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# TRAINING COURSE ON RISK ASSESSMENT AND RISK MANAGEMENT

Contract No. 16002339

Business Environment Support and Trade Facilitation (BESTF)

UNIDO Project No. EE/MOZ/08/001

## Final Report

12<sup>th</sup> July 2011

Project funded by:

Implemented by Consortium MundiServiços - LMC



**TECHNICAL REPORT**  
Final Report - 12<sup>th</sup> July 2011

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## Project Key Data Sheet

<b>Name of Project:</b>	Training Course on Risk Assessment and Risk Management under UNIDO Project "Business Environment Support and Trade Facilitation" (BESTF)
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<b>Beneficiary:</b>	Autoridade Tributária de Moçambique (Revenues Authority) Rua da Imprensa - Prédio 33 andares - 5o andar Maputo, Moçambique
<b>Location:</b>	Nacala, Mozambique

## Table of Contents

<b>ABBREVIATIONS</b>	<b>VI</b>
<b>1. EXECUTIVE SUMMARY</b>	<b>7</b>
<b>2. BACKGROUND</b>	<b>8</b>
<b>3. PROJECT SCOPE</b>	<b>10</b>
<b>4. THE TRAINING COURSE</b>	<b>11</b>
Program and Course Contents	11
Training Methodology	12
Didactic Materials	14
Venue and Catering	14
<b>5. PARTICIPANTS</b>	<b>15</b>
List of Participants and Professional Category	15
Characterization of the Participants	16
5.1.1. By Gender	16
5.1.2. By Age	16
5.1.3. By Academic Qualifications	17
Assiduity	17
<b>6. TRAINING EVALUATION</b>	<b>18</b>
Evaluation Methodology	18
Expectations Evaluation	20
6.1.1. Initial expectations towards the training	20
6.1.2. Level of interest/need perceived concerning the training	20
6.1.3. Reasons for enrolment	21
6.1.4. Self-assessment of skills	22
6.1.5. Expected training impact	23
6.1.6. Expectations towards the topics/activities to be included in the training	25
Reaction Evaluation	25
6.1.7. Overall Satisfaction Evaluation	25
6.1.8. Course Program	26
6.1.9. Didactic and Pedagogic Materials	26
6.1.10. Performance of the Trainers	27
6.1.11. Logistics / support provided by the training entity	28
6.1.12. Objectives / Results achieved with the course	29
Learning Evaluation	29
<b>7. ORGANIZATION AND MANAGEMENT</b>	<b>30</b>
Consortium	30

Counterpart Staff	31
<b>8. CONCLUSIONS AND RECOMMENDATIONS</b>	<b>32</b>
<b>ANNEXES</b>	<b>33</b>
Annex 1. Course Contents and Materials	34
Annex 2. Pedagogic Dossier	35
Annex 3. Photos	36
Annex 4. Certificate of Accomplishment (Model)	38

## List of Tables

Table 1 - Course Synopsis	11
Table 2 - List of Participants	15

## List of Figures

Figure 1 - Course Evaluation Levels	18
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## List of Graphics

Graphic 1 - Participants by Gender	16
Graphic 2 - Participants by Age	16
Graphic 3 - Participants by Academic Qualifications	17
Graphic 5 - Initial expectations towards the training	20
Graphic 6 - Level of Interest perceived concerning the Training	20
Graphic 7 - Reasons for Enrolment	21
Graphic 8 - Self Assessment of Skills	22
Graphic 9 - Expected Training Impact at Institutional Level	23
Graphic 10 - Expected Training Impact at Department Level	24
Graphic 11 - Individual Expected Training Impact	24
Graphic 12 - Course Overall Satisfaction	25
Graphic 13 - Evaluation of Course Program	26
Graphic 14 - Evaluation of the Didactic and Pedagogic Materials	26
Graphic 15 - Evaluation of the Trainers' Performance	27
Graphic 16 - Evaluation of the Logistics and the Training Entity	28
Graphic 17 - Evaluation of the Course Objectives / Results	29

## Abbreviations

AT	Revenues Authority <i>Autoridade Tributária de Moçambique</i>
BESTF	Business Environment Support and Trade Facilitation
CLT	Consortium Local Team
CMT	Consortium Management Team
EC	European Commission
FGDs	Focus Group discussions
LMC	Lambard Management Consultants
MsiC	MundiServiços International Consulting
ToR	Terms of Reference
UNIDO	United Nations Industrial Development Organization

# 1. Executive Summary

The present report provides an overview and an evaluation of the “Training Course on Risk Assessment and Risk Management” implemented by the consortium MundiServiços (Portugal/Mozambique) and Lambard Management Consultants (Ireland), under the “Business Environment Support and Trade Facilitation” (BESTF) project, Project number EE/MOZ/08/001, which UNIDO is implementing in Mozambique.

The project is jointly funded by UNIDO and the European Commission (EC). The Revenues Authority (*Autoridade Tributária de Moçambique*) is the leading counterpart in the Trade Facilitation component of this project.

The AT is a state organisation with administrative autonomy, supervised by the Minister who oversees the Finance area and was created by Law No. 1/ 2006, of 22<sup>nd</sup> March. Its vision is to promote effectiveness and equity in the application of tax policy, including customs, providing greater convenience to taxpayers in fulfilling their obligations.

The training course “Training Course on Risk Assessment and Risk Management”, with duration of 40 hours, was carried out in five working days, from 20th to 24th June 2011, at a meeting room in the Hotel Maiaia, at Nacala.

The course qualified 21 participants of the Revenues Authority of Mozambique. All participants were approved in the course.

The training covered the priority areas of billing and revenue collection, customs, internal control and intelligence, focusing on assisting the Revenues and Customs Authority to achieve its mission and objectives in compliance with its procedures and policies through the determination of the quantitative and qualitative value of risks related to concrete situations and recognized threat and hazards.

The project started on April 26<sup>th</sup> with the signature of the contract between UNIDO and the Consortium MundiServiços, followed by a period for planning and scheduling the activities, to prepare and draft the course support materials and to prepare and mobilize the necessary logistics for the course.

The training was preceded by an opening session on June 20<sup>th</sup>, with the presence of the Deputy Director-General of Customs, and a representative of the Consortium MundiServiços-LMC, Ms. Mariate Remane.



## 2. Background

UNIDO is implementing a project in Mozambique on “Business Environment Support and Trade Facilitation” (BESTF). The project is jointly funded by UNIDO and the EC and aims to promote export-led growth and to improve the existing investment climate in the country. The AT is the leading counterpart in the Trade Facilitation component of this project.

The AT is a state organisation with administrative autonomy, supervised by the Minister who oversees the Finance area and was created by Law No. 1/ 2006, of 22<sup>nd</sup> March. Its vision is to promote effectiveness and equity in the application of tax policy, including customs, providing greater convenience to taxpayers in fulfilling their obligations.

Under paragraph 3 of Article 4 of the mentioned decree, it has the following key tasks:

- implement the tax and customs policy, directing and controlling the operation of its services;
- to plan and monitor their activities and information systems;
- to train and qualify human resources;
- to conduct studies and assist in conception.

