

BOTSWANA STRATEGY FOR THE DEVELOPMENT OF STATISTICS (BSDS) (2015 - 2020)

*“Harnessing the power of statistics
for national development”*



STATISTICS BOTSWANA



BOTSWANA STRATEGY FOR THE DEVELOPMENT OF STATISTICS (BSDS) (2015 - 2020)

*“Harnessing the power of statistics
for national development”*

Published by

Statistics Botswana
Private Bag 0024 Gaborone Botswana
Tel: (267) 367 1300 **Fax:** (267) 395 2201
Email: info@statsbots.org.bw

Copyright Reserved ©2015

TABLE OF CONTENTS

Foreword	1
Preface	2
List of Acronyms	3
Executive Summary	4
1. CHAPTER 1: BACKGROUND	
1.1 Importance of statistics	4
1.2 The National Statistical System	8
1.2.1 Main data users	8
1.2.2 Main data producers and suppliers	9
2. CHAPTER 2: NSDS DESIGN: PROCESSES AND STRUCTURES	
2.1 What is NSDS?	10
2.2 Process	10
2.3 Structures	11
3. CHAPTER 3: CURRENT SITUATION ANALYSIS	
3.1 External environment	12
3.1.1 Political Factors	12
3.1.2 Economic Factors	12
3.1.3 Social Factors	12
3.1.4 Technological Factors	12
3.1.5 Legal Factors	13
3.1.6 Environmental Factors	13
3.1.7 International Factors	13
3.2 Internal Environment	13
3.2.1 NSS Coordinator: Statistics Botswana	13
3.2.2 Stakeholder analysis	14
3.2.3 Statistical advocacy	14
3.2.4 Statistical coordination	14
3.2.5 Statistical capacity	14
3.2.6 Data development, management and dissemination	15
3.2.7 Data quality	15
3.3 SWOT Analysis	16
4. CHAPTER 4: STRATEGIC FOUNDATIONS AND DIRECTION FOR THE NATIONAL STATISTICAL SYSTEM	
4.1 Strategic Foundations	17
4.2 STRATEGIC DIRECTION	17
4.2.1 Goals	17
4.2.2 Objectives	18
4.2.3 Strategies	18
4.3 Strategy map for the national statistical system	19
4.4 NSDS scorecard (action plan)	21
5. CHAPTER 5: IMPLEMENTATION, MONITORING AND EVALUATION	
5.1 What is involved in NSDS implementation?	22
5.2 Monitoring and evaluation	23
5.2.1 Monitoring indicators	23
5.2.2 Benchmarking	23
5.2.3 Reporting mechanisms	23
6 CHAPTER 6: BUDGET AND FUNDING ARRANGEMENTS	
Annex I: Major Challenges, Objectives and Priority Initiatives for Sectors	25
Annex II: National Statistical System ACTION PLAN	29
ANNEX III: KEY CONCEPTS	30

FOREWORD



Statistics constitute an essential element in improving the ability of government to develop appropriate policies, manage the economic and social development processes, monitor improvements in the living standards of the people and report back this progress to the public using solid evidence as part of the government's accountability framework. Furthermore, statistics are needed by non-governmental organizations (NGOs), private sector, academia, analysts, the media, as well as regional and international organizations. Consequently, very robust systems and capacity are critical for generation of statistical information as well as for data storage, security, and retrieval by key stakeholders and development partners.

With the continuously expanding interest in statistics globally for a variety of reasons, it is critical that we ensure fitness for purpose of statistics we disseminate. It is the fitness for purpose with regards to relevance, accuracy, timeliness, quality, accessibility clarity, comparability and coherence that the strategy will address amongst other things.

I take note that Statistics Botswana has worked with various stakeholders, referred herein as

the National Statistics System (NSS) to design the National Strategy for the Development of Statistics (NSDS), with the aim of strengthening the NSS so that it can provide more reliable statistics for informing development processes. Suffice to mention that this is the first statistical plan of its kind to be developed in the country hence its timing could not have been more opportune. The strategy has been designed at a time when:

- a) the Ministry is preparing the next National Development Plan (NDP11),
- b) Government is designing a National Monitoring and Evaluation Framework to enhance monitoring and evaluation of development programmes and projects,
- c) the Government is reviewing the current Vision 2016 and preparing for the next national Vision
- d) inter-governmental negotiations are taking place to finalise the goals for post-2015 sustainable development
- e) a "data revolution" to support the sustainable development agenda is being elaborated at international and continental level,
- f) the roadmap for Africa's Agenda 2063 is being articulated.

These factors underscore the national, regional and global importance of this strategy.

I would like to acknowledge the valuable participation of all sectors and stakeholders that contribute to this achievement.

Finally, I would like to express my appreciation to the African Development Bank, UNDP, as well as the government of Botswana for providing the necessary support in the development of the strategy.

Hon. Kenneth Ontefetse Matambo
MINISTER OF FINANCE AND DEVELOPMENT
PLANNING

PREFACE



The National Strategy for the Development of Statistics (NSDS) is a robust, comprehensive and coherent framework that facilitates the development of statistics and enhance their utility in the country. It is an international recognised approach that enables effective coordination of the National Statistical System (NSS). For this purpose the NSDS has been developed as follows:

This NSDS brief has six chapters. Chapter One gives background information about the importance of Statistics to development process, the National Statistical System (NSS) and its components. Chapter Two presents the process of designing the NSDS – compliance with international best practices, the sectoral approach and design structures.

The assessment of the state of statistics in sectors is presented in Chapter Three. This chapter presents the main results from the assessment covering results on stakeholder analysis; statistical advocacy; statistical coordination; statistical capacity; data development, management and dissemination; and data quality. Chapter Four gives the strategic foundations (vision, mission and core values) and strategic direction – goals, objectives, strategies and the Action Plan. Chapter Five presents NSDS implementation, monitoring and evaluation while Chapter Six presents the budget and funding arrangements.

There are three annexes. Annex I major challenges, objectives and priority initiatives for sectors, Annex II presents the NSS Action Plan while Annex III presents the key concepts.

Finally, I want to express our appreciation to the African Development Bank (AfDB) which provided technical assistance for the design of the NSDS as well as the UNDP, Prof. Ben Kiregyera, the international consultant and Mr. Moses Ngorima, the national consultant who provided invaluable guidance, support and insights into the design of this strategy.

I invite those sectors which were not included in the first phase to step forward and join the NSDS process and our stakeholders in effectively implementing this BSDS.

Anna N. Majelantle
STATISTICIAN GENERAL, STATISTICS BOTSWANA

LIST OF ACRONYMS

AfDB	African Development Bank
AR	Annual Review
BSC	Balanced Scorecard
CSO	Central Statistical Office
DQAF	Data Quality Assessment Framework
GDP	Gross Domestic Product
IASC	Inter-Agency Statistics Committee
ICT	Information and Communication technology
IMF	International Monetary Fund
IT	Information Technology
MDA	Government Ministry, Department or Agency
MDG	Millennium Development Goal
MIS	Management Information Systems
MTR	Medium-term Report
NDP	National Development Plan
NDQAF	National Data Quality Assurance Framework
NGO	Non-Governmental Organization
NSDS	National Strategy for the Development of Statistics
NSDS	National Strategy for the Development of Statistics
NSO	National Statistical Office
NSS	National Statistical System
QPR	Quarterly Progress Report
SADC	Southern Africa Development Community
SB	Statistics Botswana
SCI	Statistical Capacity Indicator
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SSC	Sector Statistics Committee
SSP	Sector Statistics Plan
SWOT	Strength, Weakness, Opportunity and Threat
TR	Terminal Report
UN	United Nations
UNDP	United Nations Development Programme
WAVES	Wealth Accounting and the Valuation of Ecosystems Services

EXECUTIVE SUMMARY

I: IMPORTANCE OF STATISTICS

Statistics have come to be recognized internationally as part of enabling infrastructure for development. They act as a stimulant to public action, a catalyst for change, and an input into making development programme work. Among other things, statistics provide a basis for informed policy and decision-making; help identify best courses of action in addressing complex issues like poverty; are essential to managing service delivery as well as for transparency, accountability and democracy; provide a sound basis for the design, management, monitoring and evaluation of national policy frameworks and annual performance targets set out in annual budgets and sectoral programmes; and are essential for managing for results which focus on development outcomes.

National development in Botswana is guided by the **evolving national agenda** which includes the Long-term Vision, National Development Plans, and other national priorities. This calls for mainstreaming of statistics into policy and planning processes to make statistics more relevant to national development processes and also to support and align to the different global as well as regional integration initiatives for reporting and monitoring.

II: NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS

There is consensus internationally about the need for a holistic and strategic approach to improving an NSS and building statistical capacity to provide the information needed for development programmes. In this connection, SB decided in 2012 to design a National Strategy for the Development of Statistics (NSDS). The NSDS provides a robust, comprehensive and coherent framework to facilitate the development of statistics and enhance their utility in the country.

The NSDS aims to: address data limitations; mobilize and prioritise use of resources for statistics; integrate statistics within national policy, planning and budget processes to generate performance indicators; evaluate the whole NSS and provide a coherent framework for all national and international

statistical programmes and for donor support to those programmes; provide an action plan for statistical capacity building; and act as a catalyst for change.

The NSDS has been designed using international best practice that entailed advocating for statistics, especially among political leadership, decision-makers and development partners to secure buy-in and support; participation, inclusivity and consensus-building; empowering staff and others involved in the process; broadening and deepening communication – communication within sectors, communication among sectors as well as between sectors and SB.

A sectoral or bottom-up approach was used, initially with 11 sectors selected to participate in the process while other sectors were to be taken on gradually. Of the 11 sectors, only seven (7) sectors fully participated in the process. An assessment of the state of statistics in each selected sector was made as a basis for designing a Sector Statistics Plan (SSP) for each one of those sectors. SB was treated as a special sector but a sector all the same. The SSPs were then used as building blocks for designing the NSDS, which took on board cross-cutting issues from SSPs as well as emerging issues.

III: MAIN FINDINGS FROM ASSESSMENT

One of the requirements for an effective NSS is that it should have a centre that holds. The assessment showed that SB is a strong enough centre to anchor the NSS. SB has been strengthened through the revision of the Statistics Act in 2009 which enables the organisation to develop and coordinate the National Statistical System (NSS). Since the Statistics Act is new, most stakeholders are acquainting themselves with this central statutory role that SB is required to play in the NSS. They also appreciate the pool of expertise in different areas of statistics at SB.

