

Results Based Management (RBM)

Gestão baseada em resultados

Report from a mission to the National Statistical Institute of Mozambique

Maputo, Mozambique

23-27 May, 2016

within the frame work of the

***AGREEMENT ON CONSULTING ON
INSTITUTIONAL CAPACITY BUILDING,
ECONOMIC STATISTICS AND RELATED AREAS***

between

INE and Scanstat

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REPORT FROM THE RBM ADVISOR TO INE

Martin Schmidt
Mission 23-27 May 2016
First mission under Contract 221 between Scanstat and SPM Consultants

In English:

Mission summary
Recommendations
Next steps

Em Português:

Resumo da missão
Recomendações
Passos seguintes

Annex 1	Work plan contribution for the semi-annual report 2016 and PAAO 2017
Annex 2	Draft revision of the 9 key indicators of the strategic plan
Annex 3	RBM advisory status report as of April 2016
Annex 4	Tentative NSS Production Calendar format
Annex 5	Terms of Reference

Mission summary

This report follows the first mission under the contract between Scanstat and SPM Consultants for RBM services in cooperation with INE.

The contract is a continuation of cooperation between INE and the RBM advisor which has been on-going since September 2014, and this means the mission forms part of a longer term plan for modernisation of NSS management practices in planning and performance assessment. Currently, the cooperation partners focus their attention on the semi-annual report of 2016 and the planning framework for the PAAO 2017 which are both due for delivery in draft format by end June 2016.

In depth, the specific objective of the mission was to;

- contribute to the start of the planning process for 2017
- assist communications with Directors and production managers on the planning and monitoring framework for 2017
- assist the preparation of the Monthly performance reporting framework
- assist the preparation of the bi-annual NSS Report to be available for the annual planning meeting in July
- assist the inclusion of 2017 strategic priorities into the planning and monitoring framework (including the key indicators of the SEN)

To be able to follow the finer details of what the cooperation is about, the reader is referred to the ToR of the RBM Advisory, and a status report detailing progress to date (September 2014 – April 2016) which is annexed to this report.

The mission 23-27 May centred on three key instruments of the planning and reporting process - the *Monitoring file*, the *Planning frame for 2017* and the draft *Semi-annual report 2016* (due July 2016) - necessary for meeting the end June/July deadlines.

In summary, the actions taken and outputs produced by the Planning Team and the RBM advisor during the mission are detailed below;

- | | |
|--------------------------------|--|
| Monitoring file | <ul style="list-style-type: none">- File has been updated in line with production changes of March 2016- Updated results summaries for all NSS actors will be ready (3 June)- Publication Calendar found to be in need of update and correction |
| Planning frame 2017 | <ul style="list-style-type: none">- It was decided to include man-day estimates in the planning framework.- Planning team is ready to take the frame to all production managers in time for draft dead-line end June. Plan has been made (see annex X).- A draft revised list of key indicators for the Strategic Plan is ready for consideration (see annex X). |
| Semi-annual Report 2016 | <ul style="list-style-type: none">- Framework in three parts has been discussed and is ready for elaboration; all parts can be drafted by the planning team together with advisor- Monitoring file will be updated for 2015/2016 comparisons |

Recommendations

Together with the Planning Team, the advisor worked extensively on the Monitoring file and its founding document, the Publication Calendar, both essential to modern performance assessment practices. At length, also the Team discussed how to best prepare for the planning meeting in July and start the production planning process to meet the expectation of the new planning standard.

In this context, the advisor recommends the Director of DICRE to;

- Include an updated Production Overview in the Semi-annual report
- Introduce a revised and more user friendly Production Calendar framework (see annex 4) and to publish it on top of the INE website
- Include a discussion on a new set of Key indicators already at half year planning meeting in July
- If a Time Entry System is developed during second half of 2016, begin with for *production* and *production support services* only, and leave *system services* to follow later.