The competences attributed to AT are the following:

- to implement the tax and customs policy and legislation and all audit and supervision actions;
- to undertake Inspection and Internal Audit actions;
- to develop strategies to support tax policies and international cooperation;
- to design and select IT solutions for communication and information systems and infrastructures;
- to develop Administration and Finance services, Human Resources Management and Logistics their specific common training;

The organisation set the following objectives:

- To gradually increase tax revenues, in general, improving operational performance in all taxation areas;
- To simplify the tax system, reducing its complexity;
- to broaden the tax base and modernize the Tax Administration;
- to facilitate legal trade while protecting and promoting national and regional economy, strengthening the security in the international trade, as well as by reducing the time in customs clearance.
- To strengthen the corporate image of AT and promote the citizen’s tax awareness;
- to promote cooperation with other public services and national, regional and international organisations and to harmonize the tax and customs laws with the regional and international standards;
- to improve service efficiency by promoting a culture of integrity;
- to promote research and to advise the Government on matters of tax policy and customs;
- to develop the Administrative and institutional management support Services, implementing a training and human resource management policy according to the institutional development needs; and
- to implement an effective and transparent budget, financial and property management.

To develop its activities the AT, counts on three Directorates General and three Offices, namely:

- Directorate General of Customs;
- Directorate General of Taxes;

- Directorate General of the Common Services;
- Planning, Studies and International Cooperation Office
- Internal Audit Office
- Communication and Image Office

### 3. Project Scope

The **objective of the assignment** was to prepare and deliver a training course on Risk Assessment and Risk Management, in Portuguese, to 20 officials of AT from central and northern regions.

The training course was carried out in five working days, from 20th to 24th June 2011, with duration of 40 hours (8 hours/day \* 5 days).

The aim of the course was to help the AT to achieve its mission and objectives in compliance with its procedures and policies through the determination of the quantitative and qualitative value of risks related to concrete situations and recognised threat and hazards.

The **expected outcome** of the course was the systematic improvement of the internal processes and performance of the AT, through the analysis and recognition of risks and obstacles and the identification of adequate solutions and adjustments.

More specifically, the training course was expected to enable the participants to:

- Understand the specific criteria and requirements for a competent and compliant risk assessment and risk management with special focus on Audit, Governance, Money Laundering and Forensic Investigations, Vehicle Trafficking, Drug Smuggling and Counterfeiting;
- To efficiently develop procedures for compliance with all requirements of risk assessment and risk management;
- Have an overview of the implementation methodologies and the required standards of risk assessment for a modern and efficient public administration;
- To understand well the importance of using a systematic methodology for analysing risks, threats and hazards related to illegal practices;
- Assist in improving the overall quality of services provided;

It was intended that the course should also have a component of Training of Trainers, with the objective of enabling the participants to replicate the training course within the institution. Thus, the participants who successfully complete the course will constitute an Internal Risk Assessment and Management Team and will be responsible for providing internal training on these matters.

## 4. The Training Course

### Program and Course Contents

The training covered the priority areas of billing and revenue collection, customs, internal control and intelligence, focusing on assisting the Revenues and Customs Authority to achieve its mission and objectives in compliance with its procedures and policies through the determination of the quantitative and qualitative value of risks related to concrete situations and recognized threat and hazards.

The final program and contents were the following:

Table 1 - Course Synopsis

COURSE	RISK ASSESSMENT AND RISK MANAGEMENT
TARGET GROUP	Officials of AT from the Central and Northern regions
OBJECTIVES	<p>At the end of the course, the participants should be able to:</p> <ul style="list-style-type: none"> <li>▪ Have a clearer perspective on measures required to provide effective defenses against money laundering, vehicle and drug trafficking and counterfeiting and have a better appreciation of risk assessment and risk management techniques to be applied in combating these practices.</li> <li>▪ Have the pedagogic tools to facilitate a dynamic and motivating training session concerning Risk Assessment and Risk Management (to be replicated to other officers) using training and pedagogic techniques and methodologies.</li> </ul>
CONTENTS	<p><b>Session 1 - Audit risk management</b></p> <ul style="list-style-type: none"> <li>▪ Practical implementation challenges for audit of risk assessment in emerging economies</li> <li>▪ Key risk indicators and key performance measures</li> <li>▪ The role of internal audit</li> <li>▪ Finding strategic opportunities in risk</li> <li>▪ The value of organizational culture and ethics</li> </ul> <p><b>Session 2 - Governance and compliance</b></p> <ul style="list-style-type: none"> <li>▪ How to implement Governance, risk and regulatory compliance measures</li> <li>▪ Which department should develop key risk indicators</li> <li>▪ Internal audit performance measurement using scorecards</li> <li>▪ Take control self-assessment</li> <li>▪ Continuous auditing and continuous monitoring</li> </ul> <p><b>Session 3 - Money laundering and forensic investigation</b></p> <ul style="list-style-type: none"> <li>▪ Anti-money laundering compliance and regulatory</li> <li>▪ Industry spotlight security</li> </ul> <p><b>Session 4 - Due diligence strategies and investigative fraud schemes</b></p> <ul style="list-style-type: none"> <li>▪ Concepts, technicalities and methodological tools</li> </ul> <p><b>Session 5 - Combating vehicle trafficking</b></p> <ul style="list-style-type: none"> <li>▪ Reduce illegal re-registration</li> <li>▪ Securing the movement of vehicles through the borders</li> <li>▪ Strengthening regional cooperation and coordination in matters of border control for Mozambique and its neighboring states</li> <li>▪ Improved electronic vehicle identification</li> <li>▪ Enhancing law enforcement, investigation and prosecution</li> <li>▪ Strategic communication and information sharing initiatives</li> </ul> <p><b>Session 6 - Economic and security implications of regional drug trafficking</b></p> <p><b>Session 7 - The role of standards in effective national anti-counterfeiting strategies</b></p>

	<p>Session 8 - National initiatives against counterfeiting and piracy</p> <p>Session 9 - Regulatory framework supporting anti-counterfeiting and anti-piracy</p> <p>Session 10 - Challenges, business impact, concerns, experiences in relation to counterfeiting</p> <p>Session 11 - The regional threat of counterfeit drugs</p> <p>Session 12 - Trainers Training</p> <ul style="list-style-type: none"> <li>Role of the trainer and Pedagogic Relationship</li> <li>Communication and Facilitation of a Training session</li> <li>Leadership, Motivation and Teamwork</li> <li>Establishing objectives and planning a session</li> <li>Training Methods and Techniques</li> <li>Training evaluation tools</li> <li>Practical Exercise</li> </ul> <p>Session 13 - Teamwork</p> <ul style="list-style-type: none"> <li>Identify the components required to function successfully as a team</li> </ul> <p>Session 14 - Participation examination</p> <p>Session 15 - Closing Session</p>
NR. OF PARTICIPANTS	21 Participants
TRAINERS	Ms Lieda Amaral De Souza Mr. Alfredo Mazive
DURATION	40 hours
DATE	20 - 24 June 2011
TRAINING SCHEDULE	08:00 - 12:00 and 13:30 - 17:30
LOCATION	Hotel Maiaia (Nacala, Mozambique)

The training was preceded by an opening session on June 20<sup>th</sup>, with the presence of the Deputy Director-General of Customs and a representative of the Consortium MundiServiços-LMC, Ms. Mariate Remane.

## Training Methodology

The training involved advance preparations and was highly participatory. It included focus group discussions and field drills. The instructor continuously assessed the participants during the training sessions to evaluate their understanding of the subject matter. At the end of each module, each participant was asked to evaluate the content, and the conduct of the training.

