

# Review of the Norwegian Embassy's support to economic and social science research in Angola

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By

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## Executive Summary

1. The findings of this review do not put the paramount value of the Norwegian Embassy's support to economic and social science research in Angola into question. The reviewers did not meet any person who did not recognize the importance of the existence of the research centre CEIC (*Centro de Estudos e Investigação Científica*) in Angola as well as the desirability of support from a foreign donor such as the Norwegian Embassy and from a foreign research institution such as Chr. Michelsen Institute (CMI). CEIC has consolidated itself as the leading independent centre for economic and social research in Angola, and this consolidation had not been possible without the Norwegian support.

2. CEIC and CMI have developed fruitful collaboration of mutual benefit, despite disparities in culture, language and resources. The partners have proven a long-term commitment to strengthen each other through the collaboration. The programme has produced serious and result-oriented research processes, and the individual researchers and staff members are to be commended for overcoming numerous constraints and obstacles to their work tasks.

3. However, the review does raise questions with regard to the internal as opposed to external relevance of the CEIC-CMI research programme, the effectiveness of the research and dissemination activities, and the extent to which the academic and institutional capacity of CEIC has been strengthened and CMI's role in this regard.

4. Relevance: The review suggests to differentiate between the 'external' relevance of research – its relevance for the society at large – and its 'internal' relevance – its relevance for the researchers and the institution to which they belong. As to internal relevance, there is reason to believe that the CEIC-CMI research programme has suited CMI's competences and research interests well, while it is more questionable how much it reflects the CEIC researchers' interests, competencies and not least capacities. Regarding external relevance, the research areas are certainly relevant considering the economic and political context of Angola. However, the social sector, and social policy issues, could be more directly addressed by the research programme.

5. Gender: The production of gender sensitive data is an objective of CEIC's core financial support and of the CEIC-CMI programme. Yet, there has been no overwhelming documentation of production of such data. Although there is no certain link between gender-sensitiveness and women participation, it is likely that the gender dimension had been strengthened if more female researchers had been involved in the research.

6. Effectiveness of the research activities: research capacity development for both CEIC and CMI researchers has been an important part of the research programme. Yet, overall progress on the production of the (ambitious) planned outputs for phase 2 has experienced delays due to lengthy periods of leave by key CMI staff members. By the end of 2013, the situation is that a significant amount of work remains for the final year of Phase 2. This will make it a challenge to meet current targets for all of the research projects.

7. Effectiveness of dissemination and policy dialogue: records of visits to, and downloads from, the CEIC and CMI Angola websites for the past three years indicate a clear interest in

the research produced by CEIC-CMI. Structural as well as tailored improvements in CEIC-CMI's dissemination system in Angola are needed in order to further and more fully explore this interest.

8. Overall assessment of the research collaboration programme: good and relevant inroads have been made when it comes to the contribution of the CEIC-CMI research collaboration programme to the improvement of the knowledge base and the policy debate in both Angola and Norway. Yet, the effectiveness of research output and dissemination has partly been affected by capacity constraints on both sides which could have been managed more pro-actively through continuous monitoring, evaluation and adjustments.

9. Overall assessment of core financial support: when it comes to the fostering of public debate on important policy issues, the core financial support given to CEIC has been effective taking into account the political context of Angola. However, less attention has been paid to ensuring that CEIC builds up the necessary capacity for its role to be sustainable. In addition, the partners should explore the role that UCAN could play in this regard as well as the ways in which national capacity for public policy research, formulation and evaluation could be strengthened.

10. Conclusions and recommendations: Based on the experiences so far, the reviewers recommend that for the Norwegian support to CEIC to contribute to building a sustainable research institute in a possible future phase of the program, first of all the partners need to develop clearer criteria and operational goals – financially, institutionally - regarding what constitutes a 'sustainable research institute'. When it comes to research in the next phase, the match between capacity and research ambition has to be a key consideration. For CEIC, the development of strategic plans for human resource development and management, as well as fund-raising, financial management and administration will be crucial in this regard. The foreign (Norwegian) partner should have sufficient capacity to adapt itself to the research interests and priorities of CEIC. The core support for CEIC should therefore form the basis for additional funding for bilateral research cooperation. When it comes to the implementation of the next phase, the Embassy should be a more actively monitoring donor vis-à-vis CEIC and its foreign research partner, observing the capacity building efforts and offering consultants if needed. This and more participatory ways of identifying research topics and partners could contribute to further strengthening the relevance of the research programme with respect to the stated objectives.

## 1. Introduction

### Background of the review

The Norwegian Embassy has supported the research institute CEIC (*Centro de Estudos e Investigação Científica*) at the Catholic University of Angola (UCAN) since 2007 through a core financial support. In addition, in 2008, a joint research collaboration programme was launched with CEIC and *Chr. Michelsens Institute* (CMI) as partners. A second phase of these programmes was embarked upon in 2010 and 2011, respectively.

These two projects are linked, but have separate contracts. Though reporting is separate on the two contracts, annual and semi-annual meetings are held jointly to facilitate synergies between the two projects. The combination of CEICs thorough knowledge about the policy environment in Angola and CMI's experience is expected to result in relevant and academically sound research. The current contracts of the two projects are set to expire in 2013 and 2014, respectively.

The objectives of the two related programmes are as follows:

CEIC core financial support 2010-13 (value of contract 8 million NOK):  
"The purpose of the core financial support to CEIC-UCAN is to contribute to the fulfillment of CEICs mission by:

- (i) fostering public debate on important policy issues through publication of research findings and studies and arranging seminars
- (ii) building national capacity in various areas of public policy research, formulation and evaluation
- (iii) assisting the Catholic University of Angola in reaching its full research and teaching capacity by promoting research activities by the university staff and by establishing links with other research institutions.

CEIC-CMI research collaboration program 2011-14 (value of contract 24 million NOK):  
"The immediate objectives of the Programme are to contribute to the improvement of:

- the knowledge base in Angola
- the policy debate (particularly in Angola but also in Norway)
- the knowledge base in Norway (on Angola)
- the research capacity at CEIC (academic and institutional). The principal outputs of the Programme will be high quality research reports and dissemination of knowledge on Angola in Angola, in Norway, and in international channels.
- Production of gender sensitive data in research programmes."

Due to financial and human resource constraints two of the nine research projects proposed for the second phase were omitted (health and agriculture). The project is currently organised into two research areas ("oil wealth management and economic diversification", and "politics, elections and democracy") with 7 separate projects:

Project A: Economic diversification.

Project B: Infrastructure.

Project C: Poverty and entrepreneurship.

Project D: Political institutions.

Project E: Local governance and taxation.

Project F: Pluralism and civil society.

Project G: Macro-economic modelling.

The third area is focused on CEIC/UCAN capacity development.

The Embassy, CMI and CEIC have—in accordance with contract obligations— agreed to carry out a joint review of the two projects in 2013. A mid-term review has been produced on the phase 1 of the project, as well as a desk appraisal of proposals for core financial support 2010-2013 and CMI-CEIC cooperation 2011-2014. There has been no mid-term review of this phase 2.

### **Purposes of the review**

The purpose of the review is to produce an evidence-based, forward looking analysis and recommendations on the best way for the Embassy to organize support to economic and social science research in Angola.

(i) Based on the experiences so far, how could the Norwegian support to CEIC contribute to build a sustainable research institute in a possible future phase of the programme? This review aims to provide recommendations on the design of the programme in order to strengthen the capacity building component in terms of research, fund-raising, financial management and administration.

(ii) Based on Angola's development challenges and the partnership with Norway: Can the relevance of the research programme with respect to the stated objectives be strengthened and if so, in what ways?

See Terms of references in annex 1 for a further description of the scope of work.

### **Method and design of the review**

The Norwegian Institute for Urban and Regional Research (NIBR) was contracted to carry out the review. The project leader has been Einar Braathen, senior researcher at NIBR.

A field visit to Bergen took place on 28 October 2013 and field work in Angola took place between 4 and 15 November 2013.

A 'user perspective' has been applied by extracting views from, on the one hand, groups and organizations in the public sector, business and civil society in Angola who are explicitly or implicitly targeted by the research projects ('tracking analysis'). On the other hand, the reviewers were, independently from the research programme, guided by Norwegian development policy in general and in Angola in particular, as well as by the stated and main development objectives of the Angolan government, business sector and civil society. Issues such as accountable and transparent governance, equitable redistribution of wealth in Angola, women's rights and gender equality and the strengthening of civil society were taken into consideration. A few randomly sampled key actors in the mentioned sectors were interviewed to review the relevance and outreach of the research programme from this perspective. For a full list of interviewees see annex 2.

## 2. The research activities and their relevance

The reviewers did not meet any person who did not recognize the importance of the existence of the research institute CEIC (*Centro de Estudos e Investigação Científica*) in Angola as well as the desirability of support from a foreign donor such as the Norwegian Embassy and from a foreign research institution such as Chr. Michelsen Institute.

However, one should distinguish between the relevance of the existence of a given research centre, on the one hand, and the relevance of the particular research going on at that centre, on the other.

