dollar. 1 341 000 was funded by Danida/Denmark and channelled through the consortium.

The part that was channelled through INE was 2 551 000 US Dollar according to the project document and funded by Norad/Norway and Sida/Sweden. The total spending by INE during the entire project period was 3 275 000 US Dollar, which resulted in an overspending of almost 725 000 US Dollar. This concerned above all the two major projects: the Household Budget Survey with a total cost of 1.26 mil instead of budgeted 0.9 mil and the Business Census with a total cost of 0.850 mil against budgeted 0.550 mil There was also a considerable overspending for international seminars and workshops, with a total cost of 90 000 against budgeted 50 000.

The major reasons for the overruns for the HBS 360 000 US\$ and the Business Census 300 000 US\$ were

Household Budget Survey

- The total budget for the survey was calculated to 1.2 mil US Dollar with 900 000 from the BSP and 300 000 from the new Scandinavian Programme. Pending the start of the new program the overspending became necessary so as to complete the datacollection in time (before the end of June). This means on the other hand that INEs need for suvey funds from the new Scandinavian Programme is reduced from 300 000 to 13 000 US Dollar.
Hence, the actual overspending was 70 000 US Dollar and concerned above all additional cost for the listing procedure prior to the Survey and for supervision during the survey itself.

Business Census:

- The Data Collection had to be prolonged with one month in the northern provinces due to the floods. This raised the total expenses for data collection with about 200 000.
- The Census had to use vehicles from the last Population Census in 1996, some in a very bad shape and that needed more maintenance than was budgeted. This raised the expenses for transport with about 100 000.

The financial gap (overspending) was discussed in meetings with the Steering Committee and it was decided to cover it through two major means. The weaker US Dollar in the project period compared with the Scandinavian currencies provided the BSP with additional 400 000 US Dollar. Danida allocated additional 325 000 to the BSP. The Steering Committee decided also on some minor reallocations within the budget.

Appendices 8 and 9 provide further details on Budget and Cost.

6 CO-OPERATION EFFECTIVENESS

An institutional cooperation such as the BSP implies an interaction among four actors. The Government of Mozambique sets the objectives for INEs development. The Government must know that the cooperation constitutes a process under which INE grows into a new and dynamic role with demand for improved efficiency and effectiveness, increased work load and expectations which in turn generate new developments. This implies – in a longer perspective than the BSP-period - a successive increase of the local input to compensate for the withdrawal of the foreign support.

A second actor is the donor agency – which are three in the case of the BSP - who creates another framework for the cooperation in terms of funds etc. The donor must know that institutional cooperation is a long lasting activity, which requires a long-term funding plan. The donor can promote the effectiveness of the support by being in the front-line for coordination of all donor support so as to avoid inconsistent support to INE.

A third is the consultant – also three in the case of the BSP. The consultant must know that the key role is to transfer and develop competence at INE and must in this role have adequate knowledge about INEs local conditions in order to make the cooperation as effective as possible.

The fourth is INE itself. An ideal situation for the BSP would have been that INE from start had sufficient own resources and capacity for managing the BSP, with a solid cost accounting system. Instead, the BSP was used to develop these capacities so as to prepare for the continuation of the support.

In terms of effectiveness, one of INEs most important roles also was to ensure that the institutional cooperation within the BSP was for the guidance of other donor support to INE. Other donor support must not imply disharmony and inconsistency for INEs development.

The modality of the BSP with the three donor agencies and three consultants put specific and additional demands on INE to avoid problems with cooperation effectiveness. The agreed implementation strategy

included e.g. regular meetings with every Directorate/Department, when also the concerned LTA would participate. It included also monthly meetings with the internal coordination group. It assumed an effective system for spreading and exchanging information among all the actors – especially between INE and all the consultants. It also included well prepared and implemented meetings with the Steering Committee.

The quarterly progress reports from the BSP have indicated problems with the implementation strategy. The LTAs made the same observation in an own meeting, especially concerning problems to be sufficiently integrated in INEs day-to-day activities and proposed a number of actions so as to improve the situation. These were discussed with INEs management and it was agreed to proceed accordingly.

7 SUSTAINABILITY

The design of the BSP is somewhat different from other donor support to INE. While other support may be support to a separate activity , such as a survey and often with TAs as gaopfillers, the Scandinavian support aims towards long-term comprehensive support to the entire INE. Hence the BSP also includes support to areas that are vital for institutional performance, such as management issues, administration and procedures for budget and accounting.

The idea is to make use of relevant parts of the collective knowledge, competence, experience, institutional arrangements, working-practices and so on of the Scandinavian Statistical Agencies to support INE in its development. The support should primarily be to activities that can survive and further develop after the termination of the cooperation.

The primary task for a TA within the BSP was to transfer and develop competence at INE in order for INE – in a long perspective - to maintain and further develop this competence on its own. This means developing a competence for self-development or in other words to achieve sustainability. Hence, the BSP encompassed considerable support to formal and informal competence development activities as can be seen in the following list.

- On the job training with support from TAs
- Formal long term training.
- Formal short term training
- In house training activities, preferably tailor-made applied courses, such as the Statistical in Action Course
- Develop INEs facilities for in house training with own trainers
- Workshops and Seminars at INE/SEN
- Participation in international meetings and conferences, preferably with prepared contribution
- Study/Working Tours to other countries
- Competence development activities is a major task for every STA
- Workshop/Seminar linked to the work of an LTA/STA
- Highlight competence development activities in the task of every LTA
- Develop a long term Human Resource Development Plan

INE has a specific training coordinator with the important task to manage, handle and coordinate all these competence development activities. He is a member of the BSP internal coordinating group and has specific meetings with a group of representatives for every Directorate at INE. He prepares evaluation reports after every completed organized training activity, but should also be involved in planning and assessing major training by STAs.

INE is still on the first steps on the ladder to to carry out all activities with own competence It is however rather sustainable when it comes to manage and carry out regular activities and major surveys. What INE above still needs is more experience and competence in order to plan the surveys as well as in some areas of critical importance for a survey, such as in statistical methodology, in report writing, in analyses and in IT.

The BSP provided therefore support to these areas – through formal training but also through STAs and LTAs. The Statistics in Action Course was another means for the same purpose.

