

## **Inception report**

**June 2002**

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



This report contains  
restricted information  
and is for official use only.

Ref. no. 104.Mozambique.1-5

June 2002

**Instituto Nacional de Estatística**

Project Director, Luis Mungamba ([mungamba@ine.gov.mz](mailto:mungamba@ine.gov.mz))

Av. Ahmed Sekou Touré, nº 21,

CP nº 493 Moçambique - Maputo

Tel +258-1-491054/5; 490930

Fax +258-1- 493547

**Scanstat Consortium**

Lead Party, Statistics Denmark c/o Lars Erik Gewalli ([leg@dst.dk](mailto:leg@dst.dk))

Sejrøgade 11

DK-2100 Copenhagen Ø

Tel +45-3917 3156

Fax +45-3917 3999

Team Leader (Maputo), Hans Erik Altvall ([altvall@virconn.com](mailto:altvall@virconn.com))

Tel +258-82-310 377

## Table of contents

<b>1</b>	<b>Introductory remarks.....</b>	<b>5</b>
<b>2</b>	<b>Preliminary Findings.....</b>	<b>5</b>
2.1	Progress.....	5
2.2	Problems.....	6
<b>3</b>	<b>Comments on practical arrangements.....</b>	<b>7</b>
3.1	Services .....	7
3.2	Personnel, Equipment and Facilities .....	7
<b>4</b>	<b>Implementation and Work Plan .....</b>	<b>7</b>
<b>5</b>	<b>Updated Budget .....</b>	<b>8</b>
<b>6</b>	<b>Updated list of short term missions.....</b>	<b>8</b>
<b>7</b>	<b>Schedule of reporting.....</b>	<b>8</b>
Annex A	Financial report	
Annex B	Plan for short-term missions	

## List of abbreviations

INE	Instituto Nacional de Estatística, Mozambique
Danida	Danish International Development Assistance
DARH	Directorate for Administration and Human Resources at INE
DICRE	Directorate for Integration, Coordination and External Relations at INE
IT	Information Technology
LFA	Logical Framework Approach
Norad	Norwegian Agency for Development Cooperation
PARPA	Poverty Reduction Strategy
PROAGRI	Agricultural Sector Public Expenditures Program - Manual of Procurement Procedures, May 2001
SEN	The National Statistical System
Sida	Swedish International Development Agency
TA	Technical Assistance
PRODOC	Project Document

## 1 Introductory remarks

A contract Agreement for the 'TA for the Bridging Support Program to Strengthen Institutional Capacity of the National Statistics Institute of Mozambique' was signed on 8<sup>th</sup> of May 2002. This contract was signed between Danida and a Consortium of Statistics Sweden, Statistics Norway and Statistics Denmark (Lead Partner). The Contract stipulates in its Reporting Guidelines that the National Statistical Institute in Mozambique (INE) shall submit an Inception Report to Danida within 2 months of commencement of services. The report shall be in both English and Portuguese.

The Support Program gives continuity to the institutional cooperation between INE and the Scandinavian countries that started in 1998 with the Twinning Arrangement and that will close by mid 2002.

Twinning has focused on consultancy support while the new program except for the TA component also includes heavy budget support to training and operational activities. It is also more extensive than Twinning when it comes to consultancy support with about 20 short-term missions only in one year compared with Twinning's about 30 missions in total.

Consequently, the new program puts specific emphasize on INEs institutional capacity to be fully responsible for program activities. This means its capacity to receive, implement and monitor the support as well as to integrate program activities in INEs regular activities and plans.

This report has been prepared by INE with the assistance by the consultant, the Scanstat Consortium (Statistics Denmark, Statistics Norway and Statistics Sweden). The report contains the views of INE, which do not necessarily correspond to the views of Danida.

## 2 Preliminary Findings

### 2.1 Progress

INEs implementation arrangements were realized according to the Contract Agreement, such as the following main features:

- Program activities are integrated in INE's plan 2002
- Program activities are integrated in INE's draft strategic plan 2003-07
- Appointment of the Program Director: Director for INE/DICRE (the same as for Twinning but with far more obligations and tasks)
- Appointment of the Deputy Program Director: Director for INE/DARH
- Appointment of the Financial administrator with two assistants
- The Steering Committee had its first meeting on 27<sup>th</sup> of June
- The Internal Coordinating Group had its two first monthly meetings, 20/5 and 19/6. The group had also meetings during the preparatory stage for the new program.
- The main counterpart for a short-term mission is responsible for Terms of Reference for the mission; two missions took place in the inception period, se below

The support to operational activities were realized, such as to

- The Household Income and Expenditure Survey to proceed according to plans and to start the fieldwork by 1<sup>st</sup> of July. The Survey is instrumental for such as monitoring the PARPA, for National Accounts and for Consumer Price Index.
- The preparation of the Business Census to proceed though delayed with 2 - 3 months mainly due to the delayed start of the new program. The Census is instrumental for creating a complete Business Register as a frame for sectoral sampling surveys.

