



**CTB**

**AGENCE BELGE  
DE DÉVELOPPEMENT**

**ANNUAL REPORT 2010**  
**PROJECT: MOZ01003 –Study and  
Consultancy Fund**

## Table of contents

<b>1 PROJECT FORM.....</b>	<b>4</b>
<b>2 SUMMARY .....</b>	<b>5</b>
<b>2.1 OVERVIEW OF THE INTERVENTION .....</b>	<b>5</b>
<b>2.2 KEY POINTS.....</b>	<b>6</b>
<b>2.3 LESSONS LEARNED AND RECOMMENDATIONS .....</b>	<b>6</b>
<b>3 EVOLUTION OF THE CONTEXT .....</b>	<b>8</b>
<b>4 ANALYSIS OF THE INTERVENTION.....</b>	<b>9</b>
<b>4.1 INSTITUTIONAL ANCHORING AND EXECUTION MODALITIES.....</b>	<b>9</b>
<b>4.2 SPECIFIC OBJECTIVE.....</b>	<b>10</b>
4.2.1 Indicators.....	10
4.2.2 Analysis of progress made.....	11
4.2.3 Risks and Assumptions .....	11
4.2.4 Quality criteria .....	11
4.2.5 Impact .....	12
4.2.6 Lessons learned and recommendations .....	12
<b>4.3 RESULT 1 .....</b>	<b>13</b>
<b>4.3.1. RESULT 2.....</b>	<b>ERROR! BOOKMARK NOT DEFINED.</b>
<b>4.3.2. RESULT 3.....</b>	<b>ERROR! BOOKMARK NOT DEFINED.</b>
<b>4.3.3. RESULT 4.....</b>	<b>ERROR! BOOKMARK NOT DEFINED.</b>
<b>4.3.4. RESULT 5.....</b>	<b>ERROR! BOOKMARK NOT DEFINED.</b>
4.3.1 Indicators (refer to 4.2.1).....	13
4.3.2 Evaluation of activities.....	13
4.3.3 Analysis of progress made.....	14
4.3.4 Risks and Assumptions .....	14
4.3.5 Quality criteria .....	14
4.3.6 Budget execution.....	14
4.3.7 Lessons learned and recommendations .....	15
<b>5 BENEFICIARIES .....</b>	<b>16</b>
<b>6 FOLLOW-UP OF THE DECISIONS TAKEN BY THE JLCB .....</b>	<b>17</b>

<b>7 ANNEXES .....</b>	<b>18</b>
------------------------	-----------

## 1 Project form

Funded by	Directorate General for Development Cooperation, Belgium
Executing agencies	MINEC- Ministry of Foreign Affairs and Cooperation / BTC
With participation of	Benefiting Governmental Institutions
Project location	BTC/ MINEC
Project start	Effective 6 May 2002
Duration	Extended to 10 years
Budget	500.000 €
Sector(s)	Multi-sectorial
Project CMO Code	NN
Project Navision Code	MOZ01003
Project TFF	N/A
Project description of results	The studies and consultancies financed by the Fund shall belong to one of the priority sectors or themes of the Belgian Development Cooperation and will either be part of the Mozambican Belgian Indicative Programme as jointly defined by the parties or conform with the development policy of Mozambique
Project objectives	No Specific objective is set forth , as the Fund is aiming at financing in full or in part studies and consultancies in the framework of the Belgian –Mozambican Development Co-operation, including identification, preparation and follow up studies of projects and programmes, investigations, missions, seminars, audits, evaluations and services. The Fund will be used on the basis of a mutual agreement between both Parties.
JLCB Chairman	MINEC
Co- Chair	Belgian Attaché for International Cooperation

## 2 Summary

The Existing Specific Agreement, which was signed in May 2002, refers to a Co-Managed Fund; however and in accordance with a request from the Mozambican Authorities the actual Fund modality is Regie.

Based on the referred Exchange of Letters from April 2005, MINEC was appointed by the Government of Mozambique as its representative, but MINEC only appointed its Representative in 2006. As the Specific Agreement expired in May 2006, the Mozambican authorities requested an extension up to the end of 2008. In December 2008 and again through exchange of letters the Government of Mozambique requested an extension for another 4 years; therefore an extension of up to May 2012 has been approved by the Belgian authorities.

