STATISTICS BOTSWANA
ANNUAL REPORT
2012/13

TO BE THE LEADING PROVIDER OF QUALITY OFFICIAL STATISTICS

Vision

To be the leading provider of quality official statistics

Mission

To provide credible official statistics that enables evidence based decision making

Values:

In order to succeed on the journey towards excellence, implicit in the vision and mission, Statistics Botswana upholds the following values:

Integrity
Accountability
Team –work
Service excellence
Confidentiality

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Statistics Botswana Profile

Statistics Botswana is a body corporate public enterprise established through the 2009 Statistics Act. It is governed by a board of directors reporting to the Minister of Finance and Development Planning. As enshrined in the Act, Statistics Botswana's mandate is summarized as the:

i) Pre-eminent national agency responsible for the development and management of official statistics.

ii) Official source and the custodian of official statistics in the country.

Among others, key functions of the organisation are to:

- Collect, process, compile, analyse, publish, disseminate and archive official statistics;
- Advise Government and other agencies on policy, procedures and regulations relating to the development of official statistics;
- Collaborate with Government ministries, departments and other agencies in the collection, compilation, processing, publication, dissemination and archiving of statistical information;
- Develop and promote the use of statistical standards and appropriate methodologies;
- Organise and maintain a central depository of statistical reports,publications, documents and data from both within and outside Botswana;
- Develop and maintain a comprehensive national socio-economic database.

The Organisation is headed by the Statistician General, who is the Chief Executive Officer. Structurally, the Organisation has four core directorates (Economic Statistics, Socio-Demographic Statistics, Stakeholder Relations, and Standards, Methods & Information Systems) and 3 support directorates (Corporate Services, Internal Audit and Legal Services/Board Secretariat).

1. Board Chairperson's STATEMENT

Mr Letsema Motsemme
Board Chairperson

The passing of the Statistics Act in December 2009 marked a new dawn in the field of statistics in Botswana and also brought to an end a forty-year history that began in 1967 when the first Statistics Act was enacted. Section 25 of the 2009 Statistics Act, provides for submission of an annual report for the Organisation.

As a matter of fact, subject disciplines evolve over time as a result of inter-play of a variety of factors – hence, statistics is no exception. Specifically, the role of statistics in decision-making processes internationally has experienced many positive changes over the years, with the new millennium ushering new approaches. Key among such approaches is the improved coordination, harmonization and synchronized processes under what is termed the National Statistical System. Furthermore, there have also been new approaches adopted in the planning landscapes, such as evidenced-based planning as anchor for planning for results, outcomes and impact. Quality official statistics remain central to these processes. The Statistics Act of 2009 provided the needed statutory framework for development of a National Statistical System (NSS) in Botswana.

In creating an Organisation, the enactment of the legal framework marks just the beginning since the various developmental stages require due attention. Further, even after creation, it takes time to graduate from the first faltering steps to a maturity level when full delivery of the mandate could be guaranteed. Such is the route Statistic Botswana shall take in its quest to develop an effective NSS.

The Statistics Botswana Board was established in November 2011 and therefore was in office for three months at the start of the 2012/13 Financial Year. Against the foregoing background, the financial year under review was devoted largely to the creation of structures, internal control systems and the necessary policies that in essence actuates various provisions of the act. To address governance issues, it was critical to constitute two Board Committees, the Human Resource and Finance and Audit, which were critical for the transformation processes of the Organisation. The Tender Committee has also been established and other Board structures will be constituted in due course.

Statistics Botswana has had to contend with challenges confronting similar organisations in the transition process. In the process, the ability of the Board has been tested by cultural issues principally stemming from cultural differences between an erstwhile Government department and the newly established Organisation. Budgetary constraints effectively hindered a speedy development and implementation of strategic approaches to address factors that inhibit a successful organisational transformation. It is imperative, therefore, to embark on leadership development to help instill across the Organisation a sense of shared values, teamwork, accountability, and willingness to embrace a high performance culture expected of Statistics Botswana.

A successful delivery of the mandate of Statistics Botswana requires, inter-alia, a good executable business plan that will address the main challenges of the organization, with a multiplier effect. The development of the National Strategy for the Development of Statistics (NSDS) is in progress and will be implemented during the 2015/16 Financial Year. In the interim, a two-year plan was developed to guide the routine statistical work programme and implementation of other emerging projects. This interim plan will not only help guide the current statistical programme of work but also allow appropriate budgeting for implementation of the NSDS.

All these measures are meant to ensure an uninterrupted delivery of statistical services and decision-making across the wider planning spectrum.

Letsema Motsemme
Board Chairperson

2. Statistician General's STATEMENT

Ms Anna N. Majelantle
Statistician General

The 2012/13 Financial Year was the year for full implementation of the Statistics Act of 2009 on transformation of Central Statistics Office (CSO), from a Department in the Ministry of Finance and Development Planning to a body corporate (parastatal) - Statistics Botswana.