Procurement started, according to PROAGRI rules, such as of

- One vehicle each for 5 of the long term TAs. The 6<sup>th</sup> long-term TA will continue to use his "Twinning vehicle" until his contract expires in the end of 2002, where after the vehicle will be handed over to INE. The second of Twinning long term TAs will hand over his vehicle when the new cars have been released.
- 5 sets of office furniture for long term TAs and for the financial administrator
- Invitation to Bidders for modernization of Print Shop

Support to training activities were realized, such as

- 2 master degrees - statistics and informatics, respectively
- 7 'licenciaturas' - 5 in management and 2 in economics
- 

Support to technical advisers were realized with

- 4 of the 6 long term TAs starting their assignments
  - Team Leader from start; IT from start - both coming from the Twinning Arrangement; Basic Economic Statistics from 3/6; Social and Demographic Statistics from 17/6; (The remaining 2 for IT and for National Accounts will start in the beginning of September)
  - They all received office premises close to their main counterparts
- The first 2 short term missions in the program taking place
  - Strategic planning to support in preparing the final draft of the strategic plan 2003-07
  - Operational long-term planning and LFA technique
  - They had both required counterparts and necessary support to translations

## 2.2 Problems

- The presence of Directors at the meetings with the Internal Coordination Group was poor, mainly due to engagement in other important activities such as operations in the field.
- At least monthly recorded meetings at Directorates and Departments with program activities on the agenda and with minutes distributed to the long term consultants have still to be implemented
- Not all plans for how to utilize the budget support have been prepared
- A full plan for how the training support will be used has still to be prepared, including a plan for developing in house training facilities
- The accounting procedures are still manual and need to be computerized and assessed

- Office premises for long term consultants require improvements with for instance air conditioners and access to Internet

### **3 Comments on practical arrangements**

#### **3.1 Services**

INE is fully responsible for the implementation of program activities. These are integrated in INEs daily activities and for instance included in the operational plan 2002. The new strategic plan 2003-07 for SEN integrates support activities from the programme.

The President of INE appointed a program director to be the coordinating manager and to have the overall control of program activities. There is also a deputy program director and a specific financial administrator. All these have weekly meetings with the Team Leader.

The President also appointed an internal coordinating group with all the 6 Directors as members as well as the training coordinator. The group had two monthly meetings in the inception period. Three other meetings took place during the preparatory period. So far, the presence of Directors at the meetings has been poor due to above all involvements in major operational activities outside the office.

INE established a Steering Committee for the program. This had one quarterly meeting, on 27<sup>th</sup> of June.

Program activities will be a fixed agenda item at least once every month, when various parts of INEs organization hold their regular meetings.

#### **3.2 Personnel, Equipment and Facilities**

All the present 4 long-term consultants have office premises close to their main counterparts. Their offices are all equipped with computers and linked to INEs Intranet. A major problem is that all of them need links to Internet. This is planned to be solved with a short-term mission in July within the new program to establish full Internet at INE

INE - as fully responsible for the implementation of program activities - prepared specific terms of reference for the short-term consultants that took place in the inception period. The consultants were provided with counterparts and supporting staff as well as with necessary office facilities and equipment.

### **4 Implementation and Work Plan**

The Terms of Reference lists about 20 major activities with specified outputs to be supported by the program. The activities are also included and further detailed in INEs operational plan 2002.

Activities are going in order to fulfill the work plan and there is no need for revision or alterations for the time being.

## **5 Updated Budget**

The budget support to training and various operational activities is allocated on a number of surveys and projects. The major ones are long and short-term training, the household budget and income survey, the business census, print shop and printing cost. Each project will have a plan for how to utilize the support and its allocation over the program period. Some of these plans have still to be prepared.

Annex A includes a financial report with the original budget allocation, expenses so far, balance and planned expenses for next period.