INE is in a strengthening phase when it comes to the horizontal functions, such as cost accounting, quality work, IT and planning. The BSP had considerable support to these areas, through TAs but also organized training activities

8 RECOMMENDATIONS

- Increased efforts to develop the common support functions at INE such as
- The budget procedure must be improved and imply a better integration of budget and activities
- The follow up of cost should be done on monthly based and discussed, not only in the Steering Committee but also in the monthly meetings with the coordinating group
- Standards for documentation and for developing statistical applications
- Building of a common information architectures should be strengthened
- An IT council or similiar should be established

A Human Resource Development database must be developed for improved planning and follow up of competence development activities

- The presence of the Directors in the meetings with the coordinating group must improve
- The training coordinator should be more involved in planning and evaluating major training by TAs
- The integration of TAs in INEs day-to-day work needs to be further developed
- INEs Intranet must be used for continuous information about program activities
- STAs and Counterparts should work together during a short-term mission to promote the transfer of competence development through on the job training
- The proposals from a short-term missions must be well established at INE and should be feasible to implement

APPENDIX 1. LIST OF LITERATURE

- ∇ *Inception Report* MOZ 2002:1
- ∇ *LFA technique and operational long-term planning* MOZ 2002:2
- ∇ *Strategic planning for official statistics in Mozambique* MOZ 2002:3
- ∇ *Systematic Quality Work* MOZ 2002:4
- ∇ *Quarterly National Accounts* MOZ 2002:5
- ∇ *Establishing a Permanent Internet Connection at INE* MOZ 2002:6
- ∇ *Evaluation of the initial phases of the Business Census* MOZ 2002:7
- ∇ *A Product based accounting system* MOZ 2002:8
- ∇ *Consumer Price Index* MOZ 2002:9
- ∇ *Sinthesis from a meeting with all the LTA:s* MOZ 2002:10
- ∇ *Progress Report 3rd Quarter 2002* MOZ 2002:11
- ∇ *Final Observations from the IT-Advisor* MOZ 2003:1
- ∇ *Scanstat coordination mission to INE* MOZ 2003:2
- ∇ *Progress Report 4th Quarter 2002* MOZ 2003:3
- ∇ *Business Census – Quality aspects* MOZ 2003:4
- ∇ *Time reporting in a Product based accounting system* MOZ 2003:5
- ∇ *HBS 2002/2003 The first 6 months* MOZ 2003:6
- ∇ *HBS 2002/2003 Data Processing* MOZ 2003:7
- ∇ *Foreign Trade Statistics* MOZ 2003:8
- ∇ *Statistics in Action Course* MOZ 2003:9
- ∇ *Strategic IT development Issues* MOZ 2003:10
- ∇ *Consolidation of network administration* MOZ 2003:11
- ∇ *Progress Report 1st quarter 2003* MOZ 2003:12
- ∇ *National Accounts* MOZ 2003:13

- ∇ *Final Formulation Report January 2001*
- ∇ *PRODOC for the Bridging Support Program 2002-03, November 2001*
- ∇ *Contract Agreement; TA for the Bridging Support Program, May 2002*
- ∇ *Relatório de Avaliação do Projecto Twinning entre INE e Statistics Sweden, Novembro 2002*
- ∇ *Plano Estratégico do Sistema Estatístico Nacional 2003-2007*
- ∇ *PRODOC for the Support Program 2003-2007, June 2003*
- ∇ *Plano Estatístico Nacional 2003-2003*

- ∇ *Relatório Anual de Actividades 2002*
- ∇ *Plano de Actividades 2003*
- ∇ *Documento Final do VI Conselho Consultivo Alargado (CCAINE) do INE*
- ∇ *Decisões decorrentes das recomendações do VI CCAINE do INE*

- ∇ *Interception Review report – Review of Project Progress, , April 2003*

APPENDIX 2 LONG TERM ADVISERS

Hans Erik Altvall, Sweden,
Irene Tuveng, Norway;
Jon Teigland, Norway;
Timmi Graversen Denmark;
Mogens Nielsen Denmark;
Bo Yttergren Sweden;

Team Leader; parttime advisor on planning and administration;
Advisor on Economic Statistics, except National Accounts;
Advisor on Social Statistics
Advisor on National Accounts
Advisor on IT
Advisor on IT (left 31/12 2002)

APPENDIX 3 SHORT TERM ADVISERS

Date	Area	Counter-Part at INE	Short term adviser
2002			
27/5 - 5/6	Strategic Planning/SEN	Mungamba	Saerbo Norway
27/5 - 7/6	Strategic Planning/SEN	Mungamba	Assa Guambe
27/5 - 4/6	LFA planning/SEN	Mungamba	Denell Sweden
29/6 - 12/7	Business Census – subject	Valeriano	Júlia Cravo Portugal
2/9 - 6/9	System Quality Work	Saide	Maria Zilhao Portugal/Bergdahl Sweden
16/9 -27/9	Quarterly National Accounts	Saide	Berner Denmark
16/9 - 3/10	Cost Accounting	Maringue	Kjerf, Eriksson, Jäverlind Sweden
16/9 - 11/10	Internet	Salomão	Jespersen Denmark
14/10-18/10	Business Census – processing	Valeriano	Carvalho Portugal
7/10-25/10	Bus Census - Eval of field work	Valeriano	Petersson Sweden
21/10-1/11	Consumer Price Index	Firmino	Johannessen Norway
15/11-29/11	Bus Census . Eval of fieldwork	Valeriano	Rodriguez Cap Verde
2003			
10-22/2	Business Census	Valeriano	Julia Cravo Portugal
17/2 - 30/3	IAF Data Processing	Arão	Otto USA
17/2 - 30/4	IAF Analysis	Fatima	Tribkorn Germany
26/3-4/4	Time Use Reports/Cost Account	Maringue	Jäverlind Sweden
31/3-11/4	Statistics in Action Course (STAC) I	Zeinóbio	Davidsson Sweden
14/4-2/5	STAC- Fieldwork - Time Use at INE	Zeinóbio	Run by INE
5/5 - 16/5	STAC II	Zeinóbio	Bengtsson/Cronholm Sweden
5/5 - 16/5	IT-network administration	Salomão	Jespersen Denmark
28/4-9/5	Foreign Trade	Azarias	Ostereng Norway
7/7-25/7	National Accounts	Saide	Lazo Peru
21-25/7	Strategic IT development	Anastasia	Thygesen Denmark