Due to the problems above-mentioned the intervention only started in 2007, when the first study was jointly approved by both parties.

As per the existing agreement only public institutions (government entities) are eligible to use the fund for undertaking studies jointly approved by DGDC and MINEC. Even though the procurement process is fully managed by the Belgian Technical Cooperation, the preparation of the Terms of Reference for the approved studies is the responsibility of the beneficiary, who in most cases has no human capacity to develop them, this resulting in delays or cancellations of the tendering processes.

### 2.1 Overview of the intervention

No TFF was developed for this intervention; therefore no results activities have been planned. Based on the studies already approved by MINEC/DGDC, the progress can be presented as shown in the table below

<b>Intervention logic</b>	<b>Efficiency</b>	<b>Effectiveness</b>	<b>Sustainability</b>
<b>Specific objective</b> No Specific objective is set forth , as the Fund is aiming at financing in full or in part studies and consultancies in the framework of the Belgian –Mozambican Development Co-operation, including identification, preparation and follow up studies of projects and programmes, investigations, missions, seminars, audits, evaluations and services. The Fund will be used on the basis of a mutual agreement between both Parties			
<b>Result 1:</b> <i>Identification Study for PRPE II – Infrastructure- Milagre Mabote Road- Maputo</i>	B	B	N/A
<b>Result 2:</b> <i>Co-Funding MPD – Planning &amp; Monitoring Cycle- Nationwide</i>	B	B	N/A
<b>Result 3:</b> <i>Rehabilitation of Marere Hospital- Nampula</i>	B	B	N/A
<b>Result 4:</b> <i>Rural development of Magude District- Maputo</i>	Cancelled		

<b>Result 5:</b> <i>Development of Norms for Hospital Designs</i>	Cancelled		
<b>Result 6:</b> <i>Codex Conference Participation</i>	B	B	N/A
<b>Result 7:</b> <i>Demining Program in the Bordering Zones – Mozambique /Zimbabwe</i>	Cancelled		
<b>Result 8</b> <i>UEM- Seminars on Human and Social and HIV/AIDS research</i>	B	B	N/A
<b>Result 9:</b> <i>MPD-UEM – Study on the Poverty Alleviation Management Systems</i>	Cancelled		
<b>Result 10:</b> <i>Food Security Study</i>	B	B	N/A

<b>Budget</b>	<b>Expenditure per year (TtY)</b>	<b>Total expenditure year N (31/12/2010)</b>	<b>Balance of the budget</b>	<b>Execution rate</b>
500 000,00	231 985,00	83 127,00	268 015,00	46.4 %

## 2.2 Key points

Based on the referred exchange of letters from April 2005, MINEC was appointed by the government of Mozambique as its representative, but MINEC only appointed its Representative in 2006. As the Specific Agreement expired in May 2006, the Mozambican authorities requested an extension up end of 2008. In December 2008 and again through exchange of letters the Government of Mozambique requested an extension for another 4 years; therefore an extension of up to May 2012 has been approved by the Belgian authorities.

Due to the problems above-mentioned the intervention only started in 2007, when the first study was jointly approved by both parties.

Due to delays in the approval of ToRs, only 3 studies were initiated in 2007. In 2008 the parties approved additional 7 studies but only one was completed during the course of the year. Therefore the financial execution versus the planning was very low during these 2 years.

During 2010 only two studies were initiated and completed being the one of the Marere Hospital in Nampula and the study on Food Security in 7 districts of Gaza and Manica provinces

The study on demining has been done but its payment has been taken over by USAID, therefore it has also been cancelled in our financial planning for Q4

## 2.3 Lessons learned and recommendations

- That the responsibilities of each stakeholder should be clearly stated / defined in the Specific Agreement.
- That it is difficult for BTC to do realistic financial planning when the partner is not providing accurate and timely plans.
- That involving different institutions in the Steering Committee meetings makes it

difficult to meet regularly.

- It is recommended that the next JLCB considers the possibility of extending the use of the Fund to Non-Governmental Institutions so that proposals received from local NGOs and Associations could be entertained. An Exchange of Letters could then be drawn to formalize the procedure.
- It is also crucial to assist the partner in developing its capacity to prepare adequate ToRs and to assess the possibility of shortening the approving chain in order to speed up the initiation of studies.