The transformation of CSO to Statistics Botswana was long overdue given the statistical renaissance witnessed in the last two decades. This was a renaissance brought by many supportive frameworks and approaches that 'sharpened' tools of the trade thereby allowing optimal support of statistics to the evidence-based planning processes.

Organisational transformation and transition bring both excitement and sadness to all those going through such processes. There is need to balance the desire to deliver key outputs whilst addressing staff anxiety caused by deploying, re-deploying, recruiting new staff and fear of the envisaged new environment. However, the bottom-line is that, it would be inexcusable for the Organisation to fail to deliver on account of the transition, even though that was indeed the reality on the ground.

The year 2010 and 2011 were used to develop frameworks such as job profiles, organisational and pay structures, appointment of the Board and necessary consultations with stakeholders over and above undertaking pilot census in 2010 and main population and housing census in 2011.

Following the development of necessary frameworks, recruitment for the various positions commenced at the beginning of 2012/13 Financial Year, resulting with the appointment of the Statistician General and other positions. Key systems (finance and operations' internal controls, payroll, transport, ICT, etc.) were also developed to enable migration from Government and full functioning of the organisation by the start of the 2013/14 Financial Year. The other development was the relocation of Statistics Botswana offices in the 2013/14 Financial Year.

At the commencement of the 2012/13 Financial Year, the year which in essence marks the real birth of Statistics Botswana, the new Organisation did its best to allow a smooth flow in statistical delivery despite the transition. Although there are plenty of projects to talk about, the following are worth highlighting:

- Different statistical outputs are being produced, most of which are in line with the International Monetary Fund Data Quality Assessment Framework (DQAF) in terms of quality and timeliness. Specific to this requirement are the consumer prices indices, national accounts, and merchandise trade statistics, to mention but a few. Indicators for monitoring the Millennium Development Goals, Vision 2016 as well as National Development indicators are critical to the country's performance and different indicators are produced to monitor progress made.

- The very colossal census project processing continued with minimal disruptions. Needless to say, there are numerous post-enumeration activities before the release of the census results. With the zeal to continue under whatever circumstances, the main census results were delivered in June 2012, allowing for the political constituency delineation in accordance with Section 64 of Botswana's Constitution.

- An important activity within the Organisation's calendar was the commemoration of the 2012 African Statistics Day (ASD). This event provided an important platform to publicize the role of statistics within the broader socio-economic agenda. Further, the event was used to officially announce the creation of Statistics Botswana.

- In line with international best practices, national accounts were rebased during the year under review from the 1993/94 base year to a new base year of 2006. Ideally rebasing is to be done every five years but that largely depends on availability of critical data.

- On the international front, the office played its role as a member of the statistical family. Among others, the office participated in the 2012 edition of the African Symposium for Statistical Development (ASSD), presenting a paper titled "Civil Registration and Causes of Deaths in Botswana". Botswana also attended the 44th Session of the United Nations Statistical Commission (UNSC) – the apex body approving international statistical frameworks, guidelines and procedures. The Office attended the previous two UNSC meetings as rapporteur of the Commission. The Office also has, as substantive chair, attended the annual SADC Statistics Committee meeting whose responsibility is to provide strategic policy guidance to various statistics programmes undertaken by the SADC sub-region.

Notwithstanding progress made on the different aspects of statistical production, there were a few challenges that were experienced. The Organisation faced backlogs in the production of some sector statistics. These will be addressed and possibly eliminated in the near future. Consultations have started with the different stakeholders in an effort to improve on data sharing arrangements so as to utilise the data to update what is already available. Memoranda of understanding shall be developed, with the view to formalise such arrangements.

The most challenging task has been low response rates from data providers especially relating to business related indicators. Statistics Botswana is now a member of the Botswana Confederation of Commerce, Industry and Manpower (BOCCIM) and will better interact with the Industry to make some improvements to response rates to statistical enquiries. Internally, to avoid respondent fatigue, the Organisation is working on an integrated business questionnaire which will cover all its data needs.