Next steps

It was agreed the partners would follow the joint work plan of annex 1 during June/July 2016.

It was agreed that during June and in judging progress of the draft PAAO 2017 and the semi-annual report 2016, the parties would decide on when the next mission should take place; tentatively either during the planning meeting in July, or in its aftermath sometime in early September.

Resumo da missão

Este relatório segue a primeira missão no âmbito do contracto entre Scanstat e SPM Consultants para serviços de RBM (Results Based Management – Gestão Baseado em Resultados) em cooperação com o INE.

O contracto é uma continuação da cooperação entre o INE e o assessor RBM que tem sido em curso desde Setembro de 2014, e isso significa que a missão faz parte de um plano de longo prazo para a modernização das práticas de gestão no INE quando se trata planificação e avaliação de desempenho. Actualmente, os parceiros da cooperação centrar a sua atenção sobre o relatório semianual de 2016 e do quadro de planeamento para o PAAO 2017 que são ambos devidos para entrega em forma de esboço até ao final de Junho de 2016.

Em profundidade, o objectivo específico da missão era;

- contribuir para o início do processo de planificação
- assistir as comunicações com directores e gerentes de produção no quadro de planeamento e monitorização para 2017
- assistir à preparação da estrutura de relatório de desempenho mensal
- assistir à preparação do Relatório bi-anual NSS para estar disponível para a reunião de planificação anual em Julho
- assistir a inclusão de 2017 as prioridades estratégicas para o quadro de planeamento e monitorização (incluindo os principais indicadores da SEN)

Para ser capaz de seguir os detalhes sobre a cooperação, o leitor é conferido aos TdR do RBM Consultivo, e o relatório de status detalhando o progresso até à data (Setembro de 2014 - Abril 2016) que se anexa a este relatório.

A missão de 23-27 de Maio era centrada em três instrumentos fundamentais do processo de planificação e da elaboração de relatórios - *o Arquivo de Monitoramento, o Quadro de Planificação para 2017 e o esboço do Relatório Semi-anual de 2016* (a ser pronto em Julho de 2016) - necessários para o cumprimento dos prazos até finais de Junho / Julho .

Em resumo, as acções tomadas e os resultados produzidos pela Equipa de Planeamento e o assessor RBM durante a missão são detalhados a seguir;

Ficheiro de monitoramento	<ul style="list-style-type: none">- Arquivo foi actualizado de acordo com mudanças na produção de Março 2016- Resumos actualizados dos resultados de todos os actores do SEN estarão prontos (3 de Junho)- O Calendário de Publicação encontrado com necessidade de actualização e correcção
Quadro de Planificação 2017	<ul style="list-style-type: none">- Decidiu-se incluir estimativas homem-dia, no quadro de planificação.- O equipe de planificação está pronto para apresentar o quadro para todos os gerentes de produção a tempo para o esboço de mortos-line no final de Junho. Um plano tem sido feito (ver anexo X).- Um esboço de lista revisada de indicadores-chave para o Plano Estratégico está pronto para consideração (ver anexo X).
Relatório Semianual de 2016	<ul style="list-style-type: none">- Um quadro em três partes foi discutido e está pronto para a elaboração; todas as peças podem ser elaboradas pela equipe de planificação em conjunto com o conselheiro- O ficheiro de monitorização será actualizado para comparações 2015/2016

Recomendações

Junto com o Grupo de Planificação, o assessor trabalhou extensivamente com o Ficheiro de Monitoramento e o seu documento de fundação, o Calendário de Publicação, ambos essenciais para práticas modernas de avaliação de desempenho. Por fim, também a equipe discutiu a melhor forma de se preparar para a reunião de planificação em Julho e como iniciar o processo de planificação de produção para atender a expectativa do novo padrão de planificação.

