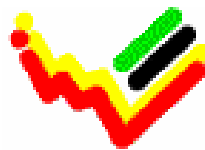# Mission Report

from a short-term mission on Human Resources Development

From 12 January to 23 January 2004

Bente Thomassen

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List of abbreviations

DARH   Directorate for Administratios and Human Resources
DCI   Directorate for Census and Surveys
DCNIG Directorate for National Accounting and Global Indicators
DEMOVIS   Directorate for Demografic, Vital and Social Statistics
DESE   Directorate for Sectorial Statistics and Business Statistics
DICRE Directorate for Integration, coordination, and External Relations
HR   Human Resources
INE   Instituto Nacional de Estatistica. Mozambique
STA   Short Term Advisor
TOR   Terms of Reference

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1 EXECUTIVE SUMMARY

The overall objective was to assist INE in defining the use and contents of information about INE's Human Resource Development Activities in order to promote INE to become a sustainable institution in terms of competence.

This report contains one definition of the concept of competence. Competence is here defined as skills, knowledge, experience, contacts and ethics. This definition is good because it discusses the concept in terms of dialogue between management and staff, and also because it includes the aspect of leadership.

There is also a discussion of what is meant by having the required or right competence at the right place. E.g. that a leader must hold the required competence on production of statistics. If (s)he is in a position where (s)he is responsible for staff management, (s)he must also hold the required competence on this. Furthermore, the report touches briefly the concept of organisational or collective competence.

The report lists activities related to Human Resources presently existing at INE[1]. Included are some suggestions as to how these activities can be viewed in relation to each other, or be used as part of a basis for the development of INE into a sustainable institution in terms of competence.

Recommendations:

- It is recommended that work on the concepts of competence and competence development is integrated into the forthcoming seminar for all leaders and facilitators. Competence development and Systematic Quality Work are related as phenomena. As an example, both of these may lead to learning new ways of organising work.

- Regarding the possible establishing of an HRD database, certain deliberations are suggested before reaching a conclusion. A database covering strategic HR-areas might primarily be seen as a tool for surveying competence, both in terms of statistical knowledge and capacity, and in terms of general, organisational capacity. INE has to decide what strategic competence represents for the organisation, now and in the future. INE's definition of strategic competence must be assessed and compared with the present situation as well as with a description of the desired future situation. Via the discussions on and definition of strategic competence for INE, the database can be a tool for bridging the gap between present competence situation and required competence situation. It is therefore important that the leaders have the same understanding of what strategic competence is, why it is important for us to know more about it, and how we can plan competence development in each department. A seminar for managers addressing this is recommended.

What should INE do next?
- The Training Committee should be reorganised into a group for planning, developing, coordinating and evaluating training activities. A mission statement or terms of reference for this group should be formulated.

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[1] See Section 5.2. Page 7-8

- Implementation of an evaluation process: Mid-level managers might evaluate the present courses for the staff in relation to the work tasks of each member of staff. It is important that what has been learnt in a course is converted from acquired knowledge to experience and thereby turned into competence. This shows why any leader must have a fair understanding of the work and training situation of each single member of staff.

- During the mission, work has been started on the production of a folder on competence development in INE. The mission hereby gives suggestions on contents and selected literature already available at INE. The folder must be completed by INE. Suggested recipients are all leaders, facilitators in Systematic Quality Work and all participants on both short and long term training courses.

The last section of this report suggests some issues for a possible new short-term mission (section 5.4.5).

The report is based on discussions and interviews with INE's employees.

2   INTRODUCTION

The main purpose of the mission was to assist INE in defining the use and contents of information about INE's Human Resources Development Activities in order to promote INE to become a sustainable institution in terms of competence. The mission should give ideas on improved instruments and routines to document and follow up competence development activities. It was an important objective to get a general assessment of the existing information on HR at INE and to make use of this in the continued HR work.

An agreed recommendation in the completion report from the Bridging Support Program is to develop a Human Resource Development database for improved planning and follow up of competence development activities. According to the Strategy for Human Resource Development at INE 2003-2007, annex 5 in PRODOC for the Scandinavian Program, the staff must attain a number forms of competence. PRODOC gives also the present competence profile of the INE staff and a major objective with the Scandinavian support is to get INE staff better qualifications in key areas. These forms of competence are related to the production of statistics on time, in order to be of use for the decision makers for planning, and as a basis for making decisions.