### **3 Evolution of the context**

As indicated in the Specific Agreement, Ministries and Government agencies of Mozambique are the only beneficiaries of the Fund. This has been one of the major constraints as proposals presented by other entities have not been eligible.

The Funding of further actions as follow up of a studies or consultancies financed through the Fund as well as other initiatives from local Association or other NGO entities will require a separate decision by next JLCB ( between Belgium and Mozambique).



## 4 Analysis of the intervention

### 4.1 Institutional anchoring and execution modalities

According to the Exchange of Letters from April 2005 the Fund shall be managed by both parties.

#### For Mozambique

The Government of Mozambique appoints the Ministry of Foreign Affairs –and Cooperation, hereinafter referred to as MINEC, as the entity responsible for the supervision of the Fund.

MINEC shall have mandate on behalf of Mozambique:

- to approve the study and consultancy proposals as stipulated in article 5 of the Specific Agreement;
- to approve the selection and awarding procedure as stipulated in article 6 of the Specific Agreement.

Any Ministry or Government institution which is beneficiary of the Fund, hereinafter referred to as the Technical Ministry/Institution, is appointed as executing agency responsible for the technical follow up of the study or consultancy and shall for each study or consultancy appoint a Mozambican Supervising Officer

The Supervising Officer will be responsible for:

- the selection and awarding procedure as stipulated in article 6 of the SA
- the approval of results and reports of the contract
- the approval of the invoices as stipulated in article 7 of the SA

#### For Belgium

The Government of the Kingdom of Belgium appoints the Directorate General for Development Cooperation of the Federal Public Service for Foreign Affairs, Foreign Trade and Development Cooperation, hereinafter referred to as DGDC, as the entity responsible for the supervision of the Fund.

DGDC grants authority to the attaché for International Cooperation responsible for the development cooperation with Mozambique to approve on behalf of Belgium the study and consultancy proposals as stipulated in article 5 of the Specific Agreement.

DGDC appoints the Belgian Technical Cooperation, hereinafter referred to as BTC, as the executing agency responsible for the administration and follow up of the implementation of the Fund.

BTC designates its Resident Representative for Mozambique as Fund Co-Director, responsible for the follow up of awarding process and the certifying approval of expenditures chargeable to the Fund.

The Resident Representative of BTC for Mozambique is responsible for:

- the selection and awarding procedure as stipulated in article 6 of the Specific Agreement.

- the approval of the invoices of a consultancy as stipulated in article 7 of the Specific Agreement.
- the signing of payment orders of the Fund as stipulated in article 7 of the Specific Agreement.

#### For Mozambique and Belgium

A Fund Joint Local Consultative Body –JLCB, composed of MINEC (Chairperson), the Belgian attaché for International Cooperation (Co-Chairperson) a representative (s) of the Ministry or Government institution, which has (have) been beneficiary of the Fund, and the Fund Director will meet at least every 6 months.

The Fund JLCB shall have the following tasks:

- monitor the use of the Fund;
- assess the relevance of the results of the consultancy /studies financed by the Fund;
- verify that applied procedures comply with procedures stipulated in the Specific Agreement;
- propose possible adaptations of procedures to both parties

## 4.2 Specific objective

No Specific objective is set forth , as the Fund is aiming at financing in full or in part studies and consultancies in the framework of the Belgian –Mozambican Development Co-operation, including identification, preparation and follow up studies of projects and programmes, investigations, missions, seminars, audits, evaluations and services. The Fund will be used on the basis of a mutual agreement between both Parties.

### 4.2.1 Indicators

<b>Specific objective:</b> No Specific objective is set forth , as the Fund is aiming at financing in full or in part studies and consultancies in the framework of the Belgian –Mozambican Development Co-operation, including identification, preparation and follow up studies of projects and programmes, investigations, missions, seminars, audits, evaluations and services. The Fund will be used on the basis of a mutual agreement between both Parties.					<b>Progress:</b> Only 2 studies initiated and finalized during 2010
Indicators	E	G	Baseline	Progress year N	Comments
• N/A				2 studies initiated and completed	