Neste contexto, o consultor recomenda o director de DICRE para;

- Incluir uma Visão Geral da Produção actualizada no relatório Semi-anual
- Introduzir um quadro do Calendário de Produção revisto e mais amigável ao utilizador (ver anexo 4) e publicá-lo no topo do site do INE
- Incluir uma discussão sobre um novo conjunto de indicadores-chave já na reunião semianual em Julho de planificação do ano
- Se um sistema de entrada de tempo é desenvolvido durante a segunda parte do ano 2016, comece com apenas os *serviços de produção* e o *apoio à produção*, e deixar os *serviços do sistema* para seguir mais tarde.

Próximos passos

Foi acordado os parceiros iria seguir o plano de trabalho conjunto do anexo 1 durante Junho / Julho de 2016.

Foi acordado que durante Junho e em julgar o progresso do projecto PAAO 2017 e o relatório semianual de 2016, as partes decidir sobre quando a próxima missão deverá ter lugar; tentativamente, quer durante a reunião de planificação em Julho, ou em suas consequências em algum momento no início de Setembro.

ANNEX 1: WORK PLAN CONTRIBUTION FOR THE SEMI-ANNUAL REPORT 2016 AND PAAO 2017

Semi-annual report 2016

Work-plan contribution

Deadline, timing

1. Full update of the Monitoring file: Martin update the *Monthly reporting frame* and sends to Rogério, Zuleka and Rafael with comments on January-June 2016 performance. Friday 3 June
2. Performance assessment for each of the strategic priorities of the PAAO 2016: Planning team requests status info form responsible staff with a dead-line in two weeks. Friday 10 June
3. Draft tabulations for the main performance assessment of the report (production volumes, timeliness, punctuality and budget turn-outs) by Rogério in two weeks. Friday 10 June
4. Elaboration and exchange on the narrative based on existing approach (Relatório 2015). Planning team and advisor. 13-24 June
5. Final tabulations when June figures are reported in the Monitoring file by Zuleka. July planning meeting
6. Final narrative elaboration when all tabulations are ready. Planning team and advisor. July planning meeting

PAAO 2017

Work-plan contribution

Deadline, timing

1. Production planning frame to all production managers and departments. Planning team. 30 May – 3 June
2. Production Departments requested to return format in two weeks. 10 June
3. Narrative drafted. Planning team and advisor; *performance assessment* based on the 2015 Report (it includes all year 2015 because of publ. delay) and *key priorities* for PAAO 2017 from Azarias. 17 June
4. Narrative and tabulations for discussion and finalisation. Planning team and advisor. 17-30 June

Key Indicators of the Strategic Plan

The following revised list includes 7 indicators and is meant as a first step towards a new set of indicators that needs further attention. The Planning Team and RBM advisor have discussed a revision in detail and concluded;

- The existing set of 9 indicators are poorly reported and the majority show no figures four years into the strategic plan period.
- Reasons include that some indicators cannot at present be credibly measured (e.g. *User satisfaction with INE products and services* or *Certified statistical operations*) and others are ambiguous or have low relevance to strategic planning (e.g. *Number of questionnaires received in the computerized system from current surveys from the provincial delegations* or *Statistical operations harmonised with other institutions*).
- To revise the list and entering indicators of key importance and international recognition (such as defined in the ESS) as input to strategic planning.

Indicator	Status, benchmark, target	Comment
1 Production timeliness	Trend NSS 2013-2015 available (improving) Target to keep reducing production time, aim for 15-20% for the strategy period 2013-2017	<i>Internationally recognized indicator of efficiency and utility</i> High relevance to production planning and productivity assessment
2 Production punctuality	Trend NSS 2013-2015 available (deteriorating) Target to reverse trend and be at 85% in 2017	<i>Internationally recognized indicator of efficiency and utility</i> High relevance to production planning
3 Key survey response rates	Figures should exist and can be collected	<i>Internationally recognized indicator of production/survey quality</i> High relevance to survey planning
4 Web downloads	Can this be done? Anselmo (IT) has shown that figures exist and will prepare draft.	<i>Internationally recognized indicator of user utility and satisfaction</i> High relevance to production planning
5 Budget execution rate	Further INE internal discussion needed.	Medium relevance to production planning
6 Statistical operations harmonised with other institutions	Further INE internal discussion needed. Two (IES) Integrated System of Economic Surveys and (IAI) Integrated Agricultural Survey (yet to come into effect?) Can progress on the INCAF be used?	Medium relevance to production planning but of strategic value Within Strategy period -2017
7 Staff performance assessment	Further INE internal discussion needed. Good practice in statistics is to measure the achievement of the <i>production units</i> (productivity), rather than to focus on individual performance.	Some statistics agencies in the OECD have elaborated individual rating systems. RBM advisor considers such individual systems premature for INE.