The mission was carried out according to Terms of Reference (ToR, appendix 1). As this has been the first mission in the field of Human Resources, the importance of documenting what is actually done in this field at INE today has been stressed. The mission was also expected to assist INE in finding out how one might use information from the HR Database to plan training activities and attain results.

3   TERMS OF REFERENCE

The overall objective is to assist INE in defining the use and contents of information about INE's Human Resource Development Activities in order to promote INE to become a sustainable institution in terms of competence.

More specific objectives formulated, were to assist INE:

- In investigating closely the use and contents of HRD information according to what, why, by whom and when?
- How to systematically use HRD information for individual staff members to plan training activities and to monitor the results.
- To explore the possibility to use the present staff database as a fundament for a future HRD database.

According to ToR, the results of the mission should be:
- A proposal on contents, structure etc of HRD information for INE that may be further developed into a database.
- A statement on the use of the present staff database as a fundament for a possible HRD database and how information in the two sources can complement or supplement each other.
- Proposals for how HRD information can be used to plan for and monitor competence development activities for 2003 – 07 taking into account the HRD plan in PRODOC.
- A proposal on further assistance in 2004 from the Scandinavian Program in order to develop a HRD information at INE for improved planning and monitoring of competence development activities by mid 2004 at the latest.

4   OUTLINE OF WORK

In a meeting with the counterparts on the first day of the mission it was agreed that an important objective was to get a general assessment of the existing information on HR at INE and to make use of this in the continued HR work. The establishing of an HR database was considered a topic for discussion, but not one of the major ones for this mission; this should instead been seen in a long-term perspective. This is of particular importance as HR involves the entire organisation. The adaptation of an increased focus on HR in INE will require an involvement of managers and their way of communicating with members of staff.

5   FINDINGS, CLARIFICATIONS AND RECOMMENDATIONS

One of the main purposes of the present mission was to define and introduce basic understanding of a concept of competence that goes beyond knowledge and skills. The concept of competence used is borrowed from *The Toolbox. Instrument for Competence Development in Learning Organisation*[2]. Here competence is defined as skills, knowledge, experience, contacts and ethics. All these need coordination, so, the person holding this competence must also have physical, as well as mental power. The concept also includes Leadership Guidance and involves management at lower levels, highlighting their abilities to guide, inspire, motivate and develop.

With such a comprehensive concept of competence, referring to both individual abilities as well as organisational abilities, and thus following both vertical and horizontal lines, one must also develop competence along the same lines.

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[2] Publisher, Distribution and Copyright: A.Petersson & co. Boliden contech 2000. E-mail:allan.petersson@telia.com. Available in Spanish, Portuguese, English and Swedish versions.

5.1 Competence development as an integrated part of all work

We live in a world where both individual jobs and organisations are changing. We do new things or we do things differently. Flexibility is needed and to achieve this we need competence to do a good job. Organisations need to have the required competence at the right place, but we also need one specific form of competence; we need competence on change. This will enable us to handle new jobs in a good way. Yet, to be competent on change includes being capable of acting before change takes place. This puts us in a position to orchestrate processes of change in ways that suit our organisation best.

In an organisation that produces statistics, having the required competence is of vital importance for the quality of the statistics. The statistics must be relevant, timely and produced in a way that ensures that it is as good and trustworthy as possible. To achieve this, all parts of the production must hold the relevant competence. This depends on several factors:

- Each member of staff must develop his/her competence continuously. At the same time, he/she must make clear what he/she is not qualified to do.

- Each manager must develop his/her competence on his own field of statistics production, and as a manager of personnel. He/she must evaluate the job results of each member of staff and have talks to ascertain what the individual member of staff needs of further training, and what is required of development within the department on the fields of competence, documentation and descriptions of routines.

- Further more, having an HR-department prepared to assist when other units arrange competence development activities is a necessity. In time, the HR department should also be in position to provide counselling and guidance to the most effective methods for competence development and how to acquire the required competence in the most effective way.

- Finally, we have the organisational or collective competence. Collective competence denotes the competence shared by a group. This competence exists, for example as routines, archives and documentation of work processes or methods. When having developed organisational competence, this will be part of an organisation's memory as part of the collective competence and will be retained even if individuals leave.

Obviously, there are many pieces to be fitted together, and this cannot be done over night. To succeed with HR development, an organisation must move slowly, taking one step at the time. The key is to decide on which step to take, and when.