### 4.2.2 Analysis of progress made

No Specific objective is set forth , as the Fund is aiming at financing in full or in part studies and consultancies in the framework of the Belgian –Mozambican Development Co-operation, including identification, preparation and follow up studies of projects and programmes, investigations, missions, seminars, audits, evaluations and services. The Fund will be used on the basis of a mutual agreement between both Parties

The studies and consultancies financed by the Fund shall belong to one of the priority sectors or themes of the Belgian Development Cooperation and will either be part of the Mozambican Belgian Indicative Programme as jointly defined by the parties or conform with the development policy of Mozambique

During the period under review only 2 studies were initiated and completed. A third study was also completed but its funding was covered by USAID without any notification by the partner

### 4.2.3 Risks and Assumptions

Activity	Risk and Assumption	Level of Risk and Assumption	Measures taken to manage the risk
Review of ToR /approval of tender Process  Contract awarding / implementation of studies	Preparation delays due to internal departmental procedures and lack of capacity	C	There is nothing that BTC can do to change internal procedures other than appealing for faster conclusion of hitches.
Final acceptance by beneficiary	Non Acceptance by local beneficiaries  Non satisfactory performance / impact	A  A	

### 4.2.4 Quality criteria

	Score	Comments
Effectiveness	B	
Efficiency	B	
Sustainability	X	
Relevance	A	

#### 4.2.5 Impact

No Specific objective is set forth , as the Fund is aiming at financing in full or in part studies and consultancies in the framework of the Belgian –Mozambican Development Co-operation, including identification, preparation and follow up studies of projects and programmes, investigations, missions, seminars, audits, evaluations and services. The Fund will be used on the basis of a mutual agreement between both Parties

Considering that 2 studies were initiated and completed, namely the one on Food security, which results will be used of the identification/formulation of a future project on Food security in the referred districts and the other one will allow the Archbishop in Nampula to identify possible solutions/designs for its rehabilitation and extension. In this regard the impact of this fund has been in the period under review satisfactory

#### 4.2.6 Lessons learned and recommendations

<b>Decisions</b>	<b>Source</b>	<b>Who</b>	<b>Time</b>	<b>Status</b>
Cancellation of the Study in Magude Dsitric due to sabotage by the project from the supervising officer		BTC RR	Q4 of year 2010	Done
Cancell all studies approved but not yet implemented		RR	Q3 of year 2010	Done
Cancell warding of a contract and payment To Hallo trust for the study on demining due to funding by USAID		RR	Q4 of year 2010	Done

<b>Recommendation</b>	<b>Source</b>	<b>Who</b>	<b>Deadline</b>
To extend the use of the fund to other potential beneficiaries including NGOs and other associations		JLCB	Next quarter

### 4.3 Results

The Study and Consultancy Fund has no predetermined result areas as it has no logframe. Each approved activity automatically becomes a result area.

#### 4.3.1 Indicators (refer to 4.2.1)

Result:					Progress:
Indicators	E	G	Baseline	Progress year N	Comments
N/A					

#### 4.3.2 Evaluation of activities

In the year under review only two studies were carried out

Activities	Progress:				Commentaries (only if the value is -)
	++	+	+/-	-	
Review of ToR /approval of tender Process			X		
Contract awarding / Implementation of studies			X		

### 4.3.3 Analysis of progress made

Considering that the two studies initiated in 2010 were completed, it is to believe that some progress has been made. However the problems of lack of capacity from the partner institutions to develop clear Terms of Reference remained a major hindrance to the implementation of more studies & consultancies during the period under review.

### 4.3.4 Risks and Assumptions

Delays due to internal departmental procedures resulted in poor financial planning, which has also affected the cash flow management. This making it very difficult for the BTC to do realistic planning and consequently resulting in very low execution rates until Q4 (the end ) of 2010.