### 2.1 'External' vs. 'internal' relevance

Furthermore, it can be fruitful to differ between the 'external' relevance of the research – its relevance for the society at large – and its 'internal' relevance – its relevance for the researchers and the institution to which they belong.

*Internal relevance:* Are the research activities well suited to CEIC and CMI's competence? To what extent are they building on and adding to existing research interests, competencies and capacities at an institution such as CEIC? These questions are related to human capacity building issues, which we deal with later in the report. There is reason to believe that the research programme has suited CMI's competences and research interests well, while it is more questionable how much it reflects the CEIC researchers' interests, competencies and not least capacities.

Researchers in both institutions agree that the 2<sup>nd</sup> phase programme was designed on the basis of a dialogue process in a much better way than before the 1<sup>st</sup> phase. However, given the scarcity of full-time permanent researchers in CEIC and the several other commitments they have to their university and society, the existence of seven research projects in the 2<sup>nd</sup> phase programme clearly exceeds their capacity. Our impression is that there are only two or three research projects where CEIC senior researchers take the lead. Henceforth, some informants indicated a need to scale down the size and number of research projects to avoid overstretching. Alternatively, steps should be taken to increase the capacity on the Angolan side before continuing the research programme in the present scale.

*External relevance:* How well do the research activities address Angola's development challenges? Research is not relevant by (theoretical) definition; it has to be *made* relevant. It is only through the practice of communicating with, and understanding, the larger society that researchers can make their research relevant. From this point of view, it was a wise decision to make dissemination and outreach a new priority in the 2<sup>nd</sup> phase of the programme.

Theoretically, the programme areas which we address in the next sections are certainly relevant considering the economic and political context of Angola. However, interviews with representatives of different sectors of Angolan society indicate that in practice not all research areas may be equally relevant and that there is insufficient knowledge on CEIC's work amongst relevant stakeholders.



## 2.2 The current context of the programme in Angola

### **The economic context**

After the end of the war in 2002, an oil and reconstruction boom took place between 2004 and 2008. Since then there has been some contraction of the economy, which has led to a rapprochement between the Angolan government and international financial institutions. In post-war years, China has emerged as one of the country's main trade and financing partners but relations with traditional partners such as the US, Portugal and Brazil continue to be equally important.

In spite of some efforts to diversify the economy, the government continues to rely on extractive industries for most of its revenues whilst most of the population relies on the informal sector for economic survival.

### **The political context**

The first post-war legislative elections took place in 2008, to be followed by presidential and local elections. With the adoption of a new constitution in 2010 a presidential-parliamentary system was installed, ruling out presidential elections as the head of the largest party automatically becomes president of the republic. In 2012 incumbent president José Eduardo dos Santos was formally inaugurated as President of the Republic. The ruling party MPLA won the majority of the votes, although with less of a landslide majority as in 2008 (about 72% in 2012 compared with 82% in 2008).

While the new constitution is progressive on the one hand, enshrining modern liberties and rights such as the right to manifestation, the constitution also strengthened the position of executive power which is concentrated in the President, who appoints all members of the cabinet as well as the judiciary. The National Assembly continues to be weak as most of the legislative initiatives come from the executive. Consultations with civil society have taken place in recent years before the adoption of important laws, but the implementation of new laws is often weak due to structural institutional weakness, especially at the level of local government and outside of the capital. Local elections are now said to be held in 2015, but the absence of plans or laws that would regulate such elections indicates that there is little political will for this to happen.

Many respondents saw Angola as currently standing at a cross roads: growing civic unrest and declining support for the ruling party in the cities suggests that it is now time to consolidate the peace dividend and post-war reconstruction and oil boom and move from investments in 'hardware' to the 'software' of development in order to tackle increasing economic, social and geographic inequalities. A peaceful presidential succession will be crucial in this regard.

### **Access to information**

There are large geographical biases involved, with the rural areas and the provinces outside Luanda clearly disadvantaged in their access to information. The access to information is also defined by the freedom of, and relationship between, public and private media, and the level of decentralization and capacities of local government.

Not only access to information but also the existence, the circulation, the content and the credibility of public information are important and interconnected issues in Angola. On the one hand, the limited access to information is a result of the limited capacity to produce information. However, existing information is not always easily accessible. Some respondents also pointed to the lack of a culture of pro-actively looking for or demanding public information on the part of the public or civil society.

In past years, economic data have become more easily available. The National Bank of Angola (BNA) was mentioned by several interviewees as having emerged as the foremost government institution in terms of technical capacity and economic knowledge production, surpassing the Ministry of Finances. Relations between the government and international institutions such as World Bank and IMF have improved, allowing the latter to access more information which they in turn make available to the public through their websites and economic reports. In this light, CEIC's role as an actor which makes information available to the public is somewhat diminishing, making its role as *analyst* more important. Other actors such as OPSA (*Observatório Político Social de Angola*) which annually analyzes the general state budget and private economic newspapers such as *Expansão* are important actors that already fulfill such a role.

On the other hand, social data and analysis are much less available. A nation-wide survey on the well-being of the population (*Inquérito integrada sobre Bem Estar da População- IBEP*) was carried out by the National Institute for Statistics (INE) in 2008-2009 with support of the World Bank and UNICEF and a survey on basic indicators of well-being (*Inquérito de Indicadores Básicos de Bem Estar – QUIBB*) in 2011. The data set used for these surveys has been said to be made public by INE through an online National Archive of Statistical Data (*Arquivo Nacional de Dados Estatísticos*). These data, as well as the data that will come out of the census planned to take place in the 2<sup>nd</sup> half of 2014 (the last national census in Angola was carried out in 1973) will be of utmost importance for the Angolan society, and research institutions such as CEIC will play a crucial role in their analysis.

### **Public debate**

There is a continued existence of what one interviewee called a 'siege mentality' in Angola. The government is very sensitive to what it perceives as criticism. Most interviewees agreed that the most productive approach to engaging with the Angolan government is one that is constructive instead of confrontational. Therefore, the evidence-based approach to research taken by CEIC and CMI, although at times challenging and time consuming in view of the abovementioned difficulties in terms of the availability and access to information, is highly commended and should be continued.

### **2.3 The research areas**

The CEIC-CMI programme has two research areas, each with specific research projects.

1<sup>st</sup> research area: *Oil wealth management and economic diversification.*

Project A: Diversification of the Angolan economy.

Project B: Emerging powers and Angola's infrastructure.

Project G: Information and tools for macro-economic policies (macro-economic modelling).

Project C: Dynamics of poverty among micro-entrepreneurs in Luanda (Microcredit Phase II). (Poverty and entrepreneurship.)

2<sup>nd</sup> research area: *Politics, elections and democracy.*

Project D: Political institutions, constitution and elections.

Project E: Local taxation and local democracy under the oil state (Local governance and taxation.)

Project F: Media, elections, and critical voices in civil society and opposition. (Pluralism and civil society)

#### Comments

There is no doubt about the utmost relevance of 'oil wealth management and economic diversification'. Still a few remarks are needed:

1. Oil wealth management was at the outset not addressed directly, in a separate project, although it has been one obvious theme among many others in the projects A, B, G and to some extent E. It was a timely initiative to start a new project on the Sovereign Wealth Fund (*Fundo Soberano de Angola*) half way through the 2<sup>nd</sup> phase. CEIC and CMI have recruited an acknowledged expert on Angola to take part in the team, and the project has well formulated research questions and a realistic design and timetable.
2. Wealth redistribution, included through the new tax system in the making, is also an obvious research area, not least seen from the emphasis by international and Norwegian development policies on the national redistribution issue. Although the absence of national census data and lack of access to taxation data makes it difficult to measure the evolution of economic and social inequality and make evidence-based policy recommendations, researchers are used to cope with such challenges.
3. The links between the two research areas, e.g. between economy and politics, and between macro and micro-levels (of both economic and political processes) do not seem to be elaborated. This is surprising given the emphasis on a political economy approach in the Project Document.

The 'social sector' – all kind of policy issues related to poverty, inequality and the society – seems to be limited to project C (poverty and entrepreneurship), focused on Luanda. This motivates a few comments:

1. Given the research initiated by CEIC and UCAN on 'rural poverty' before Phase 2 started, it is a pity that the research programme did not link up with the rural poverty project as planned, through two proposed projects: "Agricultural and rural diversification" ("the expansion of estate agriculture in Huambo province and its role in agricultural development") and "health services" ("Empowering communities: the role of accountability in improving health service delivery in Angola"). They were left out when the programme after consultation with the Embassy had to reduce the proposed budget, and CMI had problems to staff these two projects.
2. CEIC has since 2011 issued its annual social report (*Relatório Social de Angola*). This should also have been a reason enough for reformulating the programme and bringing more of CMIs support resources into the social area.

3. In view of the new national census being prepared, a higher social research capacity at CEIC will be even more relevant. It could be linked to social policy analysis much needed in Angola.

#### 2.4 A cross-cutting issue: the relevance of gender

The core support project proposal<sup>1</sup> from CEIC has amongst its objectives “to contribute to policies and studies for the increase of the participation of women in various sectors of society”. “*Production of gender sensitive data*” is also one of the five ‘immediate objectives’ of the Programme although there was no gender-related objective formulated in the first programme proposal from CEIC and CMI<sup>2</sup>, so it was probably added after discussions with the Royal Norwegian Embassy. Nevertheless, in the mentioned programme proposal there were references to gender awareness in the introduction to each of the two research programmes. On p.21 three projects stood out to produce gender-specific data: the poverty and entrepreneurship project, the agriculture project and the health project. Unfortunately the two latter projects were omitted from the programme.