Anna N. Majelantle
Statistician General

Board MEMBERS

Mr L. Motsemme
Board Chairperson

Prof. K. Thaga
Vice Chairperson

Mr G. Motsewabagale
Board Member

Dr. K. Masailila
Board Member

Dr T. Seleka
Board Member

Ms G. Morekisi
Board Member

Mr E.M. Maphanyane
Board Member

Dr E.N. Makhwaje
Board Member

Mr D. Motsatsing
Board Member

Senior MANAGEMENT

Ms A. N. Majelantle
Statistician General

Mr D. Buthali
Deputy Statistician General
Statistical & Technical Operations

Ms M. Kerekang
Director Stakeholder Relations

Mr K. Masupe
Director Corporate Services

Ms P. Zambezi
Director Standards, Methods &Information Systems

Ms B. Matlhaga
Director Economic Statistics

Mr T. Baakile
Director Socio-Demographic Statistics

Dr R. Singh
Transitional Technical Expert

Ms B. Tshupeng
Chief Internal Auditor

CORPORATE GOVERNANCE

Statistics Botswana is dedicated to sound and transparent corporate practices, and upholds corporate governance principles of fairness, accountability, responsibility and transparency associated with good governance. As such, the Board of Statistics Botswana is committed to the highest standards of corporate governance. The Board is also committed to complying with applicable corporate governance codes such as the King III Report on Corporate Governance. The overall responsibility for the strategic direction of corporate governance within Statistics Botswana lies with the Board, whilst the operational day to day responsibilities and functioning of the Organisation lies with the executive management, with the Statistician General at the helm.

The Board

The Board comprises nine **(9)** non-executive members and one **(1)** executive member who is the Statistician General. All non-executive Board members are appointed by the Minister. Subsequently, the Chairperson of the Board is appointed by the Minister from among members already appointed.

The Board is responsible for corporate governance and its duties include, but not limited to, approving the strategic plan, monitoring, and assessing performance, and the Board further serves as a resource for executive management in matters of planning and policy. The fiduciary duties of the Board are set out in the Statistics Act of 2009.

While retaining overall accountability, the Board has delegated its duties and responsibilities to the Statistician General to run the day to day business of Statistics Botswana.

Board Committees

Specific responsibilities have been delegated to the Board Committees. The Board has three (3) sub-committees, namely the Finance and Audit, the Human Resources and the Tender Committee. These committees' act within their written terms of reference, under which certain functions of the Board are delegated with clearly defined purposes.

Board Induction and Continuing Education

To keep the Board members abreast on corporate governance and other general issues, training is arranged on regular basis to broaden their knowledge. To this end Board members have attended a corporate governance training workshop that was conducted by the Public Enterprises Evaluation Privatisation Agency (PEEPA). All new members of the Board receive comprehensive induction.

STATISTICS BOTSWANA

Directorate REPORTS

Directorate of **Corporate Services**

Directorate of **Economic Statistics**

Directorate of **Socio-Demographic Statistics**

Directorate of **Standards, Methods & Information Systems**

Directorate of **Stakeholder Relations**

Directorate of **Internal Audit**

PLOT 8843

Statistics Botswana
Plot 8843
Khama Crescent
Finanace House
Gaborone
Botswana

Directorate of CORPORATE SERVICES

During the financial year under review the organisation was transformed from a Government department to a **'body corporate'** and necessary business support systems, policies and processes had to be put in place during the period.

Critical Financial and Human Resources Management Systems and policies were developed during the period. While the procurement of the Enterprise Resources Planning system was on going, the Organisation continued to use the Government processes for procurement and other financial activities. For the year under review, the Organisation does not have independent financial statements as its financial reporting will be part of Government accounts under the Ministry of Finance and Development Planning.

Resources Management System

Microsoft Dynamics GP ERP system was procured to manage financial and human resources within the Organisation. The system will run all financial transactions and accounting, human resources services including payroll and project management among others with self-service facility. The installation of the system was initiated in the year under review and shall be concluded in the subsequent year for full operation within the first half of the 2013/14 financial year.

Financial policies and internal controls

Finance and Procurement policies were developed and approved for operation with effect from 1st April 2013 and attention was given to areas with high risk. The operational templates for cash management, procurement and asset management were formulated and approved. These manuals form an integral part of running and managing a disciplined and controlled Organisation.

Major documentation in terms of critical policies and procedures have been put in place. Amongst these are;

i. Finance policy,
ii. Procurement policy,
iii. Travel and transport policy,
iv. Remuneration policy,
v. Records Management policy,
vi. Various administrative procedures.

Human Capital

As at **31st March, 2013,** the Organisation's head count stood at **242 with 14 critical positions** remaining vacant. A total of **146 employees** had been confirmed to their substantive positions by the end of the financial year.

Staff Welfare services

The following services were initiated during the year and are operational:

a. The Organisation enrolled into the Sentlhaga pension fund administered by AON Botswana to provide pension management services for Statistics Botswana employees.

b. Bomaid has been appointed to provide medical aid services to commence in April, 2013. Other service providers will be brought on board in due course.

c. Non-guaranteed banks loans covering personal, vehicle and housing with three commercial banks were secured.

Performance Management

An Interim Performance Management System (PMS) has also been developed alongside an implementation plan to ensure monitoring of service delivery and achievement of set objectives. Performance reviews shall be conducted bi-annual in September and in March. The PMS is intended to improve organisational efficiency through the promotion of positive behaviour and to reward performance. The tool has been aligned to the organisational strategic work plan and cascaded to the operational levels.