APPENDIX 4 FORMAL LONG TERM TRAINING

Ord.	Nome	Instituicao	Curso	Nivel	Periodo
1	Jorge A. Paissene	UCM	Gestão	Licenciatura	2003-2007
2	João Paulo Engano	ISCTEM	Gestão de Informát.	Licenciatura	2002-2007
3	Augusto Tarson Novela	M. BIN BIQUE	Gestão	Licenciatura	2002-2007
4	Coutinho Raul Rafael	UCM	Econ. e Gestão	Licenciatura	2000-2005
5	Joaquim Arrota Donco	UCM	Econ. e Gestão	Licenciatura	2000-2005
6	Hilário Minzo	ISCTEM	Contabilidade	Licenciatura	2003-2007
7	Títos V. Siteo	ISPU	Administ. e Gestão	Licenciatura	2002-2007
8	Milice Luís J. Muhate	UP	História/Geografia	Licenciatura	1999-2004
9	Ibrahim Mussagi Ali	ISPU	C. Jurídicas	Licenciatura	2002-2007
10	Paciência L. Moiane	UP	História/Geografia	Licenciatura	1997-2002
11	Edsone R. de Oliveira	IIG	Programação	Médio	2002-2004
12	Ernesto D. Langa	IIG	Programação	Médio	2002-2004
13	Ali Sualiei Ibrahim	ISPU-Zambézia	Administ. e Gestão	Licenciatura	1999-2004
14	Dinis J. de Sousa	ISPU	Administ. e Gestão	Licenciatura	2002-2007
15	Fernanda S. E. Liptos	ISPU	Administ. e Gestão	Licenciatura	2003-2008
16	Bento Namuno	UCM	Gestão	Licenciatura	1998-2003
17	Luís Kenya Lindy	UCM	Gestão	Licenciatura	1999-2004
18	Elio Lampião	UCM	Gestão	Licenciatura	1999-2004
19	Fernando Laino	U.Aberta/Lisboa*	Gestão e Estatística	Licenciatura	2001-2004
20	Amélia Muianga	ISPU	Ciências Jurídicas	Licenciatura	2001-2006
21	Nádia Chadulal Kenshavji	ISPU	Contabl e Auditoria	Licenciatura	2001-2006
22	Clara Panguana	ISPU	Inform d Gestão	Licenciatura	1996-2002
23	Gonçalves Chachuaio	Es. Tec. En. Médio	Secretariado	Médio	2002-2005
24	Felisberto Filipe Bagnath	UEM	Economia	Licenciatura	2002-2007
25	Leonette Mabjaia	ISPU	Psicologia	Licenciatura	1999-2004
26	Xadrique Maunze	Australia	Demografia	Mestrado	2002-2007
27	Paulo A. Mabote	RSA	Amostragem	Mestrado	2001-2003
28	António Arabe	ISPU	Turismo e G. E.	Licenciatura	2003-2007
29	Bartolomeu F. Daúde	UEM	Geografia	Licenciatura	1998-2003
30	Chico Bento Tomás	UEM	Geografia	Licenciatura	1998-2003
31	Valdemiro J. Xihacwayo	ISPU	Gestão	Licenciatura	2002-2007
32	Matilde Aurelio Chivlele	ISPU	C. Jurídicas	Licenciatura	2003-2007
33	Camilo I. Amade	R.S.A.	Estatística	Mestrado	2002-2004
34	Luis Francisco Nuvunga	IIG	Programação	Médio	2003-2005
35	Teresa Tovele	ISPU	C. Jurídicas	Licenciatura	2003-2007
36	Olinda Paulo Mavume	ITC	Gestão e Finanças	Licenciatura	2002-2007
37	Felicidade A. Pires	R.S.A.	Estatística	Mestrado	2002-2004
38	Maria C. Nhalivilo	UEM	Econ e agraria	Mestrado	2002-2004
39	Salomao Filipe Muianga	ISCTEM	Gestão	Licenciatura	2002-2007
40	Socrates J. Tiago	ISCTEM	Eng. Informática	Licenciatura	2002-2007
41	Tomás Bernardo	RSA	Informática	Mestrado	2002-2004
42	David Chefe	IIG	Programação	Médio	2002-2004

43	Celso Azarias Machava	IIG	Programação	Médio	2002-2004
44	Maria Carlota Mondlane	CEDOC	Documentação	Médio	2002-2005
45	Candido A. Mucavele	CEDOC	Documentação	Médio	2002-2005
46	Ruth Joao	CEDOC	Documentação	Médio	2002-2005
	Total Semestral				
	Total anual				

Licenciatura 29

Mestrado 5 fora e 1 no país

Nível medio 8

Estão no fim do curso 2

APPENDIX 5 FORMAL SHORT TERM TRAINING

Ord	Nome	Sector	Area	Inst. De Linguas	Periodo
1	Celeste Chicane	DICRE	Ingles	3º Nivel	2002
2	José Inguane	DICRE	Ingles	4º Nivel	2002
3	Milagre Mula	DICRE	Ingles	4º Nivel	2002
4	Domingos Maringue	DAF	Ingles	3º Nivel	2002
5	Flora Langa	DARH	Ingles	2º Nivel	2003
6	Artiel Arnaldo	DRH	Ingles	2º Nivel	2003
7	Jorge Guiamba	DRH	Ingles	1º Nivel	2003
8	Rute Zandamela	DRH	Ingles	2º Nivel	2003
9	Dadiva Laurinda	DRH	Ingles	2º Nivel	2003
10	Carolina Cubasse	GPINE	Ingles	2º Nivel	2003
11	Natercia Macuacua	DESE	Ingles	2º Nivel	2003
12	Marta Chaquisse	DICRE	Ingles	2º Nivel	2003
13	Zuraida Khan	DEMOVIS	Ingles	2º Nivel	2003
13	Pdro Duce	DEMOVIS	Frances	2º Nivel	2003
14	Francisco Macaringue	DEMOVIS	Ingles	2º Nivel	2003
15	Ana Paula Dava	DCNIG	Ingles	2º Nivel	2003
16	Argentina Mondlane	DESE	Ingles	2º Nivel	2003
17	Leta Rubens	DCI	Ingles	2º Nivel	2003
18	Laura Duarte	DEMOVIS	Ingles	4º Nivel	2002
19	Luis Rachide	DICRE	Ingles	1º Nivel	2003
20	António Guimarães	DICRE	Ingles	1º Nivel	2003
22	Manuela Beca	DICRE	Ingles	1º Nivel	2003

