



LFA technique and operational long-term planning

Report from a short-term mission 26 May – 4 June 2002

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



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1. EXECUTIVE SUMMARY

INE, the National Statistical Institute of Mozambique, is presently completing a Strategic Plan for the period 2003 – 2007, covering the entire National Statistical System (SEN). This Plan will outline the main objectives, means and activities for the period. There will also be a more specific, time-bound and concrete operational plan for the same period, permitting monitoring of the progress towards the identified goals. A draft of such a plan is to be completed by November 2002, in time for the Annual Review Meeting within the Scandinavian Support Programme.

Against this background, the main objectives of the mission have been formulated as

- sensitising the user and producers on the implications and principles of the LFA techniques and do some practical work with some statistics-producing sections;
- recommending how the 5-year operational plan can be compiled, utilising the principles of LFA and coordinated with the work done/to be done on the Strategic Plan and the PRODOC document.

During the mission, a workshop was carried out on Project Cycle Management (PCM) and the Logical Framework Approach (LFA) techniques. Participants at the workshop were drawn from INE, and the statistics-producing units at the Ministry of Health, Education, Agriculture and Defense. A concrete example of how an LFA matrix is designed and interpreted was also presented.

For the further work process with the 5-year operational plan for SEN and INE suggestions were made, and a work plan with timetable, activities, and a structure for the plan document including templates was drafted.

It was recommended that

- the Strategic Plan, tentatively to be formally adopted by the High Council of Statistics at the end of June or beginning of July, and the Project Document on the INE - Scandinavian Cooperation Programme 2003 – 2007 would form the basic documents for the work with the operational plan;
- the operational plan should cover the whole of SEN, and be structured in such a way that the output of the various bodies producing official statistics can be distinguished and monitored;
- the planning work would be carried out according to the precepts of LFA, i.e. with participation of the main stakeholders, inside and outside INE, and including the main users, the main statistics producers, researchers etc. A working group with representatives of the main stakeholders should be established;
- a first draft work plan which indicates the activities to be undertaken to compile the 5-year plan, the time schedule and the units responsible has been drafted;
- to the extent that consultations with users and other statistics producers have not already been carried out, they should be completed as soon as possible, and not later than August;
- an outline of the Plan document and templates to structure the information required on the various activities, costs and resources have been drafted. To facilitate the coming discussions with donors, LFA matrices should be included;
- a further mission should be undertaken, tentatively in September or October, to support the actual compilation work with the first draft of the 5-year Operational Plan.

2. INTRODUCTION

INE is presently finalising a strategic plan for 2003 - 2007, covering the National Statistical System (SEN). This plan will outline the main direction, the major objectives and the major means for the coming 5- year period. There is also a need for a more specific, time-bound and concrete operational plan for the same period (Plano Estatístico Nacional 2003 - 2007). The operational plan shall detail INE's objectives, activities, expected results and priorities, permitting monitoring of the progress towards the identified goals. There shall be similar operational plans for other parts of SEN, namely the Central Bank (Banco de Moçambique) and the Órgãos Delegados do INE (MADER, MISAU and MINED). A draft plan is to be presented at the Scandinavian Programme Annual Review Meeting in November 2002.

To assist in starting the process to develop this document, the present mission was carried out 27 May – 4 June by Chris Denell. For the terms of reference, see Annex 1. Her counterpart was Luis Mungamba, Deputy Director, DICRE. The work was coordinated with the concurrent mission on Strategic Planning carried out by Hans Viggo Saebo. It is intended to have a second mission in September or October to assist in the finalization of the draft.

The consultant would like to express her appreciation to all officials and individuals met in Maputo for their interest and cooperation. Special thanks are due to Mr. Chauque for his support to improve and translate the slides used in the workshop.