Stakeholder Analysis

There are many stakeholders in the NSS as well as in sector statistical systems. These stakeholders want to see a strong and stakeholder-driven NSS in place. In the envisioned NSS, statistics is fully integrated into policy and decision-

making processes at all levels; various user needs are better identified and prioritized; comprehensive, credible, impartial and objective statistics are produced to effectively respond to these needs; there are open data platforms and systems to enable data accessibility by all; data users are empowered to interpret and use data for various purposes.

Statistical Advocacy

The assessment showed that little and impactful statistical advocacy takes place in sectors and across the NSS, especially at high policy and political level. This has had negative consequences for statistical development in sectors including: inadequate commitment to statistical development, lack of prioritization for statistics, and lack of a statistical structure in most sectors.

Statistical Coordination

The assessment of the NSS showed low levels of coordination and information-sharing in the NSS.

Statistical Capacity

The assessment showed that there is low and declining statistical capacity in the country mainly due to lack of statistical structures and programmes, limited human resources as well as inadequate ICT infrastructure and financial resources.

Data Development, Management And Dissemination

The assessment showed that data development, management and dissemination are inadequate across sectors.

Data Quality

The assessment showed that data quality in some sectors is low due to lack of a National Data Quality Assurance Framework and weak coordination of the NSS. This has resulted in compromised quality of statistics in terms of relevance, accuracy, timeliness, accessibility, clarity, comparability and coherence.

The non-existence of a Data Quality Assurance Framework and weak coordination of the NSS is mainly due to: inadequate assessment of user needs; lack of mechanisms for assessing user needs in sectors; non-compliance with international standards and guidelines in data

collection; lack of a comprehensive statistical programme; some data sources (like districts) are not good; lack of standardized tools for data collection; inadequate training and supervision of data collectors; inadequate automation of the statistical system; inadequate data management; lack of coordination of data sources; inadequate data dissemination; lack of Annual Statistical Reports in most sectors; and limited use of web sites to disseminate data.

IV: STRATEGIC DIRECTION

The following were identified as the strategic foundations (Vision, Mission and Core Values) and strategic direction (Goals and objectives) for the NSS:

Strategic Foundation

Vision:	To be a world-class provider of quality official statistics and related services.
Mission:	To support policy, planning and decision-making at all levels by providing comprehensive integrated and quality statistics on a sustainable basis.
Core Values:	Integrity, Transparency, Focus on Customer, Focus on Quality, / Accountability, Team Work, Professionalism and Confidentiality.

Strategic Direction

Three broad goals were identified and these are supported by 9 objectives.

Goal 1: Greater use of statistics for policy, planning and decision-making

Goal 2: An effective National Statistical System

Goal 3: Increase resources for statistics

These goals are presented with their corresponding strategies, actions and required results in the Action Plan.

V: IMPLEMENTATION, MONITORING AND EVALUATION IMPLEMENTATION

Implementation of the NSDS will involve, among other things, mobilizing drivers of strategic success including: creating NSDS awareness; reviewing the Statistics Act to make it more enabling; creating a Strategy-supportive culture; creating

coordination structures and mechanisms; managing change; seeking technical assistance to fill gaps in knowledge, skills and experience; and implementing the Action Plan.

VI. MONITORING AND EVALUATION

The implementation of the Strategy will be effectively monitored and at the end, its impact evaluated. There will be a reporting mechanism providing for preparation and distribution of periodic progress, mid-term and final reports. Progress reports will be produced quarterly, annually, mid-term and at the end.

VII: BUDGET AND FUNDING ARRANGEMENTS

The total budget for implementing the NSDS is estimated to cost **BWP 187 million** over a period of five years. Individual sectors will be budgeting for the implementation of their own sector Statistics Plans. It should also be possible to fill funding gaps by seeking assistance from development partners and any other sources in support for the development of statistics.

CHAPTER 1: BACKGROUND

1.1 IMPORTANCE OF STATISTICS

Statistics are a critical enabler for development. They provide a basis for good policy and decision-making as well as monitoring and evaluation of national policy frameworks and annual performance targets. Statistics are required by Government and other users.

Government requires statistics for policy, planning and decision-making. It is also recognized that statistics act as a stimulant to public action, a catalyst for change, and an input into making development programme work such as National Development Plans, Millennium Development Goals (MDGs) and Vision 2016.

The relevance of statistical production to

national development can be demonstrated by the alignment shown on Table 1.

In addition to Government Ministries, Departments and Agencies (MDAs), statistics are needed by investors, the business community, civil society and economic agents (business enterprises, associations, trade unions, etc.) as well as the public at large to assess opportunities, evidence based decision making, risks and prospects for business and investment purposes. National, regional, international organizations as well as donors all require statistics for various purposes including regional integration, informing development processes and for reporting on development progress.

Table 1: Alignment of high level statistical products with the pillars of Vision 2016

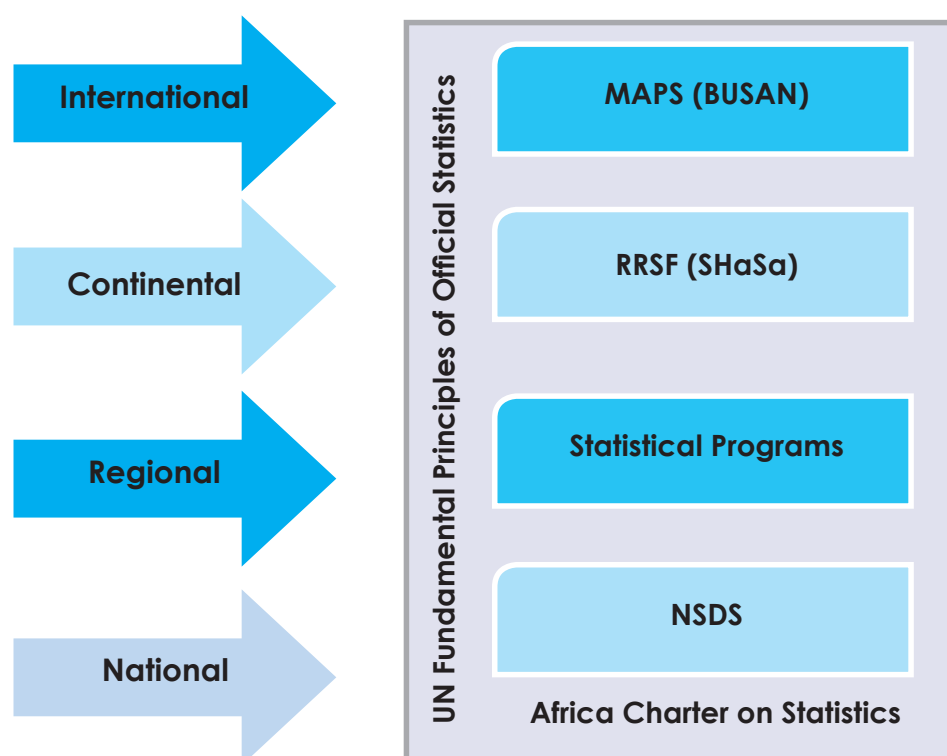
VISION 2016 PILLARS	HIGH LEVEL STATISTICAL PRODUCTS
An Educated, Informed Nation (education, informed society, telephones, literate society)	<ul style="list-style-type: none"> • Education statistics • Social statistics
A Prosperous, Productive and Innovative Nation (economy, development, employment)	<ul style="list-style-type: none"> • Production statistics (Industrial, Agriculture, Tourism, Information, Communication and Technology (ICT) etc.) • Employment statistics • Gross Domestic Product (GDP)
A Compassionate, Just and Caring Nation (poverty, inequality, health services, AIDS)	<ul style="list-style-type: none"> • Poverty statistics • Health statistics
A Safe and Secure Nation (crime)	<ul style="list-style-type: none"> • Crime statistics • Justice, Law and Order statistics
An Open, Democratic and Accountable Nation (leadership, open government)	<ul style="list-style-type: none"> • Governance statistics • Access to information
A moral and tolerant nation	<ul style="list-style-type: none"> • Gender Statistics
A united and proud nation (family values, traditions and history)	<ul style="list-style-type: none"> • Culture Statistics

1.2 THE NATIONAL STATISTICAL SYSTEM

The National Statistical System (NSS) comprises of all institutions in the country dealing with or directly associated with the provision of documents and other information for the purpose of and connected with carrying out of statistical business or use of official statistics and other statistics research & development of statistical methods and techniques, training and education.

The NSS is part of a wider statistical systems that include regional, continental and international. Its development is impacted by statistical developments at these levels, (see Fig 1). It is, therefore, crucial to appreciate and develop the NSS in context of these systems, benchmarking on best practices regionally and internationally. The following figure presents the cascading of statistical principles, frameworks and strategies from the international level, to continental, regional and finally to the national level.

Figure 1: A map of statistical principles, frameworks and strategies cascaded from the international down to national level.



1.2.1 MAIN DATA USERS

Data users are the clientele of data production systems and hence the most important component of the NSS. Indeed, there cannot be a sustainable NSS without good data users. In a sense, therefore, the NSS will be sustained to the extent that it is user-focused and demand-driven. Data users should be repositioned at the centre of the NSS where they can play upstream and proactive roles in statistical development including advancing a “common understanding of policy issues and related data requirements, setting data priorities, clarifying the objectives for data collection and agreeing on the best methods for collecting data”².

The main users, however, have been identified in Table 2.

