

STATISTICS BOTSWANA

Customer Satisfaction Survey 2018-19

EXTERNAL

DRAFT REPORT VERSION 2 - 20/03/2019
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STATISTICS BOTSWANA

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SB	Statistics Botswana
Mellben	Mellben Research
DSMIS	Department of Standards Methods and Information Systems
DES	Directorate of Economic Statistics
DSDS	Directorate of Socio-Demographic Statistics
DSR	Directorate of Stakeholder Relations
IT	Information Technology
RMSEA	Root mean squared error of approximation
CFA	Confirmatory factor analysis
PCA	principal component analysis
TLI	Tucker-lewis non-normed fit index

ACKNOWLEDGEMENTS

Mellben Research conducted a customer satisfaction survey on behalf of Statistics Botswana (*SB*) in August 2018. This report presents the results of a survey which was carried out in order to collect feedbacks from *SB* internal and external customers on the services provided.

I would like to thank the Management of *SB* for extending the invitation to *Mellben* to be in charge of the survey at all phases namely survey design, recruitment and training, data collection, data entry, analysis and report writing.

Lastly, we are very grateful to both the internal and external *SB* customers who have provided their invaluable time to respond to the survey questions. To the management of *SB* we fully acknowledge your support throughout the survey.

We hope that the survey results will provide useful indicators and qualitative feedback to keep providing the best in customer service.

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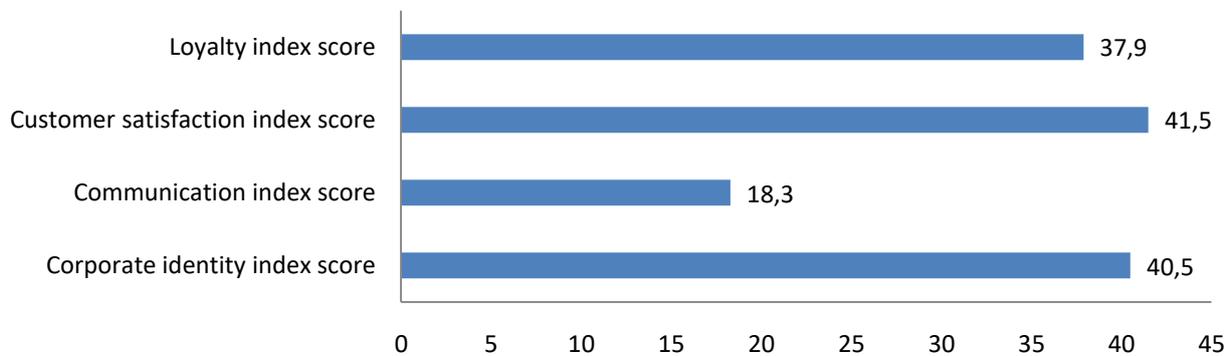


Key findings

Statistics Botswana (SB) is a parastatal organization charged with responsibilities of collecting and disseminating all official statistics in Botswana. The autonomy of the organisation was realised under the Statistics Act of 2009, repealing the archaic 1967 Act, under which Central Statistics Office was formed. To achieve its objectives, SB offered its stakeholders an opportunity to provide feedback on their service delivery formally through customer satisfaction surveys. Soliciting stakeholder feedback through customer service survey afforded the SB leadership opportunities to improve and enhance their service delivery so as to improve their effectiveness and efficiency.

The survey is based on 720 external customers where data was collected via an online platform and face-to-face interviews. In addition, two focus group discussions were conducted which allowed the collection of detailed customer experiences. From this, the majority of those in the sample were individuals (70%), while 30% represented institutions. Of the individual respondents, a majority were students (39%) while the majority of the institutions were research agencies, business enterprises and media. Among the individuals, this was mainly female (54%) with tertiary/graduate/technical education levels (65%).

The analysis combined a mixture of methods, first, a *descriptive approach* brought together common themes that emerged from the observable (manifest) variables and identifying the most frequent responses through frequency tables, means and t-statistics. Second, *causal relationship approach* founded on the customer satisfaction models was employed using confirmatory factor analysis to develop performance index scores, which range from 0-100%. The index scores of the key areas; which includes (i) communication; (ii) corporate identity; (iii) customer satisfaction and (iv) loyalty; are depicted in the below graph.



The corporate identity index score was (40.5%). When we compare across the different types of external customers we find that the media group produced a slightly higher score (45.1%), followed by research (41.6%) and individual customers (41.3%). The government customers produced a score of (40.4%); while 36.4%, 34.8% and 32.3% was produced by business enterprises, others and private institutions respectively. The communication index scores was the lowest among all the indices with a score of only 18.3%. Here, we find that the highest score is among the private institution (22.6%) and the lowest is within the research agencies (16.0%).

The customer satisfaction index score of (41.5%) suggestions very low satisfaction levels. When we consider the different customer segments, the scores among individuals and research agency are similar at 42.4%, the private institutions score is (35.7%); government is (41.0%); business enterprise is (36.8%); the media has the highest customer satisfaction index score of (43.2%). The loyalty index which is the likelihood of retention, of speaking favorably to others and recommending SB were also rated low by external customers, and stands at (37.5%). When we compare between the different types of customers, the individual index is (37.4%), research is (39.7%),

private institution is (41.8%), government is (40.2%), business is (41.6%), the media is (34.6%). We next explain some of the factors that are driving the poor performance compiled from both the qualitative and quantitative phase of the research.

Corporate image

SB mandate and visibility: Although the majority were aware that there is an *SB* mandate and *SB* objectives, they did not recall either. There was a call to educate the public in regards to the products and services provided especially in the remote areas and to be more visible in order to be memorable. There were suggestions on more engagement with stakeholders as well as hosting workshops for information sharing. It was stated that there needs to be more awareness of *SB* beyond them conducting the census as that is all that people remember.

Brand and logo: The respondents acknowledged that there is visibility of the *SB* brand, logo, and corporate image, they felt that the *SB* brand and logo is visually appealing and attractive.

Communication

Information: The customers stressed the importance of *SB* products and services but also outlined the flaws in accessing the information. There were comments on the data and information falling short of expectations or being inadequate for the needs of the customer. There was a call for more accessible, relevant, updated and comprehensive information. The website was mentioned as the main source of information access however customers required it to be regularly updated, that there was room for improvement. The portals were said to be improved but still not easy to access or navigate. In addition, the *SB* library needed more visibility as many were not aware it existed.

Communications: In regards to communication and media the majority of the external customers were communicated by *SB* via the website which was also the preferred mode of communication. The information tools were said to be quite helpful/relevant by the majority. The need for public education and understanding was emphasized by customers as one of the factors that could help *SB* deliver the best service.

Customer satisfaction

Importance of SB: There was a general consensus amongst the external customers that *SB* played a significant role in their work and personal life. *SB* was used as an important source of information hub that assisted in providing information companies or individuals would not be able to obtain themselves due to the time and resources constraints involved in the process. *SB* was viewed as the gateway to valued research and information. Information requested was used to inform policies, assist in decision making, development of strategies, keeping abreast with market trends and inflation.

Customer satisfaction: *SB* has been requested to change its mindset and be open-minded in order to provide the best service for its customers. The lack of specific information was a concern especially for those outside towns as *SB* has a small footprint across Botswana. There was a call for improved levels of engagement of all stakeholders for better understanding of what *SB* currently offers and to appreciate the requirements of its customers. There was however appreciation that the statistics were now centralized.

Data and services: The majority use *SB* website but did not have a lot of feedback in regards to it except that it has improved with time. They added that there was still room for improvement. A majority of the external customers requested information from *SB* via the website on a monthly basis. The main statistics used include trade and demographics. In addition, most of the customers did not know there was a library at *SB* and could therefore not answer questions on the resource centre. The individual who had used it complained of the poor service given by the staff member there. It was said that the portals perhaps contributed to the underutilisation of the library. In ensuring satisfaction in *SB* there is a request to look into various data collection points, and engage stakeholders

in what data is produced for example through focus groups. There was also mention of more visibility on several platforms for example social media and workshops.

Loyalty and retention

The likelihood of re-use of official statistics and likelihood of recommending *SB* to others was acknowledged by customers. But the shortfalls include incomplete information, also poor promotion leading to the lack of awareness of *SB* services, and lack of accessibility to services are also factors. Customers, however, had a chance to state the positive aspects of the organisation and acknowledged increased levels of engagement as compared to the past.

Recommendations

The main objective of the survey was to establish customer satisfaction with *SB*'s products and service delivery channels and identify preferences and enhancements that can improve service delivery. The perceptions of external customers revealed numerous weaknesses. The challenges associated with external service delivery include deficiencies in communication and information sharing. Perceptions are that customers seeking information are generally dissatisfied and experience slow turnaround time as service delivery is inefficient. Below we find the recommendations set out as a result of the survey

Stakeholder engagement: There are stakeholders who influence the organization and those who depend on the organisation. *SB* needs stakeholder engagement plans that form a part of a cycle to ensure that any developments or changes are considered within reasonable time. This needs to be a robust process, using intentional criteria to confirm whether stakeholders of the organisation have indeed been identified and prioritized.

Public education and awareness: Every organization needs to continuously inform its customers on the products and services it provides in order to mitigate rampant misinformation, public disinterest and perceptions about products offered. It is clear that the majority of the external customers believe that *SB*'s only role is to count people. There is therefore a high demand in public awareness and education from *SB*. Promote awareness, appreciation, and understanding of *SB*'s importance to society. *SB* could spread the messages by: conducting road shows country wide; contacting schools to organize educational sessions for the students; create a public awareness section on the website; use local radio stations to spread the messages; the use of social media to give out information on products and services; collaboration with local outlets that are far reaching like post offices to spread booklets or brochures with information and details; and the creation of education and communications coordination offices across the country.

Provision of excellent customer service: *SB* should ensure that self-service resources and tools on the website are as comprehensive and convenient as possible. Many people actually prefer self-service to full service for routine tasks, so having robust capabilities in this area is both less expensive and more effective.

Systems automation or interlink: Opportunities are seen to exist in integrating the *SB* programs with those of other organizations. For example using the Bait system from the ministry of agriculture. This system ensures that cattle produced in Botswana are identified and traceable throughout their lives, such that EU regulation concerning the livestock traceability for imported beef products can be met and can continue to be met going into the future. It also provides additional services to the farming community including among others, safe and secure animal identification, improved cattle security and improved recovery of stolen and stray cattle. Such a system would therefore assist *SB* because it would automatically be updated as stakeholders enter the data all the time, therefore up to date instant data would be readily available.

Introduction

In August 2018 Mellben research conducted a survey on behalf of *SB* with the objective of understanding the tone of what customer satisfaction is to its current and potential customers *SB* commissioned a survey in 2018.

Mellben sought to provide essential information that would enable *SB* to build satisfaction amongst its customers and encourage loyalty in the long run which is an integral part of the organisation. *Mellben* also sought to ensure that stakeholder requirements are translated and quantified into measurable targets for various units of the organisation. The results seek to provide an easy way to monitor improvements and decide on the attributes that need to be concentrated on in order to improve customer satisfaction at *SB*.

The report has been organized into seven chapters. Chapter one, which is the introduction, chapter two, the survey methodology is outlined including, the survey design, sampling techniques and procedures. Chapter three discusses results from the survey both quantitative and qualitative. Chapter four is the customer satisfaction index, communication index and customer team index. Chapter five is the survey conclusion and chapter six offers some recommendations. Literature references are outlined in chapter 7.