The training methodology adopted mainly involved the following:

- **Review of Documentation**

As part of the advance preparation the instructor and as a way of focusing the training to the needs of the utilities, the following documents were reviewed:

- Regulatory frameworks;

- Role of risk management standards;
- Researching training topics and Mozambique's context;
- "Expectations Questionnaire" to prospected trainees;

- **Preparation of Training Notes and Training Materials**

Training materials and Training Notes, Workbook, etc were prepared in line with the documents reviewed and based on the respective established literature, as well as on the experience of the instructor.

Lessons plans were also prepared for the training sessions.

- **Focus Group Discussions**

Focus group discussions (FGDs) were held with the groups during the course. The FGDs predominantly entailed the following:

- Power point presentations based on the training notes and training materials (work booking);
- Review of existing procedures and processes governing revenues and customs service;
- Question and answer sessions;
- Practical Exercises (case study analysis).

- **Exercises, Field Drills and Role Plays**

In order to anchor the knowledge and principles given during FGDs, exercises, field drills and role plays were conducted.

At the end of the training sessions an individual exercise was carried out to ensure that the participants understood the concepts and could implement them.

The exercises covered all the aspects of the training.

- **Developing Specific Operational Frameworks**

To assist the staff in implementing the skills acquired in their day-to-day operations, the following specific operational frameworks were prepared and adopted for each of the participants in a participatory manner during the training course:

- Risk Management Identification Flow Charts;
- Generic Steps for Risk Identification and Compliance;
- Frameworks for Assessment and Risk Management.

- **Training Assessment and Evaluation**

At the end of the modules, each of the participants completed a self-administered questionnaire to evaluate the content, and the conduct of the training (**Evaluation of Reaction**). This was aimed at giving feedback on the relevance of the training, adequacy of the training content in addressing the training needs, competence of the trainers in impacting knowledge and knowledge transfer.

A Learning Evaluation was also applied to:

- Assessing the level of knowledge / teaching skills (knowledge) that have been achieved by the participants at the end of the modules and the end of training;
- The instructor applied individual and group exercises to the respective participants, and a final examination held on the last day of training.

## Didactic Materials

Each participant received a folder and the following course materials<sup>1</sup>:

- Notepad with pen;
- Trainee Manual, with information about the course objectives, training schedule, organization and content of the sessions, trainers, etc;
- Course Workbook;
- PowerPoint presentations of the several course modules;
- Other support material selected by the trainers;

For information, monitoring and recording all activities related to the training, the instructors completed a **Pedagogic dossier**<sup>2</sup>, which is composed of:

1. Background Information;
2. Objectives and Program Outline;
3. Time Schedule;
4. Identification of the Trainers;
5. Identification of the Participants;
6. Daily Summary of the Sessions;
7. Daily Attendance Roasters;
8. Other relevant information occurred during training;
9. Reaction Evaluation Questionnaires;
10. Trainers Evaluation reports;
11. Evaluation grid of the Participants;
12. Other Support Material.

## Venue and Catering

The training was held at a meeting room in the Hotel Maiaia.

The participants were offered two daily coffee breaks (one in the morning and one in the afternoon) and a daily buffet lunch.

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<sup>1</sup> See Annex 1

<sup>2</sup> See Annex 2

## 5. Participants

### List of Participants and Professional Category

According to the ToR, the training course on Risk Assessment and Risk Management addressed the following profiles: 20 officials of the AT from the Central and Northern regions.

The AT, in coordination with UNIDO, was responsible for the selection and recruitment of participants in the course. The participants were selected based on their functional responsibilities in line with the scope of the training program i.e. technical operations, revenue management, customs intelligence, IT and audit and control.

The course trained 21 participants of the Revenues Authority of Mozambique. The following Table summarizes totals of staff trained.

Table 2 - List of Participants

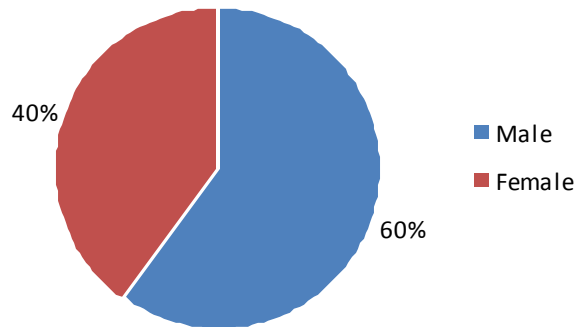
Nº	Name
1	Afonso Paulo Buene
2	Albertina A.M. Ussene
3	Ana M. F. Maculuve
4	Anselmo M. B. Fumo
5	Antonio S. Nhangumbe
6	Atalia M. Langa
7	Edmundo X. Macamo
8	Elias A. Massango
9	Elias Paulo Namarime
10	Helio S. Changule
11	Jeronimo T. Guilherme
12	Jose L.X Mbanze
13	Julia Albertina Tembe
14	Justino G. Linaula
15	Luisa Adriano Bambo
16	Maria Celeste Senzani
17	Mario Dionisio Manuel
18	Oscar Q. R. Pulseira
19	Sidonio F. M. dos Sontos
20	Sonia Pereira C. Nota
21	Virginia J. M. Chauque



## Characterization of the Participants

### 5.1.1. By Gender

**Characterization of the Participants  
BY GENDER**

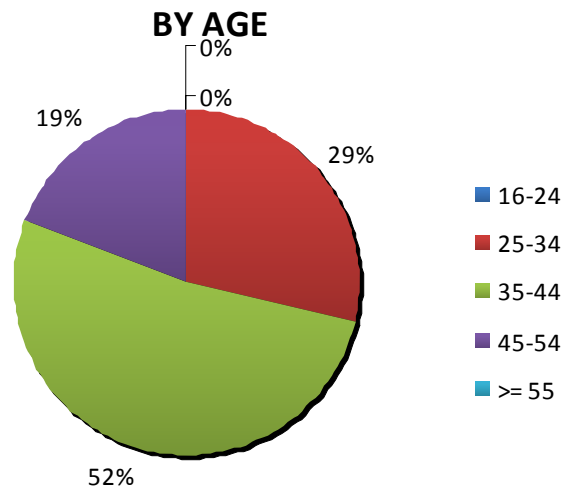


**Graphic 1 - Participants by Gender**

Men were more represented than women. The course was predominantly attended by men (60%).

### 5.1.2. By Age

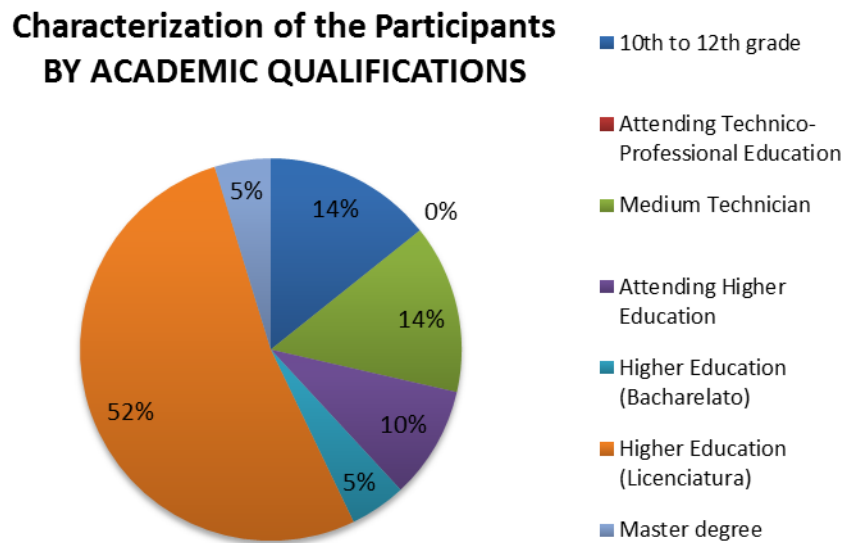
**Characterization of the Participants  
BY AGE**



**Graphic 2 - Participants by Age**

More than half of the participants ranged from 35 to 44 years old. Thus, we may assume that most of the participants had already several years of professional experience.