Table 2: Main categories of data users and usage

MAIN DATA USER	MAIN USES OF DATA
Government ministries and institutions, and local authorities (districts, urban authorities)	Use data for policy development, decision-making, planning, administration, monitoring, governance and accountability
Politicians	These use data especially for debate, assessment of development needs, budget approval, etc.
Economic agents (<i>industrialists, farmers, service industries, etc.</i>)	These use data to assess business opportunities, risks and prospects; planning, decision-making, monitoring, evaluation; reporting on business activities
Civil society organizations (<i>e.g. non-governmental organizations</i>)	Use population and other statistics to plan, implement, monitor and evaluate their activities. They also use statistics for more informed policy, lobbying, holding governments to account and for reporting back to their headquarters or funders
Research and training organizations (<i>e.g. universities</i>)	Use statistics to undertake research, conduct socio-economic-demographic analyses and for teaching purposes. They mainly require microdata ³
The media	Use data to inform, analyze and report on various development issues and events, and to call organizations and governments to account
Regional and continental organizations (<i>e.g. Southern Africa Development Community, African Union, African Development Bank, UN Economic Commission for Africa</i>)	Use data to foster regional integration and development. These organizations mainly require harmonized statistics needed for monitoring observance of macroeconomic convergence criteria, the bedrock of the customs union, common market and monetary union which are key milestones of the regional integration process
International organizations, agencies and Development partners	Use data to assess requirements for assistance and/or participation in development initiatives, evaluate the effectiveness of the assistance and to provide a global picture of development
The wider public	Use data to make individual decisions and assess the performance of government, and for a variety of other purposes including public debate

2- UN Statistical Office: Household Surveys of Agriculture, a Methodological Study, Department of Technical Cooperation in Development, Statistical Office, N.Y., 1991

3- Microdata are the individual, computerized records of persons, households, dwellings or other entities that constitute the responses reported on census and survey forms. They may be data directly collected by Statistics Botswana or obtained from other sources, such as administrative sources.

It is, therefore, important that data users are identified and their data needs are determined, prioritized and reviewed periodically.

1.2.2 MAIN DATA PRODUCERS AND SUPPLIERS

Main data producers are Statistics Botswana and government Ministries, Departments and Agencies. The aforementioned produce a lot of data in their areas of jurisdiction.

Statistics Botswana (SB) is the nodal and autonomous government agency responsible for provision of official statistics as well as coordination, monitoring and supervision of the NSS as well as collection of data from primary sources in periodic socio-economic censuses and surveys. In addition, it collects secondary data from other data producers, mainly MDAs.

CHAPTER 2: NSDS DESIGN: PROCESSES AND STRUCTURES

2.1 WHAT IS NSDS?

There is consensus internationally about the need for a holistic and strategic approach to improving an NSS and building statistical capacity to provide the information needed for poverty-focused development programmes. In this connection, Statistics Botswana took a decision in 2012 to design a National Strategy for the Development of Statistics (NSDS).

The NSDS provides a robust, comprehensive and coherent framework to facilitate the development of statistics and enhance their utility in the country. The NSDS aims to: address data limitations; mobilize and prioritise use of resources for statistics; integrate statistics within national policy, planning and budget processes to generate performance indicators; look across the whole NSS and provide a coherent framework for all national and international statistical programs and for donor support to those programs; provides an action plan for statistical capacity building; and act as a catalyst for change.

2.2 PROCESS

The NSDS has been designed using international best practice that entailed advocating for statistics especially among political leadership, decision-makers and development partners to secure buy-in and support; participation, inclusivity and consensus-building; empowering

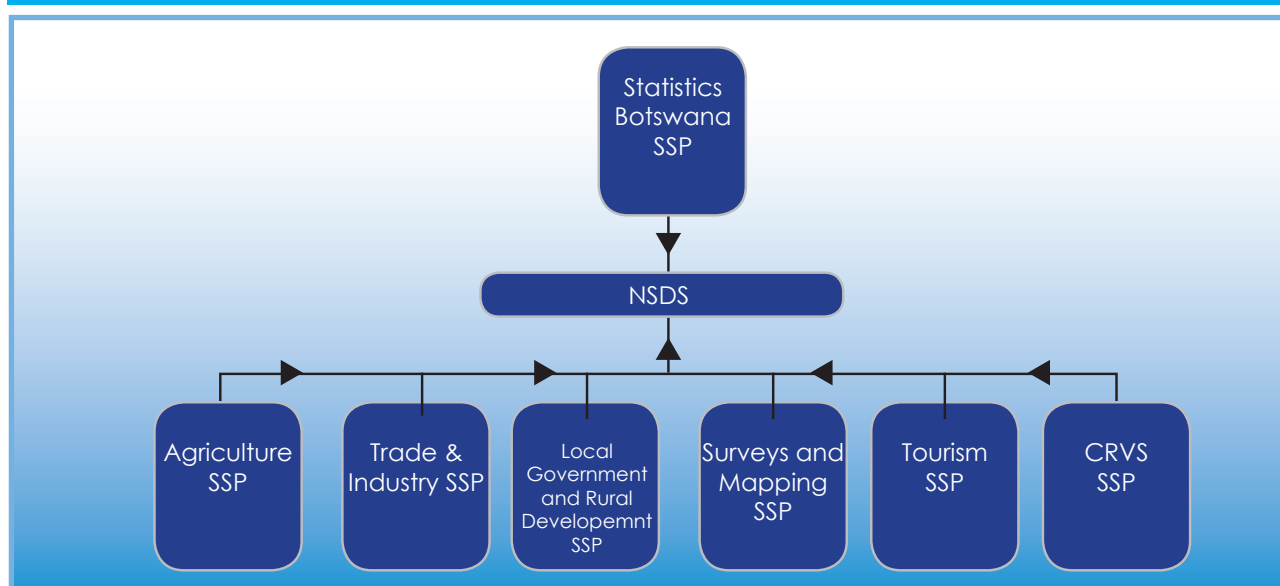
staff involved in the process and others; broadening and deepening communication – communication within sectors, communication among sectors and communication between sectors and Statistics Botswana. The design also involved literature review to establish national, regional, continental and international demand for statistics as well as determining statistical principles, frameworks and guidelines to use in the design process.

A sectoral or bottom-up approach was used with initially 11 sectors selected to participate in the process and others to be taken on gradually. In the event, only seven (7) sectors fully participated in the process namely Agriculture, Statistics Botswana, Tourism, Local Government and Rural Development, Surveys and Mapping, Trade and Industry, Civil Registration and Vital Statistics .

An assessment of the state of statistics in each selected sector was made as a basis for designing a Sector Statistics Plan (SSP) for each sector. Statistics Botswana was treated as a special sector but a sector all the same. The SSPs were then used as building blocks for designing the NSDS, which took on board cross-cutting issues from SSPs as well as emerging issues.

The sectoral or bottom-up approach is illustrated in the following figure.

Figure 2: Sectoral approach to design of NSDS

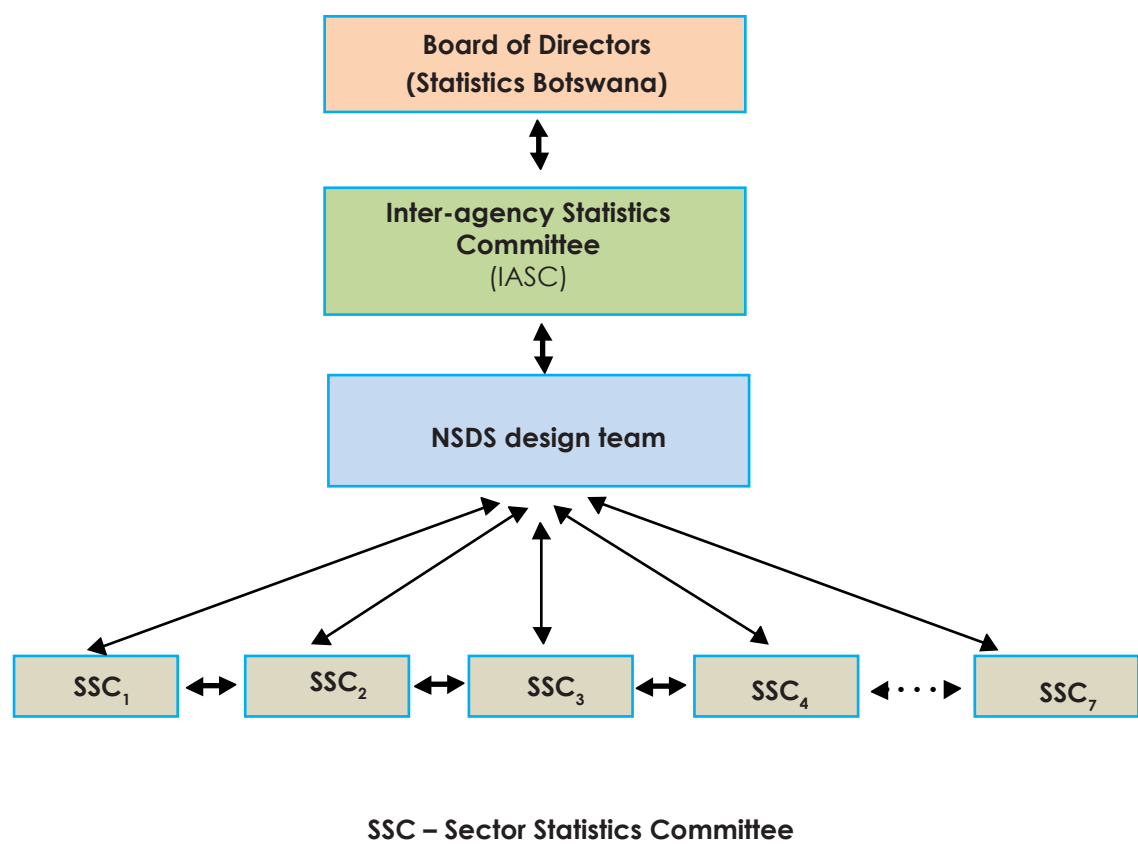


2.3 STRUCTURES

The design of the NSDS was undertaken by structures established for the said purpose. These included an Inter-Sectoral Statistics Committee chaired by the Statistician General of Statistics Botswana which acted as the steering committee for the NSDS process; NSDS design team chaired by an NSDS Coordinator and Sector Statistics Committees chaired by Sector Statistics Coordinators which undertook the assessment and design of the SSPs. The assessment covered both the external environment and the internal environment of sectors.

The following figure presents the structure used.

Figure 3: NSDS design structures



CHAPTER 3:

CURRENT SITUATION ANALYSIS

The external and internal environments were assessed in order to identify factors that could affect the development of the NSS. The results of the assessment provided input for the strengths, weaknesses, opportunities and threats (SWOT) analysis.