APPENDIX 6**IN HOUSE TRAINING**

Cursos de Informatica 2 semanas (Word avancado, Excel basico e avancado, Outlook , Access basico e avancado e Power point)

N	Nome
1	Hélio Lampião
2	Joaquim F. Tomissene
3	Manuel A. Chapepa
4	Dora Teresa Soares
5	Tina Machude
6	Inácio Manuel
7	Teresa Teixeira
8	Paulo José Nuvunga
9	Eduardo Júlio Zualo
10	Tarwesse Valge Momade
11	Milice Luís Januário

Ingles Especial

1	Joao Dias Lourero	PINE	Ingles	2002
2	Manuel da Costa Gaspr	V-PINE-D	Ingles	2002
3	Valeriano da Conceicao Levene	V-PINE-E	Ingles	2002
4	Arao Balate	DCI	Ingles	2002
5	Fatima Zacaria	DEMOVIS	Ingles	2002
6	Saide Dade	DCNIG	Ingles	2002
7	Destina Winge	DICRE	Ingles	2002
8	Azarias Marcos Nhanzimo	DESE	Ingles	2002

Statistics In Action Course (STAC) 31/3 – 2/5 2003

Ord	Nome	Sector	Area
1	Laura gomis Duarte	DEMOVIS	STAC
2	Francisco Macaringue	DEMOVIS	STAC
3	Natercia Macuacua	DESE	STAC
4	Marcelo Amos	DESE	STAC
5	Manuel Luís Magauia	DCNIG	STAC
6	Jeremias Guambe	DCNIG	STAC
7	Celestino Mucuassete	DICRE	STAC
8	Frederico B. Celestino	M. P. F.	STAC
9	Aureli Júnior	MADER	STAC
10	Francisco Filipe	M. Saúde	STAC
12	Adalberto Alberto	ME.S.e T.	STAC
13	Armindo E. Mapace	M. de T.	STAC
14	Sônia M. Massango	M. de Pescas	STAC
15	Carlos A. Chamucha	M. de Educação	STAC

Estatística Basica / 2 semanas (I.I.G.) 2002

- 1 Valdemiro Xlhatchwayo
- 2 Joao Batptista Chauque
- 3 Cacilda M. Boa

- 4 Celestino Luate
- 5 Zuraida M. Khan
- 6 Marcelo Amos
- 7 Alberto Cossa
- 8 Ana Paula Dava
- 9 Carlos Creva
- 10 Marta Chaquis

Exterior

Numero	Nemes	cursos	Local
Alexandre Marrupi	DCI	Introdução a GIS	Brasil
Antonio Adriano	DCI	GIS avançado	Brasil
Donaldo Nhalure	DCI	Introdução a GIS	Brasil
Gustavo Pioris	DCI	GIS avançado	Brasil

4 tecnicos

Luís Rachid	DICRE	Home/pag	Portugal
Celeste Chicane	DICRE	Desenvolvimento de aplicacoes	Portugal
José Inguane	DICRE	Desenvolvimento de aplicacoes	Portugal

3 tecnicos

APPENDIX 7 TRAVELS AND STUDYTOURS OUTSIDE THE COUNTRY

1	Valeriano da Conceicao Levene	Zambia	Formacao	2002
2	Zenobio L. Aramuge	Namibia	Formacao	2002
3	Milagre Mula	Tanzania	Redes	2002
4	Alexander Marrupi	Brasil	GIS	2003
5	Donaldo F. Nhalure	Brasil	GIS	2003
6	Joao Dias Loureiro	RSA	Loto de Censo	2003
7	Arao Mbalate	USA	Wkshop	2003
8	Valeriano da Conceicao Levene	Portugal	FUE	2003
9	Azarias Nhanzimo	Portugal	FUE	2003
10	Adriano Matsimbe	Portugal	FUE	2003
11	Cirilo Tembe	Portugal	FUE	2003
12	Calado Fijamo	Portugal	FUE	2003
13	Marta Chaquisso	Portugal	Formacao	2003
14	Elisio Mazive	Botswana	Wkshop	2003
15	Maria de Fatima Zacarias	RSA	Wkshop	2003
16	Anastacia Honwana	Tanzania	Formacao	2003
17	Eugenio matavel	Tanzania	Formacao	2003
18	Pedro Duce	Tanzania	Formacao	2003
19	Destina Uinge	Ethiopia	Wkshop	2003
20	Luis Mungamba	Escandinavos	Visita de W	2003
21	Joao Baptista Chauque	Escandinavos	Visita de W	2003
22	Manuel da Costa Gaspar	Tanzania	Visita de estudo	2003
23	Arao Mbalate	Tanzania	Visita de estudo	2003
24	Cassinano Chipembe	Tanzania	Visita de estudo	2003
25	Abilio Mussane	Tanzania	Visita de estudo	2003
26	Cirilo Tembe	Uganda	Wkshop	2003
27	Saide Dade	RSA	Wkshop	2003
28	Cristovao Muhaio	Botswana	Seminario	2003
29	Firmino Guiliche	Botswana	Seminario	2003
30	Julio Fagema	Portugal	Seminario	2003
31	Constancia Nhalivilo	Portugal	Seminario	2003
32	Ana Paula Dava	Portugal	Seminario	2003
33	Paulo Benetusse	Portugal	Seminario	2003
34	Claudio Cipriano	Portugal	Seminario	2003
35	Manuel Magaia	Portugal	Seminario	2003
36	Saide Dade	S. Tome	Wkshop	2003
37	Alda Rocha	S. Tome	Wkshop	2003
38	Joao Dias Loureiro	S. Tome	Wkshop	2003
39	Valeriano da Conceicao Levene	Zambia	Wkshop	2003
40	Zenobio L. Aramuge	Zambia	Wkshop	2003
41	Luis Mungamba	RSA	Wkshop	2002
42	Monica Magawa	USA	Formacao	2002
43	Saide Dade	Holanda	Seminario	2002
44	Assa Gumbe	Dubai	consultoria	2002
45	Arntonio Adriano	Brasil	GIS	2003
46	Gustavo Pieris	Brasil	GIS	2003