Asked whether the research projects have managed to produce gender sensitive data, the two CMI researchers working with the poverty and entrepreneurship project confirmed that this was an important aspect in their work. The CMI researcher working on project B on infrastructures informed us that a gender perspective on means of transport and priorities in road construction investments was developed in that project. This was confirmed by CEIC, and the recent inclusion of a female researcher from Lusitana University in Benguela will help to improve this aspect of the research. However, other CEIC-CMI projects fail to systematically produce gender sensitive data. In order to address this, CEIC-CMI could seek advice from a gender specialist or consultant. This would also assist CEIC in its own research projects such as the rural poverty project, which looks at gender differences in well-being.

The gender-issue had probably had a stronger ‘internal’ relevance if it had cut across the various components of the programme, including the one on development of human resources. Although there is no certain link between gender-sensitiveness and women participation, it is likely that the gender dimension had been strengthened with more females recruited to the research teams. There is no woman among the current nine researchers participating from CMI, even though CMI has a 50-50 gender balance amongst its staff. Ways for the CEIC-CMI research to benefit from this underutilized potential should be explored. On the CEIC side, there is one female among the current seven researchers (four permanent researchers and three research assistants), although two female assistant researchers are expected to join CEIC from January 2014 onwards. Continuous efforts should be made to find ways to retain these female researchers as well as to recruit more of them in future. Among the administrative staff involved in the programme the women participation is higher, particularly in CEIC.

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<sup>1</sup> CEIC, Proposta MFA Core Financial Support 2010/2013. Luanda, May 22, 2010.

<sup>2</sup> Project Proposal to the Royal Norwegian Embassy, Luanda. CEIC-CMI Cooperation Programme 2011-2014. January 27, 2011. From here on also called ‘the Project Document’.

### 3. The cooperation programme and its effectiveness

In this section the reviewers present their assessment of the effectiveness of the programme, in terms of progress towards achievement of the planned goals.

CEIC-CMI's joint internal review<sup>3</sup> divides the programme in three areas: Research activities, 'dissemination and policy dialogue', and 'capacity building and institutional strengthening'. We use the same division. It is useful to distinguish between 'research activity' and 'dissemination and policy dialogue', two areas which were conflated in the project proposal of 2011. 'Research activity' can then be delimited to the academic exercise leading to research reports, academic conference papers and journal articles. 'Dissemination' becomes the attempts to reach out to the wider public, and not only the academic community, at least to the policy making elite of state and society through policy briefs, participation in public conferences and events, and media appearances. These definitions need to be used in a constant way, though, in order to measure progress, outputs and goal achievements over time.

Separating 'research activity' from 'capacity building' can, however, be problematic particularly when it comes to assessing increased human capacity for research. The project proposal (2011) stated that "*capacity development is based on 'learning together'* through joint research efforts" (p.7-8). This is a valid principle and both CEIC and CMI researchers have indicated to find important value in activities such as the planning and execution of field work and other data gathering, joint writing, conference organisation and management. However, the proposal does not specify outputs for this type of capacity development which makes it difficult to assess this crucial part of the programme. Hence, in the progress reports and in the internal self-assessment, research capacity development is neither treated under 'research activity' nor under (institutional) "capacity building". New ways of accounting for activities that contribute to research capacity development should be explored.

#### 3.1 Research activities

The overall progress of the various projects can be assessed the following way:

**Table 1**

<i>Project</i>	<i>CEIC-CMI self-assessment</i>	<i>Reviewers' observation</i>
A: Economic diversification	"En route"	Not evident
B: Infrastructure	"Delayed, reorganised"	That's right
C: Poverty and entrepreneurship	"En route"	That's right
D: Political institutions	"Near complete"	That's right
E1: Taxation	"En route"	Not evident
E2: Decentralization <sup>4</sup>	"Slightly delayed"	That's right
F: Pluralism and civil society	"Slightly delayed"	That's right

<sup>3</sup> CEIC – CMI collaboration programme: Joint internal review in connection to the mid-term review of the 2<sup>nd</sup> phase (2011-2014). October 2013

<sup>4</sup> Research project E on local governance and taxation was split up into two projects: one concentrating on the on-going tax reform and the other on decentralization and participation in local governance.

G: Macro-economic modelling	"Delayed, reorganised"	Not evident
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According to CEIC and CMI, four of the eight projects are somewhat delayed. Whilst they consider the status of two projects (project A and E1) to be 'en route', the research outputs that would guarantee such a status are not yet available. In addition, for project G it is not evident that the new plan to finalize the project is feasible.<sup>5</sup> Therefore, for the reviewers only two out of eight projects are clearly on schedule – project C and project D. It is encouraging to observe that the latter - project D Political institutions – is near complete. The reviewers recognize that there were lengthy periods of (sick-) leave of key staff members which to a large extent explain slow progress for several projects. On the other hand, this is a sign of weakness in the design and management of the CEIC-CMI programme, which has not adjusted its ambitions to realistic capacities and not taken precautions against obvious risk factors such as the leave of key staff members. The programme should have reduced the number of projects, and increased the number of researchers in each of them, in order to provide sufficient human resource back-up. By the end of 2013, the situation is that a significant amount of work remains for the final year of Phase 2.

To measure the progress made in terms of output production, CEIC-CMI have provided a table which is included in Annex 4. However, the reviewers find that the assessment of this table is made difficult by the fact that it does not follow the format of the table of planned outputs and outcomes envisaged in the project proposal document (2011), even though these were formulated as "management tools in monitoring achievements of outputs and outcomes" (p. 12-13). It is natural and commendable that the initial (ambitious) planned outputs were adjusted during the programme period. These adjustments should be included in updated work plans, to be discussed and approved in semi-annual meetings, and progress should be measured according to these plans. In doing so, attention should be paid so as not to conflate reporting on activities related to research and to dissemination.

Another technical reporting challenge is to avoid a conflation of outputs produced in different phases of the research collaboration. Based on a list produced by CMI and CEIC<sup>6</sup>, we regard the scientific outputs produced in 2011 and many outputs produced in 2012 as actually resulting from Phase 1:

- Of 18 briefs<sup>7</sup>, 12 seem to be a result of Phase 1<sup>8</sup>
- Of 7 book chapters, 4 seem to be a result of Phase 1.
- Of 6 journal articles, 2 seem to be a result of Phase 1.

As to research and policy briefs, 43 issues were promised by the Project Document, 20 from project G Macro-economic modelling alone.<sup>9</sup> Of the 23 other briefs, 6 have been produced.

<sup>5</sup> As outlined to the reviewers by the CEIC director, this plan entails bringing back in Jan Isaksen, who was originally involved in the project but is now based at the Norwegian Embassy in Zambia, after a failed attempt to bring on board a Portuguese economist.

<sup>6</sup> We are here comparing "Written outputs, CEIC-CMI 2011-14" sent to us by CMI with the preliminary end report of the 2008-2010 programme phase.

<sup>7</sup> 6 of the briefs are published in both English and Portuguese, making 12 briefs. 4 are only in English, 1 is only in Portuguese, and 1 is in Portuguese with an English version published in a book

<sup>8</sup> Vol.2 (2012) no. 1, 2, 3, 4 and 5; Vol.3 (2013) no.1.

<sup>9</sup> This included the production of macro-economic data and projections in the annual economic report and the quarterly *barómetro*.

The production of the remaining 17 planned briefs will likely pose a huge challenge to the productivity of the last year of the programme.

As to journal articles and book chapters, it is of course not fair to expect many published before the final year of the research programme. However, the progress reports could more clearly have informed about research reports, working papers and academic conference papers that are aimed at becoming published in journals and books, to indicate that articles are on their way.

Finally, co-authorship between CEIC and CMI researchers should be carefully addressed because it is a good indicator of the quality of the cooperation itself. CEIC and CMI says about this: “we think it is paramount to encourage co-publications of Norwegians and Angolans – despite the linguistic challenges”.<sup>10</sup> The following table summarizes our findings:

**Table 2**

<i>Project</i>	<i>Scientific outputs from Phase 2 (2013 )<sup>11</sup></i>	<i>Co-authored scientific outputs from Phase 1 or 2</i>
A: Economic diversification	Yes	No
B: Infrastructure	No	Yes
C: Poverty and entrepreneurship	No	No <sup>12</sup>
D: Political institutions	Yes	No
E: Local governance and taxation	Yes	No
F: Pluralism and civil society	No	No
G: Macro-economic modelling	No	Yes

Only two of the seven projects have managed to produce co-authored scientific outputs. Project B (Infrastructure) stands out positively, also with outputs produced by Angolan researchers alone. The remaining five projects are dominated by outputs produced by CMI researchers.<sup>13</sup>

### 3.2 Dissemination and policy dialogue

The production of briefs (and of a newsletter) saw a very vibrant start in 2011. Still, most of the briefs published in 2011 were probably spill-overs from Phase 1. The briefs from Phase 2 will probably pick up with the finalisation of the projects in 2014. What should cause concern, though, is the fact that the reviewers did not meet any people outside CMI or CEIC who had acquired and read any single *brief*! However, records of the number of downloads from the CMI Angola website suggest that there is an interest in these briefs with the 2011 brief on ‘China and Angola: strategic partnership or marriage of convenience?’ by Corkin

<sup>10</sup> Written comments on the draft review report.