3. ACTIVITIES DURING THE MISSION

The main objectives of the mission have been formulated as

- to sensitise the user and producers within SEN on the implications and principles of the LFA techniques;
- to do some practical work with one or two participants in producing a draft of their operational plans using LFA technique;
- to assist with recommendations and ideas on how future plans of INE and SEN can be improved from a LFA perspective
- to cooperate with the mission on the strategic plan and give input to this work from a LFA perspective
- to assist with recommendations and ideas on how the strategic plan shall be converted into a 5-year operational plan drawn up using LFA technique

During the mission the consultant carried out a workshop on Project Cycle Management (PCM) and the Logical Framework Approach (LFA) techniques. Participants at the workshop (approximately 25) were drawn from INE, the statistics-producing units at the Ministry of Health, Education, Agriculture and Defense. A concrete example of how an LFA matrix is designed and interpreted was also presented.

The consultant also discussed the design of the work with drawing up the 5-year operational plan for SEN and INE, and drafted a tentative timetable, an activity plan and a structure for the plan document (see Annex4). The draft was discussed with the President of INE and the Acting director of DICRE as well as with some other parties. Further discussions, modifications and specifications are expected to follow.

Various discussions were also held on the relationship between the Strategic Plan and the Operational Plan.

As none of the statistics-producing units within SEN, "Órgãos Delegados", could spare the time for actually starting to draft operational 5-year plans, this activity could not be carried out, and the task had to be postponed.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 Introduction of PCM and LFA techniques

Project Cycle Management (PCM) is the planning and assessment system used by many donors, including the European Union, Danida, Sida, Cida, and USAID. Logical Framework Approach (LFA) is a technique used within this system, primarily in the project identification stage. As INE to a large degree is dependent on donor support, it is an advantage to be familiar with the concepts, terms and structures used by the donors. The workshop devoted to introducing this system and the related thinking to the management and staff of INE and other statistics producing bodies within SEN covered the perspective, structure and specific terminology of the system (for the slides of the workshop, see Annex 6). It was concluded by the presentation and discussion of a tentative LFA matrix for the extension of the CPI.

4.2 Start-up of the work on a 5-year operational plan

The work with the plan started with an inventory of the existing situation and available documents and continued with the drafting of a work plan. In addition to the INE Business Plan for 2002, there are two basic documents in place:

- the almost finalised Strategic Plan, and
- the PRODOC document drafted as a request to Danida for support during the years 2002-2007.

The draft strategic plan for 2003 - 2007 concerns the whole of SEN and includes both principles for official statistics and descriptions of conditions that are relatively permanent. It also includes main objectives and some important measures to be taken to obtain these objectives. It gives the direction for the development of statistics in Mozambique, and will serve as a reference for the operational plans, both the 5-year Operational Plan and the more detailed annual plans.

The PRODOC document was drawn up during 2001 as a basis for long-term support to INE from Danida. It provides concrete information on the various activities to be undertaken, and it also covers cost and budget estimates. As a year has passed since it was drafted, it will have to be modified and up-dated, and if an LFA approach is to be applied, it will also have to be extended in certain aspects, e.g. as regards user demands. However, it should serve as a good basis for drafting the 5-year Plan.

It is suggested that the 5-year Plan focuses on the various activities to be undertaken and includes:

- Lists of specific activities with measurable outputs. The lists should cover both recurrent and ad-hoc activities, and both statistics production, administrative and development activities.
- Time schedules (chronograms)
- Responsible units (and persons?)
- Resource estimates and budgets

The results should also be presented in the form of LFA matrices.

A draft structure for the work with the 5-year Plan, including a time schedule, an outline for the plan document, a template for structuring the information etc. was drawn up (see Annex4).

The tentative time schedule was presented at the Seminar for Strategic Planning held on May 30. It will be revised, but the objective is to finish by October 2002.

The *process* of drafting the plan is central to the LFA concept, i.e. with a distinct involvement of the users and other stakeholders within the SEN. This may be done in the form of a series of user-producer workshops, as one or more so-called LFA workshops, or in any other way suitable to promote a discussion among the main stakeholders of which statistics should receive priority. Coordination and cooperation between the different bodies of the SEN should also receive careful attention

To ensure coordination and uniformity of presentation of the various parts of the Plan, it was suggested that a working group be formed, consisting of representatives of all the Órgãos Delegados, including INE. INE might also wish to form an internal INE working group.