Methods

The survey comprised of 230 external customers who participated via an online portal and whose emails were acquired from the *SB* user database and 470 external customers interviewed face to face survey using CAPI (computer assisted personal interview). The external response rate was (72%). In addition to the quantitative data collection, qualitative data was also collected via 2 focus group discussions that were conducted in the month of August 2018. The research methodology for the customer satisfaction survey placed the opinions and experiences of *SB* customers as a critical element of providing customer service and strengthening the brand.

Qualitative phase: The qualitative research was conducted through focus group discussions. The discussion identified and created core attribute factors which, based on preliminary findings, would account for most of the differences in the external customer satisfaction levels. The questions in the instrument allowed for opportunity exploration, which uncovered possible emerging needs. Two focus group discussions at Falcon Crest in Gaborone were held on the 21st and 23rd of August 2018. Group 1 consisted of individuals who are *SB* customers. Group 2 comprised of the different organisation representatives who were customer of *SB*.

Quantitative phase: The online survey method was used to collect data. Email invitations inclusive of the following link <https://mellbenresearch.limequery.com/175963> were sent to a database of *SB* users to participate in the survey. Email reminders were sent weekly to those who either had not participated or who has started but not completed the survey this was then followed up by a call to encourage participation. In addition, face-to-face interviews were also conducted. Here, the surveyors¹ were managed by supervisors who themselves have considerable experience as field interviewers, with proven track record. A training session to provide (i) general information about the survey; (ii) overall presentation of the survey; (iii) presentation of fieldwork; (iii) survey instrument, presentation of the new concepts and (iv) explanation of interviewing techniques and use of CAPI took place before fieldwork commenced. The interviews were conducted randomly at any time convenient to the

¹We recruited a local team of 7 freelance surveyors, who have been fully trained to conduct surveys in Botswana. The majority of them are university students or graduates, and have extensive experience on data collection techniques.

respondents. The areas visited were office parks, schools, universities, colleges and government offices. The supervisor also ensured quality control through random back-checks (30% telephone checks). In open-ended questions, it is very common place to obtain a wide variety of answers. These were grouped into answer categories as simple numeric data. At various intervals during the editing and coding stage, the supervisor reviewed the code to ensure that it is meaningful and interpretable². The customer satisfaction survey questions were designed by *SB* and *Mellben* designed jointly before collection began to determine important areas to be measured in the survey. The questionnaires were highly structured to bring on numerous benefits to the research process and results.

The indices are computed using confirmatory factor analysis (CFA) which depicts the relationship between the latent variables and manifest variables. As earlier mentioned the analysis is based on the peer reviewed papers by authors mentioned in chapter 2 (literature review section). The confirmatory factor analysis was performed using STATA CFA package because principal component analysis (PCA) will yield biased estimates due to the fact that the observed variables are categorical in nature. The CFA hypothesis is that there is an unobserved factor, the latent variable which is related to the observed (manifest) variables as formulated in the following equation: $y_{ij} = \mu_j + \sum_{k=1}^m \lambda_{jk} \xi_{ik} + \delta_{ij}$, $j = 1, \dots, p$, where; y_j , $j = 1, \dots, p$ are the observed variables; ξ_k , $k = 1, \dots, m$ is the number of factors, in our case 1, λ_{jk} , are the factor loading/regression coefficients and δ_j is the measurement error.

Root mean squared error of approximation (RMSEA) which measures the absolute fit was conducted to evaluate the model fit, where RMSEA values of 0.05 and less and confidence interval covering these range indicate a good fit. Our RMSEA values fall in this range therefore indicating a good fit. We also conducted the Tucker-lewis non-normed fit index (TLI) and Bentler's comparative fit index (CFI) where indices close to 0 shows a poor fit and those close to 1 a good fit. Our TLI and CFI were close to 1 indicating a good fit. Once we had established that the model was a good fit we proceeded to obtain the factor scores. To do this we used the regression method³, which obtains the estimates of the predicted factors scores by minimising the sum of squared deviation of the factors from the true values.

Next, the indices are depicted. These indices are compared between the different employees within SB. The index scores were calculated using the following equation: $\text{Index Score} = \left(\frac{\sum_{i=1}^3 w_{4i} y_{4i}}{\sum_{i=1}^3 w_{4i}} \right) 10$, where y are the manifest variable for the latent variable and w is the weight that relates the manifest variable to the latent variable.

Limitations: The survey utilizes self-reported data which is limited by the fact that it rarely can be independently verified. The research takes what people say, whether in interviews or focus groups at face value. Self-reported data contains several potential sources of bias that should be noted as limitations: These include selective memory; remembering or not remembering experiences or events that occurred at some point in the past; Telescoping; recalling events that occurred at one time as if they occurred at another time; Attribution; the act of attributing positive events and outcomes to one's own self perspective but attributing negative events and outcomes to external force; and Possible exaggeration - representing events as more significant than is actually suggested. The research depended on having access to people, organizations, and stakeholders some who for various reasons were unable to participate. The call lists for focus groups as well as the email list for the online survey although predominantly reliable, had for instance, customer data that was outdated while in other cases customers no longer used the numbers provided.

³confa in STATA also offers Bartlett method as an alternative factor scoring method.

Corporate image

SB objectives: Participants of the focus group discussions could not all articulate the *SB* objectives but they stated that they understood them. Only one was able to explain that it was to provide up to date, reliable, raw data which is relevant.

Role of SB: External customers recognized the important role played by *SB*. They believe *SB* is pivotal in the success of all industries in the country as they inform strategies and policies. As it was noted in the discussions: “*SB does not see the importance of their role. The information they provide must be up to date. You would end up getting some information from South Africa but these countries are not the same. We need information that can help us in luring investors*”. There were no issues around accessibility but rather relevance and availability of up to date data. The manner in which *SB* collected and reported the data did not provide some industries with enough useful information. There was therefore a need to engage the industries throughout the process in order to the produce reports that are useful or beneficial. One of the concerns raised include: “*Even before they generate reports they could go out to ask industries, they will then have people with different backgrounds giving input. The marketing team, accountants, statisticians and all are different and people do not see information the same, they should get feedback from internal sources at the industries first. Most of the information they produce is pre processed sometimes you want to know how they got to that, not being able to assess the source makes it difficult*”.

In addition, it is recognised that *SB* has the technical expertise and resources to collect and produce data that can be consumed internationally. The fact that they also inform the methodologies that organisations could adopt and help when they conduct their own researches was also really appreciated by all. *SB* assisted organizations/individuals who do not have budgets for surveys. On the other hand there is concern over the information that is already processed and therefore not as comprehensive. An example here is the lack of data in the sporting arena that could really inform many decisions and strategies. For example, the spending patterns, do people spend much on sports merchandise or literature or going out to watch games. “*They are certified to collect and produce data that can be consumed internationally therefore their data is very useful to our businesses*”.

Customer services and products

SB publications: The participants were happy with publications like crime and poverty, as well as demographics, health and education. The participants stated that data from these sectors were mainly utilised. The publications with the lowest scores were said to be lacking in relevance and providing information that did not instil confidence in the consumers. An example is environment, followed by prices, business enterprise and ICT.

Collaborations with SB: The participants could not pinpoint the type of collaboration they currently had with *SB* but preferred to state what they would like to have. The customer listed the below as the type of collaborations they would like to have with *SB*. This was also said to improve customer service: Friendliness of staff; Ease of navigation and accessibility of information; Zeroing in on all the important aspects when collecting data on every sector to ensure relevance; More engagement with stakeholders and be less general – data to be very comprehensive; Train the library team on everything offered so that they can be a one stop service; Introduce the service sector and add it to the portals. - The service sector which is said to be the biggest driver of Gaborone economy was said to be missing; Automation of systems with key stakeholders. For example as it was note by participants: “*As a stakeholder if you feel like you are contributing then you can trust its reliability. Therefore I propose more levels of interaction for us to know that we are represented. Approach the platforms that already exist like the Investment society, they would advise on what type of information they need*”.

Alleviate obstacles and provide better quality of service: In order to alleviate the obstacles participants responses centred around increase awareness of their products and services to the public: *“Ensure that people know there is more to statistics than counting people”*. The recommendations of customers that would aid their collaboration with SB again centered around creating public awareness. In addition improved portals and intensified stakeholder engagement.

Communication

SB website: In regards to the website some participants had difficulty in navigation, particularly locating certain sector and questioned the relevance of some of the data provided. As it was noted: *“The website does not easily pop up on Google (accessibility) you always need to type it up. I have always had difficulties locating where the sectors are so it is an issue of ease of navigations. It is clouded; it does not provide the menu bar at the top!”*. There was a need for those responsible for updating the website need to really improve in producing data in a timely manner. As it was noted: *“Another example is on cattle in Botswana. There are just numbers provided but it does not speak to investment. Like this is how much we invest and this is how much we are getting out. They must be able to produce an output that means something; real time data that we can use. They should move with the trends that are coming in. visibility of results on the website i.e. when they produce a graph, can it be accompanied by a table that has the figures”*. Those on the SB mailing list however do receive up to date reports.

SB data portals: The SB portals were not used by several of the respondents. For those who do utilise the portal it was said to be convenient however there are issues around delays and a need for additional information. For example, it was noted that: *“Most of us except for high level reporting we use the micro data. There are many areas where we need SB at least provide the drop downs. We need the smaller segments broken down. Some of the data is not available even when it should be. If you are going to tell me that 1.2 million people entered Botswana, please break down how much contribution came with those into the economy of Botswana”*.

In addition, the SB portals were said to have improved in terms of accessibility. However information that is already processed does not always help inform the decisions that the industry or users need to make. Portals were viewed as user friendly and easy to navigate however, the turnaround times are a concern. Most of the reports are said to be outdated and it was recommended that SB provide additional information or break down information so that it will be easier for users to peruse. The view was that the data on portals is not as comprehensive; it is too general and lacks detail. *“Their portals are friendly and easy to navigate but the turn-around times are a concern - it is untimely. Most of the reports are always behind. If there is a particular publication that I need and is not yet publicized, can it be easy for me to request and have it?”* The rawness of data is lacking, they must move onto giving extra information. *Things that make it easier to explore other avenues of research because things are broken down. Because most of their data is processed, we miss out on a lot of things”*. *“Only Economic data is rich but important health data and others are not, they need to improve the point of collection”*.

SB Library: Most of the participants did not know there was a library at SB and could therefore not answer questions on the resource centre. The individual who had used it complained of the poor service given by the staff member there. It was said that the portals perhaps contributed to the underutilisation of the library: *“Maybe they should have technical people sitting at their offices because should you ask for anything technology related they are not fully able to assist”*. Hence it is not surprising that the Library services were not utilized by the majority of the external customers. The only customer who frequently used the SB library indicated that he disapproved of the disinterest shown by the staff members at the library. The individual felt staff lacked the energy for a one stop service. *“I use it quite a lot but it is not up to date, the friendliness and professionalism of the staff there is a concern. They have responses like “I do not know” and make no efforts to find out and help the customers”*.

Loyalty and retention

Reasons for hesitating to use SB services: The obstacles to SB services were said to be lack of knowledge of products and services offered or being SB being unspecific with information. The poor/limited promotion or advertising leading to the lack of awareness of SB services, lack of accessibility to their services: *“Accessibility especially for those who are out of towns and cities and no internet access”*.