### 5.1.3. By Academic Qualifications



**Graphic 3 - Participants by Academic Qualifications**

The group was reasonably homogeneous in terms of academic qualifications, with 3/4 holding an university degree - 5% holds a *Mestrado* (Master degree), 52% holds a *Licenciatura* (4 to 5 years degree) and 5% holds a *Bacharelato* (3 years degree), 14% holds a Medium Technician. Additionally, 10% of the participants are presently attending the university.

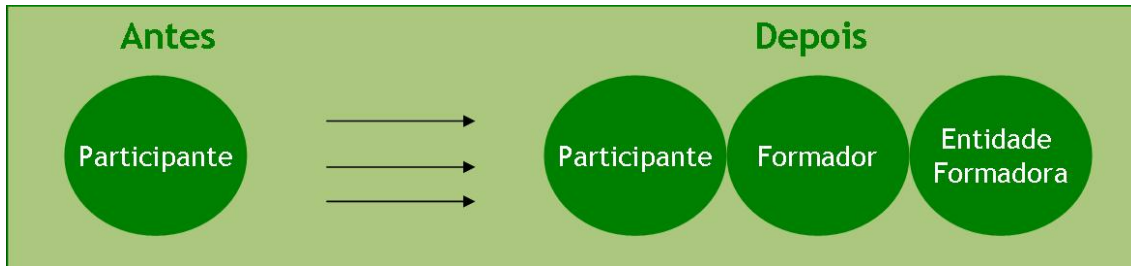
### Assiduity

The average attendance of the participants was of 91% of the total hours (an average of 38 hours by participant).

All participants attended more than 80% of hours of the training.

## 6. Training Evaluation

### Evaluation Methodology



**Figure 1 - Course Evaluation Levels**

The evaluation of the training was made at the following levels:

#### BEFORE THE TRAINING

##### 1. Diagnostic Assessment

In order to support the collection of information regarding the expectations of the trainees and to assess their knowledge/training needs, the consortium has developed an “Expectations Questionnaire”, which was sent to each participant by the AT and subsequently collected before the training.

In this questionnaire the following indicators were investigated:

- ✓ Initial expectations towards the training;
- ✓ Level of interest / need perceived concerning the training;
- ✓ Reasons for enrolment in the course;
- ✓ Self-assessment of skills regarding the issues addressed by course;
- ✓ Impact of training at the institution, at the department and individually, aiming at identifying aspects that can be improved with the implementation of skills acquired through the training course.

The application of this questionnaire allowed assessing the existing level of motivation among the participants before the beginning of the training. It also provided information regarding the qualifications, professional experience and previous trainings benefited by the trainees, allowing a better knowledge of the target group and supporting the preparation of the training plans developed by the trainer.

#### DURING /AFTER THE TRAINING

##### 2. Evaluation of Reaction (Level 1 of Kirkpatrick scale)

At the end of the training, an evaluation of the reaction of participants to the training was implemented by asking them to fill out (an optional and anonymous) survey.

The survey allowed to collect data concerning the evaluation / satisfaction of the participants concerning the training, namely with regard to the course program and contents, the performance of the trainers, the equipment and materials, the logistics and the support provided by the training entity during the training, using a grade from 1 (Very dissatisfied) to 5 (Completely satisfied), as follows:

Very dissatisfied	Somewhat dissatisfied	Fairly well satisfied	Very Satisfied	Completely satisfied
1	2	3	4	5

In this questionnaire the following indicators were analysed:

- ✓ Course program;
- ✓ Didactic and pedagogic materials;
- ✓ Performance of the trainers;
- ✓ Logistics / support provided by the training entity;
- ✓ Objectives / Results achieved with the course.

The questionnaire also contained open-ended questions to allow the participants to express more unreservedly, their views on training and to identify suggestions for future training activities.

### 3. Learning Evaluation (Level 2 scale Kirkpatrick)

On the pedagogical dimension, based on the continued employment of practical exercises and on the individual final exam in the last day of the training, the trainer conducted an individual assessment of each participant.

The assessment was made based on the following criteria:

TYPE OF EVALUATION	%
1. ONGOING EVALUATION Achievement of educational objectives; demonstrated aptitude and interest; capacity to operationalize theoretical concepts; Attitude / Behaviour; Good problem solving and / or case studies, Communication skills, Responsibility; Attendance	40%
2. FINAL EXAMINATION	60%
TOTAL	100%

The participants were evaluated in a grade as follows:

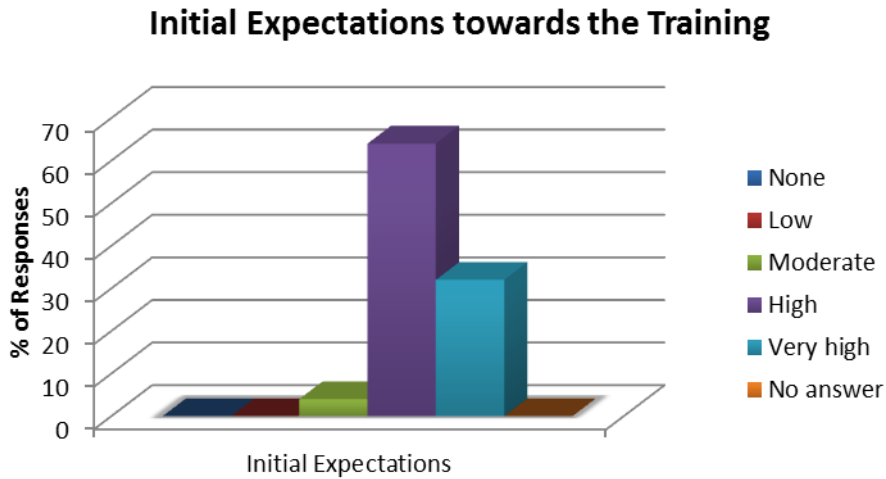
Very Poor	Poor	Fair	Good	Excellent
1	2	3	4	5

The participants who obtained a grade equal or higher than 3 (three) and who have attended more than 80% of the course sessions were awarded a Certificate of Achievement.

## Expectations Evaluation

The results of the Expectations questionnaires applied to the participants before the course are presented in the following graphics.