5 years is a relatively long period, and it is often difficult to predict the activities during such a long period. Delays occur for various reasons (most commonly because of lack of financial and/or human resources), new demands or new techniques appear and the plans have to be modified to accommodate these new elements. However, there are some surveys and other work that are carried out regularly (e.g. CPI surveys), and other projects (such as a population census) that have a long planning and implementing period. Such regular and/or long-term activities provide a stabilizing element to the 5-year Plan, as do the objectives of the Strategic Plan and, from the user side, the long-term National Development Plan. However, a 5-year plan should be considered flexible, and the plans for the second half of the period as indicative and of a tentative character.

4.3 Recommendations

Following discussions with the President, the Acting Head of DICRE, the Team-leader of the Scandinavian Project and the consultant on strategic planning, it is recommended that

- the Strategic Plan, tentatively to be formally adopted by the High Council of Statistics at the end of June or beginning of July, and the Project Document on the INE - Scandinavian Cooperation Programme 2003 – 2007 drawn up in 2001 will form the basic documents for the work with the operational plan.
- the work will be carried out according to the precepts of LFA, i.e. with participation of the main stakeholders, inside and outside INE and including the main users, the main statistics producers, researchers etc.
- DICRE will be the main responsible unit for the compilation and drafting work. A working group with representatives of the main statistics producers should be established. Additionally, a INE internal working group might be established.
- The operational plan will cover the whole SEN, and be structured in such a way that the output of the various bodies producing official statistics can be distinguished. To facilitate the coming discussions with donors, LFA matrices should be included.
- The discussions with other statistics producers to coordinate work content and methods are to be carried out as soon as possible as are the consultations with users and other stakeholders, to the extent that they have not already been done. This phase of the work should be completed not later than August.

Further input by the Project is to be discussed by INE during the coming months. Tentatively it was thought that DICRE could test ideas and receive some support via e-mail from the consultant. Further missions to support the collection of planning data from the various units of INE and the other SEN statistics producing units and to support the drafting of the Plan were discussed, but it was decided to postpone the final decisions as to terms of reference and timing until the planning work had progressed further. However, tentatively a support mission was scheduled for some time during September or October.

ANNEX 1.

Terms of Reference Mission within the Scandinavian Programme On Logical Framework Approach

1. Background

The Twinning Arrangement between INE and Statistics Sweden is based on the five-year operational plan - the National Statistical Plan - for 1998 - 2002. The plan sets the objectives, activities and priorities for INE for the 5 years period. As a start to develop the plan according to Logical Framework Approach (LFA)¹, a seminar was organized for INE during 2 days in March 1998 with the assistance from a local consultant firm, Lurimac Lda. Invitees were the Presidency, Directors and Heads of Departments.

A second seminar on the same issue took place in May with the Heads for the Provincial Delegations as invitees.

This was followed by various meetings with the consultant and discussions within INE and resulted in a draft plan in May 1998. Further preparatory work took place in 1998 and the plan was finally approved by the High Council for Statistics in February 1999.

The plan has the following structure:

1. Summary
2. Background
3. Target group
4. Principal participants
5. Constrangements to be resolved
6. General objectives
7. Specific objectives
8. Priorities
9. Expected results
10. Activities to do

2. Main Reasons for the mission

INE is presently detailing a specific strategic plan 2003/7 to cover the National Statistical System (SEN). This plan will outline the main direction, the major objectives and the major means for the coming 5 years period.

The strategic plan is the reference for the operational plan for 2003 - 2007 (Plano Estatístico Nacional 2003 – 2007). The operational plan shall detail of INEs objectives, activities, expected results and priorities. There shall be similar operational plans for other parts of SEN, namely the Central Bank (Banco de Moçambique) and Órgãos Delegados do INE (MADER, MISAU and MINED).

A draft five years plan shall be ready to the Annual Review Meeting preliminary in November 2002 within the Scandinavian Programme. The Specific Agreement between the Government of Sweden and the Government of Mozambique on this programme states in Article 11:

¹ LFA is known in portuguese as MQL (Método do Quadro Lógico).

