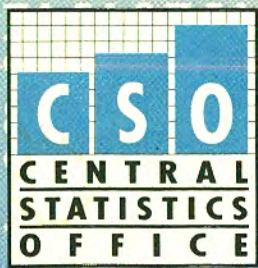
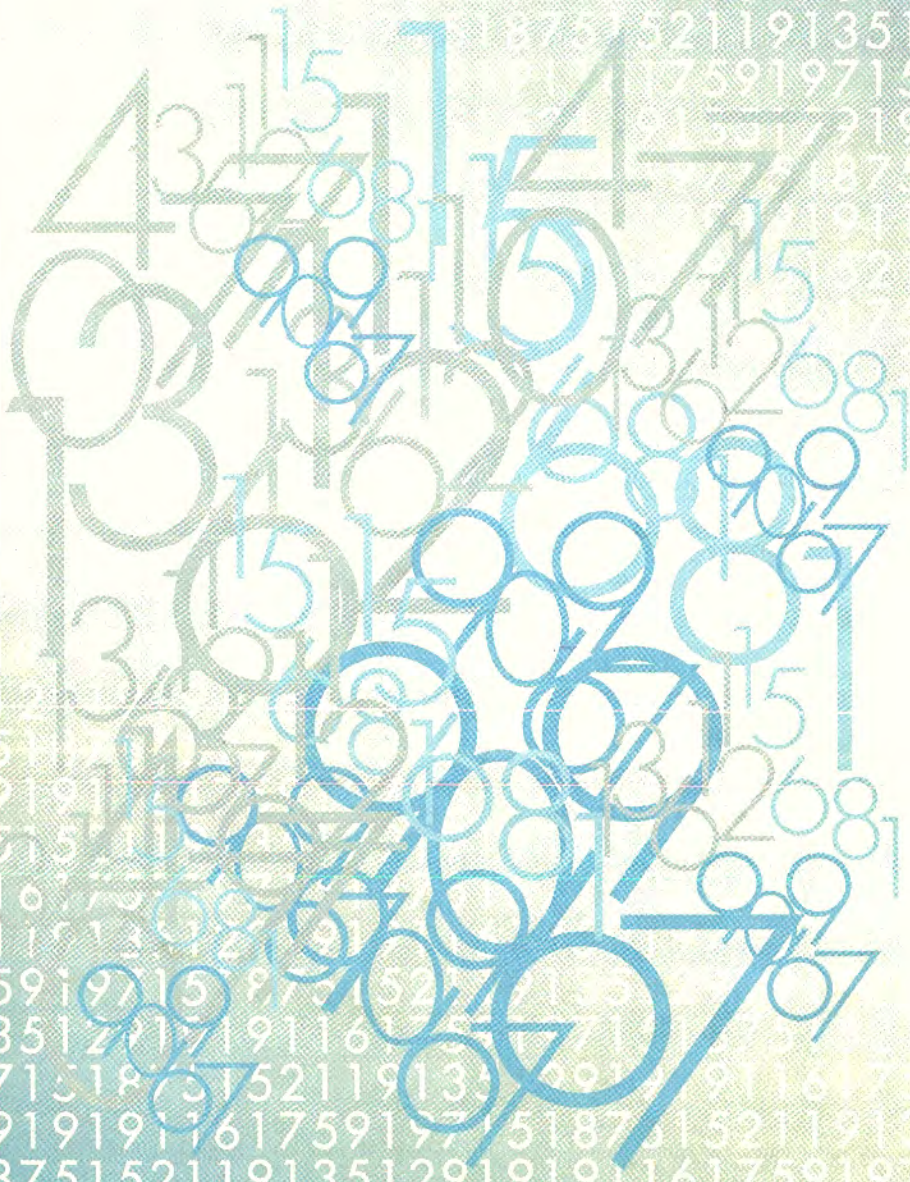




BUSINESS PLAN

1998-2001

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Price: P30.00



Business Plan 1998-2001

Our Mission Statement

“To improve decision-making and the formulation of policies and programmes, by providing an efficient, reliable and timely statistical service to Government, the private sector and the public at large.”