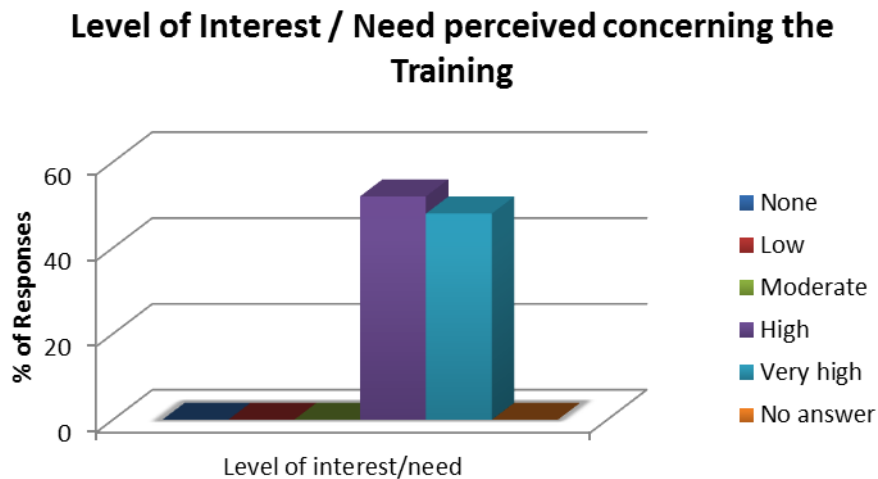
### 6.1.1. Initial expectations towards the training



**Graphic 4 - Initial expectations towards the training**

In general, the participants had high expectations towards the training they were going to attend (60% of the participants had high expectations and 40% of the participants expressed very high expectations).

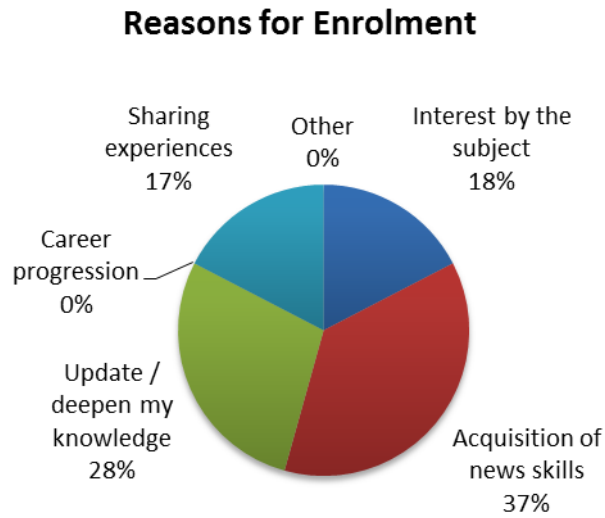
### 6.1.2. Level of interest/need perceived concerning the training



**Graphic 5 - Level of Interest perceived concerning the Training**

There was a very strong interest/need perceived by the participants regarding the course on Risk Assessment and Risk Management: 48% of the future participants in the course expressed very high interest and 42% expressed high in the topics of the training.

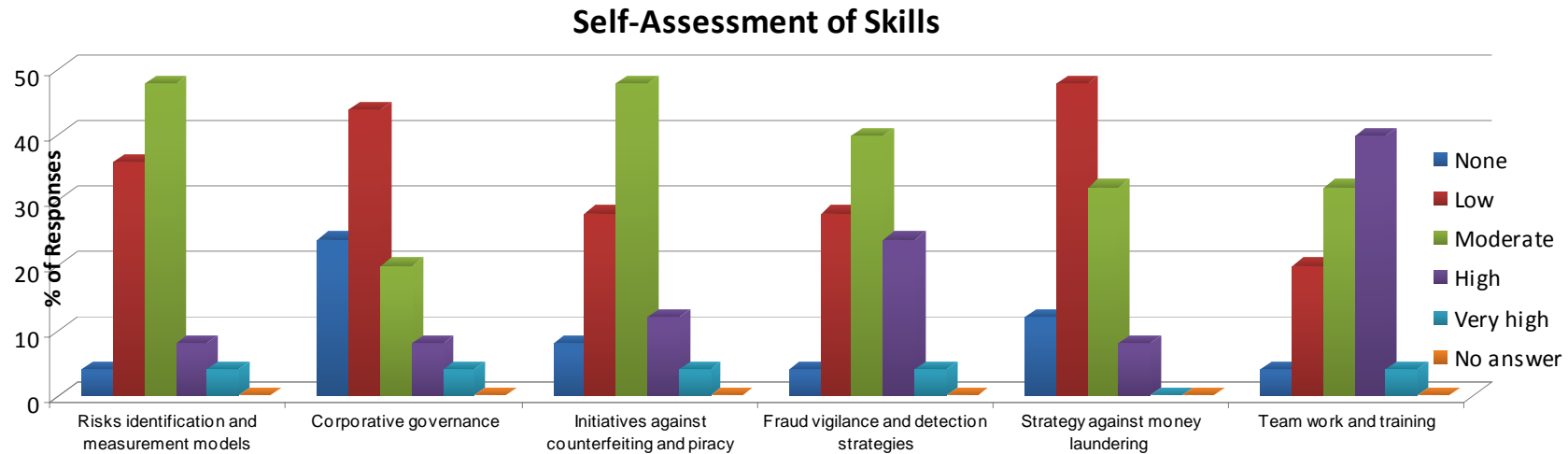
### 6.1.3. Reasons for enrolment



**Graphic 6 - Reasons for Enrolment**

Most of the participants have registered in the training with the objective of acquiring new skills (37%) or to update/deepen their knowledge (28%) on the topics of the course.

### 6.1.4. Self-assessment of skills



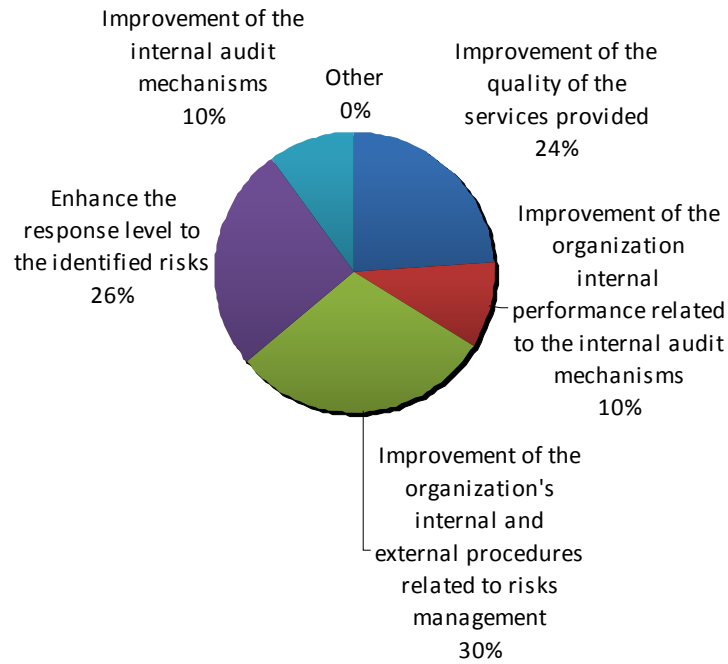
**Graphic 7 - Self Assessment of Skills**

The participants are experienced staff in the customs area and they possessed at least some basic knowledge on the majority of the topics of the training. In most of the subjects they assess they knowledge and skills as moderate/low. The exception is “Team work and training” in which the participants assess to have a good knowledge on the topic. On the other hand, “Corporate governance” and “Strategy against money laundering” are the subjects in which the participants are unsure about their knowledge.