## **6 Updated list of short term missions**

Some changes have taken place compared with the originally plans. Annex B lists a revised plan of short-term missions.

## **7 Schedule of reporting**

INE will submit draft quarterly progress reports within one month of the end of the quarter to Danida in Maputo for comments and approval within one week. The first progress report will be submitted to Danida before the end of October 2002.

The report will enclose a copy of the quarterly financial statement. The financial statement will cover the use of funds over the past quarter and the year up to date, specific according to breakdown on activities shown in table in PRODOC. The statement enclosed to the first progress report will cover the period from the start of the program.

For the final evaluation at the end of the support program, INE will prepare a completion report within two months of the end of the program. The completion report will enclose a final financial statement that covers the entire program period, audited accounts and an auditor report. The completion report will be submitted to Danida in Maputo for comments and approval within 2 weeks.

The reports will be prepared both in English and in Portuguese. The Consortium will support INE in duplicating and distributing the reports according to the following numbers. INE 20 copies, Danida 10 copies, Sida and Norad 5 copies each, Statistics Denmark, Sweden and Norway 10 copies each. All parties will also receive electronic versions of the reports.

An adviser that carries out a short-term mission has the responsibility to prepare a mission report in close cooperation with his/her counterpart(s). There will be a first final draft to be discussed with INE before the consultant leaves Maputo. A final draft will be submitted to INE for final comments within one week of the end of the mission. Statistics Denmark as Lead Party



will have the responsibility to prepare and edit the final version within 3 weeks of the end of the mission.

The Lead Party will print and distribute the final version in 25 copies to INE through the Team Leader, 5 copies to Danida in Maputo, 2 copies to each of Norad and Sida in Maputo. There will also be copies for Danida's home office and for the three members in the Consortium. All parties will also receive electronic versions of the reports.

All reports will be published in the same series: MOZSTAT.

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

**Financial Report**  
27<sup>th</sup> of June 2002

---

**Table of Contents**

1. Introduction
2. Imbursement
3. Disbursement
4. Payment Method

## **1. 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 program was designed to strengthen the institutional capacity of the National Statistics Institute of Mozambique (INE). The Contract Agreement was signed on 8<sup>th</sup> of May 2002 and the Program will last for one year.

The donor support totals about USD 3.9 million, of this amount each of the three donors will contribute with about 1/3. Each donor has a separate agreement with the Government of Mozambique. Danida retains its contribution in Denmark to pay for the TA, and this contribution will be paid on a quarterly basis in arrears directly from Danida to the Consortium against invoices certified by INE. If an invoice from the consortium has not been certified less than 30 days after receipt, Danida may pay the Consortium with an advance to be settled later.

The Norwegian and Swedish contributions are used to cover other costs to be paid by INE directly. Upon request from INE, and following the procedures specified below, the two donors will transfer these contributions to an account with Banco Internacional de Mozambique (BIM) that has been established by INE for the specific use of this project, and only for this project.

It was agreed, that Norway will transfer the first advance, being 10,000,000 Norwegian Crowns.

INE will account for the expenses incurred during the first quarter, and based on the balance of funds remaining and the budget for the 2<sup>nd</sup> and 3<sup>rd</sup> quarter a request for release of further funds will be presented to Sweden.

## **2. Imbursement**

Norad transferred on 8<sup>th</sup> of May 2002, to BIM, account n.º 65239582, 1,100,000 USD.

## **3. Disbursement**

INEs disbursement is realized according to the budget of the PRODOC. For the procurement INE is using the PROAGRI rules.

**NATIONAL INSTITUTE OF STATISTICS**  
**JOINT SCANDINAVIAN SUPPORT PROGRAMME FOR 2002**  
**COST ESTIMATES 2002 (in USD)**