5.2 Status of Human Recourses Development at INE

During the mission, documenting and collection of information on existing systems in the field of Human Resources has been considered important. Below, we list the various HR instruments used by INE today.

Government staff database
This database contains:
Name
Position
Level of education

Date of graduation
Specialisation
Date of completion
Date of birth
Place of birth
When did you start working at INE
Marital status
Working place

List of long-term training courses
This list contains:
Name
Working Place
Where educated/trained?
Courses completed
Level of training
When?
Budgets

At the moment, a database containing the information above is being set up. In addition, information on marks attained during training, cost of materials and fees paid will be included. Expected completion of the database is end of January/beginning of February this year.

Lists of short-term courses
Records exist on short-term courses, and of who has completed or is presently taking them. The records are made up of the names of all employees and a list of all courses available. If an employee has done a course, this course is marked. The available courses are: formal short term training in English and in French, and also In House training in English, the computer-based course *Statistics in Action* (part of the Scandinavian Project), and other courses related to economic and demographic studies.

Annual job satisfaction survey
The first annual job satisfaction survey was carried out in 2001.One section of questions are related to one's job. E.g. 'In my department I get to use my skills and relevant knowledge' or 'I like the work I'm doing' or 'I have the knowledge required to do my job'. When completing this section of the survey, all members of staff have to reflect on their own work and on how they feel that they succeed. They also have to assess their own situation and competence.

Annual Classification questionnaire from the Government
This is a questionnaire used by leaders to assess each member of their staff. The resultant information is used by the government when considering increased salaries.

With the questionnaire, the leader assesses how the employee does his/her job as well as his/her conduct. The most important part of the questionnaire comprises 8 questions on subjects like quality of work, punctuality and discipline. To each question is given a score on a scale from 0 to 20. Points are summed up and compared to a table showing whether one is classified as very good, good, ordinary or not good.

The questionnaire also contains some open-ended questions about job performance, career opportunities and unusual occurrences during the past year.

Training Committee

Every directorate assesses its employee's needs for long or short-term courses. One person from each directorate is elected to represent his/her directorate in the committee. The committee holds two planning sessions pr. year to produce a proposition on who should be allowed to participate in courses/training programmes. This applies also to employees in the Provincial Branches (DPINE's) situated in the provincial capitals and one in Maputo City. The training coordinator chairs the committee. After finishing the proposal, the proposal is sent to all the directors. And then the Committee's final proposal is sent to the President for approval.

5.3   Pamphlet on Competence

A workshop was held twice during the mission. The entire staff at the Department of Human Resources was invited, along with the managers at INE and staff from the other ministries and from the Central Bank. Many questions were asked about the concept of competence and good discussions came out of this. 'Knowledge' is a familiar concept within INE, while competence, on the other hand, is not. As both competence and competence development are concepts with which only a few are familiar, it might be a good idea to produce a pamphlet or folder on these issues. Such a pamphlet should contain:

- A definition of the concept of competence by the terms skills, knowledge, experience, contacts, ethics, coordination and leadership guidance.

- Practical examples of the relevance this might have in the case of INE. E.g. it is of vital importance that a manager executive possesses the abilities termed contacts and ethics. These make up what is often called social competence, and a manager in an organisation that works within an HR perspective will not function in his/her job if (s)he does not possess these.

- The last part of the folder should present various ways of enhancing competence. This refers mainly to areas on which the HR department can arrange courses or training programmes, but also areas in which other departments are capable of running activities them selves. Different ways of learning are described in the "Toolbox", as mentioned above.

5.4   Recommendations

INE has made a good start on competence development, especially in promoting acquisition of formal competence by the individual member of staff. Competence development, however, is a form of organisational development and this has to take time. An important element in all change and development has to do with changing of attitudes.
Motivation must be included in the concept of attitude. The possession of the most brilliant skills, knowledge and abilities are of little use unless there is also a will to do one's best on a basis of *attitudes*, for instance loyalty, ambitions, a wish to cooperate, a sense of duty, responsibility or equality. Personal choice is obviously a key element, so is social competence. Thus, the importance of attitudes and motivation for doing a decent job at the individual level reflects the notion that competence comprises far more than just formal qualifications.

Both acquisition of formal competence and changing of attitudes represent a form of organisational development that cannot be rushed, but demands an extra effort if one is to be successful. Detailed planning is important. Directorates as well as departments must be explicit in formulating goals. In the following, some recommendations will be made.