Summary report on the RBM advisory to INE

Stockholm 160510

Att: Robert Backlund, Swedish Embassy

This is a summary of the RBM advisory (Martin Schmidt, SPM) to date since its inception in September 2014. It contains a summary of results (Results to date), a needs assessment for 2016-2017 (Future needs), and a brief assessment of the status of INE and NSS regarding modern planning- and reporting capacities (Future needs and Table 2).

Results to date

The Planning department of INE, DICRE, and the RBM advisor have now been cooperating on the development of modern planning and performance assessment practices since September 2014; a period of 20 months. Table 1 summarises the main results recorded to date.

Table 1: Summary of results from the cooperation September 2014-May 2016.

OUTPUT

Products

1. A new **production overview** for NSS
2. A **product based planning framework** (including full instruction)
3. A **production plan overview for INE** (including full explanatory)
4. A revised **digital Publication Calendar for NSS**
5. A **digital performance monitoring file for NSS** recording production volumes, publication punctuality and timeliness for the period 2013-onwards

Training

- a) **7 staff** of the planning team (DICRE) **trained** on modern statistics planning and monitoring practices
- b) **5 staff** of the planning team (DICRE) **trained** as trainers on the production workflow framework
- c) **5 staff** of the planning team (DICRE) **trained** on monitoring file management
- d) **20 INE staff** including all directors and production managers **have basic training** on modern statistics planning and monitoring practices
- e) **25-30 INE staff trained internally** by DICRE trainers on the production workflow framework for the PAAO 2016

OUTCOME

- a) A new **product-based planning framework introduced in the PAAO 2016**
- b) A **record of statistical production process efficiency** (volumes, punctuality and timeliness) **published in the 2015 Annual Report**
- c) An **operational monthly, quarterly and annual performance reporting framework designed and introduced in INE (DICRE) reporting**
- d) A **narrative structure for INE reporting on the strategic priorities of the SEN 2013-2017 introduced in the planning and reporting framework of the INE 2015 Annual Report and the PAAO 2016**

The object of cooperation is to modernize planning and monitoring practices of the NSS in line with modern RBM practices. This is done with the purpose to promote increased production efficiency, system coordination and user utility based on improved institutionalisation (information sharing) and strategic planning.

Against this background, the central focus of the partners is to develop the INE/NSS

- A. *product based planning framework*, and
- B. *performance assessment monitoring system*,

but the work implies direct and indirect associations with a number of planning and reporting instruments that are all in focus of the cooperation. These are on display with status and descriptions in table 2.

Future needs and direction

It is recognised that the practices implied in the cooperation are largely alien to INE, and most definitely to current active practices. Challenges include aspects of transparency, joint and strategic planning, efficient deployment of common resources, flexible approaches to operational planning and execution, performance targeting and productivity as a chief objective, user utility and user interaction, among others.

For this reason, one should expect to work long-term and incrementally with the introduction and development of modern planning and monitoring practices in the NSS.

