

TERMS OF REFERENCE



CONSULTANCY TO DEVELOP ROADMAP FOR IMPLEMENTATION OF GSBPM AND ITS MODERNIZATION IN LINE WITH RECENT DEVELOPMENTS AT NATIONAL, REGIONAL AND INTERNATIONAL LEVEL

1. BACKGROUND INFORMATION

1.1 Background

The Southern African Development Community (SADC) is a Regional Economic Community comprising 16 Member States, namely; Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, Zimbabwe. Established in 1992, SADC is committed to Regional Integration and poverty eradication within Southern Africa through economic development and ensuring peace and security.

Article 14 of the SADC Treaty establishes the SADC Secretariat as the principal executive institution of SADC. The Secretariat performs its mandate and functions within the policy, strategic and programme provisions outlined in the Regional Indicative Strategic Development Plan (RISDP).

The Regional Infrastructure Development Master Plan (RIDMP), the SADC Regional Agricultural Policy (RAP), the Industrialisation Strategy and the Roadmap, among others, are complementary guiding frameworks for achieving the regional integration agenda. SADC has also developed various Protocols for domestication and implementation by Member States including the most recent one, the Protocol on Statistics, to enhance harmonization of statistics. The operating framework for implementing statistical activities as priorities for the region is the Regional Strategy for Development of Statistics (RSDS) and is aligned to SADC Vision 2050 and RISDP 2020-30.

Demand for quality and harmonized statistics has been on the rise to monitor progress in developmental agendas at national, regional, continental and global level. The scope of data demand cuts across economic, social and also on emerging issues such as climate change, disaster-risk, environment and others related.

1.2 Current situation in the Sector

The SADC Vision 2050 earmarks Statistics a priority cross-cutting sector whereby by 2050, the region strategic objective in statistics is to realize a robust and responsive regional statistical system to underpin regional integration processes, including measurement of progress and impact. The SADC RISDP 2020-30 draws impetus from the Vision 2050 and thereby identify key intervention areas to achieve the expected outcome of enhanced statistical infrastructure, systems, and capacity across the region for production and effective use of harmonized regional statistics. The key intervention areas include primarily the development and implementation of policy and legal frameworks for coordinating regional statistics and capacity across the entire data value chain of the regional statistical system strengthened.

The Regional Strategy for Development of Statistics (RSDS) 2020-30 is complementary sectoral strategy for achieving regional integration as embedded in RISDP 2020-30, for statistics sector. In line with the strategic objective, expected outcome, implementation plan

and strategic outputs of Statistics as embedded in RISDP 2020-30, the 6 identified strategic intervention areas of RSDS 2020-30 priorities for implementation are as follows:

- (i) Policy frameworks for development of regional statistics;
- (ii) Institutional strengthening and sustainability of the SADC Regional Statistical System;
- (iii) Harmonization of regional statistics;
- (iv) Digital transformation of regional statistics;
- (v) Capacity for data production, management, dissemination and use; and
- (vi) Quality of regional statistics.

In addition to the policy frameworks related to statistical matters in the region, a legal framework in the form of the Protocol on Statistics has been developed and approved to enhance the level of statistical development both nationally and regionally, facilitating the pursuit of monitoring and measuring progress of development agendas at national, regional, continental and global level. The Protocol is conceived as a binding instrument that will entrench and give legal effect to the statistical functions in the SADC region and is expected to give legal mandate to the SADC Secretariat to co-ordinate and provide oversight to the implementation of SADC Regional Statistical System.

At statutory level, the SADC Statistics Committee, comprising of Head of Statistics in the SADC Member States provides policy, strategic and professional guidance for the statistical development and integration processes in the region. The Committee meets at least once a year and monitor progress in the SADC Statistics Program and oversee the implementation of statistical development. The Statistics Unit of Secretariat primary function is to co-ordinate and rationalize all regional statistical activities in line with continental and international statistical frameworks and provides technical and secretarial support to the Statistics Committee. The Committee reports directly to the SADC Council of Ministers.

Secretariat is prioritizing statistical capacity building as part of its implementation plan guided by the RSDS 2020-30. Capacity building shall basically come in the form of: development of practical guidelines in specific domains; rolling out national and regional training programmes and; assisting Member States through technical assistance. These activities are deemed essential to achieve harmonization of statistics with adherence to international manuals and the practical guidelines to be developed. The scope of support to be delivered by SADC Secretariat to Member States also include reviewing and updating of policy instruments guiding national statistical activities such as the National Strategy for Development of Statistics (NSDS), legal frameworks (Statistics Act) and required structure with skills to deliver on the mandate to cater for increasing demand of statistical data by policy makers.