Before the Annual Review Meeting, Mozambique shall provide the donors with draft annual report, a Draft Five year Plan 2003-2007 for Statistics Production in Mozambique and a Draft Project Document on a Cooperation Programme 2003 - 2007 based on LFA, including more detailed plans of work and activities for the forthcoming year and related to the draft annual result report.

Also the Agreement between Mozambique and Norway mentions in Article VIII that there should be a draft project document on a cooperation project 2003-07 to the Annual Review Meeting that is draw up using LFA technique.

The requested mission concerns support to INE and SEN to start a process to develop these documents. The plan is to have a second LFA mission in November to support to finalize the draft that will be presented to the Annual Review Meeting.

3. Benefactors of the mission

Producers and users of official statistics in Mozambique.

4. Objectives of the mission

- Sensitize users and producers within SEN on the implication and principles with LFA and underline new experience on LFA, teamwork with users and links to quality work
- Practical work with one or two participants in producing a draft of their operational plans using LFA technique.
- Assist with recommendations and ideas on how future plans of INE and SEN can be improved from a LFA perspective
- Cooperate with the mission on the strategic plan and give input to this work from a LFA perspective
- Assist with recommendations and ideas on how the strategic plan shall be converted into a 5 year operational plan that is drawn up using LFA technique

5. Expected results

The consultant shall prepare a draft report before the departure on

- Guidelines to be used by INE and SEN on how the new strategic plan for SEN shall be transferred into an operational 5 year plan, based on LFA
- A proposed overall work plan for this activity;
- Recommendations on activities to be done by INE/SEN before the next mission on LFA, tentatively in November 2002
- Draft operational plans of one or two participants of the seminar in tune with the Strategic Plan 2003/7 for the SEN
- A proposal to timing and contents of the next mission on LFA

6. Work the be done by the consultant

The consultant shall work in close cooperation with the counterpart during the whole mission. She will have various discussions and meetings with relevant persons within INE and the SEN-Ministries. A detailed agenda for these meetings will be prepared on the first day of the mission.

A mission on the final draft of the new strategic plan for SEN will take place on the same time as this LFA mission. Specific ToR are prepared for the strategic mission. The consultants from the two missions shall work in close collaboration, for instance when carrying out various meeting and the planned seminars

7. Agenda for the mission

- Meetings with the President and Directorates at INE
- Meetings with other statistical producers within SEN
- Participate in the seminar on the new strategic plan
- Carry out a workshop, tentatively on Monday 3/6 for INE, SEN and some relevant users;
- Invitees to the workshop shall be Heads of Departments within SEN and key representatives for the users.

8. Task to be done by INE to facilitate the mission

- Prepare ToR for the mission
- Plan, invite to and coordinate the necessary meetings
- Prepare a detailed agenda for the consultant
- Assist the consultant with translations
- Organize and invite to the workshop
- Provide office facilities etc for the consultant
- Provide the consultant with necessary background material, plans etc.
- Appoint Mr CHAUQUE INE/DICRE to assist the consultant during the mission, for instance on language matters

9. Consultant and Counterpart

Consultant: Chris Denell Statistics Sweden
Counterpart. Luis Mungamba, Deputy Director INE/DICRE

10. Timing

27 May - 4 June 2002

Estes Termos de Referencia foram elaborados por:

Dia / /

Aprovado pelo Presidente do INE/em nome do Presidente do INE

Dia / /

ANNEX 2.

Proposta de Programa
Missão sobre a elaboração do Plano Estratégico e Linhas Gerais do SEN/INE
2003-2007 e LFA no âmbito do Projecto Nórdico
27 de Maio a 07 de Junho de 2002