In the near future, meaning the remainder of 2016 and 2017, it is advised that focus remains on safeguarding the advances made so far on the planning and monitoring framework, and incrementally develop their functionality and usefulness to INE and the NSS as a whole. This means to support the annual report 2016, the annual plan 2017, and the supporting structure already created. In addition, the following key priorities and activities are advised in the two main areas of cooperation:

A. *Development of the planning framework*

- introduction of a Time Entry System for recording the division of labour across products, production phases, training, administration etc.
- developing product-based budget allocations
- slowly introducing common planning and monitoring practices across all actors in the NSS
- prepare for the transition to a new strategic phase from 2018 and a new long term strategic plan for NSS that is increasingly product and performance oriented

B. *Development of the performance assessment framework (PAF)*

- introduce input indicators in the PAF – human resource and budget input to production – to enable a broader view of process efficiency as an input to planning
- introduce systematic monitoring of indicators of statistical quality
- continuously develop the reporting framework
- support INE joint planning through advisory and training on *performance assessment* and *management response*
- slowly work towards the introduction of a common structure for product descriptions (ESMS is the advised model) across NSS products.

Table 2. Summary of planning and reporting instruments subject to RBM cooperation:

Instruments		Status by Dec 2014	Status by April 2015	Status by May 2016	Description
1	INE Annual Plan	In place; Project based	In place; Product based frame introduced	In place; Product based frame introduced in 2016 PAAO	The INE Annual Plan 2016 is published. It is reoriented from the 2015 activity or 'project' based frame to a 'product' based frame in line with good practice. The plan also introduces key ESS indicators for statistics production <i>process efficiency</i> (production volume, timeliness and punctuality).
2	INE Annual Report	In place; Limited performance assessment	In place; Limited performance assessment	In place; Performance assessment (process efficiency) and revised strategic priority setting introduced	The INE Annual Report 2015 is published. Since the 2014 version it includes a performance assessment (for statistics- and INE organisational development) and an improved section on production- and organisational development strategic priorities. It is also more explicit on budget priorities and motivations. Finally, it introduced a much improved and evidence-based production overview which offers users and partners a point of reference for assessment.
3	Production Plan (GSBPM standard)	Not in place	The format is ready to be implemented from May 2015	The format is implemented and visible in the 2016 PAAO	Each product summarised in a production plan spelling out details of the production process, publications, HR input, support services and budget. Common format enables INE level monitoring of production efficiency as a key input to the planning process.
4	Production Overview	Draft produced	2015 summary in place (base-year 2013)	2015 summary introduced in Annual Plan 2016 and Annual report 2015	A summary of system production including key information of system performance and development; production timeliness, punctuality and volumes compared over time (baseline year in 2013).
5	Performance Assessment Framework (PAF)	Not in place	Not in place	A rudimentary draft exist for continued development	A document spelling out principles for performance assessment, information management and evidence-based planning (incl. management response). The PAF also includes performance indicators, baselines and targets, normally for a strategy period of 3-5 years.
6	Production monitoring file (digital)	Draft exist	In place; Monitoring 3 indicators of production efficiency	In place; Monitoring 3 indicators of production efficiency	An electronic file that records progress according to set performance indicators and based on the production plan and publication calendar formats. In the future it can also be based on a HR time entry system and budget turn-out information.
7	PAF Reporting standard	Not in place	Not in place	A rudimentary draft exist for continued development	A standard explaining how and what information should be treated in monthly/quarterly/bi-annual/annual reports from the PAF.
8	PAF reports	Not in place	Not in place; 1 st examples have been designed (3 indicators)	Frame to be introduced in Q1 report 2016	Regular INE internal reporting format (active electronic format) on a) process efficiency, b) statistical production quality and c) organisational development.
9	Time Entry System	Not in place	Not in place	Not in place	An electronic system where staff records their time input according to department, product, production phase, support and system services, administration, training etc. System allows assessments of productivity over time.
10	Product descriptions (ESMS standard)	A structure exist for some products	A structure exist for some products	A structure exist for some products	A product metadata structure to be made public and that covers key and comparable information about statistical products and their content. It is a cornerstone in a user oriented statistical system providing transparency, performance information and a basis for product development.