Reasons to keep using SB services: Customers however had a chance to state the positive aspects of the organisation. They acknowledged increased levels of engagement as compared to the past. The ease of navigation on the website and other portals was also commended. *“Just knowing that when they are doing studies and I can drop in a question to benefit me”*. The fact that SB provides essential quality data and has the best professionals and methodologies in place was encouraging enough on its own to lead customers to use their services. On the other hand lack of knowledge of SB services and products and their benefits hinder the usage of their services. *“It is one place where you can find centralized statistics on most sectors done by professionals who we trust have provided the quality of professionalism required”*.

The participants stated that the following were very critical in helping SB grow. Similar to stakeholder collaboration through awareness and educational campaigns there was a need for a change in mindset SB employees. Participants also outlined the need to allow customers to have information in their desired forms or templates. *“Re-look the different data collection points. I.e. ensure that when collecting data, it will speak to the needs of the industries. Redesign the questions asked, make them more robust”*. The need for public education and understanding was emphasized by customers as one of the factors that could remove the obstacles and help them deliver the best service. In addition providing comprehensive data to inform decisions and planning. *“SB needs to recognize the importance of educating those in remote areas. Introduce grass roots level engagement”*.

Aspects of SB that would attract people to use services satisfactorily: In ensuring satisfaction in SB respondents requested SB to look into various data collection points. SB should engage stakeholders in what data is produced for example through focus groups. There was also mention of more visibility on several platforms for example social media and workshops: *“Look at different data and data collection points e.g. Landfills should have separate garbage”*. Given a chance, the participants would input more engagement with stakeholders to ensure heightened awareness, less generalising and assist in pinpointing particular needs. They would provide additional training to Library staff to improve customer satisfaction. There was a suggestion of providing data in its entirety with less disaggregation so stakeholders can extract data needed as opposed to processed data. There was a call to provide more information especially on the service sector which is said to be driving the economy as well as interlinking systems across departments, ministries and institutions in order to produce data that would assist in decision making. *“Automation with key stakeholders; Since the records especially birth and death are there, can they be connected such that when one is born or die it automatically updates. Imagine if the death records reflected everything like the causes, it would help pick areas of concern and they be addressed quicker. For example, it would be easier to pick or notice if people in a certain area died from a certain illness. These red flags would be attended to and given the attention they deserve. The automation would be very helpful since it would be accurate and immediate instead of going out to count people one by one from the streets”*.

Respondent profile

The subsequent analysis consists of data solicited from 720 *SB* external customers who were interviewed face to face as well as participated on the online survey. From *Figure 1* below we see that among the survey respondents, a majority of (54%) were female and (46%) male.

Figure 1. Gender

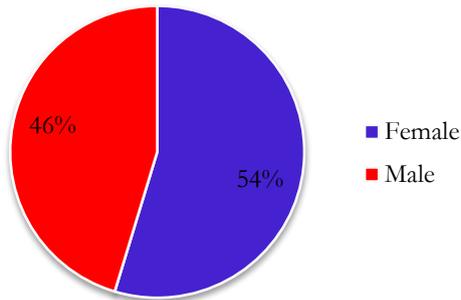
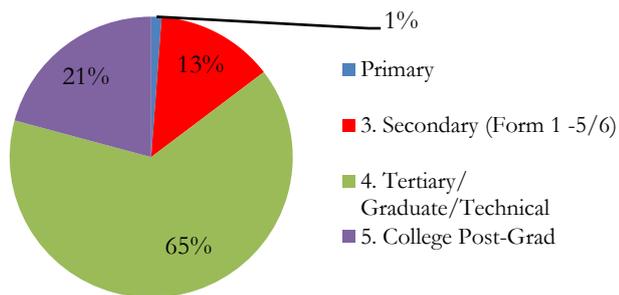
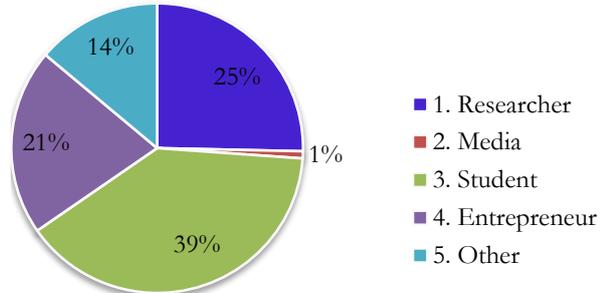
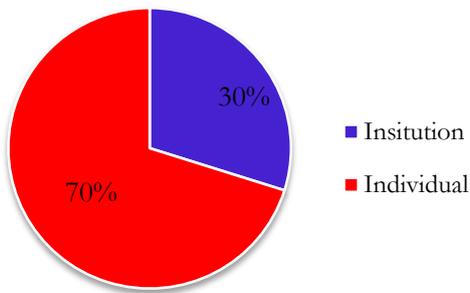


Figure 2. Highest level of education



In *Figure 2* we see the majority of the respondents were tertiary graduates at (65%), followed by college post-graduates (21%). (13%) of the respondents had completed secondary school and (1%) of them went up to primary level only. As seen in *Figure 3*, the majority of the respondents of this survey were aged between 25 and 29 (46%). (41%) of the participants were between the ages of 30 to 44.

Figure 3: Please indicate if your responding on behalf of a institution/company or as an individual? Figure 4: Which of the following best describes you?



As shown in *Figure 3* above, the majority (70%) of the respondents were individuals and (30%) were responding on behalf of their institutions. In *Figure 4* above we see the categories the individual respondents fall under. We find that the majority (39%) were students followed by researchers (25%), only (1%) were from the media⁴. The

⁴The specific categories include: Program Officer; Teacher*11; Student*192; Human resource officer*3; Field manager; Marketing officer; Trainer*3; Sales Representative*8; Research assistant*2; Unemployed*22; Accountant*10; Principal Education Officer; Wellness Officer; Admin Officer *11; Intern Graduate*6; Entrepreneur*51; Monitoring & Evaluation assistant; Self employed*51; It officer*4; Journalist; Soldier*2; Secretary*4; Managing director*4; Sound Engineer; IT support officer; Customer service officer; Operational Manager; Police Officer*3; Industrial officer*2; Traditional Doctor/healer*2; Auditor; Personal Assistant*2; Lawyer*2; Marketing Officer*4; Sport officer; Nurse*3; Electrical Engineer; Supplies officer; Driver*4; Financial advisor*4; VDC Chairperson; Caretaker ; Fireman *8; Business development consultants*3; Peace Corp agent; Beautician*2; Chef*4; Receptionist*4; Security officer ; Business advisor; Banker *6; Geologist; Debt collector; Waster collector; Cleaner *4; Wellness officer; Lecturer *9

ages are depicted in *Figure 5* below, while *Figure 6* shows the institutional representatives came from different organizations. A majority of (21%) were other⁵, (19%) were from the Business enterprises, Media and Research agency.

Figure 5: How old are you?

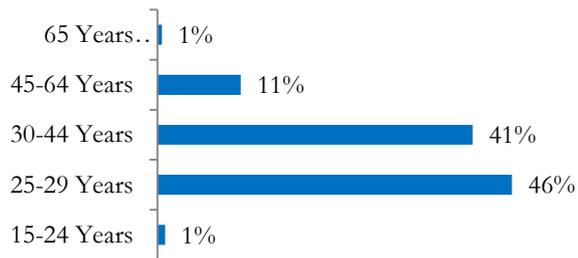
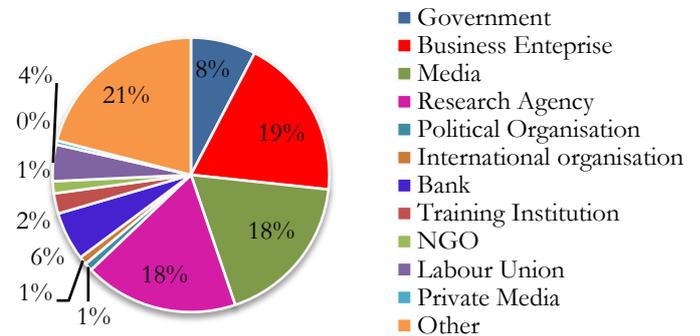


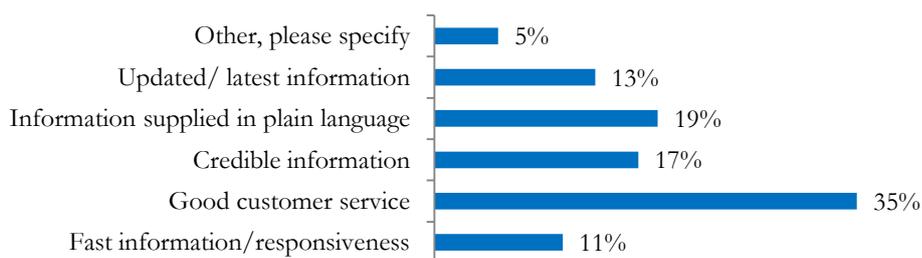
Figure 6: Which institution are you from?



About Statistics Botswana and image

When asked about the mandate of *SB*, the respondents gave a variation of responses, but overall agree that *SB* is a keeper and disseminator of national statistics. These variation of responses include: (i) They are the custodians of the national statistics; (ii) To provide quality national statistics; (iii) To produce data to the nation for decision making; (iv) They provide annual and quarterly national statistics; (v) To disseminate statistical information to researchers; (vi) Research and collection of data in different fields and topics in Botswana for knowledge use, development and government achieves; (vii) To provide the statistics users be it government departments, private sector and institutions/individual researchers with timely statistics and/or data in all sectors of the country; (viii) To conduct population census; (ix) To develop and promote the use of statistical standards and appropriate methodologies; and (x) To be reliable, fast and informative. The majority (35%) of the respondents indicated that *SB* was a provider of good customer service as seen in the *Figure 7* below, and (19%) highlighted that information was supplied in plain language. Finally, (5%) of the respondents indicated other, which includes: Poor information updates; Not interactive; Provider of irrelevant data; Unreliable; Provider of unclear data; Erratic; Unattractive and outdated; and Developing.