Dia / Hora	Actividades	Responsáveis
Segunda-feira, 27/05 9:00-10:00	Encontro com o Director Adjunto da DICRE	Consultores DICRE Team Leader
10:00-10:30	Encontro com S. Excia o Presidente	Consultores DICRE Team Leader
11:00-15:00	Trabalho de Gabinete (5º andar, flat 54)	Consultores
Terça-feira, 28/05 9:00-15:00	Trabalho de Gabinete	Consultores
Quarta-feira, 29/05 9:00-15:00	Preparação do seminário	Consultores DICRE Team Leader
Quinta-feira, 30/05 8:30-15:30	Seminário no Hotel Cardoso	Consultores INE/SEN/Membros do CSE/Órgãos Delegados do INE/Parceiros de Cooperação/Convidados
Sexta-feira, 31/05 9:00-15:00	Trabalho de Gabinete	Consultores
Segunda-feira, 03/06 8:30-15:00	Acção de formação sobre LFA	Consultores INE/SEN/ Órgãos Delegados
Terça-feira, 04/06 9:00-9:30	Encontro com S. Excia o Presidente para balanço da missão	Consultores DICRE Team Leader
Tarde- Partida da Consultora Chris Denell	Trabalho de Gabinete	
Quarta-feira, 05/06 9:00-10:00	Encontro com S. Excia o Presidente para balanço dos trabalhos realizados	Consultores DADICRE e Team Leader
Tarde-Partida do consultor Hans Viggo		
Quinta-feira, 06/06	Trabalho de Gabinete	Dra. Assa Guambe
Sexta-feira, 07/06 Manhã	Encontro com S. Excia o Presidente para avaliação final	Dra. Assa Guambe

ANNEX 3 PERSONS MET

- Dr. João Dias Loureiro, Presidente do INE
- Mr. Luis Mungamba, Director Adjunto da Direcção de Integração, Coordenação e Relações Externas (DICRE)
- Mr. Hans Erik Altvall, Consultant, Coordinator of the Swedish Twinning Project
- Mr. Chauque, Direcção de Integração, Coordenação e Relações Externas (DICRE)
- Mr. Hans Viggo Saebo, Consultant
- Mr. Thomas Thomsen, Danida

In addition people present in the workshop (about 25 persons from INE and "Órgãos Delegados").

ANNEX 4

1. Draft Work Plan for the 5-year Plan

1. Over-all responsible: DICRE. Team Leader and consultants to advise.
2. Responsible for the various parts: All divisions in INE for their respective parts and all ministries responsible for official statistics.
3. Working group(s): At least one SEN group. Tentatively also one INE group. A reference group or steering group might be considered.
4. Background documents: Strategic Plan, PRODOC, 1-year Plan are the main one. There might also be various documents on the user side, e.g. on PARPA.

Activity	Responsible	Finalizing Date
Draw up draft work plan	DICRE	15 June
Discuss work plan with divisions and SEN organs; modify, allocate responsibilities. Acceptance by President.	DICRE – all divisions + SEN organs	1 July
Tentative discussions with funders (Ministry of Finance, donors)	Top management, DICRE	15 July
Identify objectives and activities. Divisions to discuss with main users. User-producer workshops? Discussions with provincial offices	Each division + SEN organs /NN	1 August
Divisional prioritisation	Each division + SEN organs /NN	5 August
All material to be received by DICRE from the divisions	Each division + DICRE	10 August
First compilation of materials	DICRE	15 August
Harmonisation + corporate goals. Identification of total workload on horizontal functions; identification of possible bottlenecks (scarce key staff etc.) re-periodisation	DICRE + each division	1 September
Financial and Staff implications compiled	Administration and Human Resources	1 September
First draft	DICRE	10 September
Corporate prioritisation	Top management + DICRE	20 September
Discussions with funders	Top management, DICRE	1 October
Modifications of first draft	DICRE	10 October
Draft 1 completed	DICRE	End October

2. Draft Structure of 5-year Operational Plan

Below is outlined how the 5-year Plan might be structured. The Plan covers the whole of SEN. Chapter 3 is structured according to the responsible units within or outside INE.

Mission, Vision and Core Values

0. Executive Summary

1. Introduction

- 1.1 Purpose of the document; coordination with other documents
- 1.2 INE and the National Statistical System
- 1.3 ...

2. Context

- 2.1 Strategic Plan
- 2.2 Appraisal of the 1998-2002 Plan
- 2.2 General User Needs and Priorities
 - 2.2.1 National Development Plan
 - 2.2.2 PARPA
 - 2.2.3 ...