<sup>11</sup> Defined as published journal articles, book chapters or briefs clearly linked to new research made in Phase 2

<sup>12</sup> One article is co-authored with A. Cain, the director of Development Workshop Angola, who is an Angolan resident but not an Angolan citizen and not part of the CEIC staff.

<sup>13</sup> Two researchers stand out: Dr. Kolstad and Dr. Wiig, senior researchers (economists) at CMI. They have co-authored four of the journal articles and three of the book articles; more than half of the international publications coming out of the programme.

receiving the highest number of downloads (3230), followed by the 2012 brief entitled 'Análise do processo de reforma fiscal em Angola... e porque incentivos fiscais devem ser evitados' by Fjeldstad, Jensen and Orre (1956 downloads) and the 2011 brief 'Partidos politicos em Angola: na tendência africana' by Amundsen (1647 downloads).<sup>14</sup>

In addition, the fact that two of the three most-read briefs as well as many numerous working papers and reports are downloaded in their Portuguese version suggests that there is an interest in the country or at least in the Lusophone world in the research produced by CEIC-CMI. This is also reflected in the visits to the CEIC and CMI websites. Notable here is that the CEIC website receives nearly double of the visits of CMI's Angola website, although this number has decreased over the past three years.

**Table 3**

Website visits	2011	2012	2013
<a href="http://www.cmi.no/angola/">www.cmi.no/angola/</a>	1457	2500	2248
<a href="http://www.ceic-ucan.org">www.ceic-ucan.org</a>	6077	5594	4846

Possible improvements to the CMI website consist of a better organization of the current section for publications. In the section it is possible to find a list of all publications related to Angola (the earliest publication is from 1999) but it is not possible to select publications by categories (date, authors, title). Without this option it is difficult to find a particular publication or to have an overview of the outputs published in the different phases of the project. These improvements should also be taken into account in the website of CEIC, which is currently being updated.

Such improvements should go hand in hand with improvements in CEIC-CMI's dissemination system in Angola, which is not contributing to fully exploring the interest that exists in the CEIC-CMI research. In this regard, the circulation of a newsletter, as promised in the programme proposal (2011) would be crucial to bring research output to the attention of the public.<sup>15</sup>

What seems to be impressive, though, is the participation in policy conferences as well as media appearances in Angola made by CEIC's and CMI's researchers<sup>16</sup>. In Phase 2 there have been 45 oral dissemination events so far.<sup>17</sup> There have been numerous appearances of CEIC and CMI staff in national media in Angola and Norway, and in international media – outside Angola mainly by CMI researchers. However, it is not always possible to relate these appearances to previous or on-going research projects in/on Angola. In addition, these appearances are very unevenly distributed between the researchers and projects. While CEIC organises regular and important conferences such as the launch of the annual economic and social reports, the CEIC-CMI research programme has organised few activities

<sup>14</sup> See Annex 3 for the list of downloads.

<sup>15</sup> According to CEIC-CMI they have a database of "stakeholder emails" that on three occasions has been used to circulate newsletters, although the last time took place in 2011. This database is clearly an under-utilized resource.

<sup>16</sup> A document by CMI's Angola coordinator: "Events, dissemination & communication", October 2013.

<sup>17</sup> See Annex 4.



aimed at discussing research results with specific target groups in Angola. More interactive events, such as workshops, should be organised frequently.

### 3.3 Capacity building and institutional strengthening

**Table 4**

<i>Project</i>	<i>CEIC-CEIC self-assessment</i>	<i>Reviewers' observation</i>
Institutional development	"En route"	No, the plan not implemented
IT development	"En route"	Maybe
Training	"Slightly delayed"	No, the plan not implemented

As to institutional development, the following planned outputs have *not* been, or are being, produced:

- The strategic plans 2011-2014 (HR)
- The administrative guidelines (manual)
- Database for contacts/international hub.

The latter (database) is related to IT development. We have not received documentation that there is:

- a UCAN/CEIC ICT plan
- a stream of ICT courses carried out
- a CEIC intranet operating<sup>18</sup>

Furthermore, the plan for a 6-9 month ICT *only* internship has not been implemented – and it is questionable if it will be carried out at all. On the other hand, two young CEIC researchers have had internships at CMI during their work on their master thesis, and during the stay they were given training in various ICT issues, among others.

When it comes to training, the courses for the staff have not been documented. We were informed that intensive English courses abroad (South Africa) have been postponed because the staff have problems to leave their job and their family for the required period of time.

When it comes to the training of master students and development of junior researchers, only project E (tax reform) has a permanently employed junior researcher involved - his master's being a result of collective efforts from CMI and CEIC to retain master degree students. This junior researcher is the only one, out of over 20 students who have gained master degrees abroad through UCAN support, who has remained with CEIC and is now currently employed as a full-time researcher. In addition, two assistant researchers were contracted in September 2013. Additional five research assistants (amongst which two females) are expected to join CEIC from January 2014 onwards. Two students who are currently completing their doctoral studies, and one who is completing his master's, are expected to join CEIC in the second semester of 2014.

<sup>18</sup> In the comments to the draft review report CEIC-CMI note that a CEIC intranet was set up in late 2010, but was discontinued due to problems with the UCAN server. Several delays were caused by key staff being ill or studying abroad. However, the CEIC intranet and website are expected to be launched soon.

The possibility of organizing a Master program in economic development between UCAN and NHH has been discussed since 2009 following an initiative from CMI.<sup>19</sup> That would immensely contribute to improving CEIC's recruitment base for researchers. Meanwhile, funding has been secured through an international oil company and the first 30 to 40 students, which are to be recruited from current bachelor students as well as from private companies, are expected to start in the first semester of 2014.

### **3.4 Overall assessment of the CEIC-CMI research collaboration program**

As to the contribution of the CEIC-CMI research collaboration programme to the improvement of the knowledge base and the policy debate in both Angola and Norway, the programme seems to have made good and relevant inroads, although the previous sections have shown that there is clear room for improvement when it comes to the effectiveness of research output and dissemination.

Directly linked to the issue of effectiveness is the importance of CEIC's academic and institutional research capacity, one of the other immediate objectives of the research collaboration programme. In this regard, it is important to assess CMI's role and contribution to strengthening this capacity as well as CEIC's ability to manage its finances.

#### **CMI's role as partner**

CMI had a difficult start of Phase 2. The programme coordinator, one of the most experienced staff members of CMI (and an economist), was called to another job. A senior researcher with in-depth Angola knowledge and Portuguese skills also had to pull out of the programme. Another project leader had to leave the project when he was promoted to new director of CMI. In this situation, a senior researcher, who was the youngest of the project leaders and the only remaining CMI researcher in the programme being an expert on Angola and speaking fluently Portuguese, became the new coordinator. In hindsight, CMI's top-management should have prioritized to recruit Portuguese-speaking people who could have assisted the new coordinator in strengthening the direction of the programme. At the same time, the new programme coordinator continued to be the leader of two of the projects in the programme. The capacity of CMI, or better the management of CMI's capacities, has become an issue almost as important as the administrative and research capacity of CEIC.

CMI is an excellent partner in research activity. However, in spite of CMI's international experience in this area, the development of research capacity among colleagues, particularly among the youngest colleagues in a country like Angola, remains a difficult area due to structural challenges such as language barriers. The mentioned challenge of co-authoring scientific outputs illustrates this problem.

When it comes to management support and ICT, incl. vital electronic dissemination and distribution of the research information, the language barriers problems also seem to have

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<sup>19</sup> Assessment report Samfunns- og næringslivsforskning AS (SNF) NOMA Program: NHH's Collaboration in the Master in Economic Development at Universidade Católica de Angola (UCAN), July 2009. CMI's Steinar Hegre has been instrumental in these efforts.

been important, in addition to the fact that CMI's administrative staff is not specialized in transferring skills and building capacities in partner institutions.

CMI has assumed particular responsibilities to achieve the programme objectives of strengthening "the knowledge base in Norway (on Angola)" and "policy debate in Norway". The CMI Angola website is instrumental to build a publicly accessible knowledge base, therefore the before mentioned remarks about the dissemination activities apply also to the achievement of this objective. In addition, more could have been done to make the development research community in Norway more engaged on Angola for example as discussants on conferences and workshops. The Angola conference in Bergen in December 2012 should be followed up by annual events to promote a policy debate in Norway related to the research carried out on Angola. Moreover, some of the briefs could more directly address the Norwegian-Angolan relations and Norwegian development policy issues raised by Angolan experiences.