Figure 7. Best description of Statistics Botswana



Respondents generally believed that in terms of the brand (43%) and overall corporate image (55%), *SB* is doing great. This is affirmed by the high scores out of 5 which meant highly favourable. See *Table 1* below

⁵School; Tertiary Institute; University of Botswana; Parastatal; Insurance; Healthcare administration; Network Provider; Transport association; Church/Charity Donor; CEDA; Investment/Asset Management; Consultancy agency; Central bank; Police; MENT; Agriculture; Consulting Engineers; MITI/Special Economic Zones Authority; Business consulting firm; Construction; Private Company; MOA / DABP; IEC; Branding Agency; Stockbroker; Cement Industry; Botswana Railways; Tourism Organization; consultancy company

Table 1: How would you rate the following

	1	2	3	4	5
Statistics Botswana delivers on its brand promise	3%	3%	17%	33%	43%
Statistics Botswana is a good corporate entity	1%	3%	14%	27%	55%
There is visibility of the Statistics Botswana brand and logo	5%	4%	19%	33%	38%
Overall corporate image	3%	4%	18%	32%	43%
The Statistics Botswana brand and logo is visually appealing and attractive	7%	5%	21%	28%	40%

scale of 1 to 5, 1 being unfavourable and 5 being favourable

Statistics Botswana services

Figure 8: Method of accessing information

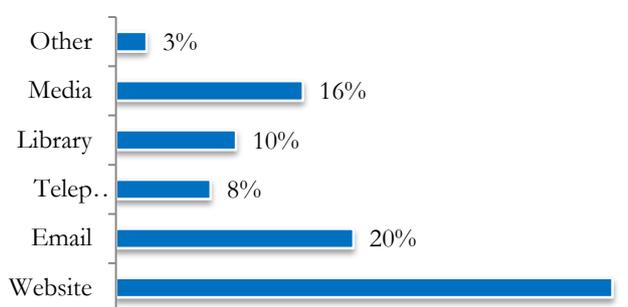
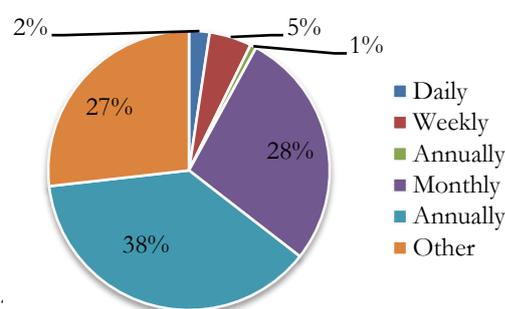
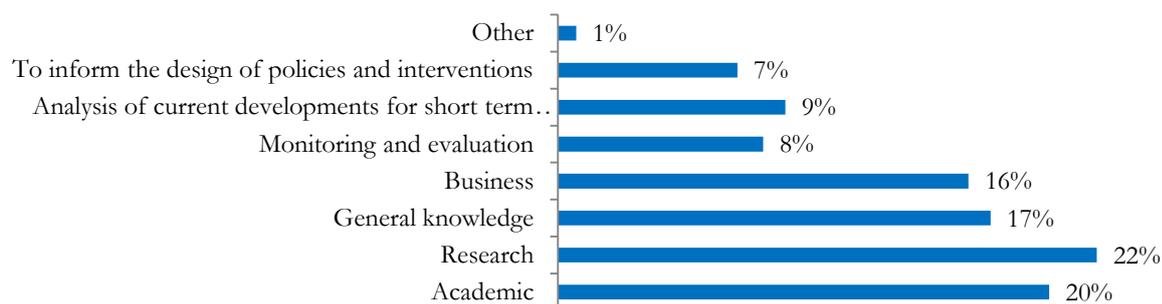


Figure 7: Frequency of accessing information



The Figure 8 above illustrates that the website was the preferred method of accessing information by (43%) of the respondents, while (20%) preferred email and (16%) preferred via the media, the remaining (3%) of the respondents who indicated other⁶. In the Figure 9 we see that (38%) of the respondents usually request information from SB annually while (28%) request information monthly. Of the (26%) who indicated other, these include: On a quarterly basis; Periodically; Only when there is the need; It depends on the project; Once in a while; Fortnightly; and Twice a year.

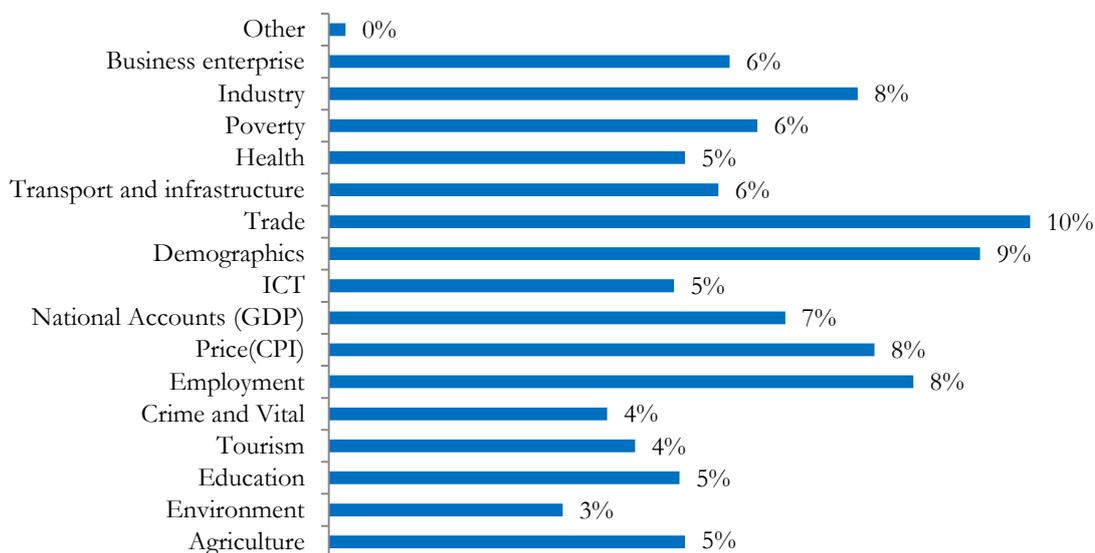
Figure 9: Reasons for requesting official statistics



⁶These include Face to face at the offices; House visits; Internet/ Online; Workshops; Brochures, radio; Cell phone; Phone; Google Drive; direct to the office so as to get more information; Mobile Applications/ online; A database where we login and just search for whatever we want ourselves; Social media e.g. Whatsapp and Facebook; Public policy and private industry decision-makers; Bloomberg, inet etc; Direct Visit to the Building and inquiry; Journals written by statistics Botswana; Meeting relevant staff directly

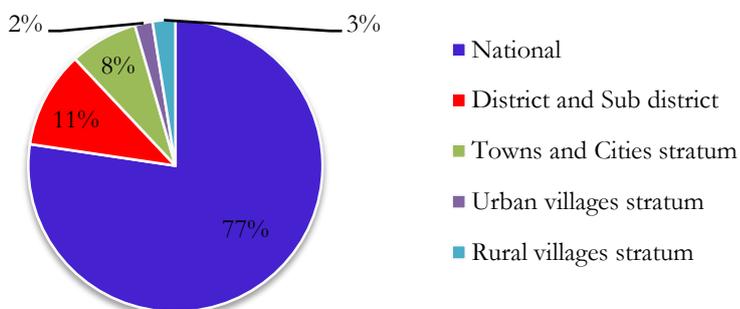
The main reasons why the participants asked for official statistics are shown in the *Figure 9* above was for research purposes (22%) and academic reasons (20%). The remaining (1%) of the respondents stated other, their responses are as follows: To inform a business proposal for funding; To produce well written articles in the media with verified facts; For charity work; Writing articles (Media); To promote Botswana; Publications; For consultancy projects. In the *Figure 10* below we see that majority (10%) of the external customers use the Trade statistics followed by the demographics (9%). Environment was the least utilized by only (3%) of the respondents.

Figure 10: Which of the following Statistics do you usually use?



The majority (77%) of the respondents used national in regards to the level of disaggregation. It was followed by district and sub district (11%) as seen in *Figure 11* below.

Figure 11: Level of disaggregation used



The respondents pointed out that they would also like to have the following disaggregation's as they are not available in Statistics Botswana: Ward level; Immigrants; Businesses owned by disabled; Drugs; Constituencies; Road accidents; Commodity Prices and Mineral Prices; Income bands, by industry; Family classes (low, middle, high class); Graduates who found employment and those who became entrepreneurs; Participation level in terms of the fitness of nation and expenditure in sport; Sub components of the aggregated data they provide; Deaf population rate; Fast developing towns; High performing industries; Ethnic Disaggregation; Industrial stratum; Percentage of HIV infected government workers; Percentage of HIV infected prison inmates; Product disaggregation, for example import products; Farms belonging to the government, Foreigners and, Locals; Specific National Information on the infrastructure; Disaggregation for the different sectors and industries; Town and rural council developments and progress yearly; International Price Exchange History; SADC

Disaggregation; Global Outlook and Disaggregation; Continental indicators and comparisons; 100% citizen owned companies and non citizen owned companies, families, local companies and youth owned companies.

When asked which other statistical products or indicators would you like *SB* to produce, the respondents listed the verbatim reflected in Table 11 below

Table 2 Which other statistical products or indicators would you like Statistics Botswana to produce?

• Statistics Botswana mobile app	• Data sets in maps and graphs
• Statistics on pharmaceuticals	• Volume and value of fuel imports
• Afro barometer	• Yearly updates of national statistics
• Customizable user extraction tools	• Number of abortion cases in Botswana
• Statistics of tenders won and by whom	• Data presented in audio, or video
• Female entrepreneurship statistics	• Single mothers/fathers statistics
• Arts statistics	• Welfare programs statistics
• Statistics on local goods	• Mobile data technologies usage
• Composite indicator of economic activity	• Emission statistics
• Unemployment and youth crime	• Small enterprise statistics
• Foreign direct investment (inward and outward flows and stock)	• Economic indicators as used in global financial markets
• Skills audits	• GDP by cities or towns
• The annual statistics yearbooks	• Wealth/income disparity
• Contribution of arts, culture, sport to GDP	• Data on Botswana outbound tourism
• Political statistics	• Intra-country production levels
• Retail sales and consumer confidence	• Business planning for SMEs
• Quarterly health status reports	• Annual average exchange rates
• Population engaged in sport	• Financial sector data
• Duty statistics	• Out of school children and youth
• Emigration and immigration statistics	• Stats on economic activity per industry

According to *Table 3*, the majority of respondents felt that *SB* met and exceeded their expectations across the following attributes. The numbers in red are those who believed that it fell short of their expectations.

Table 3. Responsiveness of Statistics Botswana

	1	2	3	4	5
How reliable is Statistics Botswana?	5%	7%	29%	42%	17%
Overall quality of the official statistics?	4%	8%	29%	43%	16%
Timeliness of official statistics?	7%	19%	37%	28%	10%
Information about the services?	4%	12%	32%	39%	12%
Trust in statistical data published?	3%	7%	25%	45%	21%
Relevance of the information (up to date)?	8%	12%	26%	38%	16%
Presentation of the official statistics?	3%	7%	26%	45%	21%

scale of 1 to 5, 1 being short of expectation and 5 being exceeds expectation

Table 4 shows that the majority of the external customers are satisfied with the services, feedback and are understood by the SB employees with a maximum rating of 5 out of 5.

Table 4: Rating of Statistics Botswana

	1	2	3	4	5
Delivery of quality service?	3%	2%	15%	35%	45%
Helping with problem solving?	4%	4%	17%	30%	45%
Feedback on information provided?	4%	4%	20%	36%	36%
Employees understanding your needs?	4%	4%	15%	26%	52%
Employee overall behavior?	3%	2%	14%	28%	53%
Overall satisfaction level?	3%	3%	16%	33%	45%
Presentation of the official statistics?	3%	3%	13%	32%	49%

scale of 1 to 5, 1 being short of expectation and 5 being exceeds expectation

Generally the external customers take pleasure in being SB customers. Their concern was however on the convenient location (22%) of SB offices. This can be seen in the attribute's highest score being on a neutral rating.