3. Prioritised Work Program of INE/SEN

- 3.1 INE Prioritized Corporate Development Issues for 2003-2007
- 3.2 Administration and Human Resources
- 3.3 Integration, Coordination and External Relations
- 3.4 National Accounting and Global Indicators
- 3.5 Sectorial Statistics and Business Statistics
- 3.6 Census and Surveys
- 3.7 Demographic, Vital and Social Statistics
- 3.8 Ministry of Health
- 3.9 Ministry of Education
- 3.10 Ministry of Agriculture
- 3.11 Central Bank

4. Financial Requirements 2003-2007

5. Human Resource Requirements

6. Financial and Technical Assistance Needs

Annexes (examples)

- 1. SWOT Analysis
- 2. INE Organizational Structure
- 3. INE Staff Establishment in 2003
- 4. User-needs expressed at user-producer workshops
- 5. User-needs expressed in Poverty Reduction Strategy Paper (PARPA)
- 6. List of current publications
- 7. Financial and Technical Assistance 2003-2007 (PRODOC)

3. Draft template for Sections 3.2 – 3.11

(Example, not based on the current Mozambique situation)

National Accounting and Global Indicators

Strategic objective during 2003-2007: To improve the timeliness and coverage of and access to economics statistics. Improved business register with greater coverage and flexibility. Review and incorporate user-needs into the programs of the Division.

Main Areas: Consumer price indices, producer price indices, foreign trade, national accounts... Other economic statistics (e.g. balance of payments, financial accounts, etc.) are produced by the Central Bank of Mozambique. See Section...

Main sources and methods: Compilations according to SNA 93...

Main developments during 1998-2002: Adoption of the 1993 UN System of National Accounts, general review of economic statistics, development of...

Divisional Objectives 2003-2007:

- Carry out ...
- Extend the coverage of ...
- Provide specific support to government Programs e.g. PARPA in respect of...
- Provide global indicators to regional and international organizations, specifically...

Responsible:....

AREA	REGULAR ACTIVITIES 2003-2007	DEVELOPMENT ACTIVITIES 2003-2007	OUTPUT 2003-2007
General 2003 2004 2005 2006 2007	<ul style="list-style-type: none"> • Preparation of the Annual Plan and Budget for the Division 	<ul style="list-style-type: none"> • User-needs studies (continuously) • Review of publications and dissemination system 2004 	<ul style="list-style-type: none"> • Annual Plan and Budget published in August each year
Foreign trade 2003 2004 2005 2006 2007	<ul style="list-style-type: none"> • Compile annual export statistics. • Compile annual import statistics. 	<ul style="list-style-type: none"> • Establish dedicated data entry unit for foreign trade data. 2005 • Encourage Customs and Excise to install ASYCUDA system, and to capture weights and quantities fully 2004 • Eradicate back-log (2005) 	<ul style="list-style-type: none"> • Publish export report by ... Last published report: 2000 • Publish import by... • Last published report:1999
National accounts	<ul style="list-style-type: none"> • Production of the Annual National Accounts Estimates 	<ul style="list-style-type: none"> • Complete SNA93 sequence of govt. accounts (2002/03). • Prepare quarterly national accounts and include Informal Sector (2002/03). 	<ul style="list-style-type: none"> • Publish annual accounts report by... • Last published report:2000
Financial statistics	New Area	<ul style="list-style-type: none"> • Determination of the sources and methods, publications, etc. 	<ul style="list-style-type: none"> • Proposal by...
Consumer Price Indices	<ul style="list-style-type: none"> • Compile monthly 	<ul style="list-style-type: none"> • Extend geographical coverage of CPI to 3 cities (2003) • Revision of weight and items based on 2002 HBS (2003) • Produce monthly, national CPI according to SADC harmonization rules (2004) 	<ul style="list-style-type: none"> • Publish by... • Last published report: May 2002

Producer Price Indices (PPI)	New Area	<ul style="list-style-type: none"> Agreement on scope and methodology, etc. (2003) Start compilation of Producer Price Indices (2004) 	<ul style="list-style-type: none"> Publish proposal by...
Import and Export Indices	New Area	<ul style="list-style-type: none"> Agreement on scope and methodology, etc. (2005) Start compilation of indices (2006) 	<ul style="list-style-type: none"> Publish proposal by...