New Statistics Botswana Headquarters

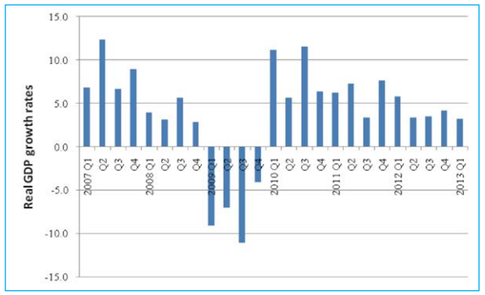
Finance House, Plot 8843, Khama Crescent, has been identified to be the new Statistics Botswana headquaters for all services in Gaborone and relocated in May 2013. The Francistown office will remain housed at Ntshe Building until further notice.

SB STAFF

Statistics Botswana Staff attending General Meeting

Collection of data for compilation of **consumer price statistics**

Figure 1: Real GDP growth rates (over four quarters)



Directorate of ECONOMIC STATISTICS

The Directorate is responsible for the compilation and analysis of economic statistics. The information generated by the Directorate is crucial for guiding economic policy and decision making as it gives a picture of the macroeconomic status of the country. The directorate also provides advice to different stakeholders on matters related to economic statistics including research.

The Directorate comprises four Divisions namely:

a. National Accounts and Prices,
b. Transport and Infrastructure
c. Trade and Industry, and
d. Agriculture and Environment.

Each of the divisions is responsible for producing sector specific indicators. Data sources for the production of different indicators are varied, ranging from administrative data and business related surveys. The release of economic indicators varies in periodicity and could be monthly, quarterly or annually.

MAJOR ACHIEVEMENTS IN 2012/13

The Directorate had several achievements in the 2012/13 financial year which are listed as follows:

- Continued to release monthly Consumer Price Index from April 2012 to March 2013 as well as the Botswana in Figures 2011 publication which is a consolidation of selected different indicators.
- Quarterly national accounts Stats Briefs have been produced at the end of every quarter. Amongst these Stats Briefs was that which specifically presented the 2006 rebased series from the 1993/94 base period.
- Transport & Infrastructure Statistics Q1 – Q4 2012 Stats Briefs
- Transport & Communication 2011 Stats Brief
- Transport & Communication Statistics 2010 Report
- Information Communication & Technology Statistics maiden Stats Brief providing Household ICT Access and Usage Statistics for the period 2001 – 2008
- All International Merchandise Trade Statistics (IMTS) Monthly Digests were released timely between April 2012 and March 2013.
- 2010/11 Intra SACU Data provided for 2013/14 SACU revenue sharing process,
- 2012 IMTS First Quarter Digest
- Successful rebuilding of the IMTS Database (BOTSDOMAIN)
- Selected Industry Indicators from 2001 to March 2012.
- The 2009 Tourism Report was produced in July 2012.
- Agriculture statistics reports for 2009 and 2010
- Conducted the 2012 Annual Agriculture Survey
- Compiled environment indicators for the 2012 Environment Statistics Report.

Future Plans

The Directorate is working on strengthening collaboration with the major stakeholders in the provision of access and data sharing arrangements of administrative data and any investment opportunities in statistical production. Easy access to administrative data would facilitate efforts to bring the statistical products up to date. Efforts will be made to build capacity especially on the areas which were previously not covered.

With the availability of data from the Core Welfare Indicators Survey, plans are to rebase the consumer price index series. A household based ICT survey and Agricultural census are at planning stage. The ICT survey will be conducted in 2014/15 and the Agricultural census in 2015/16.

Directorate of SOCIO-DEMOGRAPHIC STATISTICS

The Directorate of Socio-Demographic Statistics has three functional Divisions namely; Census and Demography, Health and Education; and Labour and Poverty. The directorate is responsible for compilation and analysis of different subject matter related statistics from administrative data sources and through the conduct of household based surveys and censuses.

Division of Census and Demography

The division is responsible for, amongst others, analysis of data on decided criminal cases from all Magistrate courts as well as analysis of vital statistics from secondary data from Administration of Justice (AOJ) and Department of Civil and National Registration (DCNR). Further, the division is charged with the analyses of censuses/ demographic surveys data.

In the years 2012 and 2013, the following reports were produced:

- Crime Statistics Annual Report 2004-2008
- Marriage Statistics Brief 2010
- Crime Statistics Annual Report 2009
- Population of Towns, Villages and Associated Localities released in June 2012.

Division of Labour and Poverty Statistics

The major responsibility of the Division is to produce quality, accurate, relevant and timely statistical information on the labour market and poverty statistics.

Poverty statistical information and indicators are critical for poverty monitoring and poverty alleviation interventions. During the year under review, the directorate continued with analysis of the 2009/10 Botswana Core Welfare Indicators Survey (BCWIS). The survey covered issues of poverty, household consumption, education and health, among others. A draft report of the 2009/10 BCWIS was produced during the year under review.