Mês

Publicação	Frequência	Sujeito	Meio de disseminação	Data	Comente
	<i>Anual</i>				
	<i>Semestral</i>				
	<i>Mensal</i>				
	<i>Semanal</i>				

TERMS OF REFERENCE

for a series of short-term missions on

ADVISORY ON THE INE PLANNING AND REPORTING FRAMEWORK 2015-2017

within the

AGREEMENT ON CONSULTING IN INSTITUTIONAL CAPACITY BUILDING,
ECONOMIC STATISTICS AND RELATED AREAS
between INE and Scanstat.

Counterpart: Azarias Nhanzimo Director of DICRE at INE

Consultant: Martin Schmidt, CEO SPM Consultants, Stockholm

Background

The National Institute of Statistics (*Instituto Nacional de Estadística*, INE) was created by a Presidential Decree in 1996 (law 07/1996), as the executing agency of the National Statistical System (SEN) and an independent body, reporting to the Council of Ministers. The INE is in charge of data collection and dissemination of the country's official statistics. The law allows INE to delegate authority to government ministries and institutions for collecting data, and has done so since 1998 under stated conditions. The High Council on Statistics (CSE) is the body that supervises guides and coordinates the SEN. Its meetings take place ordinarily twice a year to evaluate the SEN Annual Report and review the SEN Plans and various methodological matters, which are later sent for approval to the Government. The responsibility for implementation of the Strategic Plan lies with the INE Presidency, which has a 'troika' whose task is to deal with current matters of strategic plan management and is composed by directors from the Directorate of Integration Coordination and External Relations (DICRE), the Directorate for Administration and Human Resources (DARH) and the Chief of International Relations and Cooperation Cabinet (GRIC). The director of DICRE has the responsibility of coordinating the plans and respective annual reports of the National Statistics System. The director of DARH has the responsibility of managing the financial, material and human resources necessary for the execution of the annual plans of the INE. The Chief of GRIC acts as the liaison to the cooperating partners and other external actors through the Technical and Partnership as well as the secretariat of the High Council of Statistics.

In line with a study summarizing previous recommendations by the Scandinavian programme in the light of current situation, INE has entered into a "Modernization Project", aiming at improved coordination and management at the institute. The study takes its point of departure in INE's IT capacity, but the full implementation of recommendations obviously calls for a changed organizational setup and the introduction of modern management principles (RBM). Since September 2014 this particular objective of modernization and the introduction of RBM principles has been supported by the Swedish Embassy in the form of a long-term RBM Advisor to INE. These ToR should be viewed in the context of cooperation between INE and the RBM Advisor 2014-2015. A summary of instruments affected by this cooperation and their current status is visible in the Summary Table below (pages 3-4).

INE has since 2008 invested a great deal of work in setting up results matrices reflecting annuals plans, five-year plan and the SEN strategy, and in many cases these go beyond the mere activity/output level and touches upon real outcomes. Seen to the existing matrices, the 5-year PdA 2013-2017 and the annual PAAO, it is clear that INE has reflected upon its direction and targets in a quite advanced way. This is further described in the “Manual de Planeamento”, first compiled in 2010 and then successively updated.

The existing steering documents, together with the various external studies, form a good basis for results based management, but work remains to further systematize it and to define how available information can be better used. Documents are abundant, as are the number of expected results and indicators as various levels. It can be better specified which document that guides what, the INE’s prioritization and the capacity and routine to monitor and follow up these plans. Further, INE has to secure that the M&E system really works as a guide and support for management at overarching or departmental level.

Overall Objective

To assist INE continue developing its planning and reporting framework stressing its product- and results orientation. Its development should be in line with the Manual de Planeamento, the intentions of the Modernization project of INE and the standards of the African Charter and European Code on evidence based planning and reporting practices (Charter principle 8, Code §4).