Table 5: Recent experience with Statistics Botswana

	1	2	3	4	5
Employees treated you politely and with respect when you complained	3%	4%	20%	35%	38%
I take pleasure in being a customer of Statistics Botswana	2%	5%	18%	37%	37%
Statistics Botswana takes care of their customers	3%	7%	20%	39%	30%
There is a mutual benefit with my relationship with Statistics Botswana	3%	6%	23%	38%	30%
Statistics Botswana offices and/or branches are conveniently located	9%	25%	26%	20%	20%

Ability to provide prompt service	5%	10%	32%	31%	21%
Provide information about delays in service	7%	15%	37%	25%	17%
Collaboration with Statistics Botswana is effective	3%	8%	28%	38%	22%

In terms of reliability, timeliness, and accurate responses, the statements in the next table proved that the customers' expectations were met, this is depicted in *Table 6*.

Table 6: Expectation with Statistics Botswana

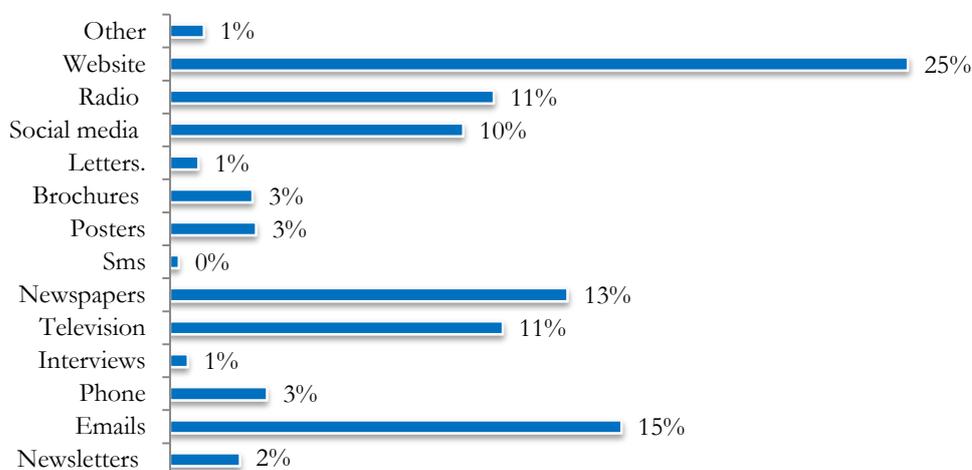
	1	2	3	4	5
Overall expectation of quality (pre-request)	3%	5%	22%	39%	31%
Expectation regarding how accurately responses address query (pre-request)	2%	6%	23%	38%	31%
Expectation regarding reliability (pre-request)	2%	2%	21%	36%	33%
Expectation regarding timeliness(pre-request)	3%	11%	23%	34%	29%
Overall evaluation of quality experience (post request)	2%	6%	34%	43%	14%
Evaluation regarding how accurately responses address query (post-request)	2%	7%	36%	39%	15%
Evaluation of reliability (post-request)	3%	7%	35%	40%	16%
Evaluation of timeliness(post-request)	3%	13%	35%	34%	15%

scale of 1 to 5, 1 being fall short of expectation and 5 being exceeds expectations.

Information and Communication

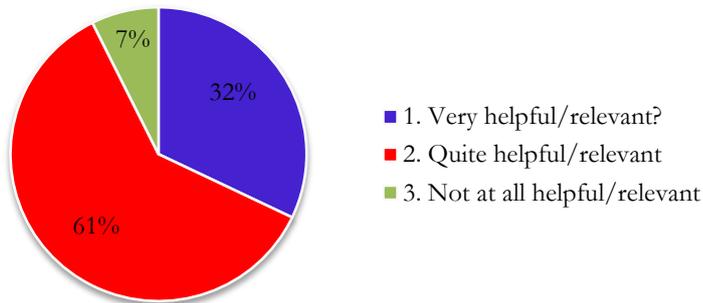
The respondents were asked to mention the ways in which *SB* communicates information, the responses are shown in *Figure 12*. Here we see that the *SB* website was mentioned as the most used communication tool by (25%) of the external customers, (15%) said emails.

Figure 12: How SB currently communicates information



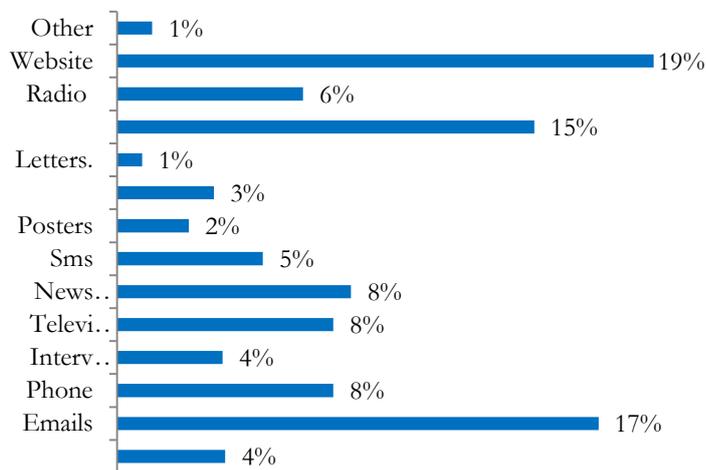
The information tools are rated in the *Figure 13* below in regards to their helpfulness or relevance. It clearly shows that (61%) of the respondents feel that they are quite helpful. (32%) felt that they are very helpful and relevant whilst a smaller percentage of (7%) said they are not at all relevant or helpful.

Figure 13: Rating of information tools (Brochures, newsletters etc.) in terms of helpfulness of communication



The majority of *SB* external users interviewed preferred the website (19%), emails (17%) and Social media (15%) for communication. See *Figure 14* below

Figure 14: Preferred mode of communication from Statistics Botswana



Other preferred modes of communication include: face to face; workshops at schools, institutions; seminars and road shows; house to house visits and teaching; bill boards; Kgofla meetings; House to house visits, workshops; organising campaigns.

Figure 15: Whether you access SB Website

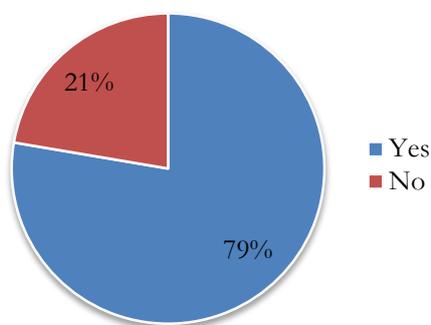
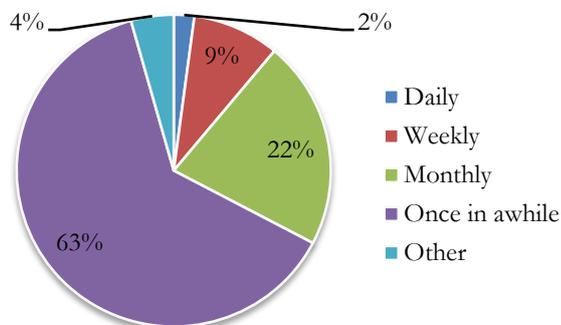


Figure 16: Frequency of accessing website in last 12 months



The Figure 15 above depicts that (79%) of the respondents utilised the SB website. Only (21%) did not access it reaffirming its popularity as a form of information source. Of the (79%) of respondents who utilised the SB website, (63%) used the website once in a while. (22%) of them used it monthly while (9%) and (3%) used it weekly and daily respectively. See Figure 16 above. The 4% of customers stated others: Accessed it just once; When there was the need; 3 times a year. The SB website met the customers' expectations as shown in the Table 7 below. Most customers felt that it met their expectations with positive ratings of (4) for ease of navigation, quality of content and attractive and appealing layout and design.

Table 7: Statistics Botswana website rating

	1	2	3	4	5
Ease of navigation	4%	9%	31%	41%	14%
Timely updating of content	10%	13%	36%	30%	11%
Quantity of content	3%	12%	29%	40%	14%
Attractive and appealing layout and design	5%	16%	30%	34%	14%

Figure 17: Access information Resource centre/ Library

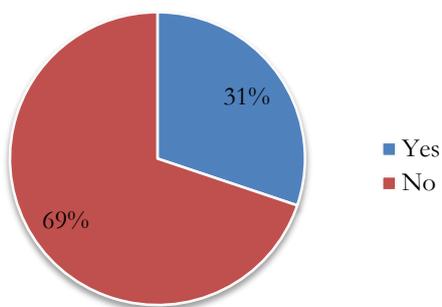
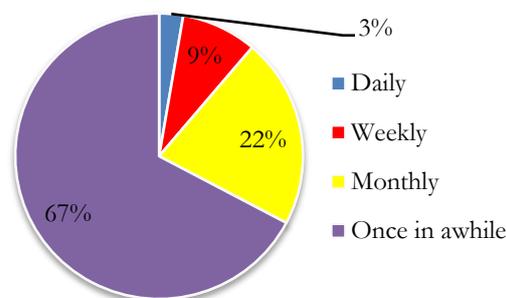


Figure 18: Frequency of accessing library in last 12 months



The Statistics Library was only accessed by (31%) of the external customers. (69%) of them did not use the SB library. See Figure 17 above. Out of the (31%) of customers who used the Library, (67%) of them used it once in a while followed by those who accessed it monthly (22%). in addition, 9% of customers used the library weekly, while (3%) visited it daily.

Figure 19: Easiness of accessing information in library

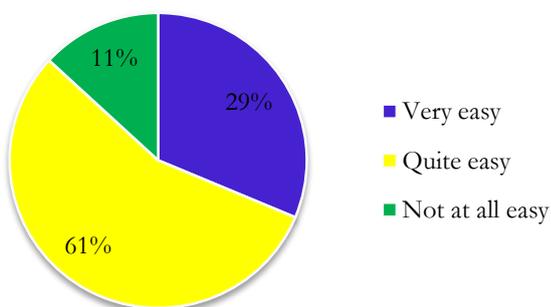


Figure 20: Whether you have seen or heard advertisements

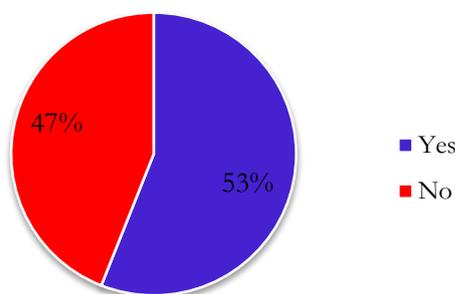
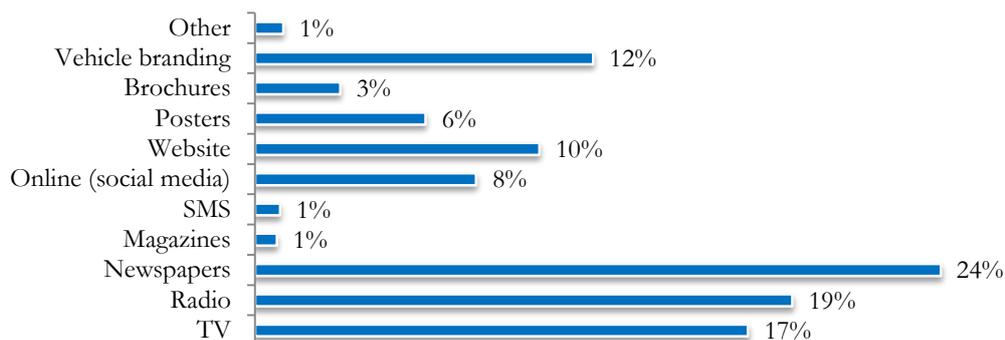


Figure 19 above illustrates that (61%) of the library users felt it was quite easy to use. (29%) said it was very easy to use while (11%) that it was not at all easy to use. Figure 20 above depicts that the majority (53%) of the customers have seen or heard advertising for SB. The newspaper was the channel where most customers have seen or heard advertising for SB (24%). This was followed by Radio (19%) and TV (17%). See Figure 21 below

Figure 21: Type of advertisements from Statistics Botswana



Regarding the message that was contained in the *SB* advertisements, there was a large variation in responses: (i) It was a survey to be conducted and public being sensitized; (ii) That *SB* can advice on policy formulation and on investment purposes; (iii) Child mortality rates; (iv) The high rate of unemployment; (v) Tenders and job adverts; (vi) The *SB* mandate, not sure of the specifics; (vii) GDP and national accounts (viii) Consumer price index (ix) Annual report for food balance (x) Botswana Multi topic household survey (xi) Importance of participating in the survey; (xii) That children can be circumcised at birth (xiii) Alerting Batswana of the upcoming surveys (xix) Increasing rate of crime; (xx) Agricultural statistics campaign; (xxi) The importance of statistics in our daily lives; (xxii) All sectors of the economy should benefit from *SB*; (xxiii) Employment opportunities; (xxiv) The core message was their aim to provide reliable statistics to the public as well as requests for cooperation from the public when there was a need for them to participate in providing data.