Staffing Requirements 2003

UNIT		HD	PSTN	STN	STO	CLR	TOT	PRE S
Head of division		1					1	0
Foreign trade statistics			1	1	2	20	24	19
National accounts	National accounts		1	2			4	3
	Financial statistics			1				
Price statistics	Consumer Price Index		1	1	5		10	7
	Producer Price Index, etc.			2	1			
Total Required		1	5	11	13	20	50	36
Existing Positions		0	5	5	7	20	37	

HD = head of division; PSTN = principal statistician, senior statistician; STN= statistician, assistant statistician; STO = statistical officer, assistant statistical officer; CLR = clerical staff

Funding Requirements 2003-2007

	2003	2004	2005	2006	2007	TOT
Government						
Donor financial assistance						

ANNEX 5

Logical Framework Matrix – an example

Develop extended CPI

	Intervention logic	OVI	SoV	Assumptions
Overall objectives	Development policies and monitoring processes (e.g. PARPA) supported by other than anecdotal evidence	Planning and monitoring documents with relevant quantitative information	Ministry of Finance and Development	Economists/ analysts in Ministry of Finance and Development
Project purpose	1. To provide INE staff with the skills, techniques and methods to produce an extended CPI. 2. To equip users with some of the necessary info to enable them to develop economic and social policies and monitor the progress	Documents on training; manuals; new questionnaires; publications of CPI estimates; financial analyses	INE, local offices, relevant Mozambique Ministries	Government approval and funding
Results	1. Trained staff 2. National and provincial CPI estimated monthly and presented 20 weeks after measurement period	INE monthly publications and web publications with new extended CPI Trained enumerators Updated basket and weights Updated procedures, manuals and questionnaires New software obtained and installed New publications, incl web presentation	INE, Central Bank, SADC, WB, IMF	Government approval and funding
Activities	1. Training of local staff in provinces 2. Update basket and weights 3. Update collection procedures, manuals and questionnaires 4. Develop new software programs 5. Develop new publications, incl. web publication 6. Identify and notify old and new users	Means <ul style="list-style-type: none"> • Training courses • Methodological development work – sample, questionnaire, estimation, etc • Introduce new software 	Costs <ul style="list-style-type: none"> • Fees and Travel costs for resource persons • Per-diem, Hotel and travel costs for trainers and trainees • Software costs, incl installation • Printing costs 	Big markets in the provinces
				Household Budget Survey

Projecto Cycle Management Método do Quadro Lógico (MQL)

3 de Junho de 2002
Maputo - Moçambique

Chris Denell
International Consulting Office
Estatísticas da Suécia

1

Draft para apresentação

- Princípios do Project Cycle Management (PCM)
- Projecto Cíclico de Gestão
- LFA – uma ferramenta para a Desenho e
Gestão dum Projecto
- Exemplo de uma Matriz do LFA
- Conclusões

2

PCM – uma Ferramenta para os Doadores

Objectivos da Ferramenta:

- Melhorar a identificação, o planeamento, a monitoração e a avaliação dos projetos;
- Mas é similar a dos estatísticas no que se refere a planificação orientada aos usuários;
- LFA – designa-se não só a técnica usada, mas também pode-se designar como um processo directo, uma atitude.

3

Etapas Circulares do Projecto

- Programação
- Identificação
- Avaliação para a Selecção do Projecto
- Financiamento
- Implementação
- Avaliação final

4

Princípio Básico: ***Planeamento participativo com base no objectivo a alcançar***

- Salvaguardar o interesse de todos as Partes
- Definição clara dos conceito usados
- Transparência
- Uso de relacionamentos lógicos

5

Os Interesses das Partes

- Subscrição dos objectivos comuns resultantes das "negociações"
- Proveito positivo das diversas situações reais, tomando em conta os acordos e compromissos assinados
- Contribuições valiosas de todas as partes

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Definição clara dos conceitos