#### **Financial management**

Regarding the financial management reports and auditing system, these appear to work well. CEIC has its own auditor. However, under-utilization of funds seems to be a chronic problem. That might indicate that the CEIC researchers have nothing to report, because they do not have time for the projects with CMI. However, we have no evidence that this is the case. The causes might be: (i) lack of culture of invoicing internally and writing time sheets; (ii) The assistants do not know they can invoice the (extra) work they do for CMI researchers on visit. We were told that both permanent researchers and research assistants have become more pertinent with writing time sheets.

There should perhaps be more emphasis on '*institutional auditing*', to ensure continuous '*monitoring & evaluation*' of the project. The embassy should see to that there is a closer monitoring of the implementation of the programme. For instance it should have demanded that the crucial Strategic Plans, scheduled in the Project Document, were formulated.

Regarding the M&E system of the program, there is a lack of precision and quality of the narrative progress report. It was difficult for the reviewers to assess the progress of outputs because the annual progress reports do not follow the format set up in the Project Document. In addition, it is often difficult to verify the linkage of a particular output to a particular phase, project or activity (as defined in the Project Document).

### **3.5 Overall assessment of the CEIC core financial support**

When it comes to the fostering of public debate on important policy issues, the core financial support given to CEIC has been effective taking into account the political context of Angola. CEIC currently occupies a leading role when it comes to producing applied research and bringing this to the public.

However, less attention has been paid to ensuring that CEIC builds up the necessary capacity for its role to be sustainable. In addition, the role that UCAN could play in this regard as well as the ways in which national capacity for public policy research, formulation and evaluation

could be strengthened, two of the other objectives of the Embassy's core financial support to CEIC.

#### **CEIC as a leading research centre**

The core financial support has mainly allowed CEIC to finance the salaries of CEIC staff and annually produce an economic, social and energy report. The annual economic report can be seen as CEIC's 'flagship' publication, an 'annual highlight' which has defined the public face of CEIC. This consistent output has given CEIC much credibility and visibility.

CEIC's leading role as a research centre is also an important result of the high-level networks of which its senior researchers are part. In addition, to advance its work CEIC has proved very capable in terms of building partnerships with local NGOs and academic institutions, such as the branch of Lusíada University in Benguela. It has also carried out important efforts to extend research and dissemination activities to the provinces, for instance by launching the economic report in provinces other than Luanda and by involving local branches of NGOs in provinces in research. Examples include NCA's role in rural poverty research in the province of Uíge and ADRA's contribution to rural poverty research in the province of Huambo.

Finally, CEIC has shown an awareness of the Embassy's concerns surrounding the need to diversify its financial revenues. For instance, recently efforts have been made to generate additional funds by providing research and analysis services to companies, such as the oil company BP.

However, perhaps in the absence of consistent institutional auditing on the part of the Embassy, CEIC has not been able to elaborate a strategic plan for human resource and institutional development over the past three years. The need for more structured work plans was already highlighted in the mid-term review of 2009, but the Embassy has *not* held CEIC to account in this regard.

This may have contributed to the fact that in Phase 2, CEIC has not been able to significantly strengthen its capacity, even though this was a core objective of its proposal for core financial support. The lack of skilled people has forced CEIC to rely on core research staff to carry out administrative duties, such as dissemination, conference organizing and the maintenance of the website.

Regarding the objective of "building national capacity" in various areas of public policy research, formulation and evaluation, CEIC builds a capacity that is 'national' to the extent that it manages to involve other organizations and research institutions also in the provinces in the activities. We have seen positive signs of this in some of the research projects (e.g. project B on infrastructures with Lusíada university Benguela). However, the reviewers have not been able to assess this issue well enough.

#### **Sustainability**

Interviews with UCAN representatives indicate that the University is aware of the important role that CEIC plays. The appointment of a new chancellor, the elaboration of a Strategic Plan for the years of 2014-2019 and the development of a MA programme with NHH point

to a will to strengthen research capacity in the University. Ways in which this will to strengthen capacity can be further translated into assistance to CEIC should be explored. In this regard, the participation of UCAN officials in English language courses is to be encouraged. This would also facilitate the establishment of partnerships with other research institutions.

## 4. Conclusions and recommendations

The findings of this review do not put the importance of the Norwegian Embassy's support to economic and social science research in Angola into question. However, it does raise questions with regard to the internal as opposed to external relevance of the Angolan-Norwegian research programme; the effectiveness of the research and dissemination activities; and the extent to which the academic and institutional capacity of the Angolan institution has been strengthened and the role of a foreign partner institution in this regard.

### Recommendations

*(i) Based on the experiences so far, how could the Norwegian support to CEIC contribute to build a sustainable research institute in a possible future phase of the program?*

First of all the partners need to develop clearer criteria and operational goals – financially, institutionally - regarding what constitutes a 'sustainable research institute'.

### Research

For the next phase, the match between capacity and research ambition has to be a key consideration. There is a need to scale down the size and number of research projects to avoid overstretching. Alternatively, steps must be taken to increase the capacity on the Angolan and Norwegian side before continuing the research programme in the present scale.

To become a professionally sustainable institute, CEIC should aim at employing 10 full time researchers: 5 senior researchers (category A, with a doctoral degree or similar) 5 junior researchers (category B, with a master's degree). A category C can consist of part-time research assistants receiving a scholarship while taking a master's.

The recruitment policy should address:

- Gender. At least 40 % of the permanent researchers should be women. Affirmative action to recruit more women than men for the permanent junior researcher positions should be considered.
- Multi-disciplinarity. There should be a balance between economic and other social science researchers. With UCAN's master programme in economics (from 2014) the recruitment base for CEIC will be much improved, but can lead to a further bias towards recruiting economists.
- Language. All new researchers should already be fluent in English; if not, the first activity should be an intensive language course abroad.

The junior researchers should have direct responsibility for individual research projects, to gain experience and develop skills informally, and to receive clear tutorship from senior Norwegian and Angolan researchers. There should be an institutionalization of a scholarship or internship to students from CEIC/UCAN at the foreign partner institution. The students should obtain a degree with a dissertation based on the research collaboration programme. There should be a goal for the Angolan researchers and foreign researchers to publish journal articles jointly. Every single research project should contain a human resource development plan. Guest researchers to CEIC should also be considered.

In conclusion, an overall human resource development system must be put in place to enhance the professionalization of researchers. It should include the existence of a continuously updated human development plan and define the incentives for young academic talents to embark on a life-long academic career.

### **Fund-raising**

The strategic plan of CEIC should ensure the systematic exploration of collecting revenues:

- Internally from UCAN, that will prioritise research in its next Strategic Plan for 2014-2019; an ensured core funding. If financial incentives are needed, CEIC could pay an overhead to UCAN for its external revenues.
- From the external market (Angolan and regional/African) of monitoring & evaluation of public policies and development programmes. The Census 2014 opens up some opportunities for the subsequent years.
- From the regional/international market of research projects and programmes e.g. funded by international foundations, international institutions (World Bank, European Union, African Development Bank) and research agencies (Research Council of Norway), through partnerships with e.g. CMI and other internationally renowned research institutions.

### **Financial management**

A manual for administrative and financial procedures is in the current programme plan but has not yet been developed. This must be a main priority for the remaining months of the programme period.

The financial management staff seems to possess fair skills in accounting, budgeting and expenditure control. However, they have to develop better routines in internal in-voicing based on time-sheets. This should be tested out in the whole CEIC organization as part of the work with the manual.

Skills to serve and invoice external clients should be more emphasized in the next phase.

### **Administration**

As part of the preparations for the next phase, there must be a Strategic plan for the development of the human resource system. It should be elaborated in the final year of the current Phase 2, along with the manual for the administrative/financial procedures. A renowned consultant should be hired and stay at CEIC for the time needed to develop the system and train the personnel to manage it.

This process could be combined with training in Monitoring & Evaluation needed for the implementation of the programme.

Alternatively, a proper M & E officer could be recruited as a new deputy Director to form a link between the administrative and research staff of CEIC. He/she should be responsible for monitoring the progress of CEIC's research activities. He/she could also be instrumental in offering monitoring & evaluation services to the Angolan and even African/regional market of development programmes and public policies.

Also, a person in the administration should be responsible for social communication (incl. a newsletter and managing an updated mailing list, research dissemination through social media such as Facebook and Twitter, contact with the mass media), conferences, and not least dissemination of research (policy briefs etc). This will relieve the already heavy workload of the permanent researchers.

#### **The foreign (Norwegian) partner**

The foreign (Norwegian) partner institution needs a full-time coordinator of the cooperation programme who oversees the research activities, dissemination, and capacity building with the Angolan partner. Foreign researchers need to be selected according to, and adapt to, the research interests and priorities of CEIC. A minimum of Portuguese linguistic skills must be required from all the participants on the foreign (Norwegian) side, regardless of the English skills of the Angolan partners.

#### **The Norwegian Embassy support**

Finally, does the combined model of the Embassy offering core-support to CEIC as well as research funds to a bilateral collaboration program make sense? **The reviewers think that this type of model should continue.** However, to improve the effectiveness and sustainability of this model **the core support for CEIC should form the basis for additional funding for bilateral research cooperation.** Therefore, the Embassy should invest in a more creative process preparing, with CEIC, for the next phase of the research collaboration. When it comes to the implementation of the next phase, the Embassy should be a more actively monitoring donor vis-à-vis CEIC and its foreign research partner, observing the capacity building efforts and offering consultants if needed.