The division produced the following reports during the year under review;

- Vision 2016 & Millennium Development Goals 2011 and 2012 Indicator Reports
- 2011 Quarter Three Work permits Stats Brief
- June 2011 Formal Employment Stats Brief
- March 2013 Stats Update
- June 2013 Stats Update

Health and Education Division

The major responsibilities of the Division are to produce quality, accurate, relevant and timely statistical information and technical advice on statistical production for all levels of the education and health sectors in accordance with international standards.

During the year under reporting, the Division produced the following reports;

- 2008 Education Statistics Annual Report,
- 2012 Education Stats Brief for Primary Schools
- 2008 Health Statistics Annual Report
- 2011 Maternal Mortality Ratio Stats Brief
- 2009 Health Statistics Annual Report
- 2010 Botswana Causes of Mortality

Directorate Future Plans

The Directorate will continue working closely with stakeholders in an effort to strengthen collaboration. This will focus on addressing data sharing issues, assistance in addressing improvements to response rates, resourcing as well as coverage of areas where gaps are realised. The latter will focus on expanding statistical information provision to other institutions dealing with lawlessness such as Police, Prisons, Juvenile centres, and Directorate on Corruption and Economic Crime (DCEC). Efforts are also under way to improve timeliness and dissemination of statistical information and reports.

The conduct of the 2013/14 Literacy Survey started with fieldwork in February 2014 and plans are underway to conduct the labour force as well as poverty monitoring surveys in 2015/16.

The Directorate will be conducting an in-depth analysis of the Civil and National Registration data with a view to producing an up to date report on the profile of the national population.

Directorate of STANDARDS, METHODS & INFORMATION SYSTEMS

The Directorate is in charge of divisions coordinating the following support services for the Organisation and stakeholders:

a. Sampling Frames Support (SFS).
b. Standards, Methods, Quality Assurance, Training and Certification (SMQATC).
c. Fieldwork and Regional Services Coordination (FRSC) and,
d. Data Management and Information Systems (DMIS).

The four divisions have distinct roles all coordinated towards the provision of timely, reliable and quality data for analysis in order to support evidence based decision making and investment purposes.

SAMPLING FRAMES SUPPORT DIVISION

The Division is responsible for the provision of sampling frames for both household and business surveys programs, cartographic and Geographic Information System (GIS) Services for Census Enumeration Area (EA) maps, which are subsequently used to facilitate the conducting of, inter censual surveys, statistical thematic maps, update and maintenance of GIS datasets, geo-coding of localities and production of Population and Housing Census and Atlas and Poverty Maps.

Achievements:

a. Updated EA after the 2011 Population and Housing Census to ensure that delineated EAs are in consonance with those enumerated during the census;

b. Provided EA level data to the Independent Electoral Committee (IEC) as the basis for the demarcation of council wards;

Botswana AIDS Impact Survey Enumerator at work

STANDARDS, METHODS, QUALITY ASSURANCE, TRAINING AND CERTIFICATION DIVISION

The Division of Standards, Methods, Quality Assurance, Training and Certification (SMQATC) is responsible for the following;

a. Provision of expertise on statistical methodologies, principles, procedures and concepts for all surveys and decennial censuses conducted by Statistics Botswana and other stakeholders;

b. Quality Assurance with respect to standards, control processes and procedures, compliance and classifications and;

c. Training and certification on official statistics for the National Statistical System (NSS).

DIVISION OF FIELDWORK AND REGIONAL SERVICES COORDINATION (FRSC)

The Division of Fieldwork and Regional Services Coordination (FRSC) is responsible for all data collection operations covering prices, business surveys from all sectors of the economy, household surveys, decennial agricultural and population censuses. Apart from coordinating fieldwork operations of Statistics Botswana, the division extends these services to the entire NSS to ensure the credibility of data being collected.

Achievements:

The division has successfully carried out:

a. Botswana AIDS Impact Survey IV (BAIS IV) data collection activities;

b. Monthly data collection activities as per the international standards, hence the timely monthly release of statistical information on the Consumer Price Index (CPI).

Directorate of **STAKEHOLDER RELATIONS**

BTV INTERVIEW

One of the medium used to **communicate** and **disseminate statistical information**

The Directorate focuses on two broad areas; the coordination of the National Statistical System & External Relations, as well as the Communication, Dissemination & Documentation divisions

COMMUNICATION, DISSEMINATION AND DOCUMENTATION DIVISION

The objective of the division is to increase awareness and usage of official statistics locally and internationally. The division does so by publicizing and disseminating activities of Statistics Botswana. It also disseminates official statistics through the Statistics Botswana website (www.cso.bw) and printed statistical products though the library. It ensures close liaison with departments on issues requiring publicity and/or promotional activities, communication and public education support and undertake relevant campaigns in response to need. Also integral to the division is the reference library which is the main source of published official statistics. It has archives of official statistics dating as far back as 1971.