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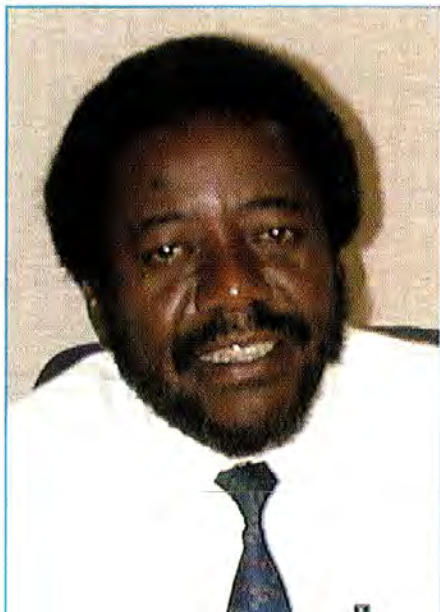
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Foreword



Mr G M Charumbira

It gives me great pleasure to present to you the first Business Plan of the Central Statistics Office (CSO). The plan aims to give the reader an understanding of what the CSO does as well as what it produces in terms of publications. It is of course a plan, and as such presents what the CSO sees as its future developments by sector over the next three years.

In recent years the understanding and use of official statistics in Botswana has risen tremendously. In order to keep up with and try to satisfy the increased demand for official statistics, the CSO has undergone a number of changes both in its internal structure and in the way it operates. I hope that many of you have the first Central Statistics Office calendar

on your walls with our expected publication dates for 1998. I intend that this should become a regular CSO product. In the past year the CSO has also set up a number of user-producer committees which will feed ideas and users requests into the CSO work-programme through the 'National Statistical Advisory Committee'. All of these activities indicate CSO's increasing commitment to meeting the demands of the user.

It is our intention that in the future, users will not have to visit the CSO in person or buy one of our publications to have access to our statistics. We are in advanced stages of setting up a site on the Internet and it is planned that an increasing number of CSO statistics will be available in this way.

I hope that you will find this Business Plan on our planned activities, outputs and developments, useful. If you have any comments or wish to discuss any aspects of our work, please contact me or my colleagues.



G.M.CHARUMBIRA
Government Statistician



Introduction

The Central Statistics Office is a Government Department of the Ministry of Finance and Development Planning. It is the sole Department of Government with the statutory responsibility for producing official statistics; hence most official statistical operations fall within the mandate of this Office. It was established in 1967 by an Act of Parliament (Cap 17:01) of the Laws of Botswana, known as the Statistics Act. It also operates within the guidelines of the Census Act (CAP 17:02) for purposes of conducting decennial population censuses.

It has the statutory mandate to produce and disseminate official statistics for Botswana, as broadly defined in the Act. It thus has the responsibility of providing Government, private and parastatal organisations and members of the general public with statistical information for decision-making, policy formulation and planning purposes. In addition to this responsibility, the Department also provides an advisory service to all users on official statistical matters.

The Department is headed by the Government Statistician who is administratively responsible to the Permanent Secretary of the Ministry of Finance and Development Planning. The Government Statistician is, however, empowered by the provisions of the Act and the directions of the Minister of Finance and Development Planning to collect and publish statistics, as defined in the mandate.

Over the past 30 years of its existence, the CSO has, to varying degrees of success, provided high quality statistics on a wide range of subjects, relating to both the social and economic life of the nation. It has, for the greater part of this period depended substantially on external technical support in some specialised areas, particularly on economic statistics. This support has steadily diminished in recent years. In spite of this support, the Government of Botswana has, over the same period, committed and expended significant amounts of resources towards development of local expertise in various areas of critical need; resulting in a significant reduction in the need for external assistance. The increased number of trained local professionals now manning various areas in the Department provides sufficient evidence of this development. For some years, staff attrition rates have been high and this has significantly eroded most gains realised during the period.