The advertisements was said to be quite simple to understand by the majority of the respondents (62%). Only (3%) of all said the advertising not at all simple to understand. Respondent were asked for suggestions on how *SB* can improve on its customer service: (i) Public education and awareness; (ii) Intensified social media presence and advertising; (iii) Improved turnaround times; (iv) Staff to be polite and welcoming; (v) Customer engagement and interaction; (vi) Produce timely, relevant and up to date data (vii) Make the *SB* logo stand out; (viii) Increase offices country wide; (ix) Improve communication with customers; (x) Have Newsletters and Brochures in malls, and offices (xi) *SB* and BURS to link for reliability of statistics (xii) Publication of hard copies; (xiii) Use applications to collect data; (xiv) The use of Setswana in questionnaires; (xv) Have a contact centre; (xvi) Enhance customer service strategy; (xvii) Always avail current statistics; (xviii) Broaden their advertising tactics; (xix) Website management and content update; (xx) They need a mindset change - shift from being civil servants to independent service provider; (xxi) Provide easy access portals meant exclusively for students; (xxii) Excel versions of all statistical publications should be made available on the website or to registered subscribers in addition; (xxiii) Reduce bureaucracy in releasing information; (xxiv) Reach out to customers in kgotla meetings and institutional workshops.

Loyalty and retention

The *Table 8* below shows that the customers were likely to speak favorably (34%), reuse (35%) and recommend *SB* (37%), although this was indicated by few respondents. This suggests that more needs to be done to boost retention and loyalty levels.

Table 8: Favourable, reuse and recommendation

	1	2	3	4	5
Likelihood of re-use of official Statistics	9%	6%	15%	35%	35%
Likelihood of speaking favorably about SB to others	8%	8%	22%	34%	28%
Likelihood of recommending SB to others	2%	6%	20%	30%	37%

1 very unlikely and 5 very likely

Corporate identity index score

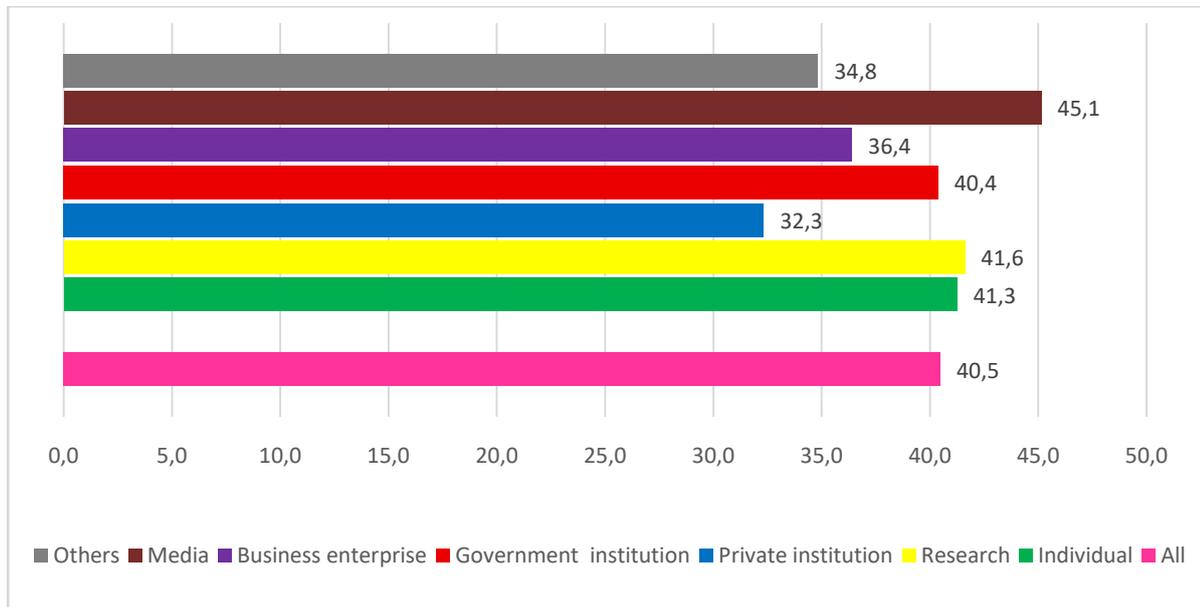
Table 9: Results of the Confirmatory Factor Analysis for Corporate Identity Index

	Factor Loading	Standard error	Variance explained ^b
• SB delivers on its brand promise	1.0000 ^a	.	0.5024337
• SB is a good corporate entity	0.878856	0.047828	0.4172225
• There is visibility of the SB brand and logo	1.161217	0.06251	0.4695956
• Overall corporate image	1.287918	0.058455	0.2227164
• The SB brand and logo is visually appealing and attractive	1.254226	0.067797	0.5580586

^aThis shows the loading that was used for identification in each of the latent variables and thus have a coefficient estimate equal to 1.000 and a missing standard error.

^bThis shows the proportion of the variance of observed variable that is explained by the model.

Figure 22. Corporate Identity Indices Scores



The corporate identity index score is (40.5%). When we compare across the different types of external customers we find that the media group produced the highest score (45.1%), followed by research (41.6%) and individual customers (41.3%). The government customers produced a score of (40.4%); while (36.4%), (34.8%) and (32.3%) was produced by business enterprises, others and private institutions respectively.

Communication index score

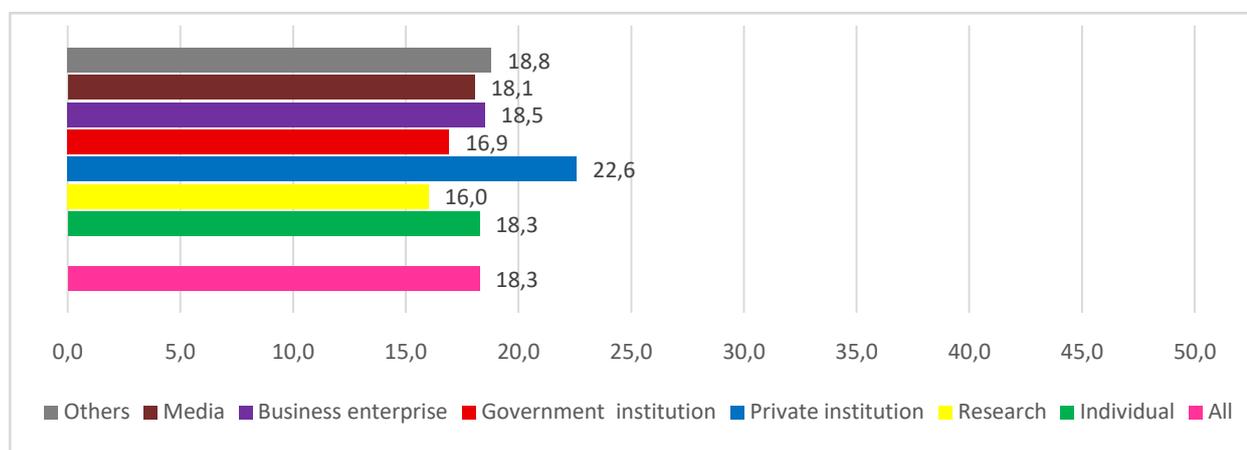
Table 10: Results of the Confirmatory Factor Analysis for Communication Index

	Factor Loading	Standard error	Variance explained ^b
• How would you rate the information tools (Brochures, newsletters etc.) In terms of helpfulness of communication	1.0000 ^a	.	0.0317829
• How easy is it to access information in the Information Resource Center/ SB Library?	26.19005	0.000954	0.640236
• Are SB advertisements simple and easy to understand?	0.636923	0.492131	0.1589448

^aThis shows the loading that was used for identification in each of the latent variables and thus have a coefficient estimate equal to 1.000 and a missing standard error.

^bThis shows the proportion of the variance of observed variable that is explained by the model.

Figure 23. Communication Indices Scores



The communication index scores the lowest among all the indices with an overall score of (18.3%). The highest is among the private institution (22.6%) and the lowest with research agencies (16.0%).

Customer satisfaction index score

Table 11: Results of the Confirmatory Factor Analysis for Customer Satisfaction Index

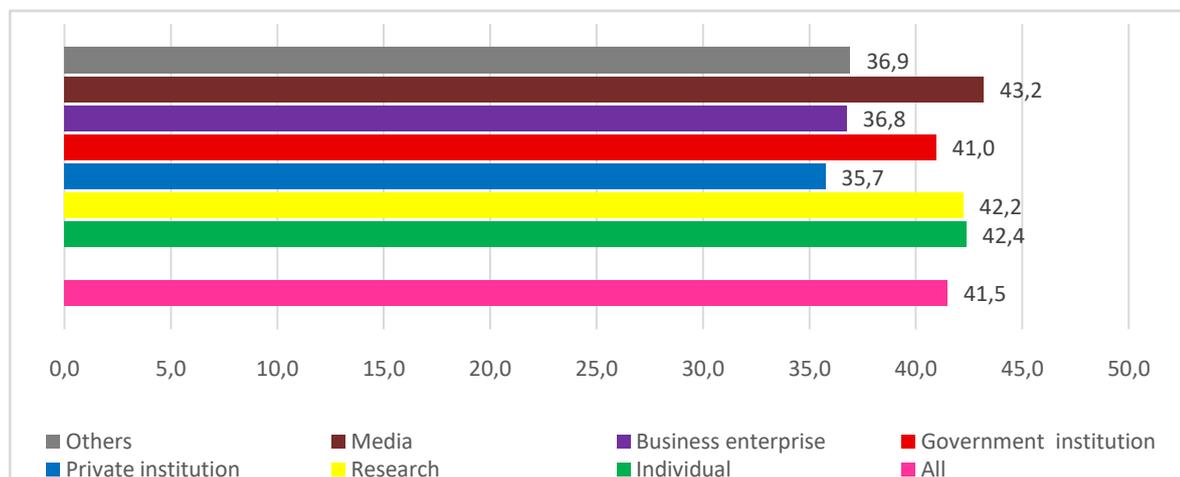
	Factor Loading	Standard error	Variance explained ^b
• Delivery of quality service	1.0000 ^a	.	0.232216
• Helping with problem solving	1.056639	0.034653	0.309572
• Feedback on information provided	0.966583	0.036999	0.439514
• Employees understanding your needs?	1.008669	0.036218	0.378686
• Employee overall behavior?	0.962185	0.033844	0.321991

• Overall satisfaction level	1.050549	0.030461	0.175093
• Presentation of the official statistics	0.915057	0.032716	0.315164

^aThis shows the loading that was used for identification in each of the latent variables and thus have a coefficient estimate equal to 1.000 and a missing standard error.