### 6.1.5. Expected training impact

The expected impact of the training was assessed considering 3 levels: institutional, at department and at personal level:

#### Expected Training Impact AT INSTITUTIONAL LEVEL



**Graphic 8 - Expected Training Impact at Institutional Level**

When inquired about what would be the **impact of the training at the institution (the AT)**, the participants expect that the training will bring improvements of the organization's internal and external procedures related to risks management (30%) and to enhance the response level to the identified risks (26%).



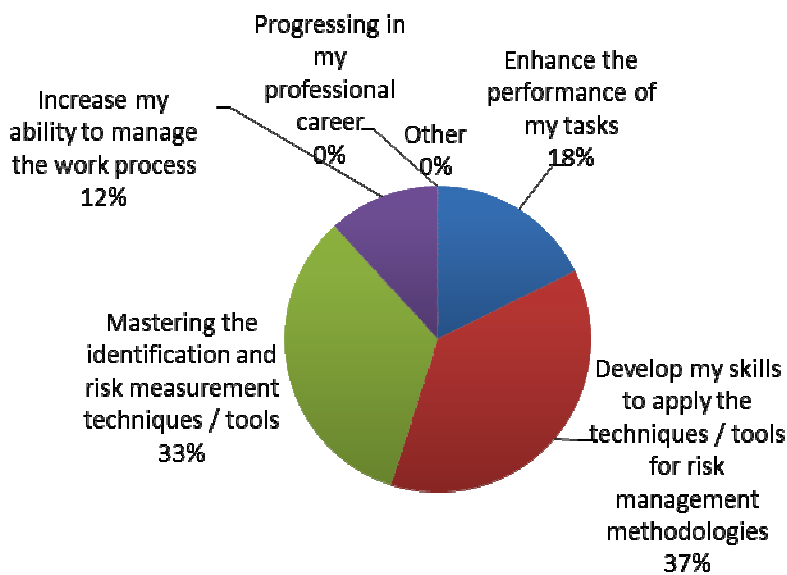
### Expected Training Impact AT DEPARTMENT LEVEL



**Graphic 9 - Expected Training Impact at Department Level**

At Department level, most of the participants expect that the training will supply them the skills to improve /solve practical issues related to the tasks performed (25%) and to better plan the operations (25%) and use of control tools/procedures/methodologies (23%).

### Expected Training Impact INDIVIDUALLY



**Graphic 10 - Individual Expected Training Impact**

At personal level, by participating in the training the AT workforce looks for developing its skills to apply risk management techniques/ tools/ methodologies for risk (37%) and to master risk identification and measurement techniques/tools (33%).

### 6.1.6. Expectations towards the topics/activities to be included in the training

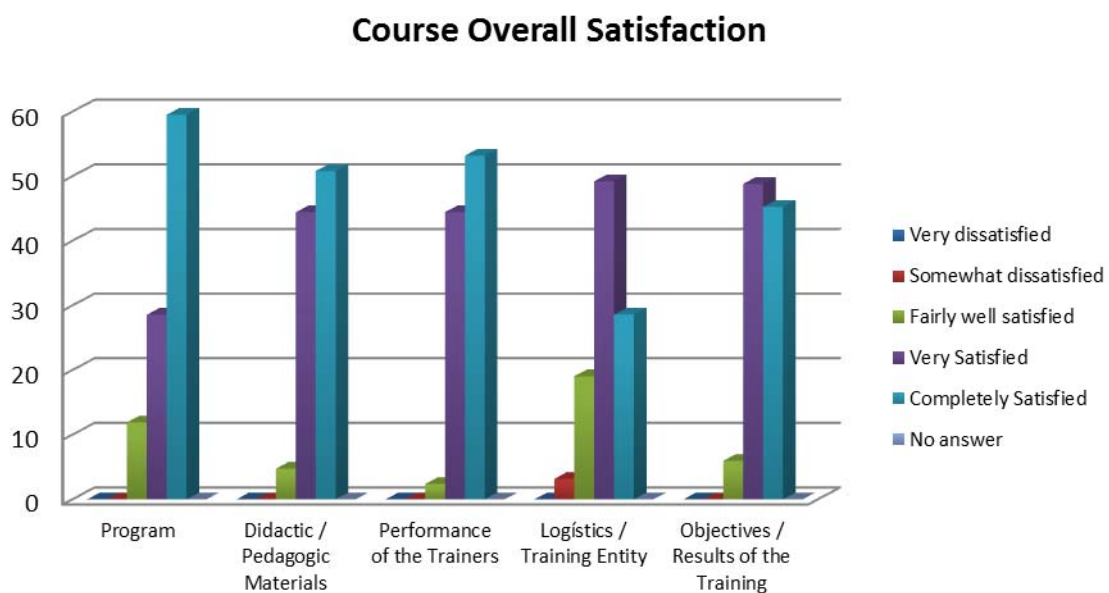
1. Customs Risk Management
2. Enterprise Risk Management
3. Audit and Risk Management
4. Corporative Governance

Most of the participants expressed the aim that the course was composed of practical exercises and case studies, that could support and illustrate the concepts and theory taught.

### Reaction Evaluation

The results<sup>3</sup> of the reaction evaluation (or satisfaction level) of the participants which are presented below are the product of the analysis of data obtained through the questionnaires completed by participants at the end of the course.

#### 6.1.7. Overall Satisfaction Evaluation



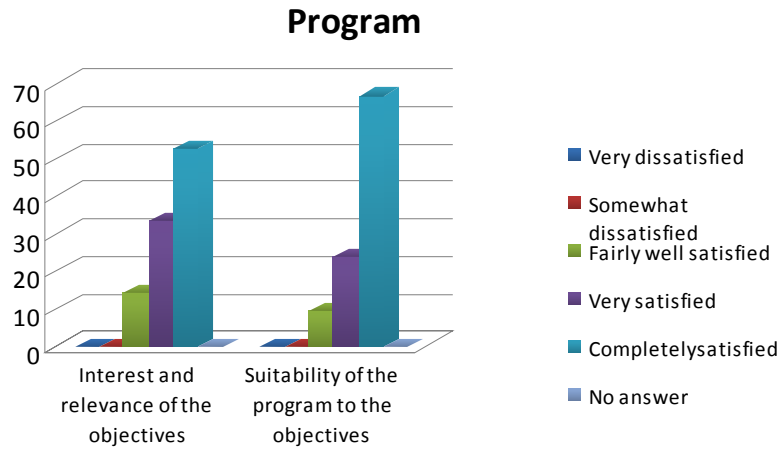
**Graphic 11 - Course Overall Satisfaction**

The course was very well appreciated by the participants. In the five items evaluated - Program, Didactic/ Pedagogic Materials, Logistics/Training Entity and Objectives/Results of the Training the vast majority of the participants expressed to be very satisfied or completely satisfied with the course.

<sup>3</sup> The values presented are the result of the data analysis of 21 reaction questionnaires collected at the end of the course. The completion of the questionnaires was optional (however all trainees present in the last day completed the questionnaire) and could be performed anonymously.

The following items looks into more detail on the five dimensions analysed and evaluated by the participants.