3.1 EXTERNAL ENVIRONMENT

The external environment analysis covered external factors, generally referred to as PESTLEI (Political, Economic, Social, Technological, Legal, Environmental and International), which provide opportunities or pose threats to the development of the NSS.

3.1.1 POLITICAL FACTORS

These relate to political or Government policy factors and includes:

- a) Vision 2016 and National Development Frameworks (e.g. National Development Plan) which provide opportunities for mainstreaming statistics in the frameworks
- b) Government policies and programmes such as e-Government, economic diversification drive, Maitlamo, and the hubinitiatives provide opportunities for statistical development;
- c) Public sector reform requires state-owned enterprises to become more efficient and self-reliant. This calls for innovation in cutting costs and generating some revenue;
- d) Monitoring and evaluation systems provide an opportunities for increasing demand for statistics; and
- e) Regional integration may lead to demand for statistics as well as some level of integration of statistical systems.

3.1.2 ECONOMIC FACTORS

These are macroeconomic factors that provide opportunities or pose threats to the NSS. The recent world recession led Government to review levels of financial support for state owned enterprises including Statistics Botswana. The subventions to these enterprises have been reduced year after year. These

reductions constraint enterprises' ability to deliver on their mandates. On the other hand, Government policy has shifted from reliance on diamonds to economic diversification, and this requires relevant statistics. There are also opportunities for sharing the financial burden to produce statistics with the sectors and this could be done partially or fully depending on the circumstance.

3.1.3 SOCIAL FACTORS

Key social factors that may impact on the development of the NSS include:

- a) new social policy areas such as HIV/AIDS surveillance, democracy and good governance, human rights and freedom, employment, etc. which provide opportunities to increase the scope and relevance of statistics;
- b) inadequate appreciation of statistics provides opportunities for information, education and communication about statistics; and
- c) Growth of human settlements (urbanization) provides opportunities for the development of geo-spatial information.

3.1.4 TECHNOLOGICAL FACTORS

The dazzling technological changes witnessed in the last decade do or should affect data development in different ways:

- a) computers have become more powerful and affordable creating opportunities for automation of statistical and other operations, data management including archiving and storage of huge datasets in the NSS,
- b) there are opportunities to create statistical databases in sectors and to network them with the a national database,
- c) development and wide spread of statistical packages such as SAS, SPSS and Stata, etc. has created opportunities for improving data analysis,
- d) availability of data visualization tools

- have increased the prospects for exploring, understanding, describing and communicating statistics. Data visualization is about communicating data and information clearly and effectively through graphical means,
- e) the growth of social media presents opportunities for improved communication but also poses a threat to reputations of organizations if not managed effectively,
 - f) growth of the Internet provides an opportunity for dissemination of statistics and to actualize and promote the open data access to statistics,
 - g) growth of mobile phone technologies provides an opportunity for collection and dissemination of statistics, and
 - h) there is the risk that inappropriate information may be adopted.

3.1.5 LEGAL FACTORS

It is widely recognized that an enabling legal framework (Statistics Act) is necessary for the development of the NSS. The Statistics Act of 2009 provides such a framework. However there are gaps in the framework including:

- a) absence of a provision for each MDA to have a Statistics Department/Unit given the overwhelming importance of statistics to the fulfilment of the mandate of each sector, and
- b) lack of governance structure for the NSS.

3.1.6 ENVIRONMENTAL FACTORS

Key environmental factors include:

- a) Demand for statistics from emerging areas e.g. climate change and WAVES project including pollution, erosion, depletion of bio-diversity, water and minerals data provides opportunities for production and dissemination of data to meet this demand.
- b) Increasing demand for statistics from wealth accounting and valuation of eco systems also provides opportunities for provision of statistics.
- c) Weather and terrain affect logistics for field data collection.

3.1.7 INTERNATIONAL FACTORS

Key international factors include.

- a) Existence of global statistical indicators and rankings e.g. Global Competitiveness Report and Human Development Index,

etc. promote appreciation and usage of statistics

- b) Growth in demand for statistics for international development provides opportunities for production and dissemination of statistics e.g. MDGs and post-2015 development agenda. However, it has also put strain on already limited resources for statistical production;
- c) existence of the African Charter on Statistics and the envisaged "data revolution" as an integral part of the post-2015 sustainable development agenda – both high level declarations - urge countries to, among other things, to increase support for statistical systems;
- d) there are international standards, frameworks, classifications, methodologies, best practices and guide lines which can be accessed free for use to improve the NSS; and e) there are donors and international organizations prepared to provide technical assistance and funding.

Opportunities emanating from international developments should be exploited. The internal environmental analysis (below) was conducted against the backdrop of the above elaborated external environment.

3.2 INTERNAL ENVIRONMENT

MAIN FINDINGS

The main findings from the assessments undertaken across sectors are provided below:

3.2.1 NSS COORDINATOR: STATISTICS BOTSWANA

One of the requirements for an effective NSS is that it should have a centre that holds. The assessment showed that Statistics Botswana is a strong enough centre to anchor the NSS. Statistics Botswana was strengthened by making it a semi-autonomous agency of government. The Statistics Act of 2009 provides for Statistics Botswana to develop and coordinate the National Statistical System. All stakeholders recognize this central statutory role Statistics Botswana is required to play in the National Statistics System. They also appreciate the huge pool of expertise in different areas of statistics at Statistics Botswana.

3.2.2 STAKEHOLDER ANALYSIS

There are many stakeholders in the National Statistical System as well as in sector statistical

systems. These stakeholders want to see a strong and stakeholder-driven NSS in place where: statistics is fully integrated into policy and decision-making processes at all levels; various user needs are better identified and prioritized; comprehensive, credible, impartial and objective statistics are produced to effectively respond to these needs; there are open data platforms and systems to enable data accessibility by all; data users are empowered to interpret and use data for various purposes.

They also wish to see strengthening and better resourcing of Statistics Botswana so that it can better coordinate the National Statistical System by setting standards, promoting use of best practices and becoming a repository of official statistics in the country as provided for in the Statistics Act.

3.2.3 STATISTICAL ADVOCACY

The assessment showed that little and impactful statistical advocacy takes place in sectors and across the NSS especially at high policy and political level. This has had negative consequences for statistical development in sectors including: inadequate commitment to statistical development, lack of prioritization for statistics, and lack of a statistical structure in most sectors. Four of the sectors covered do not have a Statistics Department/Unit and associated statistical programme and dedicated funding for statistics in most sectors.

The causes for the said limited advocacy were given as lack of empowerment and support to statistical staff in sectors by Statistics Botswana, lack of advocacy tools, lack of the right

message and lack of “champions” for statistics in sectors.

3.2.4 STATISTICAL COORDINATION

The assessment of the NSS showed low levels of coordination and information sharing in the NSS. This is reflected in the following: within sectors, there are no mechanisms for user-producer dialogue; some sectors have statistical programmes but the programmes are not widely shared with stakeholders; statistical work and statistical programme (where they exist in the sectors) are not coordinated and information sharing among sectors is generally unsatisfactory; system-wide coordination among data producers is not adequate – there are no mechanisms for data producers to meet on a regular basis to share their programmes and jointly identify gaps in data required by users; there is no national statistical programme that is prepared each year; and coordination between sectors and Statistics Botswana is weak and does not meet the sector expectations.

3.2.5 STATISTICAL CAPACITY

The assessment showed that there is low and declining statistical capacity in the country mainly due to: lack of statistical structures and programmes, limited human resources, inadequate ICT infrastructure, inadequate financial resources. This inadequate statistical capacity is reflected in the low World Bank statistical capacity indicator for the country.

Figure 4: NSS Stakeholder Matrix



3.2.6 DATA DEVELOPMENT, MANAGEMENT AND DISSEMINATION

The assessment showed that data development, management and dissemination are inadequate across sectors as can be seen below:

Inadequate data development:

This arises from inadequate assessment of user needs, lack of a Statistics Unit and a sector-wide programme for data development, non-compliance with international standards and best practices, some data sources and especially districts/extension staff are not developed/dependable, lack of standardized tools for data collection in some sectors, no training or adequate training in data collection and compilation in some sectors and inadequate supervision of some data collections.

Inadequate data management:

Due to lack of a Statistics Unit and a sector-wide programme for data management in most sectors, inadequate automation of statistical processes – some processes are still manually carried out, data analysis, interpretation and

reporting are inadequate, some sectors have no sector-wide databases as repository for their data (even Statistics Botswana has not developed a National Data Repository as required by the Statistics Act), where these databases have been developed, this has been done in uncoordinated manner.

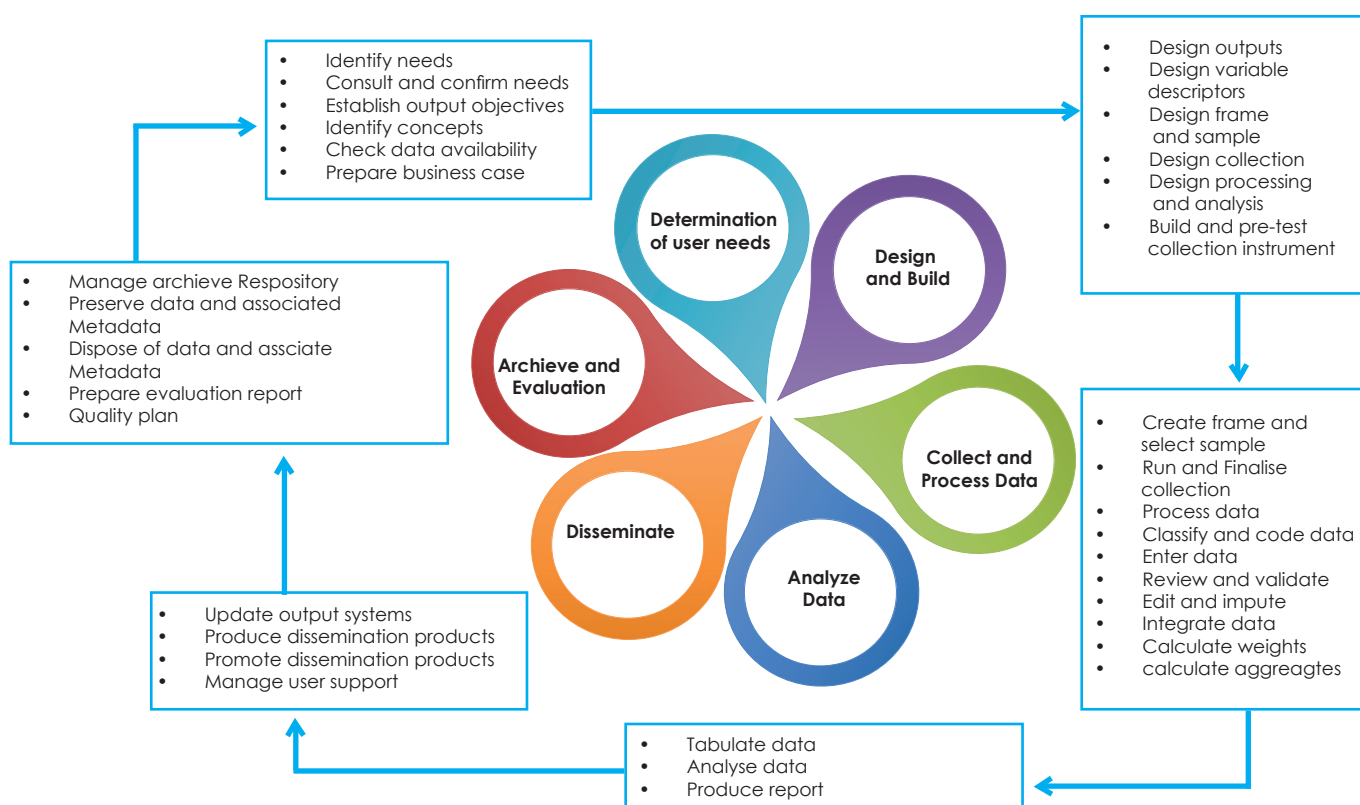
Inadequate data dissemination:

Sectors generate a lot of data mainly for internal use and without consideration about data needs of other data users. Therefore few of them disseminate them for use outside agencies producing them e.g. few sectors produce Annual Statistics Reports or Bulletins. Traditional methods used to disseminate data are mainly meetings, workshops and reports. Electronic dissemination e.g. web site, social media, etc. is by and large used to disseminate data in sectors. Statistics Botswana relies a lot on Internet for her data dissemination.

3.2.7 DATA QUALITY

The assessment showed that data quality in some sectors is low due: inadequate assessment of user needs, lack of mechanisms for assessing user needs in sectors, non-compliance with

Figure 5: NSS Value Chain

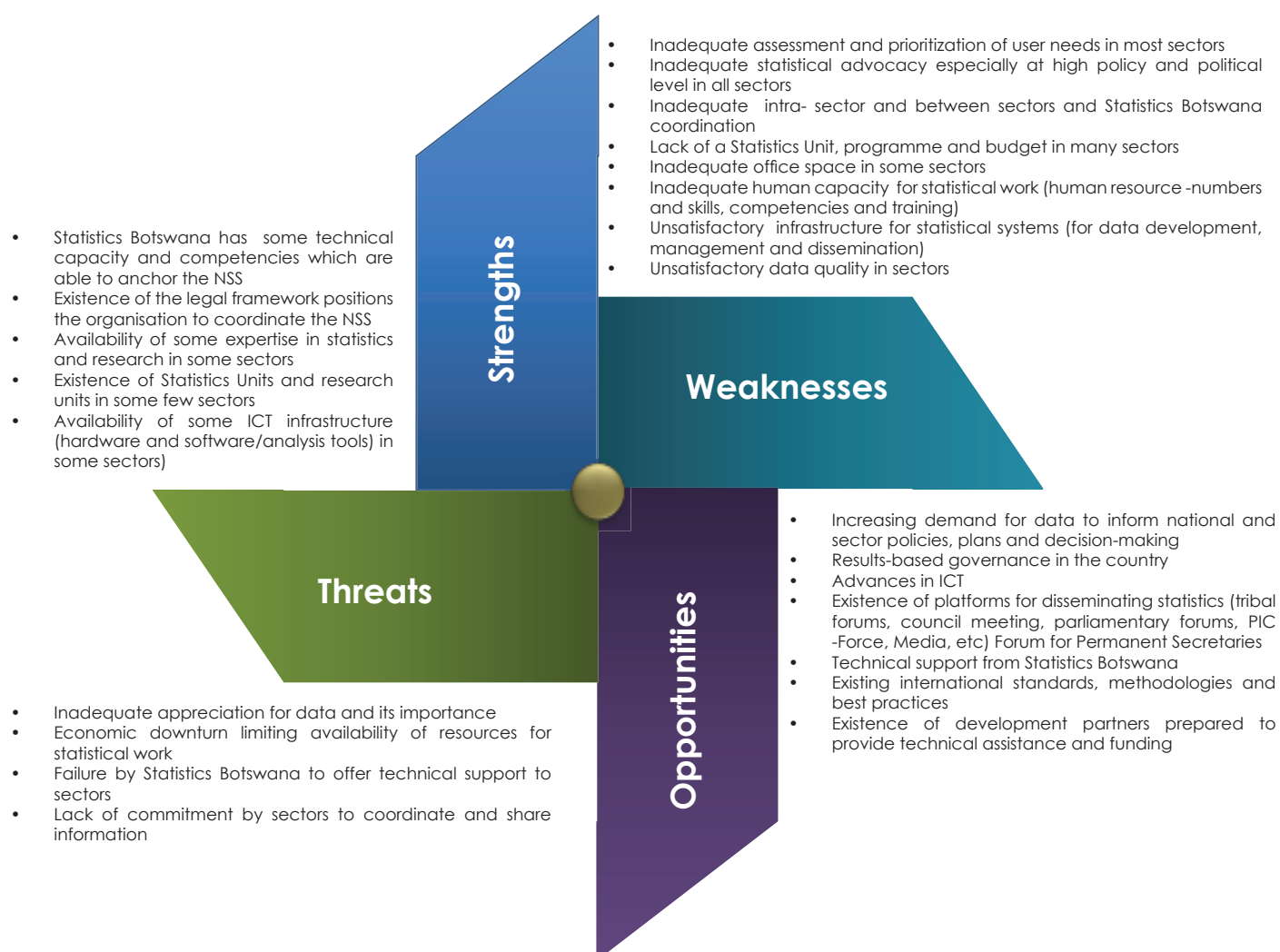


international standards and guidelines in data collection, lack of a comprehensive statistical programme, some data sources are not good (e.g. districts), lack of standardized tools for data collection, inadequate training and supervision of data collectors, inadequate automation of the statistical system, inadequate data management, lack of coordination of data sources, inadequate data dissemination, lack of Annual Statistical Reports in most sectors and limited use of Web sites to disseminate data.

3.3 SWOT ANALYSIS

The SWOT Analysis below provides a summary of key issues from the current situation assessment. Strategic responses to the key issues include building on the system's strengths, mitigating or eliminating weaknesses, exploiting or taking advantage of opportunities, and avoiding or reducing impact of threats.

Table 3: SWOT ANALYSIS



CHAPTER 4: STRATEGIC FOUNDATIONS AND DIRECTION FOR THE NATIONAL STATISTICAL SYSTEM

This section presents the strategic foundation (vision, mission and core values) and strategic direction (goals, objectives and initiatives) for the NSS.

4.1: STRATEGIC FOUNDATIONS

Strategic Foundations

VISION

To be a world class provider of quality official statistics and related services.

MISSION

“To support policy, planning and decision making at levels by providing comprehensive, integrated and quality statistics on a sustainable basis”

CORE VALUES

-Integrity - Focus on Customer - Accountability - Teamwork - Professionalism - Confidentiality

These are principles that will guide the behaviour of those involved in statistical production in the NSS. These values create a culture that all sectors should build in order to achieve the intended vision.

Table 4: NSS Strategic goals

Goal 1:	Greater use of statistics for policy, planning and decision-making
Goal 2:	Effective National Statistical System
Goal 3:	Increase resources for statistics

4.2.2 OBJECTIVES

Nine objectives have been identified for achieving the vision and mission and hence improving the NSS. Every effort was made to identify objectives that are SMART (Specific, Measurable, Achievable, Relevant, Time-bound). Each of these objectives provides a “pillar” for the NSDS. The objectives are presented in Balanced Scorecard (BSC) format. The BSC is a strategy articulation tool that integrates an organization's strategic objectives with balanced performance measures to capture critical success factors as a basis for monitoring planned achievement and give an indication of future performance.

4.2.3 STRATEGIES

Strategies are different approaches that the NSS can take to achieve the identified objectives and meet its goals. The narrative below links strategies to objectives and goals.

Goal 1: Greater use of statistics for policy, planning and decision-making

This goal has two objectives, namely increasing awareness about the benefits of statistics to society and increasing user satisfaction.

Objective 1.1 Increase awareness about the benefits of statistics to society

This objective will be met by implementing strategies relating to:

Statistical advocacy (using advocacy tools and messages); Champions for statistics (identify or cultivate champions for statistics at different levels – national, sectoral and district level who can influence and authority who believes in the importance of statistics); Statistical literacy (establish and implement statistical literacy programmes that are aligned to the International Statistical Literacy Project (ISLP)); Statistics associations (encourage statisticians in the country to build professional networks by belonging and participating in activities of the Botswana Statistical Association and international statistical associations for professional growth and development); Social networks (develop and use social networks to share data and information); Media empowerment (the media can play a useful role in national statistical development. It, therefore, needs to be empowered to report and use key statistics to support their reports and to disseminate statistics).

Objective 1.2 Increase user satisfaction

This objective is about providing users with relevant, quality data that satisfy their needs. User support is critical to enable them interpret and use the data effectively. Strategies to achieve this objective will include Understanding user needs, Dialogue with data users, Improvement to the quality of statistics (timeliness, accuracy, comparability, coherence, accessibility), Data analysis and Data dissemination.

There are a wide range of data users and it is critical to understand their varied needs so as to better provide targeted information. Similarly it is important given that the capacity to collect data far outstrips the capacity to analyze the data. Data dissemination: Statistical data is of crucial importance that statistical information are widely disseminated and accessible to users. This should be guided by a well-thought out data dissemination programme that aims to provide information in the form and timeframe that meets users' needs.