The division used the initiatives listed below to intensify awareness and use of official statistics internally and externally;

a. The internal **newsletter (Serurubele)** is used to regularly update employees about news, events and other information about the Organisation on monthly basis.

b. **African Statistics Day:** This day is commemorated every year. It is another advocacy tool aimed at raising awareness of the importance of statistics in the economic and social development of Africa. Statistics Botswana commemorated the 2012 Africa Statistics Day in November.

c. Timely **dissemination of statistical information/reports** through different mediums (media conferences/ releases/abstracts, stakeholder consultative fora and the publication of the advance release calendar mainly for the monthly Consumer Price Index (CPI), quarterly Gross Domestic Product (GDP) and the monthly Botswana International Merchandise Trade Statistics (BIMTS). There has also been notable increase in media coverage for business/economic statistics, gratuitous to coordinated efforts of this division.

NSDS Consultant from the **African Development Bank** and the **Board Chairperson**

External Stakeholder attending **IMF** workshop

NATIONAL STATISTICS SYSTEM AND EXTERNAL RELATIONS DIVISION

The main focus of the Division is to establish mechanisms for strengthening collaboration and partnerships within the National Statistical System (NSS) as well as handling of external relations matters.

National Statistical System (NSS)

The Statistics Act of 2009 provides that the NSS is a system consisting of Statistics Botswana and all producers and users of statistics in the nation, which shall facilitate cooperation and consultation for the purpose of the development of statistics and the production of official statistics. The coordination of the NSS, monitoring and supervision of the statistical activities in accordance with the principles of official statistics is a strategic priority in enhancing an effective NSS in Botswana.

The NSS is still marked by shortcomings in terms of coordination, which is being rectified. It is also important to note that Statistics Botswana is part of the NSS, hence it has the responsibility of coordinating the operations of the NSS.

Directorate Future Plans

Transformation of all national statistics into official statistics will be facilitated by strengthening collaboration on data sharing, advocacy, promotion of the use of statistics for evidence based policy and decision making by key stakeholders. It will include:

a. Signing Memoranda of Understanding with identified stakeholders;
b. The development of statistical coordination mechanisms such as the Data Sharing Policy and Policy framework and;
c. Constituting and strengthening user-producer committees.

d. To have an improved and well-coordinated NSS, the directorate will embark on the design of the **National Strategy for the Development of Statistics (NSDS)**. The NSDS will provide Botswana with a five year strategy for developing statistical capacity across the entire NSS. The NSDS will further provide a vision as to where the NSS should be in five years and will also set milestones for getting there. The Inter Agency Statistics Committee has been formed to provide guidance during the design of the NSDS and during its implementation.

e. The directorate plans to implement a Client Relationship Management Database (CRMD) with the intention of managing and maintaining relationships with stakeholders. The database will comprise a two-way communication channel for supplying information to stakeholders, and receiving feedback and information from them. The CRMD tool effectively captures data requests and this will allow the Organization to accurately record and monitor service delivery.

f. **Media training** - the directorate plans to sensitize subject matter specialists on the operations of the media, and also introduce wider services to the media. This reciprocal training is crucial as the media are the quickest link between the public and the Organisation. It is therefore critical to train staff and journalists to appreciate each other's expectations better.

g. The Directorate plans to finalise other policies and guides in the coming year; these include the Dissemination Policy, the Communication and Resource Mobilisation Strategies. Plans are underway to finalise the design of the National Strategy for the Development of Statistics.

Directorate of INTERNAL AUDIT

Statistics Botswana is still at infancy stage, having started operations in the year under review, some of the offices during this period were still vacant, including the Internal Audit Office. Notwithstanding the aforementioned, Statistics Botswana recognize the value of having effective and adequate control processes hence commitment to adhering to principles of good corporate governance.

The Board through the Finance and Audit Committee is ultimately responsible for Statistics Botswana internal control and risk management systems. The Board delegates its responsibility for maintaining effective and adequate internal controls to the Executive Management. As such the Executive Management is responsible for the implementation and maintenance of sound, adequate and effective systems of internal control, and for ensuring that procedures are in place and operating efficiently and effectively to mitigate any risks that Statistics Botswana may be exposed to from time to time. To this end, as a newly incorporated entity, Statistics Botswana continues to develop and implement the necessary control measures and continue to improve on the existing control processes where weaknesses have been identified.

Statistics Botswana has an independent Internal Audit function which has a dual reporting structure; functionally reporting to the Board and administratively to the Statistician General. Through the internal audit process, the Chief Internal Audit provides an assurance that internal controls, risk and governance processes are in place and effective.