*(ii) Based on Angola's development challenges and the partnership with Norway: Can the relevance of the research program with respect to the stated objectives be strengthened and if so, in what ways?*

CEIC should think about a 'participatory-national' methodology of identifying relevant research topics. A panel of stakeholders or 'users' could be carefully composed. This panel should be surveyed annually, also to get feedback of the research, publication and dissemination activities of CEIC. Moreover, CEIC could establish a more formal Advisory Board.

Another way of developing more relevant research is to open space for national competition for project funding, through a national research fund, to which a certain part of the

programme budget could be allocated. These funds could also be accessible for NGOs who want to be involved in research based dissemination of information on certain themes.

CEIC's partnership with the foreign (Norwegian) institution can be organized differently to increase relevance. Ideally, the foreign (Norwegian) partner should enter the process *after* the Angolan partner has identified the nationally relevant research themes and made its choices based on its own capacities and preferences. The foreign partner has an important role in framing these themes in an international comparative research agenda and connecting them with the development policy agenda of the Norwegian government and other international stakeholders. The more the researchers in the foreign partner institution command Portuguese and know the Angolan context, and the closer prior contact there have been with Angolan researchers through internships in Norway and as guest researchers in Angola, the more fruitful can their role be in increasing the relevance of the research.

International and national competition for project funds under an applied research programme, administered for instance by the Research Council of Norway<sup>20</sup>, might also be a way to mobilise researchers and bilateral partnerships with a talent for new but relevant research ideas.

To make the research more substantively relevant, the reviewers think the current programme follows fruitful tracks. However, social issues could be given more space. This includes the systematic production of gender sensitive data. The oil wealth management implies economic and political issues which need to be analysed in systemic ways. At the same time the redistribution imperative calls for a 'user' perspective from below, to identify adequate conditions for effective ways to reduce poverty and inequality. The research programme should strike a balance between economic, political and social issues, and be able to connect them through multi-disciplinary approaches.

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<sup>20</sup> As currently made for bilateral research programmes with South Africa, Malawi, Brazil, India and other countries in the global South. Confer also the programmes of Norwegian Centre for International Cooperation in Education (SIU).



## Annex 1: Terms of references (Invitation to tender)



### ROYAL NORWEGIAN EMBASSY

Luanda

## INVITATION TO TENDER CONSULTANCY SERVICES

### REVIEW OF THE NORWEGIAN EMBASSY'S SUPPORT TO ECONOMIC AND SOCIAL SCIENCE RESEARCH IN ANGOLA

**CASE NO. 13/05948**

**DATE: 23.08.2013**

The Norwegian Public Procurement Act of 16 July 1999 No 69 and Part I of the Norwegian Public Procurement Regulations of 7 April 2006 No 402 apply to this procurement

#### GENERAL INFORMATION

The Royal Norwegian Embassy in Angola, hereinafter referred to as the Contracting Authority, is inviting participation in a tender procedure to establish a contract to provide consultancy services in connection with a review of the Embassy's core financial support to the research institute CEIC (Centro de Estudos e Investigação Científica) at the Catholic University of Angola, as well as the support to the research collaboration program between CEIC and Chr. Michelsen Institute (CMI).

If the Contracting Authority so wishes, negotiations may be opened.

The tentative schedule for the procurement process is:

Activity	Time/Date
Publication on Doffin	23.08.2013
Deadline for receipt of tenders	06.09.2013 11:00am CET (GMT +1)
Notification of award	10.09.2013
Contract signing	11.09.2013
Expiry of tender validity period (tenders remain open for acceptance for 30 days after the deadline for receipt of tenders)	

All questions and enquiries regarding this invitation to tender shall be sent to [anskaffelser@mfa.no](mailto:anskaffelser@mfa.no). Complete tenders must be delivered electronically to: [anskaffelser@mfa.no](mailto:anskaffelser@mfa.no). The subject field in the e-mail shall be marked:

Tender, case no. 13/05948

All tenderers will be notified in writing by email when a decision has been made on the award of contract.

## ABOUT THE PROCUREMENT

### 2.1 Background

The Norwegian Embassy has supported the research institute CEIC (Centro de Estudos e Investigação Científica) at the Catholic University of Angola since 2007 through a core financial support. In addition, in 2008, a joint research collaboration program was launched with CEIC and Chr. Michsensens Institute (CMI) as partners.

These two projects are linked, but have separate contracts. Though reporting is separate on the two contracts, annual and semi-annual meetings are held jointly to facilitate synergies between the two projects. The combination of CEICs thorough knowledge about the policy environment in Angola and CMI's experience is expected to result in relevant and academically sound research. The current contracts of the two projects are set to expire in 2013 and 2014 respectively.

The objectives of the two related projects are as follows:

- CEIC core financial support 2010-13 (value of contract 8 million NOK):  
"The purpose of the core financial support to CEIC-UCAN is to contribute to the fulfillment of CEICs mission by:
  - (i) fostering public debate on important policy issues through publication of research findings and studies and arranging seminars
  - (ii) building national capacity in various areas of public policy research, formulation and evaluation
  - (iii) assisting the Catholic University of Angola in reaching its full research and teaching capacity by promoting research activities by the university staff and by establishing links with other research institutions.
- CEIC-CMI research collaboration program 2011-14 (value of contract 24 million NOK)  
"The immediate objectives of the Programme are to contribute to the improvement of":
  - (i) the knowledge base in Angola
  - (ii) the policy debate (particularly in Angola but also in Norway)
  - (iii) the knowledge base in Norway (on Angola)
  - (iv) the research capacity at CEIC (academic and institutional). The principal outputs of the Programme will be high quality research reports and dissemination of knowledge on Angola
  - (v) production of gender sensitive data in research programmes

The Embassy, CMI and CEIC have—in accordance with contract obligations— agreed to carry out a joint review of the two projects in 2013.

### 2.2 Purposes of the review

The purpose of the review is to produce an evidence-based, forward looking analysis and recommendations on the best way for the Embassy to organize support to the economic and social science research in Angola.

(i) Based on the experiences so far, how could the Norwegian support to CEIC contribute to build a sustainable research institute in a possible future phase of the program? This review aims to provide recommendations on the design of the program in order to strengthen the capacity building component in terms of research, fund-raising, financial management and administration.

(ii) Based on Angola's development challenges and the partnership with Norway: Can the relevance of the research program with respect to the stated objectives be strengthened and if so, in what ways?

### 2.3 Scope of work

- (i) Provided that the cooperation between CEIC and a Norwegian partner institution continues when current contracts expire: How can the objectives and results frameworks be strengthened and operationalized?
- (ii) Review the selection of research topics based (primarily) on the *relevance* for the public sector, business and civil society in Angola. How well do these address Angola's development challenges? Are they well suited to CEIC and CMI's competence?
- (iii) Assess the dissemination and outreach of CEIC and CMI's research on Angola, including the number of publications, quality and citations;
- (iv) Review how the projects succeed in building the human resource capacity for research at CEIC-UCAN and in Angola at large;
- (v) Review CMI's role as a partner to CEIC, including management support, ICT, and joint research activity;
- (vi) Review the CEIC and CMI financial management reports and auditing;
- (vii) With respect to financial sustainability; review how CEIC-UCAN financing strategy can be strengthened in terms of content and implementation;

### 2.4 Requirements

The assignment shall be carried out by a team of two external consultants. The consultants shall together have the following competences:

- \* Profound knowledge about the political, social and economic situation in Angola
- \* Good knowledge about on Norwegian policy on and interests in Angola
- \* Extensive experience from work on capacity building and institutional development, preferably within the field of research and development
- \* Good understanding of project/program management issues
- \* Combined the team shall have an excellent command of Portuguese, Norwegian and English

### 2.5 Deliverables

The review will be based on information received through interviews with key informants as well as the review of relevant documents. The consultants will be responsible for the programming of meetings and visits.

The review shall take place in Angola during a period of 10 days (excluding travel time). One consultant ought to visit CMI in Bergen during one day.

The consultants shall be given 3 days for preparation (each) and review of documentation before the start of field work in Angola.

A draft report in English shall be submitted to CMI, CEIC and the Embassy one week after the field work in Angola. The final report shall be presented one week after the reception of comments.

The main text of the final report shall not exceed 20 pages and ought to include an executive summary. Complementary information deemed useful should be put in the annex.

## **2.6. Timeframe**

Total time frame for the consultants is 39 days, consisting of:

Preparation:	3+ 3 days
Visit Bergen (CMI):	1 day
Travel:	2 days
Field work in Angola:	10 + 10 days
Report writing:	5 + 5 days

Timeframe: Field visit to Angola in October 2013

## **2.7 Contract type**

The following standard contract will be used: Consultancy Assignment contract

## **3. CONDITION FOR PARTICIPATION**

### **Mandatory documentation**

Only Norwegian tenderers shall submit tax and VAT certificates issued by the tax authorities in the municipality where they have their head office (Form RF-1244). The two certificates must not be more than six months old on the date of the deadline for receipt of tenders.

Submit a signed "Declaration of good conduct", appendix 1.