APPENDIX 8 Budget and Expenses, in US\$

	Budget	Expenses	Expenses - Budget
GOVERNMENT INPUT 2002			
Average annual staff costs	668,000	668,000	0
Current costs			
Maintenance	127,000	127,000	0
Official travel	193,000	193,000	0
Investments	537,000	537,000	0
TOTAL	1,525,000	1,525,000	0
SCANDINAVIAN SUPPORT			
<i>Paid through the Consortium</i>			
Concortiet Home Office	32,000	41,000	- 9,000
Long Term TA, Fees	668,000	742,000	- 74,000
Long Term TA, Reimbursable	280,000	225,000	55,000
Short Term TA, Fees	241,000	213,000	28,000
Short Term TA, Reimbursable	120,000	71,000	49,000
Total paid through the Consortium	1,341,000	1,292,000	49,000
<i>Paid through INE</i>			
Non Exp equipm, long term TA	147,000	146,959	41
Exp equip, long term TA:s	6,000	452	5,548
Administrative Assistant/Support	25,000	48,386	-18,137
Sub Total	178,000	195,797	-17,797
Household Budget/Income Survey	900,000	1,259,432	-359,432
Social and Vital Statistics	20,000	19,807	193
Business Census	550,000	853,427	-303,427
Consumer Price Index	50,000	49,987	13
National Account	30,000	42,388	-12,388
Current Economic Statistics	35,000	9,850	25,150
Planning and Accounting	20,000	21,669	-1,669
Joint projects within SEN	45,000	42,377	2,623
Sub Total	1,650,000	2,298,937	-648,937
Training - short- and long term	213,000	232,027	-19,027
In House training facilities	50,000	48,924	1,076
Int seminars and workshops	50,000	88,824	-38,824
Sub Total	313,000	369,775	-56,775
Print shop and consumables	150,000	149,490	510
Printing-question and publications	200,000	182,669	17,331
Sub Total	350,000	332,159	17,841
Official travel	50,000	32,581	17,419
Maintenance Costs	10,000	9,436	564
Sub Total	60,000	42,017	17,983
Accountant	-	20,917	-20,197
Auditing	-	15,230	- 15,230
Sub Total	-	36,147	-36,147
Total paid through INE	2,551,000	3,274,833	-723,833
TOTAL SCANDINAVIAN SUPP			
	3,892,000	4,567,000	- 675,000



INSTITUTO NACIONAL DE ESTATÍSTICA

APPENDIX 9

COMPLETION REPORT

BRIDGING SUPPORT PROGRAMME TO STRENGTHEN THE INSTITUTIONAL CAPACITY OF THE
NATIONAL STATISTICS, MOZAMBIQUE

FINANCIAL REPORT

September 2003

INTRODUCTION

THE NATIONAL INSTITUTE OF STATISTICS DEVELOPED A PROGRAMME FOR ASSISTANCE WITH SCANDINAVIAN COUNTRIES. CALLED JOINT SCANDINAVIAN (NORWAY, SWEDEN AND DENMARK) BRIDGING SUPPORT PROGRAMME FOR 2002, THE PROGRAMME WAS DESIGNED TO STRENGTHEN THE INSTITUTIONAL CAPACITY OF THE NATIONAL STATISTICS INSTITUTE OF MOZAMBIQUE (INE). THE CONTRACT AGREEMENT WAS SIGNED ON 8TH OF MAY 2002 AND THE PROGRAMME WILL LAST FOR A YEAR.

BUDGET

THE DONOR SUPPORT TOTALS ABOUT USD 3.9 MILLION, OF THIS AMOUNT EACH OF THE THREE DONORS WILL CONTRIBUTE WITH 1/3. EACH DONOR HAS A SEPARATE AGREEMENT WITH THE GOVERNMENT OF MOZAMBIQUE. DANIDA RETAINS ITS CONTRIBUTION (DKK 11.6 MIL) IN DENMARK TO PAY FOR THE TECHNICAL ADVISOR (TA) THROUGH THE CONSORTIUM THAT IS COMPOSED OF THE NATIONAL STATISTICAL AGENCIES IN DENMARK, NORWAY AND SWEDEN. THUS, THE SUPPORT TO INE, EXCLUDING THE DANISH FUNDS, WAS USD2.551 MILLION.

THE NORWEGIAN AND SWEDISH CONTRIBUTIONS (NOK 12.5 MIL AND SEK 14.0 MIL RESPECTIVELY) ARE USED TO COVER OTHER COSTS TO BE PAID BY INE DIRECTLY. THESE ARE OPERATIONAL COST, EQUIPMENT AND TRAINING COST IN THE TABLE BELOW. UPON REQUEST FROM INE, AND FOLLOWING AGREED PROCEDURES, THE TWO DONORS TRANSFER THESE CONTRIBUTIONS TO AN ACCOUNT NO 65239582 WITH BANCO INTERNACIONAL DE MOZAMBIQUE (BIM) THAT HAS BEEN ESTABLISHED BY INE FOR THE SPECIFIC USE OF THE PROGRAMME.

TRANSFERENCES

NORAD MADE THE 1ST TRANSFER OF NOK 10 MIL = 1.100.000,26 USD ON 8TH OF MAY 2002. SIDA TRANSFERRED IN OCTOBER SEK, 10 MIL = 1.072.000,63 USD

NORAD'S SECOND AND LAST TRANSFER AMOUNTED TO NOK 2.5 MIL = 332.049,41 USD WHILE SIDA'S LAST TRANSFER AMOUNTED TO SEK 4 MIL = 446.134,59 USD.

FOLLOWING IS THE TRANSFERENCE TO INE MADE BY NORAD AND SIDA

SOURCE	DATE			AMOUNT USD	TOTAL USD
	DAY	MONTH	YEAR		
NORAD	08	05	02	1.100.255,26	
SIDA	08	10	02	1.072.053,63	
NORAD	05	12	02	332.049,41	
SIDA	17	12	02	446.134,59	
SUB TOTAL					2.950.492,89
DANIDA	12	05	03	87.361,67	
DANIDA	14	05	03	3.588,04	
DANIDA	12	06	03	141.500,00	
DANIDA	12	06	03	58.411,96	
DANIDA	21	04	03	33.850,00	
SUB TOTAL					324.711,67
TOTAL					3.275.204,56

THE TOTAL AMOUNT OF TRANSFERRED MONEY BECAME 2.950.492,89 USD INSTEAD OF 2.551.000 USD, ACCORDING TO THE BUDGET ON PAG.12 OF THE PRODOC. THE DIFFERENCE – 399.492,89 USD, IS EXPLAINED BY THE WEAKER USD COMPARED TO THE SCANDINAVIAN CURRENCIES, 15-20 % BETWEEN THE TIME FOR AGREEMENT OF THE BUDGET AND THE TIME OF TRANSFERENCES.