FINANCIAL REPORT

During the Year under review, the Organisation did not have independent books of account. The accounts for the 2012/13 financial year were incorporated under the Ministry of Finance and Development Planning within the Government of Botswana since the Organisation had not set up its financial systems.

During this period, in preparation for independent management or accounts, the Organisation procured the, Microsoft Dynamics (GP), Enterprise Resource Planning System (ERP) and the installation process is underway. Financial and Procurement policies were also at an advanced stage.

A selection of the latest available statistics

TOURISM STATISTICS	2008	2009	2010*
Arrivals - Totals	2,608,886	2,336,288	3,132,776
Of whom from RSA	666,690	728,463	927,822
From Zimbabwe	1,027,177	993,299	1,439,241
Purpose of entry: Business	146,287	147,393	189,704
Holiday	381,168	319,111	408,267
Visitors	976,092	724,603	810,898

*** Figures are provisional.**

EMPLOYMENT STATISTICS	Mar-11	Jun-11	Sep 12
Total formal sector employment	378,877	387,426	389,665
Of which central and local Gov't	175,065	182,466	183,650
Average monthly earnings (Pula)	4,746	4,731	4,810
Average monthly earnings – Citizen (Pula)	4,360	4,339	4,408

MONEY AND BANKING *(Million Pula)*	Jan-13	Feb-13	Mar-13
International Reserves	63,262.50	61,931.60	61,709.40
Money Supply M1	10,403.00	10,650.20	10,462.20
Money Supply M3	49,783.30	49,549.80	49,662.80

GOVERNMENT FINANCE (Million Pula)	2010/11	2011/12	2012/13
	Actual	Revised	Estimates
Revenue and Grants	31,909	39,994	42,906
Mineral taxes	2,949	2,717	3,524
Customs Pool	6,207	8,441	14,170
Non Tax Revenue	11,076	12,841	10,799
Grants	329	310	348
Expenditure and net lending	384,179	41,753	41,755
Recurrent	27,089	30,525	31,751
..Of which personal	11,899	12,140	12,128
Development and Capital	11,372	11,343	10,058
Overall Surplus	-6,508	-3,759	-1,151
..Of which recurrent budget	-6,017	-5,418	-2,015

Source: Ministry of Finance and Development Planning

PRICE STATISTICS	Sept-13	Oct-13	Nov-13
National			
Cost of living Index (a)	170.2	170.6	171.2
Annual rate of inflation (%)	5.0	4.8	4.1
Cities & Towns			
Cost of living Index (a)	167.3	168	168.1
Annual rate of inflation (%)	7.3	5.9	5.5
Urban Villages			
Cost of living Index (a)	167.4	167.5	168.1
Annual rate of inflation (%)	6.9	5.9	5.8
Rural Villages			
Cost of living Index (a)	172.1	172.5	173.3
Annual rate of inflation (%)	7.7	6.9	6.6

(a)Sep 2006 = 100

EXCHANGE RATES (Averages)	Oct-13	Nov-13	Dec-13
US Dollar per Pula	0.117	0.116	0.115
South African Rand per Pula	1.856	1.848	1.844
Pound Sterling per Pula	0.073	0.072	0.071

Source: Bank of Botswana

BALANCE OF PAYMENTS (Million Pula)	2010	2011	2012*
Balance on visible trade (adjusted)	-6,293	-4,998	-14,306
Balance on services	-2,938	-2,309	-3,482
Balance on income	-3,765	-406	-309
Net current transfers	7,942	7,463	12,746
Balance on current account	-5,054	-251	-5,351
Balance on capital account	23	3	-
Balance on financial account	-2,766	5,502	2,288
Net errors and Omissions	1,287	-1,824	2,201
Overall Balance	-6,511	3,430	-862

***Revised**
Source: Bank of Botswana

EDUCATION	2010	2011	2012
Primary Schools			
Local Government & Grant Aided	745	750	753
Private	60	60	59
Enrolment at Primary			
Local Government & Grant Aided schools	310,757	312,580	316,618
Private primary enrolment	20,438	20,391	20,588
Total Std 1 enrolment	51,968	53,974	56,994
Primary School teachers	13,388	13,509	14,220
Pupil: teacher ratio	24.7	24.6	23.8
Secondary Schools (Junior and Senior)			
Government aided junior secondary schools	212*	212	212
Government senior secondary schools	23*	23	23
Private secondary schools	39*	39	39
Enrollment at Secondary			
Community junior and secondary schools	119,933*	119,933	119,933
Senior Secondary (excluding form 6)	51,545*	51,545	51,545
Total Form 1	40,519*	40,519	40,519
Total Form 5	27,303*	27,303	27,303
Secondary School teachers	11,553*	11,553	11,553
Pupil: teacher ratio at Primary:			
Local Government Schools	24.7	24.4	24.7
Private Primary Schools	15.8	15.7	15.4
Tertiary Institutions Enrollment			
Teacher training Colleges	1,357*	1,357	1,357
Colleges of Education	920*	920	920
University of Botswana	14,941*	14,941	14,941