Furthermore, there are modern challenges within the data ecosystem, instilling trust in official statistics and ensuring the delivery of fit-for-purpose statistics. A structured approach to statistical processes need to be pursued with internationally endorsed frameworks such as the Generic Statistical Business Process Model and the Generic Activity Model for Statistical Organizations within the policy frameworks guiding national statistics activities. Implementation of GSBPM help statistical organizations to modernize their statistical production processes, as well as to share methods and components. Within this background, SADC Secretariat is looking to provide assistance to Member States on GSBPM.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1 Overall objective

The overall objective of this exercise is to assess/review the statistical functions of Statistics Mauritius and its modernization in line with latest developments in Statistics at national, regional, continental and international level such digitalization, potential of big data with the advent of digital technologies, change of business process models, use of GIS etc., and develop recommendations for consideration and implementation by the governance structure of Statistics Mauritius.

2.2 Specific Objectives (Purpose)

The specific objective of the assignment is to produce a Findings and Recommendation Report of Statistics Mauritius on its processes regarding its functions (applicable to GSBPM features) of statistics with the objective of improving efficiency of its core business and responsive to increasing statistical data needs at all levels to monitor policy implementation. The report should specifically mention actions required including any change in legislation, statistical infrastructure, the organigram of Statistics Mauritius, statistical processes from data collection to dissemination.

2.3 Results to be achieved by the contractor

The consultant is expected to achieve the following results in the following:

- i. Recommendations for strengthening statistical infrastructure of Mauritius for its core mandate, as measured by the dimension of “Organisation and Infrastructure” of the needs assessment study of NSS;
- ii. Identification of specific and impactful recommendations for implementation towards application of GSBPM and discussion within the governance structure for consideration; and

3. ASSUMPTIONS & RISKS

3.1 Scope of Work

Statistics Mauritius (SM) was set up in 1945 and is the central statistical authority and depository of all official statistics produced in Mauritius. SM is the official organisation responsible for collection, compilation, analysis and dissemination of the official statistical data relating to the economic and social activities of the country with a few exceptions such as health and banking which is managed by the respective Ministry and the Bank of Mauritius. SM as the central authority responsible for producing official statistics in Mauritius, is increasingly providing statistical data to public and private sectors, as well as international organisations and research bodies within and outside the country.

Mauritius signed and ratified the African Charter on Statistics in 2010. The Statistics Act 2000 was amended in 2011 to take into consideration the African Charter on Statistics as well as

the Fundamental Principles of Official Statistics. On the regional front, Mauritius has signed the SADC Protocol on Statistics and currently in the process of getting the instrument ratified. Mauritius graduated to the IMF's Special Data Dissemination Standard (SDDS) in 2012 and is now working towards becoming fully compliant with SDDS+. Statistics Mauritius has prepared a strategy for the period 2020 to 2025 under the four main strategic objectives, namely:

- Create a responsive, influential and sustainable national statistical office
- Build a strong national statistical system
- Transform how we deliver our statistics
- Obtain more value from Official Statistics

The objectives identified require SM to change, to remain relevant in the rapidly changing environment in which it operates, to become more influential by improving the use and impact of official statistics for sustainability by benchmarking with best practices on GSBPM. They address the changes that are needed to bring to SM's structure and business processes, and capacity to create an innovative and agile organisation.

In line with the strategy, SM has embarked on the implementation of an E-Business plan. The newly designed E-Business plan is based on six strategic objectives namely: (i) Create a One-Stop Data Hub, (ii) Improve Service Delivery, (iii) Achieve Operational Efficiency, (iv) Enhance security and confidentiality, (v) Adopt E Government Principles and (vi) Become resilient.

The institution is facing some challenges such as: inadequate organizational structure and lack of new skills; inadequate digital infrastructure and related rules framework and; lack of harmonization in key processes (collect, process, analyze and disseminate). It is within this context that this consultancy is looking at ensuring the above constraints/bottlenecks are dealt with by considering amongst others the strategic frameworks on statistics such as: NSDS of SM, SHaSA 2; PEER Review of the Statistics Mauritius; SADC Protocol on Statistics; Implementation of E Business Plan and modernization and use of digital technology and; new skills required at SM. The consultant is expected to assess the current situation and produce a Findings and Recommendation Report. The recommendations must look at revisions required in the current Statistics Act, steps for the implementation of (Generic Statistical Business Process Model) GSBPM and propose appropriate structure for Statistics Mauritius, including additional skills required amongst others.

3.2 Geographical area to be covered

The assignment will be carried out in the SADC Member States. Specifically, the assignment will only be covered in Mauritius.

3.3 Target groups

This consultancy is expected to target the National Statistics Office, Statistics Mauritius

3.4 Specific Work

The assignment will be carried out primarily through engagement and discussions with Statistics Mauritius and the SADC Statistics Unit of SADC Secretariat.

In particular, the consultant will be required to:

1. Review and assess the current situation of Statistics Mauritius in line with national, regional, continental and international frameworks and innovative processes of statistical collection and dissemination.
2. Produce a Roadmap with a specific activities, milestones, results indicators that will inform and guide the implementation of GSBPM. The roadmap shall be informed by findings that shall provide pertinent details with justification on proposed recommendations for consideration and implementation in line with the GSBPM as per international best practice. This also to include aspects such as: documentation review; stakeholders' engagement; assessment of current processes and capacity; gap analysis; change management and others relevant.