5.4.1 How can already existing information on HR in INE be used?

Above in chapter 5.2 it has been listed six ongoing activities, all related to HR in one way or another. The remaining section gives an assessment of these activities, and presents some reflections on how to use the information already provided.

Some of the ongoing activities provide information on extent of formal education and training courses, year, development and ongoing activities at individual level. These are all based on individual name. If aggregated, the information can tell us for instance about the present formal educational level in the organisation, as well as give an estimate about the future level. The information can also tell us about the turnover and the distribution of age and gender in the organisation. To use the already existing information for such purposes will demand the use of a database. The existing information at individual level can be used as the framework for an HR database.

A standardised reporting format ought to be agreed upon, with a tabulation plan serving INE's key competence needs according to the strategic plan, but it is important to make sure the reporting is not too extensive. The information can also be used at department level for planning purposes: who shall receive training next year, in which areas are we most vulnerable etc.

The job satisfaction survey gives information about the development of satisfaction with one's job, the feeling of being successful in one's job, and about how management develops. This information does not say anything about individuals, but is useful for assessing the development of departments, directorates or the entire organisation. From this follows that any activity aimed at further development should be implemented at department or directorate level.

The annual *classification questionnaire* from the government also provides an opportunity for both reflection and assessment of members of staff by leaders. As quality of work is one of the points to be considered, this questionnaire could be used as a basis for developing one-to-one talks[3] or development talks between manager and individual members of staff aiming at discussing efforts to improve the quality of the job done. There are different ways of learning new things. The focus must be on what is needed for each member of staff to master his/her job. Sometimes, counselling, or mentoring, is required; at other times a course might be needed. The important thing is to discover how we can acquire competence in the most effective way. When directorates and departments do their assessment of which members of staff should be allowed to follow long- or short-term courses, this too may be viewed as an opportunity for development of a one-to-one talk.

The Training Committee may be seen as a place for discussions where competence development is important, in addition to making decisions on which employees to be granted admission to long or short term training facilities. This committee should be converted into a team meeting several times a year to discuss strategic competence development and to evaluate both ongoing and completed training activities. Guidelines concerning composition, reporting and responsibility should be drawn up.

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[3] By one-to-one talks to achieve personal development we mean planned and regular talks between the section head and the employee. Such talks may have the objective to develop the all-around competence, understanding and ability of the employee. (The Toolbox ibid.)

5.4.2   Competence and the seminar on Systematic Quality Work

At the seminar on Systematic Quality Work for all managers and facilitators, the concept of Competence should be addressed. Competence and Systematic Quality Work are related as phenomena. As an example, both may lead to learning new ways of organising work. To establish a system of Systematic Quality Work will necessarily require the acquisition of new knowledge. Furthermore, when functioning, such a system will continuously contribute to the generation of new knowledge.

5.4.3   Assessment of further planning of an HR database

The question of whether an HR database should be established must be addressed in the time to come. This process should be started by discussing how we can use the existing information in an efficient manner, what we need to know more about and how we may get the information we need. Possible reporting procedures for the benefit of competence development in INE should also be addressed.

The purpose of a database
A database must be seen as a tool for planning and monitoring all strategic competence. By strategic competence is meant competence that is of vital importance for the organisation's possibilities of reaching its goals. The database should list the number of persons that hold a certain form of competence, as well as the kind of competence they hold. It must be targeted and aimed at systematic long term planning in a holistic perspective. The strategic competence must be assessed with the desired present situation or a description of future needs in mind. In this way the database can be a tool for bridging the gap between present competence situation and required competence situation.

Organisational level
The database can supply information about the accumulated competence within strategic areas. Over a period of time it will also supply information on development within these areas.

Department level
The database must have the capacity to produce reports on department level. Such reports will provide a basis for defining needs for competence and for planning necessary action to meet these. The database lists the number of persons that hold a certain form of competence, as well as the kind of competence they hold. If Head of Dept. observes that only one member of his/her staff commands Excel very well, and is concerned that there should be 3 persons with this level of knowledge on his staff, he must act.

Contents
The existing information collected at individual level can be used as the framework for a HR database. In addition, it should contain other types of information according to the strategic competence objectives.

Thus, areas of strategic competence must be defined. Targeted areas may be: IT tools, language, project work and management, and not the least: practical, methodological and theoretical competence on statistical topics/fields. Each area must be defined precisely according to what is considered of importance for INE.