### 4.3.5 Quality criteria

Criterion	Score	Comment
Effectiveness	B	Considering that 2studies have been completed, despite the delays the general rating of the project is satisfactory
Efficiency	C	Affected by constant delays in the tendering and also in reporting processes. Poor planning resulted in deficient financial planning and late disbursement of funds,
Sustainability	X	The two studies to be used as a basis for the development of new projects to address identified needs and gaps

### 4.3.6 Budget execution

Budget vs Actuals (Year to Month) of MOZ/01/003								
Project Title : <b>Creation of a Mozambique-Belgium Consultancy Fund</b>								
Budget Version: <b>F05</b> Year to month : <b>31/12/2010</b>								
Currency : <b>EUR</b>								
YTM : <b>Report includes all closed transactions until the end date of the chosen closing</b>								
	Status	Fin Mode	Amount	Start to 2009	Expenses 2010	Total	Balance	% Exec
<b>A CONSULTANCY FUND</b>			<b>269.050,00</b>	<b>149.054,97</b>	<b>83.143,99</b>	<b>232.198,96</b>	<b>36.851,04</b>	<b>86%</b>
01 Consultancy Fund			0,00	0,00	0,00	0,00	0,00	?
01 Consultancy fund		REGIE	0,00	0,00	0,00	0,00	0,00	?
02 PRPE II Infrastructure Road			11.560,00	11.563,84	0,00	11.563,84	-3,84	100%
01 PRPE II Infrastructure Road		REGIE	11.560,00	11.563,84	0,00	11.563,84	-3,84	100%
03 Ministry of Planning & Development			55.280,00	55.280,69	0,00	55.280,69	-0,69	100%
01 Ministry of Planning & Development		REGIE	55.280,00	55.280,69	0,00	55.280,69	-0,69	100%
04 GACOPI Norms for Hospital design			0,00	0,00	0,00	0,00	0,00	?
01 GACOPI Norms for Hospital Design		REGIE	0,00	0,00	0,00	0,00	0,00	?
05 INAS Rural Development of Magudes District			21.030,00	21.026,30	0,00	21.026,30	3,70	100%
01 INAS Rural Development of Magudes District		REGIE	21.030,00	21.026,30	0,00	21.026,30	3,70	100%
06 Archbishop in Nampula			60.000,00	0,00	60.000,00	60.000,00	0,00	100%
01 Archbishop in Nampula		REGIE	60.000,00	0,00	60.000,00	60.000,00	0,00	100%
07 Codex Conference Participation			7.180,00	7.184,14	0,00	7.184,14	-4,14	100%
01 Codex Conference Participation		REGIE	7.180,00	7.184,14	0,00	7.184,14	-4,14	100%
08 Demining Programme			0,00	0,00	0,00	0,00	0,00	?
01 Demining Programme		REGIE	0,00	0,00	0,00	0,00	0,00	?
09 UEM- University Eduardo Mondlane			54.000,00	54.000,00	0,00	54.000,00	0,00	100%
01 Seminars on Human and Social rights and Legal Aspects		REGIE	54.000,00	54.000,00	0,00	54.000,00	0,00	100%
10 UEM/ MPD			0,00	0,00	0,00	0,00	0,00	?
01 UEM/ Ministry of Planning & Dev		REGIE	0,00	0,00	0,00	0,00	0,00	?
11 Food Security Study			60.000,00	0,00	23.143,99	23.143,99	36.856,01	39%
		REGIE	500.000,00	148.858,29	83.126,50	231.984,79	268.015,21	46%
		COGEST						
		<b>TOTAL</b>	<b>500.000,00</b>	<b>148.858,29</b>	<b>83.126,50</b>	<b>231.984,79</b>	<b>268.015,21</b>	<b>46%</b>



### **4.3.7 Lessons learned and recommendations**

(See 4.2.6)

## 5 Beneficiaries

The studies and consultancies financed by the Fund shall belong to one of the priority sectors or themes of the Belgian Development Cooperation and will either be part of the Mozambican Belgian Indicative Programme as jointly defined by the parties or conform to the development policy of Mozambique.

The beneficiary of the study on the Marere Hospital is the Archbishop of Nampula but its results /findings will be used to plan the rehabilitation of the Hospital, which will serve the whole community of the area. While the study on Food security will be used as the basis of a new project to be funded by the Belgian Government, which should address the food insecurity in 7 districts of Gaza and Manica



## **6 Follow-up of the decisions taken by the JLCB**

Decisions taken by the JLCB have not always been followed by the partner, particularly in regard to proposed extension of the fund to other non-governmental entities.