Goal 2: Effective National Statistical System

One of the main objectives of the NSDS is to deliver an effective National Statistical System. The following five objectives will be pursued to deliver such a system.

Objective 2.1: Improve statistical coordination

An effective NSS should have well-established, formal and institutionalized arrangements for coordination and collaboration among key stakeholders in the system. This objective aims at fostering coordination in the NSS.

The following strategies will be used to achieve this objective: Coordination mechanisms: This will include setting up high level committees across the NSS. The committee will be responsible for amongst other things examining statistical work programmes of the various MDA in an effort to avoid duplication of efforts and evolve the national statistical programme for the approval of the Statistics Botswana Board of Directors and developing strategies which will ensure uniform standard and methodology amongst the various agencies with a view to improving on the quality, comparability and timeliness of their statistical outputs.

The second strategy for the delivery of the objective will be in establishing collaborative working arrangements for statistical production including carrying out joint surveys and research. This initiative will eliminate duplication

of effort and save funds and encourage close collaboration between the different agencies. In addition there will be need to develop and implement technical coordination tools including compendium of common concepts, definitions and classifications; national data quality assurance framework; annual national statistical programmes; comprehensive national socio economic database, to mention but a few.

Objective 2.2 Strengthen infrastructures for statistics

This objective will be achieved thorough implementation of the following strategies: Improving physical infrastructure (offices, office equipment and transport) for statistical work for some MDAs; Statistical systems and processes including systems for data collection and management in an effort to strengthened and improve data quality; Standards including concepts, methodologies, classifications, guidelines and best practices in an effort to enhance data quality and comparability; Information and Communication Technology (ICT) infrastructure:

It is crucial to integrate ICT into statistical processes with a view to automating and strengthening them, standardizing them, facilitating data management, enabling complex data analyses and improving data dissemination. To be able to do this requires building ICT infrastructure including putting in place policies and standards, appropriate ICT facilities (computer hardware, software, connectivity), ensuring that ICT personnel are appropriately skilled in using and developing the needed applications and infrastructures, etc.

Objective 2.3 Establish statistical structures and programmes

This objective will be achieved through setting up Statistics Unit in each sector and Statistical programme which can identify key activities to be undertaken, when they will be undertaken (sequencing them), by whom they will be undertaken, their duration, key outputs and an associated budget.

Objective 2.4 Improve human capital for statistical work across the NSS

This objective will be achieved using skills and career development and staff motivation

strategies.

Objective 2.5: Improve data quality

The importance of data quality was elaborated earlier. This objective will be accomplished using the following strategies:

Statistical systems and processes: This strategy is about improving all data sources – administrative records, censuses and surveys – and processes.

a) Data sources

Here the concern is about appropriateness of data sources – households and enterprises for primary data and districts and MDAs for secondary data (administrative data). How reliable are they, can they be made more reliable? Motivating data sources to provide reliable data and information will be a part of this strategy. The other part will be to improve administrative data through promotion of standards, capacity building, technical backstopping by Statistics Botswana, etc. Efforts will also be made to synchronize surveys and routine data collections.

b) Processes

Statistical processes include links in statistical value chain including determining data user needs; undertaking data collection; doing data capture, editing, validation and storage; and data analysis and dissemination. The processes will be improved through better planning, integration, automation, etc.

Application of national and international statistical standards: This strategy is about developing and promoting national statistical standards or adapting international statistical standards to statistical work across the NSS. Standards include concepts, definitions, methodologies, classifications, etc. This will ensure both data quality and comparability.

Whilst these initiatives will undoubtedly enhance quality, the absence of a common framework within which we can systematically assess, compare and improve statistics is a weakness in our statistical system. The potential benefits of a common National Data Quality Framework are considerable. Firstly, it will provide a systematic mechanism for ongoing identification and resolution of quality problems; secondly, it will give greatly increased transparency of the

processes used to assure quality; and thirdly, it will reinforce the role of Statistics Botswana in the context of an information society.

Thus, quality is viewed in terms of 7 (seven) dimensions which will be addressed by the strategy as follows:

I) Relevance

The relevance of data products is a qualitative assessment of the value contributed by these data. Value is characterized by the degree to which the data serves to address the purposes for which they are sought by users

II) Accuracy

The accuracy of data products is the degree to which the data correctly estimate or describe the quantities or characteristics that they are designed to measure. Accuracy refers to the closeness between the values provided and the (unknown) true values. The various attributes of Accuracy will be considered. These attributes are typically measured or described in terms of the error, or the potential significance of error, introduced through individual major sources of error.

III) Credibility

The credibility of data products refers to confidence that users place in those products based simply on their image of the data producer, i.e. the brand image. Confidence by users is built over time. One important aspect is trust in the objectivity of the data. This implies that the data is perceived to be produced professionally in accordance with appropriate statistical standards, and that policies and practices are transparent. For example, data is not manipulated, nor their release timed in response to political pressure. This will be done in line with the Principle 2 of the UN Principles of Official Statistics which states that: "to retain trust in official statistics, the statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data".

IV) Timeliness

The strategy emphasizes the importance of timeliness of data products. This will reflect the length of time between their availability and the event or phenomenon they describe, as well as considering the context of the time period that permits the information to be of value and still acted upon.

V) Punctuality

The punctuality of data products implies the existence of a publication schedule and reflects the degree to which the data is released in accordance with it. A release calendar will be in place that will set target release dates or may involve a commitment to release data within prescribed time period from their receipt. Here "release date" refers to the date on which the data is first made publicly available, by whatever medium, typically but not inevitably the web site.

VI) Accessibility

The accessibility of data products reflects how readily the data can be located and accessed from within the NSS data holdings. The range of different users leads to such considerations as multiple dissemination formats and selective presentation of metadata. Thus, accessibility includes the suitability of the form in which the data is available, the media of dissemination, and the availability of metadata and user support services. It also includes the affordability of the data to users in relation to its value to them and whether the user has reasonable opportunity to know that the data is available and how to access them.

VII) Interpretability

The interpretability of data products reflects the ease with which the user may understand and properly use and analyse the data. The adequacy of the definitions of concepts, target populations, variables and terminology underlying the data, and information describing the limitations of the data, if any, largely determines the degree of interpretability.

The range of different users leads to such considerations as metadata presentation in layers of increasing detail. Definitional and procedural metadata will assist in interpretability, thus the coherence of these metadata is an aspect of interpretability.

Goal 3: Increase resources for statistics

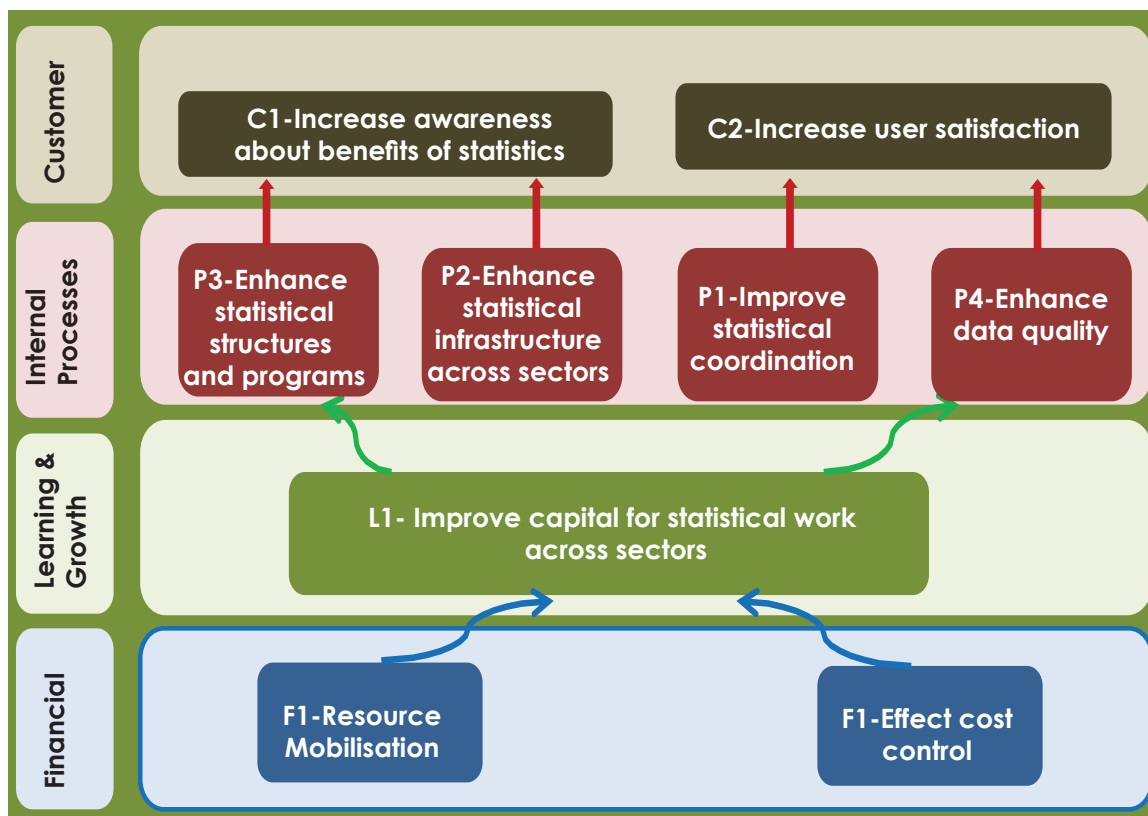
This goal has two objectives, namely establishing a budget for statistics and effecting cost controls in statistical production.

Objective 3.1 Mobilize resources for statistics

Many sectors do not have a dedicated budget for statistics. In these sectors, statistics are collected on ad hoc basis and there is no statistical programme in place to promote production and use of data especially for policy, planning and decision-making. However, those

4.3 STRATEGY MAP FOR THE NATIONAL STATISTICAL SYSTEM

Figure 7: NSS STRATEGY MAP



sectors which have a statistical programme do not necessarily get all the resources they need to undertake statistical activities.

This objective will be achieved through advocacy for the establishment of a statistical programme with an associated budget for all MDAs. In addition, capacity will be built to prepare good proposals for submission to donors for funding.

Although not much revenue can be generated by selling statistical products and services in a developing country, nonetheless where appropriate some revenue will be generated from these sources. This particularly applies to Statistics Botswana.