Compiling data for the database
Initially, questions can be presented as a questionnaire for each manager to discuss with his/her staff. The manager and each employee should fill in the form together. This discussion should be

a one-to-one talk and be defined as an annual development talk which will assist the manager in his/her task of defining the section's requirements for competence, by giving the manager knowledge about each employee's skills and his/her needs for further development of competence. In some cases, a score in the category *"Can manage with assistance"* may be quite sufficient for a particular job, but in another job, this may indicate that the manager and the employee must plan for a development that will ensure a score in the category *"Shows good command"* in next year's survey.

After completing the questionnaires, the information must be registered in the database.

Updating/maintenance
Each employee completes the questionnaire once a year at approximately the same time every year.

Conditions for success
A report on the results might be produced annually shortly after the registration of the questionnaires, both for organisational and departmental levels.

The defining of required competence and the development of necessary means for acquiring this must be made the explicit responsibility of each manager with responsibility for management of personnel. This is because the database is supposed to be a strategic tool for planning by the management, so the management must feel responsible for it.

It is of overall importance that the database is easily established and easily maintained. Experience from other countries clearly indicates that databases that are complicated to establish or maintain will inevitably be poorly updated and therefore tend to consume resources without being of any use.

The reports must be simple. Experience has shown that leaders with responsibility for management of personnel will be unable to utilise the database as a tool for planning if the reports contain too many variables. A tabulation plan ought to be agreed upon after thorough discussions, also carefully defining background information.

Maintenance of the database must be the responsibility of a team. This must be an explicitly defined task for explicitly named persons.

5.4.4   What should INE do next?

- High priority must be given to completing the folder on competence and competence development.

- A system must be developed to follow up students at long-term courses. The new database will register mid-term marks. This is a good start, but additional ways of following up these students will be needed.

- ToR or Mission Statement for the Training Committee must be drawn up. Members must be appointed and their work must begin as soon as possible, preferably with a workshop.

- Managers must start having one-to-one-talks systematically with those members of their staff who have been admitted to courses. This is an opportunity to discuss the

competence situation for each member of staff and how (s)he hopes to develop. The manager should also, in collaboration with the member of staff, evaluate his/her assignments following the return from the course.

- The talk could cover the present competence situation for the member of the staff and what (s)he would have hoped to achieve.

- The manager should also, together with the member of staff, discus the type of work assigned to him/her after the course. Did the course correspond to expectations? Does the member of staff get to use the newly acquired knowledge in his/her section?
  This should have the form of qualitative talks. The resulting information can be taken to the directorate's member in the Training Committee. Another alternative is to go directly to the HR-Department.

5.4.5 Possible issues for a next mission

- Cooperate with members of the training committee for the purpose of enhancing its skills on development, planning, coordinating and evaluating development. In time, the training committee should be able to function as a support group, providing counselling and giving advice on other forms of competence development than training and HR department courses.

- A 2-day seminar on management for leaders should be arranged. Issues would be strategic competence, one-to-one-talks, what are the HR-department's functions in competence development? What is required from the rest of the organisation?

- Workshop about Collective Competence.

- If INE decides to establish an HR-database, the mission could assist INE in drafting the structure and content of the database, as well as a tabulation plan for an annual report. Beforehand, it would be necessary to map the needs for competence development in the various units.

A next mission covering the issues above ought to be performed by consultants with competence on organisational development in general and on HR development in particular as well competence on organising a data base.

APPENDIX 1. People worked with

- João Dias Loureiro, Presidência, Presidente at INE
- Luís Mungamba, DARH, Director
- Artiel Arnaldo, DARH, Chef de Dept°
- Zenobio Aramuge, DARH, Training Coordinator
- Leonette Mabjaia, DAHR, Training Coordinator Assistant
- Mònica Magaua, DCNIG, Chef de Dept°
- Cirilo Tembe, DESE, Chef de Dept°
- Fátima Zacarias, DEMOVIS, Directora
- Cristóvão Muhaio, DCI, Chef de Dept°
- Jorge Utui, DICRE, Chef de Dept°
- Hans Erik Altvall, Consultant, Coordinator of STA

In addition discussion with people present in the seminar. Those not already on the list above:

- Domingos Maringue - DARH
- Clemência Francisco from Banco de Moçambique

Terms of Reference
for a short-term mission
on

Use and Contents of Human Resource Development Information
12 – 23 January 2004

within the Scandinavian Assistance to Strengthen the Institutional Capacity of
INE/Mozambique, 2003-2007