4. QUALIFICATIONS AND EXPERIENCE

This assignment is expected to be carried out by an individual consultant expert and should be expert in GSBPM and statistical review/coordination. The specific profile is provided below:

Qualifications and Skills

- A minimum of a Degree in statistics, economics or related field. A Masters degree and above shall be an advantage.
- Written and oral fluency in the English language is essential. Knowledge of French would be an asset.
- Excellent oral and written communication, analytical, presentation and report writing skills in English Language.
- Excellent time management and organizational skills to prioritize workload and deliver needful during the training week.

General Professional Experience

- The Expert Must have at least ten (10) years of experience in statistical coordination and innovation.

Specific Professional Experience

- 5 years Experience in developing and implementing Generic Statistical Business Process Model (GSBPM) in a particular country;
- Demonstrated experience in the development of policy frameworks guiding statistical functions in statistics such as strategy review and formulation, legal frameworks and related;
- Experience on statistical coordination and innovation at national/regional/international level;

The expert must be independent and free from conflicts of interest in the responsibilities they take on.

5. REPORTING REQUIREMENTS AND TIME SCHEDULED FOR DELIVERABLES

5.1 Reporting requirements

The consultant shall operate under the direct supervision of the Senior Officer – Research and Statistics.

All the deliverables shall be delivered to the SO – Research and Statistics.

All reports shall be in electronic format in MS Word, Excel or PowerPoint as the case may be. The Expert shall work with the Secretariat up to the end of the assignment, shall have delivered the following in electronic format within four (4) months:

Name of report	Content	Time of submission
Inception Report	Outline of the consultant understanding of the assignment and approach/methodology to be implemented with required stakeholders, assumptions, risks, communication methods and workplan with timelines	No later than 7 calendar days after the start of implementation.
Roadmap for implementation with findings	Identify main findings from assessment/review of national, regional, continental and international developments and specific recommendations with justifications and timelines for implementation in the roadmap. The recommendations have to be SMART and that can be embedded in a results-based framework for monitoring and evaluation to measure impact of the activity.	6 weeks (42 days calendar days) after submission of Inception Report.

5.2 Submission & approval of reports

Two copies of the reports referred to above must be submitted to the project manager identified in the contract. The reports must be written in English. The project manager is responsible for approving the reports.

5.3 Project Management

Overall responsibility for supervision of the Consultancy will lie with the Senior Programme Officer – Research and Statistics. The Consultant shall be responsible for the operational day-to-day management and coordination of the consultancy work.

5.4 Management Structure

The Consultant shall report to the Senior Programme Officer – Research and Statistics

6. LOGISTICS AND START DATE

6.1 Location

The assignment will involve traveling to Mauritius.

6.2 Office accommodation

None required

6.3 Facilities to be provided by the contracting authority

For the expert working on this consultancy, the Contracting Authority shall facilitate for visa entry in Mauritius, if required.

6.4 Facilities to be provided by the contractor

The contractor must ensure he/she is adequately prepared and equipped for delivery of the training and drafting of deliverables. Moreover, the Consultant is expected to be fully self-sufficient in terms of international travel associated expenses in Mauritius and laptop and related device connectivity for projector for this consultancy.

6.5 Equipment

No equipment is to be purchased on behalf of the contracting authority / procuring entity as part of this service contract or transferred to the contracting authority / procuring entity at the end of this contract. Any equipment related to this contract that is to be acquired

by the procuring entity must be purchased by means of a separate supply tender procedure.

6.6 Start date and period of implementation

The intended start date is as soon as both parties have signed the contract agreement and the period of implementation of the contract will be 60 calendar days from the date of signing the agreement.

7. MONITORING AND EVALUATION

7.1 Definition of indicators

The indicators to be used are timeliness, technical coverage and analytical quality of the Report as detailed in section 5 above.

7.2 Special requirements

The Consultant must declare any potential conflict of interest between the provision of the requested services, and other activities in which a member of their consortium or group (s), or any expert proposed in their offer is engaged.

8. ASSUMPTIONS AND RISKS

8.1 Assumptions underlying the project

It is assumed that the consultant would be procured within the reasonable time-frame and activities implemented within the schedule provided of 60 calendar days spread over 4 months.

8.2 Risks

The nature of the assignment presents negligible risks associated with the consultancy. Some of the foreseen risks are the following:

Possible risks	Risk Level	Mitigation Measures
1. Delayed delivery of expected outputs as per minimum standards	Medium	Monitor implementation and delivery of outputs every 15 calendar days through Technical Meetings

9. FINANCIAL PROPOSAL

9.1 Financial proposal

The financial proposal should include all consultancy fees and all costs .

9.2 Schedule of payment

Payments for the assignment shall be related to the reports and their approval as follows:

20% of the contract price shall be paid upon submission and approval of the Inception Report

80% of the contract price shall be paid upon submission and approval of the Findings and Recommendation Report