Literacy Rates		2000/01	2003/04
Adult Literacy rate	National	71.8	81.2
	Male	69.9	80.4
	Female	73.6	81.8

*** 2010 figures carried foward.**

EXTERNAL TRADE (Million Pula)	Mar-13	Apr-13	May-13
Exports (Free on board)	6,213	6,602	5,025
Imports (Cost of Insurance & Freight)	5,847	5,989	5,025
Trade Balance	366	613	9
Diamond Exports	5,292	5,663	4,085
Copper – Nickel exports	444	430	456
Meat Exports	72	113	98
Textiles	26	21	28

TRANSPORT	2010	2011	2012
Road network (Km) maintained by Central Govt.	8,946	18,042	-
..Of which Bitumen	6,780	6,689	-
Gravel	867	7,339	-
Sand	1,299	3,385	-
Track	-	629	-
Total registration of private vehicles	333,451	357,104	389,903
..Of which Light-duty	95,755	94,889	95,679
Government vehicles in use	11,268	10,057	-
Aircraft landings-International	18,243	19,964	17,885
Aircraft landings-Domestic	58,800	62,835	62,279

INFORMATION AND TECHNOLOGY	2010	2011	2012
Fixed Telephone Lines	139,695	149,578	160,488
Fixed Telephone Lines per 100 inhabitants	8	7	8
Mobile Cellular Subscriptions	2,644,982	2,900,263	3,081,726
Mobile Cellular subscriptions per 100 inhabitants	145	143	152
Internet Subscriptions	140,360	254,649	591,252
Internet subscriptions per 100 inhabitants	8	13	29
Newspapers (Number printed)	6,865,274	8,457,327	8,508,086
Newspapers (Net Sales, Pula)	51469854	32,008,169	24,904,443

HEALTH	2010	2011	2012
Facilities			
Hospitals	18*	18	18
Primary Hospitals	17*	17	17
Clinics with beds	114*	114	114
Number of beds (all facilities)	5,013	5,294*	5,294
Clinics without beds	175*	175	175
Health posts	357*	357	357
Mobile clinics	894*	894	894
Staff			
Doctors	819*	819	819
Nursing staff	5,816*	5,816	5,816

*** Figures carried foward.**

Other indicators	2010	2011	2012
Total admissions	173,935	159,835	159,835*
Total discharges	166,123	152,674	152,674*
Of which, deaths	7,064	6,537	6,537*
Patient days	1,291,609	1,152,611	1,152,611*
Bed occupancy rate (%)	70.6	59.6	59. 6*
Average length of stay (days)	7.5	7. 2	7. 2*
Total outpatient attendance ('000)	4,399*	4,399*	4,399*
Reported cases /a			
Measles (confirmed)	453	-	-
Malaria (confirmed)	1,053	426	426*
Viral hepatitis B	54	182	182*
Dehydrated Diarrhea (under 5)	19,461	24,775	24,775*
Diarrhea with blood (under 5)	3,646	3,637	3,637*
Maternal Mortality (100,000 births)	163	188.9	188. 9*

Other Vital Statistics		1981	1991	2001
Live Births		45,026	36,962	36,962
Birth rate (per '000 population)		47.7	39.3	28.8
Deaths		12,835	15,221	20,825
Death rate (per '000 population)		13.9	11.5	12.4
Infant Mortality rate:	Male	80.9	47.9	60
	Female	62.2	46.1	51
	Total	71	48	56
Life expectancy at birth	Male	52.3	63.3	52
	Female	59.7	67.1	57.4
	Total	56.2	65.3	55.6
Annual rate of natural increase		3.4	2.8	1.7
Annual rate of population growth		4.6	3.5	2.4

CLIMATE

	Rainfall (Millimetre)		Temperature (deg. C) Average daily					
	2012	2013	Apr-13		May-13		Jun-13	
	Total	Total	Max	Min	Max	Min	Max	Min
F/town	246.7	225.3	29.1	13	27	7.8	25.6	6.2
Gantsi	295.8	68.9	30.7	12.1	28	9.3	26.2	7.4
Mahalapye	295.5	110.9	28.7	12.7	26.1	8.1	25.3	5.8
Maun	287.4	216.4	32.3	14.6	29.1	11.6	27.6	9.3
Shakawe	473.3	250.7	31.7	12.4	29.1	7.1	27.6	5.4
Tsabong	248.7	78.1	27.8	10.9	26.2	6.6	27.6	6.3
Tshane	246.8	68.4	28.3	11.7	26.6	8.4	24.2	5.4

Rainfall figures for 2013 are from Jan to Jun

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