Specific objectives

The work includes assisting the design, content and use of the SEN Annual Plan, Production plans (all INE products), and the development of all instruments necessary for a Performance Assessment Framework (PAF) for SEN in line with the principles of the overall objective. From 2016, it is expected that the work would include an updated format for regular INE performance reporting (monthly).

During the period December 2015 until June 2016, assistance and training on the development, use and maintenance of the key instruments of planning and reporting is expected as outlined below:

<i>Task</i>	<i>Instrument affected (list below)</i>
A Training on the use of new planning and reporting formats for INE staff (including the planning team)	instruments 3, 5, 6 and 8
B Assisting on the design and content of the INE 2016 and 2017 Annual Plan	instruments 3, 4, and 6
C Training on performance assessment and evidence-based planning principles for INE Directors and Production Managers Once the planning team is trained this phase can be covered by the planning team.	instruments 1-2, 5-8
D Assisting the design and content of a new INE Performance Assessment Framework (PAF)	instruments 5, 7
E Assisting the design and content of a PAF reporting format for progress reporting from January 2016 and the format of the annual report for 2016.	instrument 8
F Assisting the introduction of a Time Entry System to record human resource input to production	Instrument 9

In addition, INE requests the RBM advisor to administer a RBM seminar for INE/MASA cooperation on agricultural statistics development and specifically its planning and results

framework. This cooperation has direct links to the strategic management framework of the NSS, and is hence considered connected with the overall planning and reporting framework referred to above.

In sum, a total of 25 working days for the planning framework plus another 10 days for the INE/MASA cooperation framework (35 working days in total) are expected during the period December 2015 through June 2016. Their exact allocation between tasks indicated above, until June 2016, will be subject to agreement between the Director of Planning and the Advisor.

The advisory is expected to include 2 week-long missions to Mozambique, but their timing and exact content remain subject to agreement and coordination with the Director of Planning. The advisor is expected to coordinate all tasks in this fashion.

In summary, the cooperation concerns the following documents and instruments:

<i>Instruments</i>	<i>Current status (September 2015)</i>	<i>Description</i>
1 INE Annual Plan	In place, moving to a product based format in 2016	The INE Annual Plan would change with a new planning and reporting process that is product based and performance oriented. Giving comments on the Annual Plan 2016 PAO
2 INE Annual Report	In place, needs increasing performance (efficiency, quality) focus	The INE Annual Report has much to gain as a means of communication with users and partners. The system will be served by increasing clarity and transparency, and improving performance assessment in line with modern standards as envisaged by the African Charter and the European Code.
3 Production Plan (GSBPM model)	The format is ready from May 2015, plans for a majority of products are ready by Sept 2015	Each product summarised in a production plan spelling out details of the production process, publications, HR input, support services and budget. Common format enables INE level monitoring of production efficiency as a key input to the planning process.
4 Production Overview	2015 summary in place (baseline year for key indicators is 2013)	A summary of system production including key information of system performance and development.
5 Performance Assessment Framework (PAF)	Not in place	A document spelling out the overall principles for performance assessment, information management and evidence-based planning (incl. management response). The PAF also includes performance indicators, baselines and targets for INE during the strategy period 2013-2017.
6 Production monitoring file	A first version exists, yet to be operational from 1 January 2016	An electronic file that records progress according to set performance indicators and based on the production plan and calendar formats. In the future it can also be based on a HR time entry system and budget turn-out information. The file forms part of the PAF.
7 PAF operational reporting standard	Not in place	A standard explaining what and how information should be treated in monthly/quarterly/bi-annual/annual internal reports from the PAF. As the range of performance information grows the standard evolves.
8 PAF reports	Not in place	Regular INE internal reporting format (active electronic format linked to the monitoring file; instrument 6) on a) process efficiency, b) statistical production quality and c) organisational development.
9 Time Entry System	Not in place	An electronic system where staff record their time input according to department, product, production phase, support and system services, administration, training etc. System allows assessments of <i>productivity</i> over time. It

should be linked directly to the production monitoring file (instrument 6 above) so that time input to production is regularly monitored. The system forms part of the PAF.