^bThis shows the proportion of the variance of observed variable that is explained by the model.

Figure 24. Customer Satisfaction Indices Scores



The customer satisfaction index is (41.5%). The scores among the individual and research agency are quite similar at (42.4%) and (42.2%) respectively. Private institution score is (35.7%); government is (41.0%); business enterprise is (36.8%); media has the highest at (43.2%), and finally other external customers have a score of (36.9%).

Loyalty index score

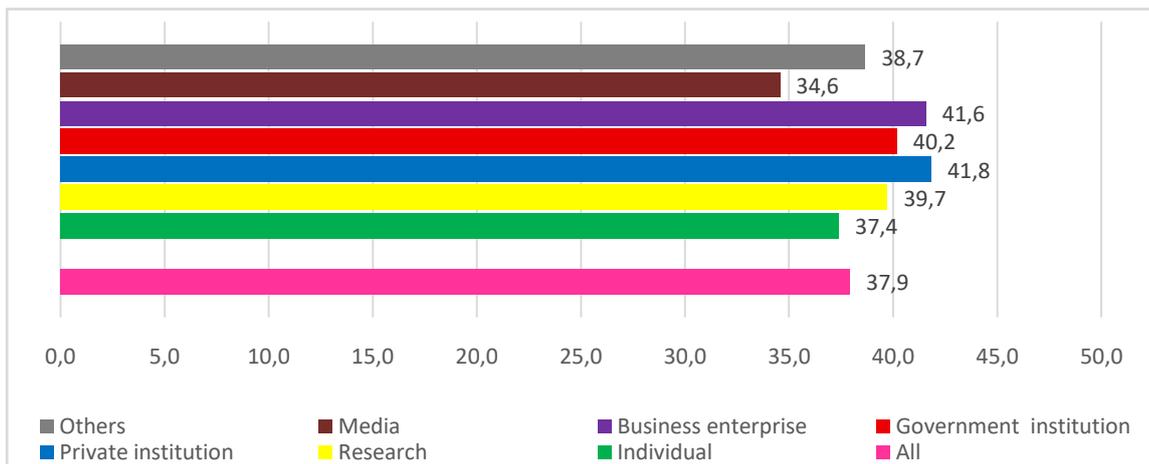
Table 12: Results of the Confirmatory Factor Analysis for Loyalty Index

	Factor Loading	Standard error	Variance explained ^b
• Likelihood of re-use of official Statistics	1.0000 ^a	.	0.5901393
• Likelihood of speaking favorably about SB to others	1.234582	0.0544793	0.0172078
• Likelihood of recommending SB to others	0.6915939	0.0349563	0.5341468

^aThis shows the loading that was used for identification in each of the latent variables and thus have a coefficient estimate equal to 1.000 and a missing standard error.

^bThis shows the proportion of the variance of observed variable that is explained by the model.

Figure 25. Loyalty Indices Scores

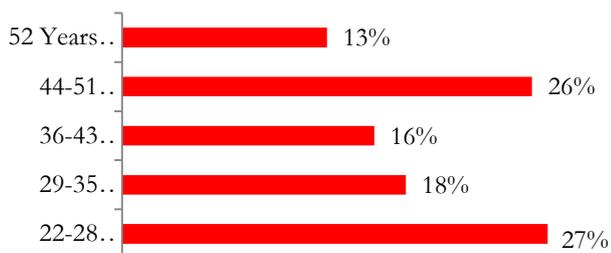


Loyalty which is the likelihood of retention, of speaking favourably to others and recommending them to the company were also rated low by external customers. The loyalty index is (37.5%) which is extremely low. The index scores are compared between the different types of customers. The individual index is (37.4%), research is (39.7%), private institution is (41.8%), government is (40.2%), business is (41.6%), media is (34.6%) and the other customers score is (38.7%).

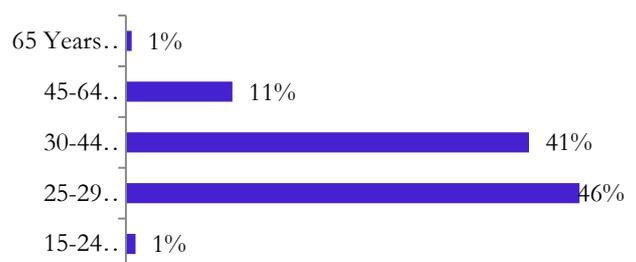
This section is the cross-sectional comparison between results of the current customer satisfaction survey with those obtained from the user satisfaction survey conducted from January to March 2015. Both the 2015 and 2018 satisfaction surveys were conducted in order to understand the views and opinions of the end user with regard to the overall quality of official statistics as well as to indicate areas of improvement to the statistics they use. Both surveys targeted public, private sectors, the government, international organizations, media, researchers, Non-governmental organisations (NGOs), students and education institutions. Both survey samples comprised of customers of official statistics through the use of the library, information desk, and requests through e-mails, subscription for *SB* publications as well as the website. Despite the similarities in the objectives and the target market of the two surveys there were differences in regards to the research agency used, the sample size, the respondents that took part in the 2015 and 2018 surveys as well as the research tool utilised.

In 2015 the findings indicated that from these groups, the highest respondent age group were persons aged 22-28 years with (27%) and the lowest aged 52+ years with (13%). There was a similar trend in 2018 the highest respondents age group was aged 25-29 years (46%) and the lowest 65+ with (1%).

2015 results

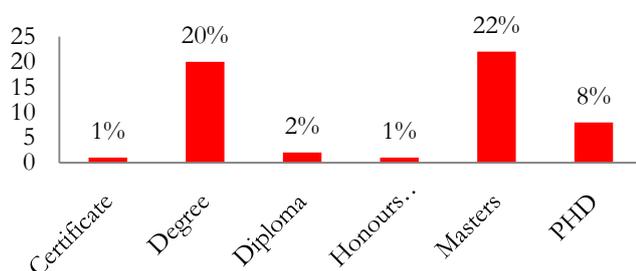


2018 results

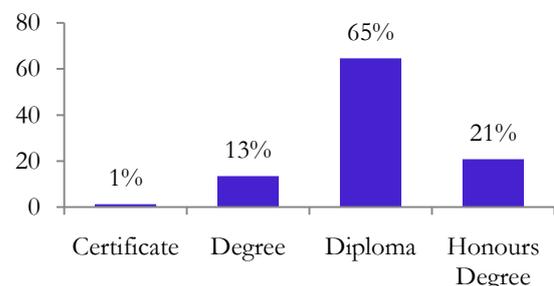


The findings in 2015 revealed that users of official statistics are of higher education level, as there are respondents with Master's degree (22%), In 2018 the majority (65%) had tertiary/graduate/ technical education followed by (21%) being college/ Post grad.

2015 results

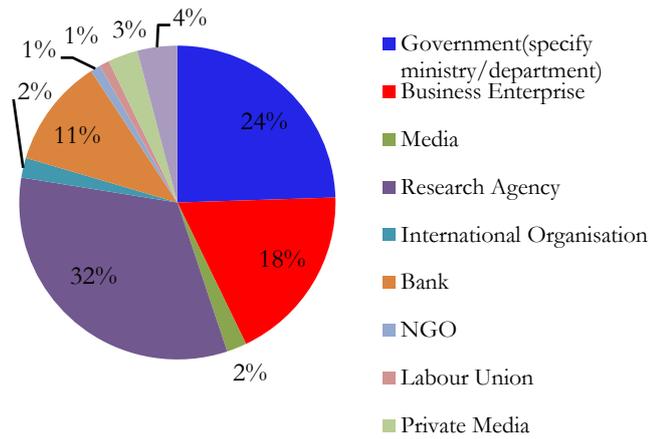


2018 results

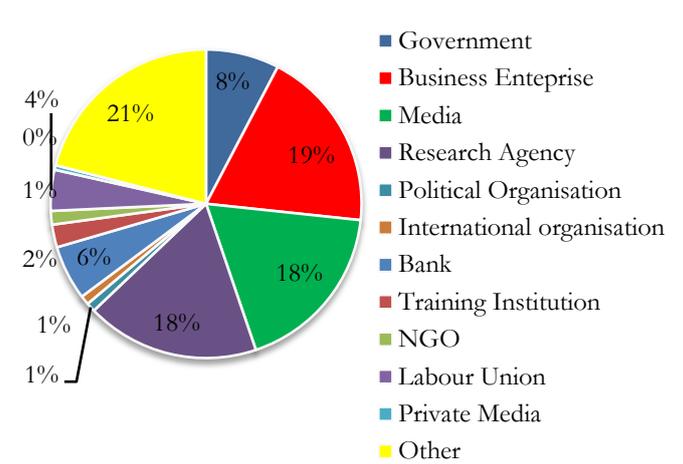


In 2015 the survey further indicated that users of official statistics are Researchers with (32%) followed by government with (24%) whereas in 2018 (19%) the majority of users of official statistics were business enterprises followed by researchers at (18%).

2015 results

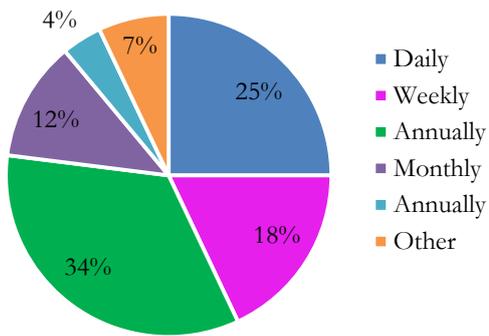


2018 results

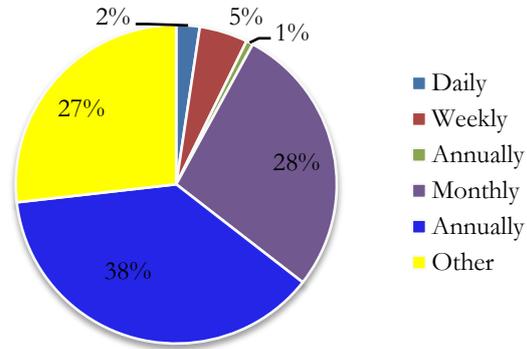


In 2015 the majority of the respondents (34%) used statistics on a monthly basis whereas in 2018 the majority accessed statistics less often the results were as follows annually (38%) followed by monthly (28%).