THE DIRECTOR OF THE SCANDINAVIAN PROGRAM PRESENTED ON THE 2ND MEETING OF THE STEERING COMMITTEE ON 12TH OF DECEMBER 2002 A REVISED BUDGET FOR THE BUSINESS CENSUS (CEMPRE) AMOUNTING TO 800,000 USD. THE INITIAL BUDGET AMOUNTED TO 550,000 USD.

THE STEERING COMMITTEE RECOMMENDED INE TO ALLOCATE TO CEMPRE THE NEEDED MONEY FROM ANOTHER BUDGET LINES.

THE HOUSEHOLD INCOME AND EXPENDITURE SURVEY (IAF) WAS INITIALLY DEFINED TO FINISH ON JUNE 2003. THE BUDGET OF THE SURVEY WAS USD1.200 MILLION. DUE TO THE LATE START OF THE NEW PROGRAM OF ASSISTANCE TO INE, THE STEERING COMMITTEE RECOMMENDED TO USE ADDITIONAL FUNDS FROM ANOTHER BUDGET LINES. MEANWHILE, DANIDA AUTHORIZED TO USE USD THE REMAINING 62.000 FROM IAF PILOT. THE MONEY WAS USED TO PAY IAF CONSULTANTS. IN ADDITION, DANIDA TRANSFERRED USD262.000 TO FINISH IAF, TO PAY ADDITIONAL ADMINISTRATIVE EXPENSES, SUCH AS ACCOUNTANT SALARY, AUDITING FEES AND ADMINISTRATIVE ASSISTANT.

SPENDING

THE SUPPORT FROM THE BSP WAS ORIGINALLY BUDGETED TO 3 892 000 US DOLLAR. 1 341 000 WAS CHANNELLED THROUGH THE CONSORTIUM.

THE PART THAT WAS CHANNELLED THROUGH INE WAS 2 551 000 US DOLLAR. THE SPENDING WAS 3 275 000, WHICH RESULTED IN AN OVERSPENDING OF ALMOST 725 000 US DOLLAR, ABOUT 28% ABOVE THE PLANNED AMOUNT. THIS CONCERNED ABOVE ALL THE TWO MAJOR PROJECTS: THE HOUSEHOLD BUDGET SURVEY (IAF) WITH A TOTAL COST OF 1.26 MIL INSTEAD OF BUDGETED 0.9 MIL AND THE BUSINESS CENSUS WITH A TOTAL COST OF 0.850 MIL AGAINST BUDGETED 0.550 MIL THERE WAS ALSO A CONSIDERABLE OVERSPENDING FOR INTERNATIONAL SEMINARS AND WORKSHOPS, WITH A TOTAL COST OF 90 000 AGAINST BUDGETED 50 000.

THE MAJOR REASONS FOR THE OVERRUNS FOR THE HBS 360 000 US\$ AND THE BUSINESS CENSUS 300 000 US\$ WERE

HOUSEHOLD BUDGET SURVEY

- THE TOTAL BUDGET FOR THE SURVEY WAS CALCULATED TO 1.2 MIL US DOLLAR WITH 900 000 FROM THE BSP AND 300 000 FROM THE NEW SCANDINAVIAN PROGRAMME. PENDING THE START OF THE NEW PROGRAM THE OVERSPENDING BECAME NECESSARY SO AS TO COMPLETE THE DATA COLLECTION IN TIME (BEFORE THE END OF JUNE). THIS MEANS ON THE OTHER HAND THAT INE'S NEED FOR SURVEY FUNDS FROM THE NEW SCANDINAVIAN PROGRAMME IS REDUCED FROM 300 000 TO 13 000 US DOLLAR. HENCE, THE ACTUAL OVERSPENDING WAS 70 000 US DOLLAR AND CONCERNED ABOVE ALL ADDITIONAL COST FOR THE LISTING PROCEDURE PRIOR TO THE SURVEY AND FOR SUPERVISION DURING THE SURVEY ITSELF.

BUSINESS CENSUS:

- THE DATA COLLECTION HAD TO BE PROLONGED WITH ONE MONTH IN THE NORTHERN PROVINCES DUE TO THE FLOODS. THIS RAISED THE TOTAL EXPENSES FOR DATA COLLECTION WITH ABOUT 200 000.
- THE CENSUS HAD TO USE VEHICLES FROM THE LAST POPULATION CENSUS IN 1996, SOME IN A VERY BAD SHAPE AND THAT NEEDED MORE MAINTENANCE THAN WAS BUDGETED. THIS RAISED THE EXPENSES FOR TRANSPORT WITH ABOUT 100 000.

ON THE FOLLOWING PAGE IS A TABLE SHOWING THE INITIAL BUDGET, THE REALLOCATED BUDGET AND THE EXPENSES. ON THE TABLE CAN BE SEEN THE QUANTITATIVE AND PERCENTAGE DIFFERENCES BETWEEN THE INITIAL BUDGET AND THE COSTS.