Objective 3.2 Effect cost control

This objective is about ensuring that costs for statistical activities are controlled. Strategies for doing this include use of alternative data sources, using cost-effective data collection methods including hand-held ICT equipment (going paperless), process automation and harmonization of data collection instruments. Outsourcing some functions may also push down prices of data production.

4.4 NSDS SCORECARD (ACTION PLAN)

The broad strategic approaches stated above are translated into an Action Plan that presents objectives, performance measure, baseline, target, initiative, budget and responsibility centre for each goal.

This action plan is presented in Annex II.

CHAPTER 5: IMPLEMENTATION, MONITORING AND EVALUATION

Strategy implementation is a critical aspect of the NSDS process and requires to be effectively planned. Robert S. Kaplan and David P. Norton conclude that “the ability to execute a strategy is more important than the quality of the strategy itself” (Kaplan and Norton, 2001). It is therefore critical to ensure delivery of results through efficient management of the available resources and monitor and report on progress to support performance management.

5.1 WHAT IS INVOLVED IN NSDS IMPLEMENTATION?

Implementation of the NSDS will involve, among other things, mobilizing drivers of strategic success including: reviewing the Statistics Act to make it more enabling; creating strategy-supporting organizational structures; creating strategy awareness; and managing change.

a) Reviewing the Statistics Act

Botswana has a modern Statistics Act of 2009. However, in view of this NSDS, there may be a need to make some adjustments to the Act. Three areas need to be taken care of in the adjustment:

- i. The Statistics Act should provide for the governance of the NSS. In particular, it should institutionalize the Inter-agency Statistics Committee (IaSC) as a forum that brings together data users and producers to address issues of statistical development in the country. It should comprise key MDAs in the NSS and should be chaired by the Statistician General. The IaSC shall be responsible for ensuring change management within statistical sectors and promoting different types of collaboration across the NSS among others.
- ii. At sector level, the Act should institutionalize the Sector Statistics Committees as coordinating bodies for statistical development in sectors to synchronise own statistical generation processes to ensure coherence in data generation within their own sectors and generating statistics with enhanced collaboration with other sectors and stakeholders in the

generation, dissemination and use of statistics among others.

- iii. The Statistics Act should also underpin the requirement that all MDAs should have a Statistics Unit/Department and a Statistical Programme

b) Achieving strategic alignment (creating strategy awareness)

Communication being key to successful strategy awareness, an extensive and consistent communication programme will be mounted to develop an understanding of the Plan strategies throughout the NSS, mobilize stakeholders to support its implementation and provide for feedback about its implementation. The communication programme will aim to use different communication media including seminars and workshops, newsletters, brochures and bulletins, electronically through Intranet, etc. The NSDS has made provision for facilitating this type of communication.

It should be emphasized that the communication programme will also aim to break communication barriers (the silo mentality) at Statistics Botswana and in the NSS; encourage a two-way free flow of information and ideas on initiatives for achieving the objectives of the NSDS. The NSDS will also be publicized among the public as part of repositioning the NSS to play a greater role in national development.

c) Creating coordination structures and mechanisms

Structures and mechanisms for coordination should be established including Inter-Agency Statistics Committee, Thematic Technical Committees, Communities of Practice, etc. The position of the NSDS Coordinator should be regularized within the structures of Statistics Botswana. The NSDS Coordinator should be the Secretary to the Inter-Agency Statistics Committees. Likewise, the Sector Statistics Committees should become regularized within the sectors.

In addition, technical coordination tools should be designed and implemented including Statistical Training Programme for the NSS, Annual National Statistical Programme, Compendium of Main Concepts, Definitions and Classifications, National Data Quality Assurance Framework, a National Socio-economic Database, etc.

d) Managing change

It is important that the NSDS is implemented in such a way that change is well managed so that individuals can see it as an opportunity to enrich their careers and personal lives. Change will be managed, among other things, by anticipating the focus of resistance, eliminating unnecessary resistance caused by misconceptions through communication and creating a situation of participation and full explanation when changes are envisaged.

e) Creating a strategy – supportive culture

It is important that NSDS implementation should involve living the set of values which have already been identified. In addition, Statistics Botswana will be expected to design and promote a Code of Practice (mentioned earlier) to be applied across the NSS.

f) Technical assistance

There will be cases where there are gaps in knowledge, skills and experience, making it difficult to implement some initiatives. In those cases and on a need basis, technical assistance should be sought.

5.2 MONITORING AND EVALUATION

The implementation of the strategy will be effectively monitored and at the end, its impact evaluated. Monitoring will also be essential for providing information that is required for accountability purposes.

5.2.1 MONITORING INDICATORS

The Action Plan provides information needed to monitor implementation of the NSDS including measures of achievement of objectives and targets to be met. In addition, other monitoring indicators will be used based mainly on the IMF's Data Quality Assessment Framework, PARIS21 consortium, statistical capacity building indicators. Both qualitative and quantitative indicators covering the external environment,

the statistical processes including managerial and technical support and outputs will be used to monitor and measure performance/progress. In particular, system-wide indicators will be used to provide an overview of the statistical production across the NSS, agency-related indicators will be used to provide a pointer to the breadth and depth of statistical activities undertaken within the NSS while output indicators will provide an overview of the internal capacity of agencies producing data.

At the end of the NSDS period, there will be an evaluation to assess the most significant constraints, the most successful activities and generally to assess how well the strategies have met the set objectives. It has been observed that evaluation works best when the emphasis is on learning for the future. Evaluations of the NSDS will very much take this into account³¹.

5.2.2 BENCHMARKING

Internal benchmarking will be done by incorporating existing best practice and comparing results from different sectors with reference to such things as timeliness, user satisfaction, etc. The benchmarking will form a basis for assessing performance in different work areas. On the other hand, international benchmarking will be done to compare the performance of the NSS with that of NSSs in the SADC sub-region and the African region where some of the above developments are more advanced and which might be able to provide some data for benchmarking progress (e.g. the NSS in South Africa is advanced in GIS, poverty mapping and IT generally; Namibia is advanced on statistical autonomy, planning and IT; Tanzania has an advanced socio-economic database; Zimbabwe is advanced in In-Service Statistical Training Programme for the public sector, etc.). It is expected that a peer review process in line with the New Partnership for Africa's Development (NEPAD) Peer Review Mechanism and the 2001 recommendation of the United Nations Economic Commission Committee on Information will be initiated whereby a "peer review team" of experts is invited to review performance of the NSDS.

5.2.3 REPORTING MECHANISMS

It is crucial that as part of the monitoring framework, reporting mechanisms are put in place. The reporting mechanism should provide for preparation and distribution of periodic progress, mid-term and final reports, specifying who is to prepare, distribute and receive which report and when, and what actions are expected from recommendations in the reports.

Table 5: Report Mechanisms

Review period	Description
Quarterly Progress Report	A quarterly progress report will be prepared by each sector participating in the NSDS. Each report will be presented to the Inter-Agency Statistics Committee and the leadership of the sector. The NSDS Coordinator will prepare a consolidated NSDS Quarterly Progress Report (QPR) which will be presented to the Committee and then the Board of Directors of Statistics Botswana. The QPR will cover all statistical activities undertaken during the quarter, constraints and successes, and highlight plans for the next quarters.
Annual Review	In addition to the QPR, there will be a need for an annual process of monitoring the implementation of the NSDS, with mechanisms for changing activities and targets, if this proves necessary. The Annual Review (AR) will be undertaken by Statistics Botswana working with sectors.
Mid-term Review	The Mid-term Review (MTR) is a more formal process that will be undertaken to ensure that the NSDS is still relevant and for agreeing on changes in both the strategy and work programmes, where these are needed and justified. In addition, the mid-term review will reallocate resources according to performance and needs. This review will be undertaken by an independent consultant appointed by Statistics Botswana.
Terminal Review (TR)	At the end of the NSDS period, there will be an external evaluation, Terminal Review (TR), which will also be undertaken by an independent consultant hired by Statistics Botswana.

CHAPTER 6: BUDGET AND FUNDING ARRANGEMENTS

The cost of implementing the strategy is about P187 million comprising both the Anchor sector being Statistics Botswana and others sectors. The main contributor will be the Government of Botswana supported by development partners.

APPENDIX:

ANNEX I: MAJOR CHALLENGES, OBJECTIVES AND PRIORITY INITIATIVES FOR SECTORS

The table below presents a synthesis of the major challenges, strategies and priority actions as reflected in the SSPs for the various Sectors.

SECTOR	Major Challenges	Objective	Priority initiatives	Budget (BWP)
Statistics Botswana	<ol style="list-style-type: none"> 1. Limited appreciation and usage of official statistics 2. Inadequate capacity to coordinate the National Statistical System(NSS) 3. Limited resources including human, financial and ICT infrastructure 5. Poor project management 7. Inefficient processes 	<ol style="list-style-type: none"> 1. Improve customer satisfaction 2. Increase usage of statistics 3. Improve quality of statistics 4. Improve business processes 5. Improve project management 6. Improve NSS Coordination 7. Improve information, education and communication 8. Improve management and staff skills 9. Improve staff morale 10. Manage costs 	<ol style="list-style-type: none"> 1. Establish structures, mechanisms and tools for NSS coordination 2. Establish central repository for data and information at national level 3. Develop and implement ICT strategy 4. Develop and implement data collection, data management, and data dissemination strategies 5. Review organisational structure 6. Develop and implement an information, education and communication campaign 7. Develop and implement staff development and training program 8. Conduct employee engagement survey 9. Develop and implement a resource mobilisation strategy 	66,924,500