2015 results

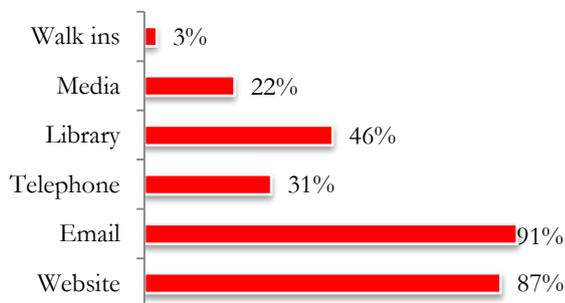


2018 results

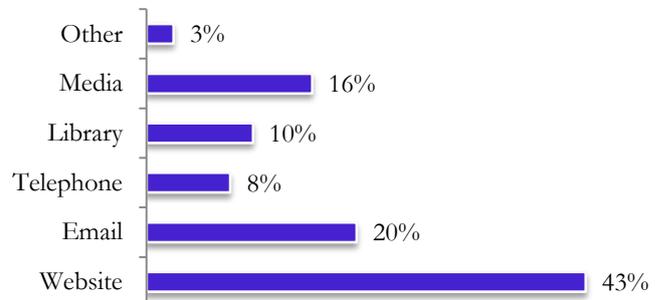


In 2015 the findings of the survey further revealed that customers access official statistics through different channels, the most used being the e-mail (91%), website with (81%), library (46%), telephone (31%) and Media (22%). Similarly in 2018 the majority of the customers accessed official statistics through website (43%), email (20%), Media (16%) and the library (10%).

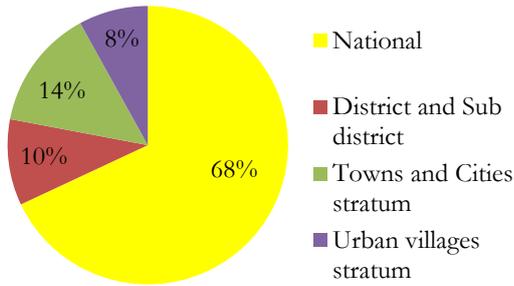
2015 results



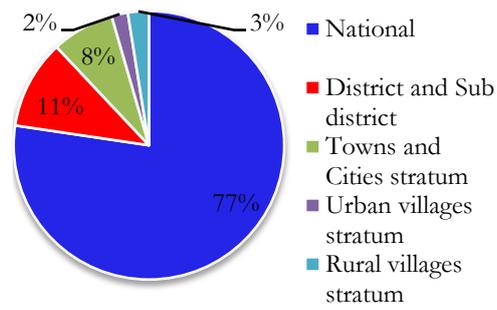
2018 results



2015 results

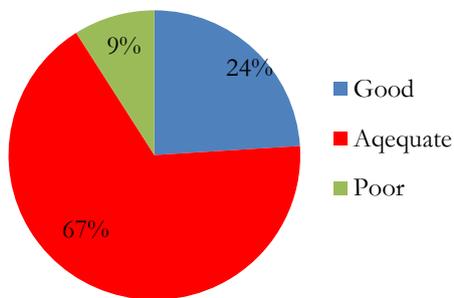


2018 results



In both 2015 and 2018 respondents indicated that statistical data that they get from *SB* are mainly used for research with (81%) in 2015 and (22%) in 2018. In both 2015 (68%) and 2018 (77%) the respondents preferred disaggregation at national level. In 2015 the respondents were asked to rate the overall quality of products. (67%) rated adequate, (24%) rated good and (9%) rated poor. In 2018, On rating from a scale of 1 to 5 where 1 being short of expectation and 5 exceeds expectation (43%) scored 4, (29%) scored 3 while (16%) scored 5.

2015 results



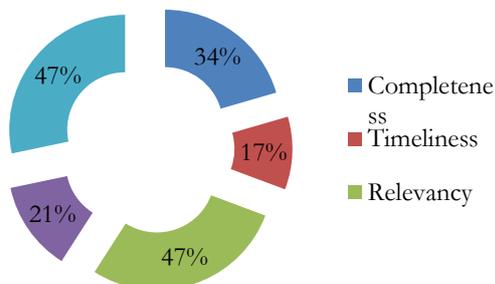
2018 results

Overall quality of the official statistics?	4%	8%	29%	43%	16%
Trust in statistical data published?	3%	7%	25%	45%	21%

In regards to the availability of official statistics, in 2015 respondents evaluated the quality of official statistics by type of statistics. (19%) of respondents indicated that they greatly trust official statistics they get from Statistics Botswana; (76%) indicated they trust and only (2%) did not trust official statistics. In 2018 the results were similar, also on rating from a scale of 1 to 5 where 1 being short of expectation and 5 exceeds expectation (21%) scored 5, (45%) scored 4 while (25%) scored 3. Both surveys indicated high levels of trust.

In 2015 and 2018 the survey respondents expressed their views with regard to timeliness, relevance and presentation of official statistics. In 2015 official statistics were considered relevant with (47%), in 2018 relevance was rated a 4 out of 5 by a (38%) majority. In 2015 presentable received (47%) whereas in 2018 a positive rating of 4 out of 5 was given by a (45%) majority. In regards to timeliness in 2015 this received (17%), there was an improvement in 2018 with a rating of 3 out of 5 from a (37%) majority.

2015 results

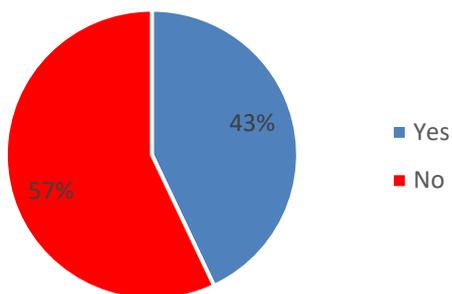


2018 results

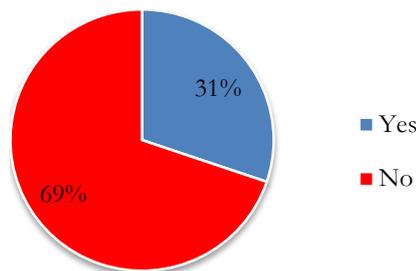
Timeliness of official statistics?	7%	19%	37%	28%
Relevance of information (up to date)?	8%	12%	26%	38%
Presentation of the official statistics?	3%	7%	26%	45%

The customers also indicated that they were not aware of the library existence with a high rating of (57%). 2018 this trend has continued with only 31% accessing the library.

2015 results



2018 results



The website is one of the main channels used to access official statistics by users in both 2015 and 2018 (79%). As a result in 2015, (27%) of the respondents always find the website easy to use, (61%) sometimes find it easy to use, while (11%) indicated that the website was never easy to use. In 2018 the ease of navigation was rated a positive 4 out of 5 by a (41%) majority.

Hence overall, in 2015 the users of official statistics have indicated through the survey findings that they are not satisfied with timeliness of *SB* products and services. Therefore, frequency and timeliness of release of statistics needed to be improved. The users were not satisfied with the website claiming it was poorly maintained and the library had to be modernised. The website was seen to be the main entry point to access official statistics and there was a call for it to be overhauled so that it could be more interactive. The survey results showed that official statistics did not always meets the needs of the respondents but there was trust that information received was true official statistics.

In 2018 there were similar findings as customers of *SB* also called for improved turnaround times and for *SB* to produce timely, relevant and up to date data. There was however an improvement in regards to the website navigation, quality of content and layout and design. The website has been made more interactive and there has been an increase in online dissemination platforms. In regards to the Library services the findings indicated that it was still underutilised. As in 2015 the official statistics did not always meet the respondent's needs but there was trust in the statistics provided. Progress has been made in regards to customer satisfaction with *SB* products and services but there is room for improvement.

It is no doubt that the 2018 customer satisfaction survey is a very useful strategy to monitor and evaluate the performance of the Organization in the delivery of the services to the stakeholders. All lessons learned should be used to improve and strengthen the on-going *SB* services. From the results above the following are some of the key highlights that can be concluded:

Stakeholder engagement: There are stakeholders who influence the organization and those who depend on the organisation. *SB* external customer do influence and depend on *SB* and must therefore be entirely engaged at all times. *SB* needs stakeholder engagement plans that form a part of a cycle to ensure that any developments or changes are considered within reasonable time. This needs to be a robust process, using intentional criteria to confirm whether the important stakeholders of the organisation have indeed been identified and prioritized. Lack of awareness on what *SB* offers is not to be taken light and needs to be attended. Generally the more engaged employees are at work; the more productive they tend to be. Engaged employees will contribute more to a company's overall performance because they are committed and have a vested interest in the company and its objectives and goals. *SB* also needs to actively conduct open, honest, transparent and continuous consultations with stakeholders to educate, give feedback and benchmark. In all these processes they must involve employees.

In conclusion *SB* needs to develop an engagement plan, which includes or states the methods to be used and the frequency. Identify a mechanism to address stakeholder concerns into strategic planning to ensure alignment.

Public education and awareness: Every organization needs to prove that their products and services are necessary rather than hoping that customers believe it to be so. This could lead to rampant misinformation, public disinterest and misconceptions about products and services offered. It is clear that the general public believe that *SB*'s only role is to count people. There is therefore a high demand in public awareness and education from *SB*. There is a need to promote awareness, appreciation, and understanding of *SB*'s importance to society. *SB* needs to ensure that the public understands the element of value of their products and services. They must ask themselves how aware the population of Botswana is about their products and services and to find out if these products are or will be accepted. Then they must then ensure that these products and services are available once needed or required by the public.

SB could spread the messages by: Conducting road shows country wide; Contacting schools to organize educational sessions for the students; Create a public awareness section on the website; Use local radio stations to spread the messages; The use of social media to give out information on products and services; Collaboration with post offices to spread booklets or brochures with information and details; The creation of education and communications coordination offices across the country.

Setting up awareness strategies and implementing associated plans would go a long way in raising the brand strength and customer satisfaction as it would specifically reflect the *SB* product and services.

The communication of clear objectives and goals and continuous engagement of stakeholders is a recommendation which if implemented will and make sure that the product delivery moves in unison with the industries in the country. A logo on its own is not a brand. A segmented branding strategy is a vital step in creating *SB* products or corporate identity. Having the right promotional materials, effective marketing messages and visual designs for both online and offline will help *SB* increase awareness.

External customer service can also be strengthened through implementing the recommendations that follow: The website and an online presence need to be improved so that customers can get most of their information online. There is need to establish an upfront service desk at the library and reception and ensure the staff is empowered at the outset to avail the correct information so that customers can get assistance without being given the run around. Sorting out the internal service issues will result in an improvement in external customer service.

Adapting to internal and external changes: Changes in the environment usually happen frequently and at times without much advanced notice. The sessions revealed that the industries evolve, technology is forever changing and the staff at *SB* must be in a position to always cater for stakeholders. Therefore providing training and support will help everyone on the team adapt to new procedures, new responsibilities, new technologies and other inevitable changes that do come up within the industries and communities. Provide ongoing assessment and evaluation of the instrument used in all surveys and modify as required. *SB* can manage unrealistic stakeholder expectations by developing improved external communications that clarify resource limitations and the mandate of each directorate

Systems automation or interlink: Opportunities are seen to exist in integrating the *SB* programs with those of other organizations. Like using the Bait system from the ministry of agriculture –

- This system ensures that cattle produced in Botswana are identified and traceable throughout their lives, such that EU regulation concerning the livestock traceability for imported beef products can be met and can continue to be met going into the future.
- It also provides additional services to the farming community including among others, safe and secure animal identification, improved cattle security and improved recovery of stolen and stray cattle.

This system would therefore assist *SB* because it is automatically updated as farmers enter the data all the time, therefore they would be able to get up to date instant data. If they were linked to the hospitals as well they could always get updated data in cases of birth or death or accidents. There is a need for the organisation to interlink their systems with those of critical stakeholders.

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