## 7 Annexes

**Logical framework** (BTC - FTP ?)

**M&E activities** ( Value for Money Audit ?)

**“Budget versus current (y – m)” Report**

Follow-up and budget proposal of MOZ/01/003															
Project Title :		Creation of a Mozambique-Belgium Consultancy Fund													
Fin Plan Version:		2011Q1													
Budget Version:		F05													
Last closing:		1/01/2011 - 31/01/2011													
Donor:		DGD													
Currency:		EUR													
Amounts in 1000 EUR															
	Status	Fin Mode	A	B	C	D	E	F	G	H	I	J	K	L	M
			Init. Budget (CB1)	Budget (F05)	Expenses FY	Balance year EC	Expenses FY	Expenses FY	Balance end quarter E-F	Balance planning 2011	planning 2012	planning 2012	Balance planning end period G+H+I	Proposed budget changes MB	Budget NEW
<b>A</b>	<b>CONSULTANCY FUND</b>		500,00	269,05	232,19	36,86	0,00	232,19	36,86	36,86	0,00	0,00	0,00	-269,05	0,00
	01 Consultancy Fund		500,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
		01 Consultancy fund	REGIE	500,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
	02 PRPE II Infrastructure Road		0,00	11,56	11,56	0,00	0,00	11,56	0,00	0,00	0,00	0,00	0,00	-11,56	0,00
		01 PRPE II Infrastructure Road	REGIE	0,00	11,56	11,56	0,00	0,00	11,56	0,00	0,00	0,00	0,00	-11,56	0,00
	03 Ministry of Planning &		0,00	55,28	55,28	0,00	0,00	55,28	0,00	0,00	0,00	0,00	0,00	-55,28	0,00
		01 Ministry of Planning &	REGIE	0,00	55,28	55,28	0,00	0,00	55,28	0,00	0,00	0,00	0,00	-55,28	0,00
	04 GACOP1 Norms for Hospital		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
		01 GACOP1 Norms for Hospital	REGIE	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
	05 INAS Rural Development of		0,00	21,03	21,03	0,00	0,00	21,03	0,00	0,00	0,00	0,00	0,00	-21,03	0,00
		01 INAS Rural Development of	REGIE	0,00	21,03	21,03	0,00	0,00	21,03	0,00	0,00	0,00	0,00	-21,03	0,00
	06 Archbishop in Nampula		0,00	60,00	60,00	0,00	0,00	60,00	0,00	0,00	0,00	0,00	0,00	-60,00	0,00
		01 Archbishop in Nampula	REGIE	0,00	60,00	60,00	0,00	0,00	60,00	0,00	0,00	0,00	0,00	-60,00	0,00
	07 Codex Conference		0,00	7,18	7,18	0,00	0,00	7,18	0,00	0,00	0,00	0,00	0,00	-7,18	0,00
		01 Codex Conference	REGIE	0,00	7,18	7,18	0,00	0,00	7,18	0,00	0,00	0,00	0,00	-7,18	0,00
	08 Demining Programme		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
		01 Demining Programme	REGIE	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
	09 UEM- University Eduardo		0,00	54,00	54,00	0,00	0,00	54,00	0,00	0,00	0,00	0,00	0,00	-54,00	0,00
		01 Seminars on Human and	REGIE	0,00	54,00	54,00	0,00	0,00	54,00	0,00	0,00	0,00	0,00	-54,00	0,00
	10 UEM/ MPD		Deleted	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
		01 UEM/ Ministry of Planning &	REGIE	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
	11 Food Security Study		0,00	60,00	23,14	36,86	0,00	23,14	36,86	36,86	0,00	0,00	0,00	-60,00	0,00
		01 Causes of Food Insecurity	REGIE	0,00	60,00	23,14	36,86	0,00	23,14	36,86	36,86	0,00	0,00	-60,00	0,00
	<b>Z UNALLOCATED FUNDS</b>		0,00	230,95	-0,21	231,16	0,00	-0,21	231,16	120,00	111,16	0,00	0,00	-230,95	0,00
	REGIE		600,00	600,00	231,88	288,02	0,00	231,88	288,02	168,88	111,16	0,00	0,00	-600,00	0,00
	COGEST														
	TOTAL		600,00	600,00	231,88	288,02	0,00	231,88	288,02	168,88	111,16	0,00	0,00	-600,00	0,00

MOZ/01/003 Financial Planning Printed on 24/03/2011

page: 1

### Operational planning Q1-2011

The planning for Q1 2011 is dependent on the studies and consultancies that will be received then. At present there are study proposals on the table.