### 6.1.8. Course Program



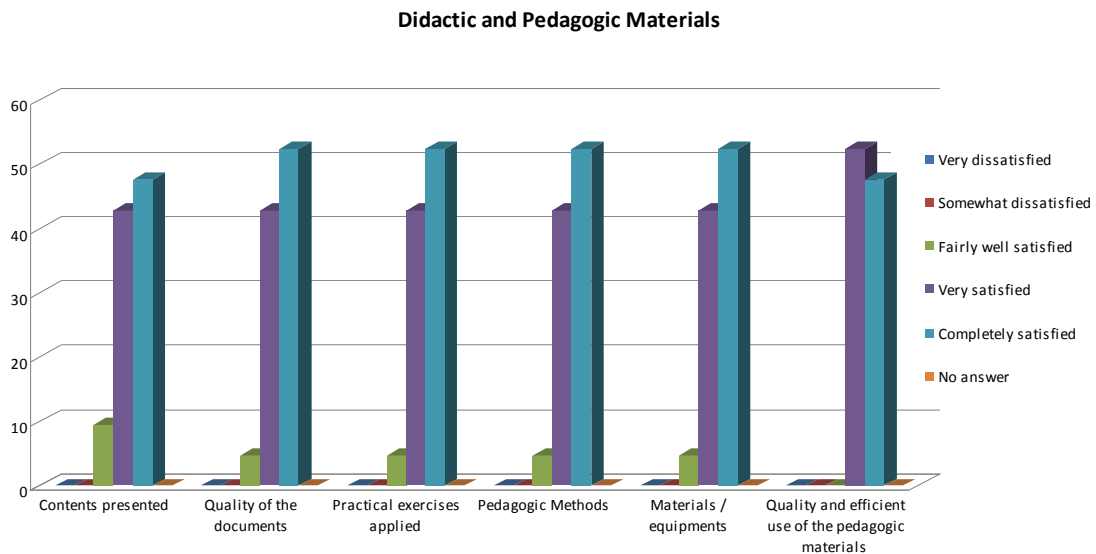
**Graphic 12 - Evaluation of Course Program**

The majority of the participants highly appreciated the course program: 50% of the participants expressed to be very satisfied and 30% were completely satisfied regarding the interest and relevance of the objectives.

The participants found the program suited to the objectives of the course: 20% of the participants are very satisfied and 65% are completely satisfied.

No one has manifested disapproval concerning the program of the course.

### 6.1.9. Didactic and Pedagogic Materials



**Graphic 13 - Evaluation of the Didactic and Pedagogic Materials**

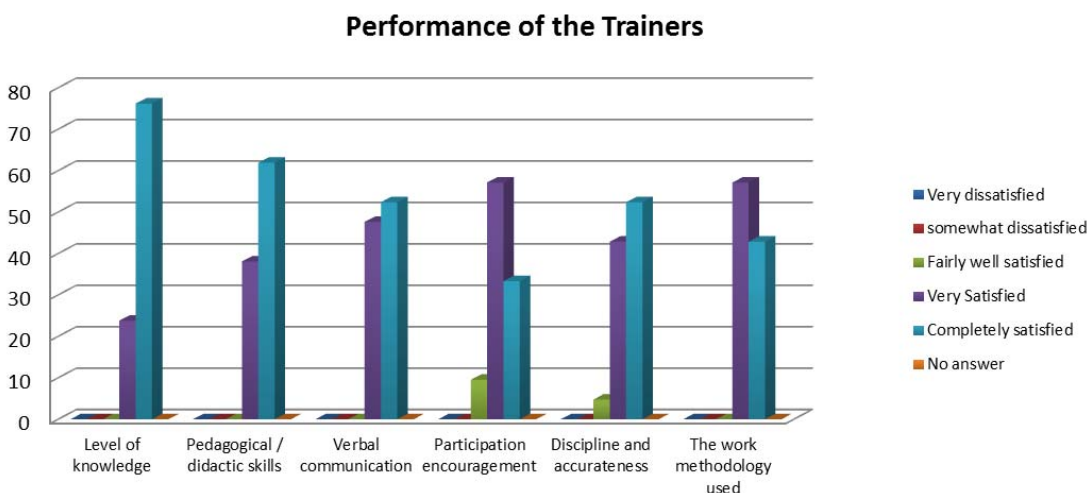
The didactic/pedagogic materials distributed to all participants were positively valued by the participants.

Among the items evaluated by the participants, it was pointed out the quality and efficient use of the pedagogic materials (48% of participants completely satisfied and 52% participants very satisfied), the contents (48% of participants completely satisfied and 43% of participants very satisfied) and the quality of the documents (50% of participants completely satisfied and 40% of participants very satisfied).

Among the items analyzed regarding the didactic/ pedagogic materials, the applied practical exercises were evaluate in a balanced degree of satisfaction (7% fairly we satisfied, 43% very satisfied and 50% completely satisfied), since most of the participants expressed the aim of having extra time to be dedicated to practical exercises.

No one has manifested his/her dissatisfaction concerning the didactic/pedagogic materials.

### 6.1.10. Performance of the Trainers



**Graphic 14 - Evaluation of the Trainers' Performance**

The team of trainers, Ms. Lieda Amaral de Souza and Mr. Alfredo Mazive, were well appreciated by the participants.

The participants appreciated very well the level of knowledge of the trainers (78% of participants expressed completely satisfied and with the knowledge revealed by the trainers) and its pedagogic/didactic skills (61% of participants completely satisfied).

The majority of the participants expressed to be completely satisfied or very satisfied with the remaining items concerning the performance of the trainers. No one has manifested his/her dissatisfaction concerning the performance of the trainers.

6.1.11. **Logistics / support provided by the training entity**



**Graphic 15 - Evaluation of the Logistics and the Training Entity**

The logistics and the support supplied by the training entity were well classified by the participants.

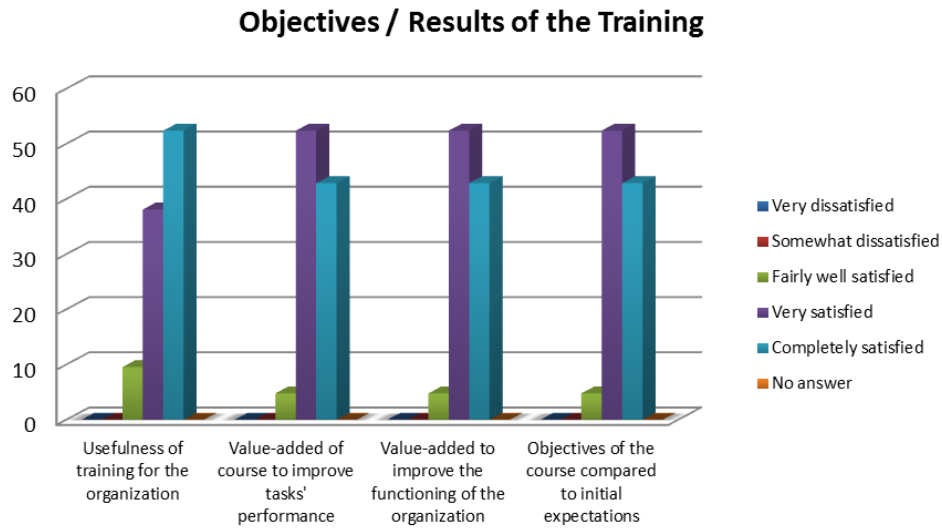
The quality of the facilities and equipments were positively appreciated by the participants (13% of participants completely satisfied and 51% very satisfied).