Expected Outputs

The key outputs include assisting the development of;

- The INE reporting framework, Monthly and Annual Reports
- The INE Production Plan in line with the GSBPM format
- The INE Production Monitoring Instrument
- The INE Production Overview
- The INE Performance Assessment Framework (including efficiency, quality and organisational development)
- The INE Progress Reporting Format
- Time entry system
- Staff capacity through training of directors, production managers and the planning team on evidence-based planning and reporting
- A planning and reporting framework for INE/MASA cooperation on the modernization of agricultural statistics 2016-2020

Beneficiaries of the mission

The mission will benefit the whole National Statistical System of Mozambique and specifically the INE planning process and ability to plan for and coordinate the NSS.

Source of Funding

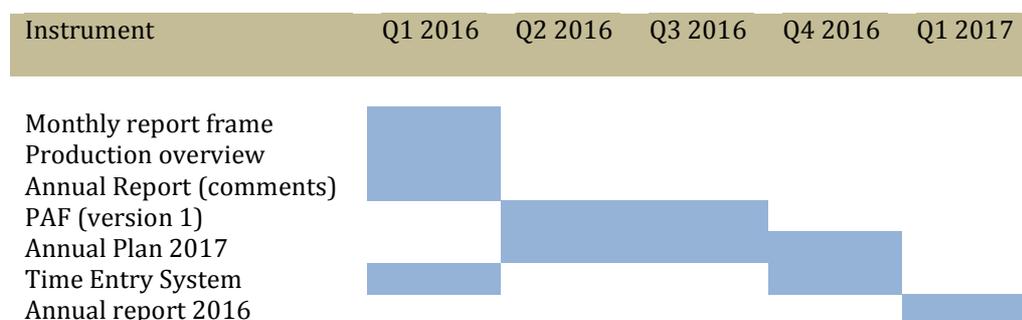
Project: MPD-2011-0017 – Coordenação e Integração Estatística
PAAO16 – 2.1.1 Promoção da Coordenação Interinstitucional

Budget

The costs for this TA is regulated by the INE-Scanstat agreement from 2012.

Time plan

The exact timing of missions to Mozambique are to be agreed between the Director of DICRE and the Advisor. An indicative time plan for the development of INE planning and reporting instruments in the medium term, created in the context of cooperation with the RBM Advisor 2014-2015, is presented below and subject to changes by the Director of DICRE.



Composition of the consultancy

One advisor on RBM and modern evidence-based planning and reporting principles in statistics.

As a minimum the advisor should;

- 1. Have expertise in Results-Based Management (RBM) in development cooperation
- 2. Have extensive experience as an advisor on the development of performance assessment frameworks in public administration in developing countries, and in particular in statistics agencies. Experiences from Africa is considered an advantage.
- 3. Be familiar with the production of statistics in Africa and in particular at the Mozambique Statistics Agency (INE), its production and management practices.
- 4. Have good knowledge of the African Charter and European Code of Practice on Statistics, in particular the articles on quality and evidence-based planning and reporting.
- 5. Have working knowledge in English or Portuguese

Place

The premises of INE in Maputo and including deskwork and communications between Maputo and Stockholm.

Language

English or/and Portuguese.

Report

The advisor will prepare a short report to be discussed with INE before ending of each mission and a final version after the complete assignment. Statistics Denmark as Lead Party will publish the final version on www.dst.dk/mozambique within 3+ weeks of the end of the mission. The structure of the report should be according to Scanstat format.

Approved by Alda Rocha, INE/GRIC

Day / /

Approved by Azarias Nhanzimo, INE/DICRE

Day / /

Confirmed by Leia Macamo, Contract Manager for the INE – Scanstat Contract

Day / /