PROGRAMA ESCANDINAVO DE ASSISTÊNCIA AO INE						
BALANCETE, SETEMBRO DE 2003						
COST		ORÇAMENTO	ORÇAMENTO	TOTAL	DIFERENÇAS	DIF (%)
CENTRE		INICIAL	REALOCADO	DESPESAS		
100	Orçamento de Governo					
101	Custo médio anual c/funcionários	668.000	668.000	668.000	-	-
102	Custos correntes			-	-	-
1021	Manutenção	127.000	127.000	127.000	-	-
1022	Viagens oficiais	193.000	193.000	193.000	0	(0)
103	Investimentos	537.000	537.000	537.000	-	-
	Total	1.525.000	1.525.000	1.525.000	0	(0)
200	Assistencia Escandina					
201	Consultores de Longo Prazo	890.000	890.000	-	890.000	(100)
202	Consultores de Curto Prazo	451.000	451.000	-	451.000	(100)
203	Non Exp Equip Long Term TA's	147.000	147.000	146.959	41	(0)
204	Exp Equip, long term TA's	6.000	6.000	452	5.548	(92)
205	Assistência Administrativa	25.000	40.000	48.386	(23.386)	94
	Sub-Total	1.519.000	1.534.000	195.797	1.323.203	(87)
206	CWIK	-	-	-	-	-
207	Inquerito as Familias	900.000	1.082.000	1.259.432	(359.432)	40
208	Estatísticas Sociais e Vitais	20.000	20.000	19.807	193	(1)
209	Censo Empresarial	550.000	800.000	853.427	(303.427)	55
210	Índice de preço no Consumidor	50.000	50.000	49.987	13	(0)
211	Contas Nacionais	30.000	42.493	42.388	(12.388)	41
212	Estatísticas Economicas Correntes	35.000	10.000	9.850	25.150	(72)
213	Contabilidade e planeamento	20.000	20.000	21.669	(1.669)	8
214	Projecto Conjunto dentro do SEN	45.000	45.000	42.377	2.623	(6)
	Sub-Total	1.650.000	2.069.493	2.298.938	(648.938)	39
215	Formacao (Longo e Curta Duração)	213.000	225.000	232.027	(19.027)	9
216	Condições de Formação Interna	50.000	50.000	48.924	1.076	(2)
217	Seminários/Workshops Internacionais	50.000	105.000	88.824	(38.824)	78
	Sub-Total	313.000	380.000	369.775	(56.775)	18
218	Reprografia e Consumiveis	150.000	150.000	149.490	510	(0)
219	Impressao de Questionáros e Publicações	200.000	175.000	182.669	17.331	(9)
	Sub-Total	350.000	325.000	332.159	17.841	(5)
220	Viagens Oficiais	50.000	35.000	32.581	17.419	(35)
221	Custos de Manutenção	10.000	10.000	9.436	564	(6)
	Sub-Total	60.000	45.000	42.017	17.983	(30)
230	Salarios Gestor	-	18.500	20.917	(20.917)	
231	Audit Fees KPMG	-	15.360	15.230	(15.230)	
	Sub-Total	-	33.860	36.147	(36.147)	
	Total Assistência Escandinava	2.551.000	3.275.215	3.274.833	(723.833)	28
					-	

THE FINANCIAL GAP (OVERSPENDING) WAS DISCUSSED IN MEETINGS WITH THE STEERING COMMITTEE AND IT WAS DECIDED TO COVER IT THROUGH TWO MAJOR MEANS. THE US DOLLAR BECAME WEAKER IN THE PROJECT PERIOD PROVIDED THE BSP WITH ADDITIONAL 400 000 US DOLLAR. DANIDA ALLOCATED ADDITIONAL 325 000 TO THE BSP. THE STEERING COMMITTEE DECIDED ALSO ON SOME MINOR REALLOCATIONS WITHIN THE BUDGET.

ANOTHER OVERRUNS WERE REGISTERED ON FOLLOWING BUDGET LINES:

ADMINISTRATIVE ASSISTANTE, IN ABOUT USD23.000
NATIONAL ACCOUNTING, IN ABOUT USD12.000
ACCOUNTING AND PLANNING, IN ABOUT 2.000
FORMAL LONG AND SHORT TERM TRAINING, IN ABOUT USD19.000

PROCUREMENT

THE DONORS AGREED THAT FOR BSP WOULD BE VALID THE PROAGRI PROCUREMENT RULES, FROM WORLD BANK. THE MAJOR PROCUREMENT DURING BSP WERE:

Consultant's cars

FIVE LONG-TERM ADVISORS ARE WORKING AT INE. PROCUREMENT WAS MADE TO BUY FIVE CARS FOR THE ADVISORS. WERE INVITED FIVE DEALERS, AND THE CARS WERE WORTH ABOUT USD130.000.

Computers

INE BOUGHT COMPUTERS TO UPDATE SOME COMPUTERS, PRINTERS, AND SOFTWARE THAT WERE OUTDATED. THERE WERE INVITED FOUR DEALERS. THE EQUIPMENT COST ABOUT USD50.000.

Print Shop

TOGETHER WITH THE PROCUREMENT OF THE CARS, THIS WAS ONE OF THE BIGGEST. THERE WERE INVITED FOUR NATIONAL COMPANIES AND ONE SOUTH AFRICAN. THE MOZAMBICAN COMPANIES DID NOT PARTICIPATE BECAUSE OF THE KIND OF EQUIPMENT WE WANTED. AFTER LONG DISCUSSION WITH THE DONORS, REPRESENTED BY DANIDA, WE DECIDED TO BUY THE EQUIPMENT OFFERED BY PRINT & PACK, A SOUTH AFRICAN COMPANY. THE TOTAL COST OF THE EQUIPMENT WAS ABOUT USD 137.000.

PROBLEMS AND RECOMMENDATIONS

The BSP started on May without an accountant and commercial software to process the transactions. The Steering Committee recommended INE to hire an accountant and to buy commercial software that could help to process the transactions. Following the recommendations, an accountant was hired and a commercial software was bought. Unfortunately, the software was only known by the accountant. The accountant trained four INE's professionals, but before they were competent to use it, the accountant left the program and joined another company. The late recruitment of an accountant and the software brought problems, such as registration of transactions, the bank reconciliation of the accounts, among others. INE recruited another accountant, that started working on August, 2003. INE will use the same software to process INE's and project's transactions. Unfortunately he doesn't work with PASTEL, the accounting commercial software.

PROGRAMME DIRECTOR

LUÍS MUNGAMBA

APPENDIX 10. HIV/AIDS ACTIONS AT INE

Concerning the HIV/AIDS issue, INE has for instance a leading role in Technical Group of CNCS (Conselho Nacional de Combate ao SIDA) with the Vice-President of Social and Demographic Statistics as the chairman. Other activities to be mentioned are that intranet is used to spread information about Aids; training for the enumerators; medical kits for every enumerators's includes condoms; various workshops for all staff of INE on Hiv Aids awareness. Very recently a a questionnaire on people's awareness about HIV/AIDS was launched to all the staff at INE. Soon the results will be available and used to develop a specific Action Plan on this issue.