Submit a signed "Declaration of compliance with Norwegian health, environmental and safety legislation", appendix 2.

### **Technical and/or professional ability**

**Conditions for participation:** Tenderers must be able to document experience of relevant consultancy services the past three years.

**Documentation that must be provided:** Details of similar services provided by the tenderer during the past three years, including their value, their content, the names of the clients and the tenderer's role in the services.

### 3. AWARD CRITERIA

#### 3.1 Proposed solution for the service required (Weight 15%)

The tenderer shall submit a description of the proposed solution in accordance with chapter 2, risk factors and a progress plan.

#### 3.2. Expertise specific to the service required (weight 50%)

Tenderers shall describe relevant competence and experience for each of the consultants they propose. In addition a CV should be submitted for each consultant as documentation of competence and experience.

#### 3.3 Prices (weight 35%)

Tenderers shall offer prices (excluding VAT) for the following:

Only one hourly price for the following:

Norwegian speaking consultant

Portuguese speaking consultant

Flight tickets.

## Annex 2: List of interviewees

Name	Affiliation	Date of interview	Email
Aslak Orre	Senior researcher CMI. Coordinator of the CEIC-CMI programme	Monday 28 October	<a href="mailto:Aslak.Orre@cmi.no">Aslak.Orre@cmi.no</a>
Ottar Mæstad	Director CMI	Monday 28 October	<a href="mailto:Ottar.Maestad@cmi.no">Ottar.Maestad@cmi.no</a>
Jan Isaksen	Senior researcher CMI	Monday 28 October	<a href="mailto:Jan.Isaksen@cmi.no">Jan.Isaksen@cmi.no</a>
Inge Amundsen	Senior researcher CMI	Monday 28 October	<a href="mailto:Inge.Amundsen@cmi.no">Inge.Amundsen@cmi.no</a>
Ivar Kolstad	Research director CMI	Monday 28 October	<a href="mailto:Ivar.Kolstad@cmi.no">Ivar.Kolstad@cmi.no</a>
Arne Wiig	Senior researcher CMI	Monday 28 October	<a href="mailto:Arne.Wiig@cmi.no">Arne.Wiig@cmi.no</a>
Elling Tjønneland	Senior researcher CMI	Monday 28 October	<a href="mailto:Elling.Tjonneland@cmi.no">Elling.Tjonneland@cmi.no</a>
Arne Strand	Senior researcher CMI	Monday 28 October	<a href="mailto:Arne.Strand@cmi.no">Arne.Strand@cmi.no</a>
Steinar Hegre	Project director CMI	Monday 28 October	<a href="mailto:Steinar.Hegre@cmi.no">Steinar.Hegre@cmi.no</a>
Aksel Mjeldheim	IT manager CMI	Monday 28 October	<a href="mailto:Aksel.Mjeldheim@cmi.no">Aksel.Mjeldheim@cmi.no</a>
Hans Chr. Hveem Kjølsest	Second secretary, Royal Embassy of Norway in Luanda	Monday 4 November	<a href="mailto:Hans.Christian.Hveem.Kjolseth@mfa.no">Hans.Christian.Hveem.Kjolseth@mfa.no</a>
Ingrid Ofstad	Ambassador, Royal Embassy of Norway in Luanda	Monday 4 November	
Manuel Alves da Rocha	Director CEIC	Tuesday 5 November	<a href="mailto:joserocha.ucan@gmail.com">joserocha.ucan@gmail.com</a>
Nelson Pestana	Researcher CEIC	Tuesday 5 November	<a href="mailto:nelsonpestana@ceic-ucan.org">nelsonpestana@ceic-ucan.org</a>
Eduardo Vundo Sassa	Collaborative researcher CEIC	Tuesday 5 November	
Gilzon Lázaro	Collaborative researcher CEIC	Tuesday 5 November	
Oswaldo Silva	Collaborative researcher CEIC	Tuesday 5 November	
Regina Santos	Researcher CEIC	Tuesday 5 November	<a href="mailto:reginaluisasantos@gmail.com">reginaluisasantos@gmail.com</a>
Francisco Paulo	Researcher CEIC	Tuesday 5 November	
Margarida Teixeira	Administrative officer CEIC	Tuesday 5 November	
Afonso Romão	Financial officer CEIC	Tuesday 5 November	
Carlos Vaz	Assistant researcher CEIC	Tuesday 5 November	
Wilson Fonseca da Silva	Assistant researcher CEIC	Tuesday 5 November	
Paxote Gunza	Assistant researcher CEIC	Tuesday 5 November	
Nicholas Staines	Resident representative IMF	Wednesd. 6 November	<a href="mailto:nstaines@imf.org">nstaines@imf.org</a>
João Neves	JMJ consultancy services	Wednesd. 6 November	<a href="mailto:jmjint@aol.com">jmjint@aol.com</a>
José Octávio Serra van-Dúnem	Director Centre for Juridical-Economic and Social Sciences, Agostinho Neto University	Wednesd. 6 November	<a href="mailto:otdunem@gmail.com">otdunem@gmail.com</a>
Derek Wright	Political officer US Embassy, Luanda	Thursday 7 November	<a href="mailto:wrightdh@state.gov">wrightdh@state.gov</a>
Zeferino Teca	Political assistant US Embassy, Luanda	Thursday 7 November	
Allan Cain	Director Development Workshop Angola	Thursday 7 November	<a href="mailto:allan.cain@gmail.com">allan.cain@gmail.com</a>
Carlos Rosado de Carvalho	Director Expansão	Thursday 7 November	<a href="mailto:crosado@sapo.ao">crosado@sapo.ao</a>

Laurinda Hoygaard	Rector Universidade Privada de Angola	Thursday 7 November	<a href="mailto:laurinda_hoygaard@hotmail.com">laurinda_hoygaard@hotmail.com</a>
Vibeke Skauerud	Norwegian Church Aid	Friday 8 November	<a href="mailto:Vibeke.Skauerud@nca.no">Vibeke.Skauerud@nca.no</a>
Johan Hermstad	Norwegian Church Aid/FK Norway	Friday 8 November	
José Manuel Alves Pereira	Trade and Economy official EU delegation	Friday 8 November	<a href="mailto:jose-manuel.alves-pereira@ec.europa.eu">jose-manuel.alves-pereira@ec.europa.eu</a>
Henrique Calazans	Fund administrator PAANE	Friday 8 November	<a href="mailto:paaneadm@gmail.com">paaneadm@gmail.com</a>
José Maria Katiavala	Project assistant ADRA Huambo	Monday 11 November (phone interview)	
Maria Helena Miguel	Vice rector UCAN	Tuesday 12 November	<a href="mailto:mhsmiguel@hotmail.com">mhsmiguel@hotmail.com</a>
Justino Pinto de Andrade	Director Faculty of Economics and Management UCAN	Tuesday 12 November	
Júlio Candeeiro	Director Mosaiko	Tuesday 12 November	<a href="mailto:julio@mosaiko.op.org">julio@mosaiko.op.org</a>
Sebastião Lukoki	Vice president Statoil Angola	Wedn. 13 November	<a href="mailto:jseb@statoil.com">jseb@statoil.com</a>
Flávio Couto	Ministry of Planning	Wedn. 13 November	<a href="mailto:jfcouto55@gmail.com">jfcouto55@gmail.com</a>
Milton Reis	Ministry of Planning	Wedn. 13 November	
Gilberto Luther	Director adjunto PERT	Thursday 14 November	<a href="mailto:Gilberto.luther@pert.gv.aq">Gilberto.luther@pert.gv.aq</a> / <a href="mailto:gillluther@hotmail.com">gillluther@hotmail.com</a>

### Annex 3: List of downloads from the CEIC and CMI websites

	2011	2012	2013
Visits to the Programme webpage ( <a href="http://www.cmi.no/angola/">www.cmi.no/angola/</a> )	1457	2500	2248
Visits <a href="http://www.ceic-ucan.org">www.ceic-ucan.org</a>	6077	5594	4846
<b>Publications (from <a href="http://www.cmi.no">www.cmi.no</a>)</b>	<b>Visits*</b>	<b>Downloads</b>	
O papel das igrejas na redução da pobreza em Angola Søren Kirk Jensen, Nelson Pestana (2010) Bergen: Chr. Michelsen Institute (CMI Report R 2010: 1) 45 p.	822	3473	
China and Angola - Strategic partnership or marriage of convenience? Lucy Corkin (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 1) 4 p.	290	3230	
Desenvolver as infra-estruturas em Angola: Qual o papel da SADC? Elling N. Tjønneland (2011) Bergen: Chr. Michelsen Institute (CMI Working Paper WP 2011:3) 27 p.	680	2289	
Budget, State and People. Budget Process, Civil Society and Transparency in Angola Jan Isaksen, Inge Amundsen, Arne Wiig with Cesaltina Abreu (2007) Bergen: Chr. Michelsen Institute (CMI Report R 2007: 7) 87 p.	631	2010	
Análise do processo de reforma fiscal em Angola... e porque incentivos fiscais devem ser evitados Odd-Helge Fjeldstad, Søren Kirk Jensen, Aslak Orre (2012) Bergen: Chr. Michelsen Institute (Angola Brief vol. 2 no. 2) 4 p.	685	1956	