ITEM DESCRIPTION	YEAR (USD)	COSTS ESTIMATES BY QUARTER				COSTS BY QUARTERS				BALANCE
		I	II	III	IV	I	II	III	IV	
100000 GOVERNMENT INPUT										
101000 Average Annual Staff Costs	668,000									
102000 Current Costs										
102100 Maintenance	127,000									
102200 Official Travel	193,000									
103000 Investments	537,000									
<b>TOTAL</b>	<b>1,525,000</b>									
200000 SCANDINAVIAN SUPPORT										
201000 Long Term TA's (b)	890,000									
202000 Short Term TA's (b)	451,000									
SubTotal	1,341,000									
203000 Non Exp Equip, Long Term TA's	147,000	147,000	-	-	-	146,106.17				893.83
204000 Expandible Equip. Long Term TA's	6,000	-	3,000	2,500	-	-				6,000.00
205000 Administrative Assistant/Support	25,000	9,250	6,000	6,000	-	10,000.00				15,000.00
SubTotal	178,000	156,250	9,000	8,500	-	156,106.17				
206000 CWIQ	-	-	-	-	-	-				
207000 Household Budget/Income Survey	900,000	181,633	200,000	300,000	-	166,438.73				733,561
208000 Social And Vital Statistics	20,000	-	5,000	10,000	-	-				20,000
209000 Business Census	550,000	20,000	120,000	300,000	-	16,106.95				533,893
210000 Consumer Price Index	50,000	-	30,364	10,275	-	-				50,000
211000 National Accounting	30,000	-	22,701	8,904	-	0				30,000
212000 Current Economics Statistics	35,000	-	28,381	6,612	-	0				35,000
213000 Planning and Accounting	20,000	-	8,000	7,000	-	-				20,000
214000 Joint Project with SEN	45,000	10,000	10,000	15,000	-	7,712.49				37,288
SubTotal	1,650,000	211,633	424,446	657,791	-	190,258.17				-

**NATIONAL INSTITUTE OF STATISTICS  
JOINT SCANDINAVIAN SUPPORT PROGRAMME FOR 2002  
COST ESTIMATES 2002 (in USD)**

ITEM DESCRIPTION	YEAR (USD)	COSTS ESTIMATES BY QUARTER				COSTS BY QUARTERS				BALANCE
		I	II	III	IV	I	II	III	IV	
215100 Long Term Training			30,000	50,000	45,000	29,328.71				
215200 Short Term Training			1,760	30,000	30,000					-
216000 In House Training facilities	50,000		-	45,000	30,000		-			50,000
217000 Int Seminars and Workshops	50,000		-	20,000	20,000					50,000
SubTotal	313,000		31,760	145,000	125,000	29,328.71				-
218000 Print Shop and Cost Consumables	150,000		-	140,000	10,000	350.00				149,650
219000 Printing Quest and Publications	200,000		-	45,000	45,000		-			200,000
SubTotal	350,000		-	185,000	55,000	350.00				-
220000 Official Travel	50,000		-	15,000	20,000		-			50,000
221000 Maintenance Costs	10,000		-	3,500	5,000		-			10,000
SubTotal	60,000			18,500	25,000					-
<b>TOTAL SCANDINNAVIAN SUPPORT</b>	<b>3,892,000</b>		<b>399,643</b>	<b>781,946</b>	<b>871,291</b>	<b>376,043.05</b>				<b>2,174,957</b>

The program has mainly supported following activities:

- Acquisition of five vehicles for long term advisors, totaling about 130.000USD.
- Acquisition of furniture for long term advisors, totaling about 16.000 USD
- Household and Expenditure Survey to proceed according to plans and to start the fieldwork by 1<sup>st</sup> of July. The operation of training, seminars and other preparatory work spend about 170.000USD.
- The Business Census preparation, though delayed with 2 - 3 months mainly due to the delayed start of the new program. The preparation has spend about 16.000USD
- Training Short and Long Term to proceed according to plan.
  - Two masters degrees at the University of Natal and 7 doing Bachelors degree in Mozambique, totaling about 30.000USD. Twinning Arrangement paid other students doing Bachelors degree in Mozambique, due to late start of the program.
- Seminars on Strategic Planning and Logical Framework were done according to the plan totaling about 8.000USD

#### **4. Payment Method**

The documents and procedures for the payment are as follow:

##### **1. Requisition**

This document is filled up by the administrative assistance upon request of the sectors. This is a formal way to start the process and is mandatory.

##### **2. Authorization**

This document is filled up by the administrative assistance. The document is the formal authorization for the operation. INE has established rules for authorization and are as follow:

2.1. Requisitions totaling up to 1,000USD, Director of the Program does the authorization.

2.2. Requisition totaling between 1,000USD and 5,000USD to be authorized by Vice Presidents of INE.

2.3. Requisition totaling more than 5,000USD to be authorized by the President of INE.

##### **3. Order for Payment**

This document shows the order for payment. All payments are done through checks.

##### **4. Receipt**

This is the document that shows the payment was done.