Consultants: Ms Bente Thomassen Norway
Counterparts: Luis Mungamba, Artiel Arnaldo and Zenobio Aramuge

1.   **Background.**
In 1996, and in an attempt to overcome the existing precarious statistical information available in Mozambique, the Government of Mozambique restructured its planning and finance administration institutions. The National Planning Commission was incorporated into the Ministry of Finance and its Statistics Directorate was transformed into an autonomous institute – INE. The National Statistical System (SEN) was created (Law n° 7/96 of July 5) in 1996 and it comprises INE, the High Council for Statistics, Bank of Mozambique and the Co-ordination Council for the Population Census. SEN is coordinated by the High Council of Statistics chaired by the Prime Minister or by a member of the Government. The council consists of the President of INE, representatives from ministries, two from universities, and three from the private sector. The President of INE thus has a relatively strong position in the Public Administration hierarchy compared to other countries.

INE was formally constituted through a Presidential Decree (n° 9/96 of August 28), and it became the central executive body of the SEN. INE is in a legally binding manner responsible for the overall collection, production and dissemination of statistics in the country within the framework of the SEN. INE is managed in the daily work by the President, and the High Council of Statistics has the responsibility to propose the work plan for the statistical production in Mozambique. INE has gone through a very rapid growth focused on the statistical production.

INE can delegate authority to specific departments of some ministries to collect and publish official statistics and has so far delegated responsibility to departments of the Ministries of Health, Education, Agriculture and Rural Development, Labour, Fisheries and Higher Education, Science and Technology for certain components of the national statistical system, such as data indicating coverage of health programs, education enrolment figures and annual agricultural surveys. In the coming years, a further decentralisation is planned to be carried out by strengthening the Provincial Branches. Bank of Mozambique is responsible for the balance of payment statistics. INE is placed under the tutelage of the Council of Ministers and is reporting to the Council of Ministers via the Minister of Planning and Finance.

The overall development purpose of the activities of INE and SEN is the enhanced use of statistical information for decision-making and provision of information. Among the most important users are public administration and the academic/research community, bilateral and multilateral donor organisations, media, NGOs and unions.

The Government of Mozambique has embarked on a process of strengthening INE so that it efficiently can generate reliable, relevant and timely statistical information particularly for the monitoring of the Absolute Poverty Reduction Action Plan (PARPA).

SEN is guided by a new five-year strategy plan (Plano Estratégico do Sistema Estatístico Nacional 2003-2007) approved by the High Council of Statistics. The plan has the objectives to ensure that: statistical information is produced to guide public policy decisions, business decisions and decisions by other organisations and that the public at large, official policy and other actions are guided by statistical information, adequate statistical information is provided and disseminated in a user-friendly and timely manner, this statistical information is produced in a cost efficient manner and in a proper order of priority given the resource limitations.

On the basis of the strategic plan, a five-year operational plan - Plano Estatístico Nacional 2003-2007 - has been elaborated for SEN. The plan was approved in November 2002 by the High Council of Statistics and is the second five-year plan related to the activities of INE. The plan stipulates the activities to be implemented by INE during the coming five years. In the operational plan a number of activities is listed including censuses and survey and overall development activities.

The Governments of Denmark, Norway and Sweden have agreed to support the new five-year plan. Other main donors that presently provide support to INE – however with the Scandinavian support as the umbrella for all support – is USAID to a Demographic and Health Survey in 2003, the Italian Cooperation to the Provinces and an SADC/EU project for training.

2. Main reasons for the mission

INE's existing staff database conforms to the Government system but lacks proper information for planning and evaluating human resource development activities on an individual level. The Scandinavian support program to INE allocates 1.2 million US Dollar to various organized training activities, above all short- and long-term formal training (80%). INEs PRODOC for the program underlines the importance of training and education for INEs development to a sustainable institution.

One overriding objective with the institutional cooperation between the Scandinavian countries and INE is therefore to build up a competence at INE for self-development. The PRODOC comprises an extensive Human Resource Development Plan for this purpose. The document stresses that a HRD database will have an important role to play in order to plan and monitor competence development activities. It has been agreed by all partners that a work to develop a HRD database with information on individual level must be a prioritized task for 2004 with the assistance from the Scandinavian Program.