SECTOR	Major Challenges	Objective	Priority initiatives	Budget (BWP)
Local Government and Rural Development	<ol style="list-style-type: none"> 1. Statistical advocacy in the sector has been patchy, ad hoc, uncoordinated and largely inadequate 2. Inadequate coordination, data production and information sharing between sectors 3. Inadequate resources including human, financial and ICT resources 4. Poor data development and management 5. Low quality data 6. Limited data access 	<ol style="list-style-type: none"> 1. Improve statistical advocacy 2. Increase usage of statistics 3. Improve coordination in the sector 4. Improve understanding of user needs 5. Improve data collection, processing, storage and analysis 6. Develop capacity for statistical work 7. Improve data dissemination 	<ol style="list-style-type: none"> 1. Develop and implement advocacy program 2. Develop and implement sector communication strategy for statistics 3. Establish and resource of Statistics, Research, Monitoring and Evaluation (DSRME) and District Statistics Units 4. Design and implement a coordination framework for statistical development 5. Develop and implement central data base for the sector 	59,050,000
Trade and Industry	<ol style="list-style-type: none"> 1. Statistics not prioritised as evidenced by lack of a Statistics Unit, programme and associated resources 2. Poor statistical coordination including fragmented data production, storage and dissemination. Also poor inter-sector coordination and collaboration 3. Poor quality data owing to failure to abide by international standards, inadequate skills, resources and inefficient manual processes 	<ol style="list-style-type: none"> 1. Improve statistical advocacy 2. Increase usage of statistics 3. Improve coordination 4. Improve quality of statistics data collection, processing and storage 5. Improve sector capacity 	<ol style="list-style-type: none"> 1. Develop and implement advocacy program 2. Develop and implement a communication strategy 3. Establish and resource a statistics unit in the Ministry 4. Develop and implement a coordination framework including mechanisms and tools 5. Design and implement a sector capacity building programme 6. Mobilise resources for hardware, software, transport, office space, databases etc 7. Develop skills 	32,296,521

SECTOR	Major Challenges	Objective	Priority initiatives	Budget (BWP)
Tourism	<ol style="list-style-type: none"> 1. Absence of advocacy program and mechanisms to guide advocacy 2. Limited coordination within and outside the sector 3. Inefficient manual processes resulting in errors and delays in releasing data 4. Shortcomings in data quality 5. Limited access to data 	<ol style="list-style-type: none"> 1. Improve advocacy 2. Increase awareness and usage of statistics 3. Improve statistical coordination 4. Improve relevance of statistics 5. Improve data collection 6. Improve data management 7. Improve analysis 8. Improve data dissemination 9. Build capacity 	<ol style="list-style-type: none"> 1. Design and implement an advocacy program 2. Develop and implement communication plan 3. Review the Research and Statistics Division mandate and structure to cater for sector coordination 4. Develop coordination mechanisms including quality standards, common concepts, definitions and classifications 5. Automate data collection 6. Automate data management processes 7. Develop and implement data dissemination plan 8. Develop and implement capacity building plan for data producers 	5,795,000
Surveys and Mapping	<ol style="list-style-type: none"> 1. Limited effectiveness of advocacy efforts especially in relation to resource mobilisation 2. Inadequate technical coordination 3. Inadequate technical coordination 4. Insufficient resources including skills and funding 5. Inadequate infrastructure for geospatial information system 6. Quality shortcomings including lack of or non-adherence standards, data utility and lack of metadata on geo-information products 	<ol style="list-style-type: none"> 1. Improve statistical advocacy 2. Increase awareness and usage of geo-information 3. Establish coordinating structures and mechanisms across the Department 4. Improve data collection, processing and storage, data analysis, packaging, and dissemination 7. Improve resources including infrastructure, funding, and human resources 	<ol style="list-style-type: none"> 1. Develop and implement advocacy program 2. Develop and implement communication plan 3. Upgrade Dissemination component (portal) 4. Expand geo information sector committee 5. Review of Geo Informatics Division structure to facilitate sector coordination 6. Conduct customer satisfaction survey 7. Establish resource centre 	11,419,700

SECTOR	Major Challenges	Objective	Priority initiatives	Budget (BWP)
Agriculture	<ol style="list-style-type: none"> 1. Inadequate statistical advocacy 2. Inadequate capacity including insufficient staff, skills, funding, and ICT infrastructure 3. Poor statistical coordination 4. Questionable quality of data 	<ol style="list-style-type: none"> 1. Improve statistical advocacy 2. Promote use of statistics for evidence-based policy and decision-making 3. Realign DARSPD to the NSS 4. Establish sector coordinating mechanisms 5. Improve quality of statistics 	<ol style="list-style-type: none"> 8. Develop and implement advocacy program 9. Review and update ASU structures and align with NSS 10. Develop sector-wide statistics framework including statistics policy and instruments 11. Develop capacity building programme for producers and users of statistics 	7,790,000
Civil Registration and Vital Statistics	<ol style="list-style-type: none"> 1. Time frame- it takes long for amendment of laws 2. Limited accessibility of records 3. Rigid registration requirements 4. Laxity in penalties governing registration 5. Unavailability of Monitoring and evaluation framework 6. Staff not trained in ICT skills 7. Shortage of resources 8. Poor quality of data capture 9. Requirement of court order for correction of errors (sex, DOB) 10. No linkages between CR and VS systems 11. Centralised decision making 12. Uneven distribution of resources 13. Manual processes 	<ol style="list-style-type: none"> 1. Improve Legislation 2. Reduce Fraud and Corruption 3. Increase Registration 4. Improve Stakeholder Collaboration 5. Improve Governance 6. Improve quality data 7. Strengthen Strategic Partnership 8. Improve Registration Processes Efficiency 9. Improve Information Management Systems 10. Improve Intergration of Information Systems 11. Improve Communication 12. Improve staff competences 13. Improve Infrastructure 	<ol style="list-style-type: none"> 1. Review, amend and harmonise legislation 2. Audit Systems 3. Implement maintenance of ICT systems 4. Develop and implement CRVS policy 5. Develop staff knowledge, skills and attitude 6. Automate and interface systems 7. Develop communication strategy 8. Reduce non-compliance with CRVS Legislation. 9. Research/ Study establishing baseline on the level registration. 10. Develop Stakeholder Collaboration Framework 11. Develop and implement change management strategies 12. Align data collection tools with international guidelines 13. Automate processes 14. Establish customer satisfaction level 15. Implement Quality Assurance 16. Implement Quality Assurance 	3,081,31

Annex II: NSS ACTION PLAN

OBJECTIVE	MEASURE	BASELINE	TARGET BY YEAR				
			2015/16	2016/17	2017/18	2018/19	2019/20
Increase Awareness about Benefits of Statistics	Level of awareness (%)	55	60	65	70	75	85
	% of sectors with champions for statistics	0	50	55	65	75	85
Increase User Satisfaction	User satisfaction score (%)	60	60	65	70	75	80
Improve Statistical Coordination	SCBI score (%)	54	55	60	65	70	75
	No of meetings held by Inter Agency Statistical Committee	4	4	4	4	4	4
	% completion of compendium of statistical concepts, definitions and classifications	40 Estimated	70	100			
	% completion of national data quality assurance framework	0	30	60	100		
	No. of sectors enrolling in NSDS	7	4	3	2	3	1
Improve Statistical Infrastructure across Sectors	% of sectors with budget	43	70	80	90	95	95
Enhance Data Quality	SCBI score (%)	54	55	60	65	70	75
	% compliance to DQF standards	60 Estimated	100	100	100	100	100
	User satisfaction score (%)		60	60	65	65	75
Establish Statistical Structures and Programs	% functional statistical unit	43	70	80	90	95	95
	% of sectors with statistical programs	43	70	80	90	95	95
Improve Human Capital for Statistical Work across the NSS	SCBI score (%)	54	55	60	65	70	75
	User satisfaction score (%)	60	60	65	65	75	75
	% of sectors with capacity building plans	43	70	80	90	95	95
Mobilise Resources for Statistics	% of sectors with budgets	43	70	80	90	95	100
Effect Cost Control	Budget variance	TBD	10	10	10	10	10
	% of data obtained from alternative data sources	TBD	0	1	1	2	2
	% of cost reduction (use of hand held ICT equipment)	0	2	2	2	2	2
	% of data obtained using hand-held ICT equipment	TBD	TBD	TBD	TBD	TBD	TBD

ANNEX III: KEY CONCEPTS

This section presents the main concepts and definitions used in this document.

Concept	Explanation
Sector	The term “sectors” is used here to describe “a vertical division of governmental focus that relates to a given subject area or public need - usually corresponding to line ministries, government departments or agencies – with separate and well-defined areas of concern, mandate, and budget”. These sectors will be government ministries, departments or agencies
National Strategy for Development of Statistics	This is a framework to strengthen the entire a National Statistical System. It is a medium to long-term vision for statistical capacity building to respond to key user needs. Furthermore it is a robust, comprehensive and coherent framework to address data limitations, prioritise the use of resources, and integrate statistics within national policy processes and effect change
Sector Strategic Plan	This is a framework to provide strategic directions and appropriate mechanisms for guiding and accelerating the development of statistics and their use especially for policy and decision-making in the sector
Stakeholders	Stakeholders are individuals, social groups, organizations or communities which are affected by the impact of an activity, or which can influence an activity
Data quality	Refers to “fit for purpose” from the point of view of the user and covers a number of dimensions including data relevance, accuracy, completeness, consistency and timeliness.
National Statistical System	This comprises a legal framework, institutional and organizational arrangements for collection, management and dissemination of official statistics in the country. Its main components are data users, data producers, data suppliers, and research and training institutions.
Statistical Advocacy	This concept is about taking pro-active measures to, among other things, create greater awareness about the role and importance of statistics to society and promote wide use of statistics especially for policy and decision-making.
Statistical coordination	This is an arrangement to achieve synergy, better utilize resources for statistics and produce higher quality data as well as avoiding duplication of effort and production of conflicting data.

ACKNOWLEDGMENTS

Statistics Botswana gratefully acknowledges the support and generosity of the following without which the present document could not have been completed:

1. The Board of Directors, SB Executive Management and Staff
2. The AfDB International Statistics Consultant- Professor Ben Kiregyera
3. The National Consultant-Mr. Moses Ngorima
4. The Sector Statistics Coordinators
5. Every stakeholder who contributed to the successful completion of the strategy

BSDS Design Team

1. Mrs M. Kerekang-BSDS Coordinator & Director of Stakeholder Relations
2. Mr K. Masupe-Director Corporates Services
3. Ms P. Zambezi-Director, Standards, Methods and Information Systems
4. Ms K. Mokgwathi-NSS Coordinator
5. Mr O. Motswagole, Statistician Trade & Industry

Statistics Botswana
Private Bag 0024 Gaborone Botswana
Tel: (267) 367 1300 **Fax:** (267) 395 2201

Email: info@statsbots.org.bw **Website:** www.cso.gov.bw