APPENDIX 11 Minutes from Steering Committee 30.9.2003

Scandinavian Assistance to Strengthen the Institutional Capacity of the National Statistical Institute (INE) 2003-2007

Place: Villa Itália

Time: 30th of September 2003, 10:00 to 13:00

Participants:

1. Mr. João Dias Loureiro, President of INE
2. Mr. Manuel da Costa Gaspar, Vice-President of INE
3. Mr. Valeriano Levene, Vice-President of INE
4. Mrs. Destina Eduarda S. Uinge, Director of the Scandinavian Program
5. Mr. Hans Erik Altvall, Team Leader Scandinavian Consortium
6. Mrs. Alda Rocha, Chief of External Relations Unit – INE n
7. Mrs. Joaquim Graça Mahumane, Accountant – Scandinavian Consortium
8. Mrs. Delfina Zaqueu, Administrative – Scandinavian Consortium
9. Mr. Salvatore Favazza, ICSTAT
10. Mrs. Mr. Clamolia Cingoloni, ISTAT
11. Mr. Stefano Marmorsto, Italian Cooperation, Maputo
12. Mr. De Jesus Alfredo, SIDA Representative, Maputo
13. Mr. Lars Erik Gewalli, Statistics Denmark
14. Mrs. Elisabeth Gulloy, Statistics Norway
15. Mrs. Chris Denell, Statistics Sweden
16. Mr. Girmay Haile, UNICEF, Maputo
17. Mrs. Lis Rosenholm, Representative of DANIDA, Maputo
18. Mr. Lars Ekman, Representative of NORAD, Maputo
19. Mrs. Inês Teixeira, Portuguese Cooperation. Maputo
20. Mr. Anton Johnston, Representative of SIDA, Maputo
21. Mrs. Carmen Hesnando, CESD. Madrid/Spain
22. Mrs. Sónia Santos, CESD-Portugal (Team Leader of CESD Consortium)
23. Mr. Antonio Capiello, ICSTAT

Absences:

Mr. Luís Mungamba, Deputy Director of Scandinavian Program

Proposed Agenda:

1. Introductory Remarks and last Steering Committee Minute
2. Completion Report of Bridging Support Program
3. Inception Report
4. Information about the Italian Project
5. Other Support to INE
6. The work at the Consortium Home Office
7. Other Issues

1. Introduction

The President of INE welcomed the participants to the first Steering Committee meeting of the 2003-2007 Scandinavian Assistance to Strengthen the Institutional Capacity of INE and the last for the Bridging Program 2002-2003.

The President of INE underlined the importance of inviting all major donors to the meeting and asked for a short introduction from each participant.

The agenda was approved as proposed.

The minutes of the previous Steering Committee meeting

The Minutes were approved without comments.

2. The Completion Report

The Director of the Program presented the Completion Report. The following major issues were raised:

- How is INE going to follow the recommendations presented/written in the report?
- How is INE facing the HIV/AIDS challenge?
- Why were not the planned gender activities performed during the Bridging Program?
- Is the HBS results available?
- How will users get access to data sets?

It was explained that some of the recommendations might need further considerations, such as the creation of a specific IT council. Instead of this additional group, a better solution may be to discuss IT questions in the monthly management meetings. Terms of reference for this solution are under preparation.

Concerning the HIV/AIDS issue, INE has for instance a leading role in Technical Group of CNCS (Conselho Nacional de Combate ao SIDA) with the Vice-President of Social and Demographic Statistics as the chairman. Other activities to be mentioned are that intranet is used to spread information about Aids; training for the enumerators; medical kits for every enumerator's includes condoms; various workshops for all staff of INE on HIV Aids awareness. Very recently a questionnaire on people's awareness about HIV/AIDS was launched to all the staff at INE. Soon the results will be available and used to develop a specific Action Plan on this issue.

The planned activities in relation to Gender Statistics could not be implemented due to other more prioritized activities, see further explanations in the report. Although, all SEN will be trained on Gender Statistics in a Regional Workshop (Lusophone) in Maputo conducted by experts recruited by FAO.

HBS had twelve months data collection, after six month an internal report was delivered and right now the validation of data is being done so that in December this year a final report will be available.

About the access of HBS data sets there is an agreement between INE and the Ministry of High Education Science and Technology (MESCT) that will keep the information and make the data available to researchers and universities but complying with the confidentiality rules established in the Statistical Act of 96.

Recommendation

It was recommended that the final version of the Completion Report should incorporate what INE is doing on HIV/AIDS.

The Steering Committee evaluated the performance of the Bridging Project has extremely positive. Only one of the planned activities is not completed but under implementation hoping that it will be completed by December 2003.

3. The Inception Report

The issue of how to follow up donors' coordination was raised.

Recommendations:

- The terms of reference of the Steering Committee should be expanded in order to give the committee a distinct role in coordinating major donor activities to INE
- The terms of reference may circulate before the next Steering Committee meeting for all donors scheduled for December
- At the end of October there will be an Interim meeting of the Steering Committee on auditing reports for the whole Bridging Period and for the first quarter of the new programme as well as related financial reports.

4. Information on Italian Project

Basic information about Italian Project including the purpose of the mission was given by Dr Favazza.

The Italian Project covers:

- MINTRAB (Ministry of Labor)
- INE's Provincial Offices with aim to strengthen them, to enable them to produce and disseminate statistics and establishing documentation Centers within statistical offices
- Informal Sector (survey)
- Non Profit Institutions (survey)

The major components are technical assistance and training.

Some questions concerning procedures matters were raised after presentation by the participants of the meeting. In general the answer was that the trend is to follow Scandinavian Program, i.e. to complement what this program is doing at INE headquarters.

Other major support to INE

The other support to INE were presented by the Vice President of INE (DHS), Mr. Girmay Haile (UNICEF) and Mrs. Inês (Portuguese Cooperation)

- . Data collection for DHS 2003 has already started.
- . UNICEF does not operate as donor. Have a lot of policies with INE in HIV/AIDS and Data base (ESEM)

- . Portuguese Cooperation has been working with INE in areas of quality, classifications and definitions, training among other activities. A week before the steering committee there was an evaluation of this cooperation in annual meeting of PALOP's statistical Presidents and Directors.
- . Work at the Consortium Home Office Mr. Gewalli made brief comments on the work by the consortium home office on recruiting consultants and providing them and INE with back stopping.
 - Due to pregnancy one of long-term advisers (economics) had to terminate the contract in July. Efforts are being made for her replacement.