3. Objective of the mission

The overall objective is to assist INE in defining the use and contents of information about INEs Human Resource Development Activities in order to promote INE to become a sustainable institution in terms of competence.

4. Specific objectives

Assist INE
- To investigate carefully the use and contents of HRD information according to what?, why?, by whom? and when?
- How to systematically use HRD information for individual staff members to plan training activities and to monitor the results
- To explore the possibility to use the present staff database as a fundament for a future HRD database

5. Expected Results

– A proposal on contents, structure etc of HRD information for INE that may be further developed into a database
- A statement on the use of the present staff database as a fundament for a possible HRD database and how information in the two sources can complement or supplement each other
- A proposal how HRD information can be used to plan for and monitor competence development activities for 2003 – 07 taking into account the HRD plan in PRODOC

- A proposal on further assistance in 2004 from the Scandinavian Program in order to develop a HRD information at INE for improved planning and monitoring of competence development activities by mid 2004 at the latest

6. Agenda for the mission

To be prepared, but should include the following

- A meeting at the very first day of the mission with the Counterparts in order to agree on the agenda for the mission.
- A meeting with the President of INE
- 1 – 2 brief workshops with staff at the Department of Human Resources – with the possibility also for all Heads to participate - on various aspect on Competence Development activities, such as Learning Organisation, What is Competence etc.
- A final workshop towards the end of the mission for all the Heads at INE. It can be considered to invite also the SEN Ministries

7. Tasks to be done by INE to facilitate the mission

- Prepare ToR for the mission
- Arrange for the meetings and workshops, including a translator (if necessary)
- Prepare and Supply the consultant with necessary documents and information
- Supply good working conditions for the consultant

8. Name of STA and CounterPart

Luis Mungamba Director for Administration and Human Resources and
Artiel Arnaldo Head for the Department of Human Resources are the
main Counterparts. Zenobio Aramuge who is INEs training coordinator is another counterpart.

9. Timing of the mission

The mission will take place 12 – 23 January 2004

10. Finalization of the report

The Consultant will prepare a draft report to be discussed with INE before leaving Maputo. He will submit a final draft to INE for final comments within one week of the end of the mission. Statistics Denmark as Lead Party will print the final version within 3 weeks of the end of the mission. The structure of the report should be according to Danida-format.
The Counterpart has to ensure that the final printed report has at least a summary in Portuguese if the main report is in English – or vice versa.

These Terms of Reference were prepared by (date and name)
／　／　……………………………………………………………

Approved by INEs Project Director
／　／　……………………………………………………………

APPENDIX 3. EXAMPLES OF DATABASE MATERIAL

Contents and layout are merely examples to show a questionnaire that can be used as a basis for establishing a database. If INE should chose to take the idea of a database further, they shall have to decide for themselves which areas are important for them to gain more knowledge on. When planning a new database, its important to remember to keep in mind that the existing database must be seen as a possible part of the project.

<div align="center">**Survey of Qualifications/Competence. Example I**</div>

<div align="right">Date:..........</div>

Name:……………………………………….Position…………………………

Department:……………………………………Directorate……………………..

Question 1. Information Technology

How would you assess your knowledge of Excel? Please tick off one of the boxes below:

None	Can manage with assistance	Show good command	Capable of instructing others

How would you assess your knowledge of Access. Please tick off one of the boxes below:

None	Can manage with assistance	Show good command	Capable of instructing others

Question 2. Competence as a professional statistician

Which method(s) do you use in your job presently……………….
How do you assess your present level of competence at this/these? Please tick off below.

None	Can manage with assistance	Show good command	Capable of instructing others

Knowledge about field/topic? Please tick off:

None	Can manage with assistance	Show good command	Capable of instructing others

Question 3. Language

How do you assess your mastery of English? Please tick off below:

None	Poor	Average	Fluent

Question 4. Project Management

How would you assess your knowledge of project management? Please tick off below.

None	Can manage with assistance	Show good command	Capable of instructing others

Basic requirements: To define strategic competence.

An HR database. Example II.

Name:…………………………………………………. Department:………..

Field of work	Present qualifications Score on a scale: 1 - 6	Required qualifications Score on a scale: 1 - 6	Action	Frame of time
Organisation development				
Statistical methodology				
Statistics: Specific fields				
Information technology				
Social competence				
Language				
Information/ Publication				

Basic requirements:
      1) Detailed job description for every single position.
      2) Definition of required competence for every single position and the
         required level of competence for each position.