The meals provided (lunch and coffee breaks) were classified as very satisfying by half of the participants, very satisfied by 53% of participants, fairly well satisfying by 12% of participants and completely satisfying by 27% of the participants.

The support provided by the training entity was also well appreciated (40% of participants completely satisfied and 40% of participants very satisfied).

Regarding to quality of facilities and meals served it's important to inform that the Maiaia hotel was the only place in Nacala with an adequate structure to do the training.

6.1.12. Objectives / Results achieved with the course



**Graphic 16 - Evaluation of the Course Objectives / Results**

The course achieved the objectives and results initially proposed, according to all participants.

Most of the participants are completely satisfied with the results attained and believe that the training was useful for the organization (52% of participants completely satisfied and 38% of participants very satisfied).

The value-added to the improvement of the AT functioning was recognised by the participants (42% of participants completely satisfied and 52% of participants very satisfied), as well as the value added to improve the performance of the tasks (42% of participants completely satisfied and 52% of participants very satisfied).

### Learning Evaluation

Based on the employment of group and individual exercises and on the individual final exam, the trainer conducted an individual assessment of the participants.

The 21 participants were classified as Excellent. Based on the classification results obtained and on the daily attendance rosters, the 21 participants were awarded a Certificate of Accomplishment<sup>4</sup>.

<sup>4</sup> Certificate of Accomplishment Model is supplied in Annex 4

## 7. Organization and Management

### Consortium

The Consortium responsible for implementing the project is made up of two partners:

**MundiServiços International Consulting (MsiC)** is lead partner. MsiC is part of a Portuguese consultancy group that since 1988 provides services in the areas of the Management, Economic Development, Human Resources Development, Strategy and Training. In this collaboration MsiC is responsible to the contract holder and overall insure the delivery of the contract objectives and results.

MundiServiços group holds an office in Maputo, with local staff that is supporting the local activities of the project. The office is equipped with computers, communication tools and consumables, which was at the project's disposal.

**Lambard Management Consultants (LMC) Ltd** provides management and IT consultancy in a number of sectors to national economies in developmental and transitional mode. In particular LMC has been involved in providing services to the Customs, Taxation, Trade and Industry and Social sectors in Central and Eastern Europe, Asia and in Africa. Activities undertaken by LMC include feasibility studies, development of strategic plans, policy development, change management, organisational change and business process reengineering, planning and implementation of major IT projects, project management, quality assurance management, project monitoring and assessment and project evaluation.

### Project management team

The Project Management Team consists of a member of each consortium partner and the consortium local coordinator.

**Mr. Isidro Simões / Coordinator - Mundiserviços (Portugal)**. Economist, Director of MsM - MundiServiços Moçambique Consulting and of MsiC - MundiServiços International Consulting. His tasks include cross-cutting responsibility in ensuring that operations in the project are in line with the contract and the ToR including, mainly consisting of:

- Overall coordination of the project/contract;
- Supervision of the project implementation;
- Mobilization of the project team and associated logistics;
- Quality check and validation of the outputs produced by other team members;
- Reporting to UNIDO;

Mr. Isidro Simões is supported by **Mr. David Kirzner (Project Manager)**.

**Ms. Silke Trommer / Coordinator - LMC (Ireland)**. Contracts Manager of LMC. She will support the Lead partner in the coordination tasks.

**Mr. David Colaço / Local Project Coordinator (Mozambique)**. Executive Director of MundiServiços Mozambique Consulting. His tasks comprise:

- Overall coordination of the project local activities;
- Handle logistical aspects, namely venue, catering, printing of materials, etc
- project implementation follow up;

**Ms. Mariate Remane**. Assistant at MundiServiços Mozambique Consulting. Responsible for logistics, training supervision and pedagogic dossier.

## Trainers

Ms. Lieda de Souza (Risk Assessment and Risk Management)

Mr. Alfredo Mazive (Team Work and Trainers Training)

Trainers have the following responsibilities:

- to develop the course outline specific program content for each session;
- to produce documents to support training (technical support manual, power point presentation, exercises, case studies);
- to deliver the training;
- to register data in the Pedagogic Dossier;
- to draft the training report;
- to participate in coordination meetings as defined by the coordinator;
- to proceed to the presentation of relevant documentation (attendance rosters, evaluation made by the participants, etc).

## Counterpart Staff

### UNIDO Headquarters

Procurement officer: Mr. Alexander Orlov

Procurement Assistant: Ms. Gillian Ocampo

### AT

Training Director: Ms. Maria Uamba



## 8. Conclusions and Recommendations

The project activities have been performed according to the initial plan.

At the closing session the AT authorities said that:

- Approved the training course and that intend to have another classes.
- The background information of the participants is that the course contents really reflected their expectations and need of knowledge about risk assessment and risk management.

According the reaction evaluation some training needs were detected. These needs were:

- Risk Management Workshops for specific areas
- Risk Management for Managers of AT
- Risk management implementation - refreshment on job
- Organizational Leadership and Strategic Planning

The consortium recommends training not only in these subjects to the officials in the northern and central regions, but also training in risk assessment and risk management to officials in other regions in Mozambique. So far this training was only performed in Maputo last year and now in Nacala. Due to the feedback that was given by the officials, we believe that this training should be delivered in other areas of the country.

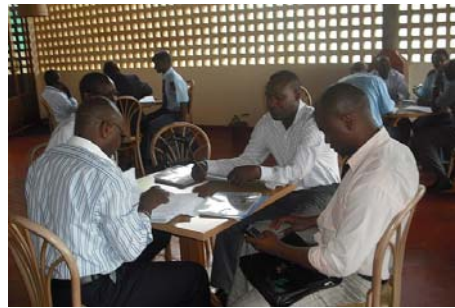
# Annexes

## Annex 1. Course Contents and Materials

## Annex 2. Pedagogic Dossier

## Annex 3. Photos

These are selected photos of the training.



## Annex 4. Certificate of Accomplishment (Model)

		
<p><b>CERTIFICADO DE APROVEITAMENTO</b></p>		
<p>A MundiServiços Moçambique Consulting, Lda, pessoa colectiva com o NUIIT 400137102, com sede na Rua da Imprensa, 254, Pórtico 33 Andares, 4 Andar - Porta n. 419, CP n. 724, Maputo, Moçambique, acreditada pelo INEFP como entidade formadora, Alvará n. 002 / INEFP / 01 / 2008, nos termos do Decreto n. 31/2001, de 04 de Novembro, enquanto entidade do Consórcio MundiServiços LMC, certifica que:</p>		
<p><b>NOME DO FORMANDO</b></p>		
<p>Nascido/a em XXXX, sexo Masculino/Feminino, Portadora do Bilhete de Identidade n. XXXXX, concluiu com aproveitamento, o curso de</p>		
<p><b>AVALIAÇÃO E GESTÃO DE RISCOS</b></p>		
<p>no âmbito do Projecto "Business Environment Support and Trade Facilitation (BESTIFY)", financiado pela Comissão Europeia e pela United Nations Industrial Development Organization, que se realizou de 20 a 24 de Junho de 2011, com a duração total de 40 horas, tendo obtido a classificação final de <b>Avaliação</b>, numa escala de Muito Pobre a Muito Bom.</p>		
<p>Maputo, XX de Julho, de 2011</p>		
<p><input type="checkbox"/> Responsável pela Entidade Formadora</p>		
 Lídio Simões		
 Certificado N. XX/2011		  