- Conceitos claros e bem definidos
- Objectivos claramente definidos
- (Utilização de um consultor (facilitador externo), com o objectivo de se informar especificamente das preocupações das Partes

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Transparência

- Boa definição dos conceitos
- Definição exacta da estrutura de planeamento
- Participação de todas as Partes
- Documentação

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Uso de relacionamentos lógicos

- Conhecimentos e experiências comuns em determinada área
- Conhecimento específico sobre os casos específicos de cada um das partes –sem generalizá-los
- Participação de todas as principais Partes no projecto

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Método do Quadro Lógico MQL - LFA

- **MQL** é uma técnica que consiste na identificação e análise de uma determinada situação e definir os objectivos e actividades que podem ser tomadas em consideração para o melhoramento da situação;
- **MQL** é uma ferramenta (método) chave para a gestão e monitorização durante o processo de implementação e avaliação de um determinado projecto

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Método do Quadro Lógico

1. Etapa de Análise

- *Análise das Partes*
- *Análise dos Problemas*
- *Análise dos Objetivos*
- *Análise das Estratégias*

2. Etapa de Planeamento

- *Planeamento Operacional*
- *Método do Quadro Lógico*

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Análise das Partes

- Identificação e caracterização partes, grupos alvo, e relevantes beneficiários;
- Identificação e selecção dos problemas prioritários que requerem intervenção;

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Análise dos Problemas

- Identificar e especificar os principais problemas e constrangimentos;
- Determinar as causas e efeitos dos relacionamentos;

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Análise dos Objetivos

- Desenvolvimento dos objetivos na base dos problemas identificados;
- Identificação do relacionamento entre as "partes" e dos objectivos a alcançar

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Análise das Estratégias

- Não considerar os objectivos possíveis de não serem implementados
- Identificação das diferentes estratégias a serem usadas com vista a atingir-se os objectivos traçados;
- Selecção das estratégias prioritárias a serem implementadas;
- Determinação dos objectivos mais importantes em conformidade com os objectivos do projecto

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Quadro Lógico

	Lógica de Intervenção	Objectivos Indicadores verificáveis	Fontes de verificação	Suposições
Objectivos Gerais				
Objectivos do Projecto				
Resultados				
Actividades		Meios	Custos	
				Pre-condições

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Primeira Coluna: Lógica da Intervenção

- A contribuição do Projecto no âmbito dos objetivos centrais do projecto;
- Os benefícios que os grupos alvo possam obter através da devida implementação dos objetivos principais;
- Os resultados das actividades realizadas (numerados);
- O trabalho necessário para se produzir os resultados esperados (numerados);

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Segunda Coluna: Indicadores Objectivamente Verificáveis

Descrições precisas e detalhadas nos 3 níveis, considerando aspectos tais como:

- Especificidade
- Mensurabilidade
- Custos acessíveis
- Relevância
- Tempo-limite

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Terceira Coluna: Fontes de Informação

- Em que fonte, incluindo os formulários, podemos encontrar informações necessárias para a realização dos objectivos traçados pelo projecto, visando a obtenção dos resultados pretendidos;
- Quarta linha – Custos e fontes de financiamento

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Quarta Coluna: Suposições

- Quais os factores externos que influenciam ou são determinantes para o sucesso do projeto, mas que se encontram fora do nosso controlo;
- Que Pre-condições têm que ser conhecidas antes do arranque do projecto

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Sumário da Estructura do Quadro Lógico

- Qual o motivo para o suporte necessário ao projecto (*Intervenção lógica*);
- Qual é o resultado alcançado (*Indicadores Objectivamente Verificáveis*);
- O que é necessário para a realização dos objectivos traçados (*Actividades, Recursos*);
- Que factores externos são cruciais para o sucesso dos objectivos traçados (*Suposições*);
- Onde encontrar a informação requerida para a avaliação do sucesso (*Fontes de Informação*);
- Quais os meios necessários para o projecto (*Meios*);
- Qual será o custo do projecto (*Custos*);
- Que condições devem ser cumpridas (*Pre-condições*)

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**MUITO
OBRIGADA**

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