Introdução à Ética no Sector Público Inge Amundsen (2009) Bergen: Chr. Michelsen Institute (CMI) and Universidade Católica de Angola (UCAN)	332	1808	
Health services in Angola. Availability, quality and utilisation Mona Frøystad, Ottar Mæstad, Nohra Villamil (2011) Bergen: Chr. Michelsen Institute (CMI Report R 2011:9) 62 p.	146	1774	
Developing Angola's infrastructure: What is SADC's role? Elling N. Tjønneland (2011) Bergen: Chr. Michelsen Institute (CMI Working Paper WP 2011:3) 26 p.	272	1683	
Partidos políticos em Angola: Na tendência africana Inge Amundsen (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 10) 4 p.	271	1647	
Porquê cobrar impostos locais em Angola? ... e os desafios de o fazer Odd-Helge Fjeldstad, Aslak Jangård Orre (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 14) 4 p.	133	1597	
Reformas ao processo orçamental e gestão das finanças públicas de Angola a crise foi um sinal de alarme? Søren Kirk Jensen, Francisco Miguel Paulo (2011) Bergen: Chr. Michelsen Institute (CMI Report R 2011:7) 115 p.	427	1364	
Sistema "parlamentar-presidencial" ou presidencialismo extremo? Nelson Pestana (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 16) 4 p.	351	1358	
Orçamento, Estado e Povo. Processo de Orçamento, Sociedade Civil e Transparência em Angola Jan Isaksen, Inge Amundsen, Arne Wiig, com Cesaltina Abreu (2007) Bergen: Chr. Michelsen Institute (CMI Report R 2007: 14) 91 p.	416	1336	
Angola party politics: Into the African trend Inge Amundsen (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 9) 4 p.	150	1230	

Economic growth in Angola to 2017: The main challenges Alves da Rocha (2012) Bergen: Chr. Michelsen Institute (Angola Brief vol. 2 no. 4) 4 p.	231	1077	
Mitos e percepções sobre as empresas chinesas entre trabalhadores angolanos Regina Santos, Amália Quintão (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 15) 4 p.	69	1022	
Reforms of the Angolan budget process and public financial management: Was the crisis a wakeup call? Søren Kirk Jensen, Francisco Miguel Paulo (2011) Bergen: Chr. Michelsen Institute (CMI Report R 2011:7) 111 p.	129	1015	
Social security, poverty dynamics and economic growth in Angola's smallholder agriculture Eyolf Jul-Larsen, Bjørn Enge Bertelsen (2011) Bergen: Chr. Michelsen Institute (CMI Report R 2011:5) 33 p.	204	989	
The role of the churches in poverty reduction in Angola Søren Kirk Jensen, Nelson Pestana (2010) Bergen: Chr. Michelsen Institute (CMI Report R 2010: 1) 42 p.	929	984	
Ten challenges in public construction. CEIC-CMI public sector transparency study Tina Søreide, with Alves da Rocha, Regina Santos, António Costa and Nelson Pestana (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 19) 4 p.	93	869	
Sociedade Civil em Angola: Incursões, Espaço e Responsabilidade Inge Amundsen and Cesaltina Abreu (2007) Bergen: Chr. Michelsen Institute (CMI Report R 2007: 8) 58 p.	183	812	
Opposition Parties and the 2008 Parliamentary Elections in Angola Inge Amundsen, Markus Weimer (2008) Bergen: Chr. Michelsen Institute (CMI Working Paper WP 2008:9) 61 p.	203	754	
Civil Society in Angola: Inroads, Space and Accountability Inge Amundsen and Cesaltina Abreu (2006) Bergen: Chr. Michelsen Institute (CMI Report R 2006: 14) 53 p.	566	694	

Grandes desigualdades regionais nos serviços de saúde em Angola Ottar Mæstad, Mona Frøystad, Nohra Villamil (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 4) 4 p.	199	686	
Projectos de Construção Pública - Angola. Necessidade de fortalecer as barreiras contra a corrupção Tina Søreide (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 6) 4 p.	121	667	
Social Funds in Angola - Channels, Amounts and Impact Inge Amundsen and Arne Wiig (2008) Bergen: Chr. Michelsen Institute (CMI Working Paper WP 2008:8)	138	601	
Public construction projects - Angola. A need to fortify the barriers against corruption Tina Søreide (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 5) 4 p.	177	588	
Taking stock of the tax reform process in Angola, and why tax incentives should be avoided Odd-Helge Fjeldstad, Søren Kirk Jensen, Aslak Orre (2012) Bergen: Chr. Michelsen Institute (Angola Brief vol. 2 no. 1) 4 p.	231	566	
Political Parties and the Upcoming 2008 Parliamentary Elections in Angola Inge Amundsen, Markus Weimer (2008) Bergen: Chr. Michelsen Institute (CMI Brief vol. 7 no. 4) 4 p.	76	513	
Why collect local taxes in oil rich Angola? ... and the challenges of doing so Odd-Helge Fjeldstad, Aslak Jangård Orre (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 13) 4 p.	102	474	
O que faz um grupo de crédito funcionar? Favoritismo dentro do grupo entre clientes de microcrédito Ivar Kolstad, Arne Wiig (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 8) 4 p.	58	473	

<p>MODUCAN. A construção de um modelo macroeconómico para Angola: desafio e recompensa Line Skaldebø, Alves da Rocha (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 12) 4 p.</p>	54	438	
<p>Dez Desafios na Construção Pública. Estudo CEIC-CMI: Transparência no Sector Público Tina Sørreide, com Alves da Rocha, Regina Santos, António Costa and Nelson Pestana (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 20) 4 p.</p>	41	432	
<p>Angola health survey: Opportunities to reduce maternal and newborn mortality Ingrid Hoem Sjørnsen (2012) Bergen: Chr. Michelsen Institute (Angola Brief vol. 2 no. 3) 4 p.</p>	234	423	
<p>Strong regional inequalities in health service delivery in Angola Ottar Mæstad, Mona Frøystad, Nohra Villamil (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 3) 4 p.</p>	99	399	
<p>Mid-term Review of the Angola Programme of Norwegian People's Aid Jan Isaksen, Ingrid Samsøet and Fernando Pacheco (2006) Bergen: Chr. Michelsen Institute (CMI Report R 2006: 1) 101 p.</p>	67	395	
<p>MODUCAN. The construction of a macroeconomic model for Angola: challenging and rewarding Line Skaldebø and Alves da Rocha (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 11) 4 p.</p>	78	371	
<p>Corporate Social Responsibility in the Angolan Oil Industry Arne Wiig (2005) Bergen: Chr. Michelsen Institute (CMI Working Paper WP 2005: 8) 29 p.</p>	230	340	
<p>Experience and Institutional Capacity for Poverty and Income Distribution Analysis in Angola Jan Isaksen, Inge Tvedten, Pacheco Ilinga (2006) Bergen: Chr. Michelsen Institute (CMI Report R 2006: 19) 65 p.</p>	228	318	
<p>What makes a credit group tick? In-group favouritism among microfinance clients Ivar Kolstad, Arne Wiig (2011) Bergen: Chr. Michelsen Institute (Angola Brief vol. 1 no. 7) 4 p.</p>	40	318	

Courts under Construction in Angola: What can They do for the poor? Elin Skaar and José Octávio Serra Van-Dúnem (2006) Bergen: Chr. Michelsen Institute (CMI Working Paper WP 2006: 20)	80	273	
Controlling elections: The Angolan Election Commission Inge Amundsen (2013) Bergen: Chr. Michelsen Institute (Angola Brief vol. 3 no. 1) 4 p.	117	244	
Does diversification improve institutions in resource rich countries? Arne Wiig, Ivar Kolstad (2012) Bergen: Chr. Michelsen Institute (Angola Brief vol. 2 no. 5) 4 p.	97	186	
Institutions of checks and balances: The Election Commission of Angola Inge Amundsen (2013) Bergen: Chr. Michelsen Institute (CMI Report R 2013:5) 34 p.	60	62	
* "visits" are visits to the page with the title and summary of the publication. The publication visits and downloads do not count towards the "project website" numbers because the publications are in the main CMI site and not under the "Angola" heading.			

#### Annex 4: CMI's table summing up project outputs

Project	Scientific public.				Other written				Oral				
	Rel. Econo.	Articles	Book ch.	Report	Briefs EN	Briefs PT	Conf. papers	Op-eds	Conf. Pres	Lectures	Radio	Gov't. Meetings	Media citations
A: Economic diversification	3	2	2		1		1	1	5	4			
B: Infrastructure	2				1	2			2		1		
C: Poverty & entrepreneurship	2	2	1		1	1			8	2			
D: Political institutions		1		1	3	2			2		2		
E: Taxation	2		1		2	2			6			2	5
E: Local gov./participation		1	2							5			
F: Pluralism and civil society									1				
G: Macro-ec. Info & modelling	3				1	1							
<b>Total</b>	<b>6</b>	<b>6</b>	<b>1</b>		<b>9</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>24</b>	<b>11</b>	<b>3</b>	<b>2</b>	<b>5</b>