The CSO has, in the past, been criticised for failing to deliver its products on time. Given that the criticism was rather general in nature, when in fact it was known that some products have always been timeously delivered it was felt that a more objective assessment of the situation would be helpful. In order to provide such an assessment on the Department's performance in this area and other equally crucial ones, a Statistical User-Needs Assessment exercise was carried out in 1995. The concept behind the exercise is embodied in a larger strategy formulation by the United Nations Economic Commission for Africa (UNECA). This is a strategy best known as the **"Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s"**.



The strategy stresses that such an assessment was necessary as prerequisite for setting up of appropriate, efficient and sustainable statistical systems.

The 1995 User-Needs Assessment was therefore an extensive exercise, which provided users with the opportunity to suggest on how the Government of Botswana could rearrange its statistical system with a view to improving its efficiency and ensuring sustainability.

It is believed that in this way, the statistical production would be reoriented to be demand-driven as opposed to being supply-driven, as is the case with most statistical services; and has indeed been the case with the Botswana statistical system.

Through this exercise, users identified some weaknesses in the operations of the CSO. Briefly, some of the major ones were:

- Lack of a departmental work programme which reflects users' data needs;
- Data gaps in the range of statistics currently produced e.g. detailed migration statistics, crime statistics, detailed HIV/AIDS statistics, construction and manufacturing statistics, environmental statistics, etc.;
- Lack of timeliness in the production and dissemination of the statistical products, including firming up of provisional estimates;
- Lack of co-ordination on the standardisation and harmonisation of concepts, definitions and classifications to ensure comparability between data sets by different producers;
- Lack of more detailed analysis of existing data sets resident within the CSO and other producer-organisations;
- Lack of leadership and guidance on statistical research issues and their related methodologies;
- Lack of or insufficient accessibility to CSO data sets to allow further analysis by outside users;
- Weak or ineffective communication links between the CSO and statistical users generally; and
- Weak or an ineffective dissemination programme for existing products.

It was however apparent from the findings that, a greater part of the perceived weaknesses articulated by the majority of users were in effect related to lack of understanding of what the mandate of the Office was. For those who had some minimal understanding, they were unaware of availability of a number of products or when they would be available. In this manner, it has been the conclusion of the Office that the weaknesses articulated relate more to areas of publicity and dissemination. On this basis, the Office is initiating a number of activities to alleviate some of these problems. Such initiatives include plans for more aggressive publicity and comprehensive dissemination programmes to widen understanding and increase utilisation of the statistical product.



Indeed, the release of this Business Plan is an integral part of these efforts. The Plan informs users on what will be available from the CSO in the period 1998-2001. The Plan also loosely represents an equivalence of a contract between the user and the Department, and a benchmark for monitoring progress.

Areas that need urgent attention are staff motivation, productivity and user-producer co-operation. As a result, a number of activities have been initiated.

Some of the activities concerned with staff motivation and productivity, already initiated, include:

- Revision of the current (April 1993) Scheme of Service to address problems of staff progression and retention; and differential professional requirements within the same service;
- Formation of Work Improvement Teams (WITs) within the Department. This is within the framework of the national drive for improved productivity;
- Conduct of periodic staff perception surveys with a view to improving the sensitivity of management to staff problems in general;
- Establishment of informal but recognised structures for improving internal communications and providing objective advice on diverse non-administrative matters;
- Design and implementation of detailed strategies for all operations and preparation of related documentation; e.g. operations' manuals for each subject-matter area;
- Enhancement of computing, analytical and report writing skills; and
- Improvement of management and leadership skills within the Office at all appropriate levels.

Similarly, activities concerned with user-producer co-operation include:

- Formation of a National Statistical Advisory Committee which provides policy advice on the future direction of the statistical programme, with a view to reorienting the system from a supply-driven approach to a demand-driven one; and
- Formation of User-Producer Committees to provide technical advice in the different areas of statistical operations, with a view to improving quality and fostering improved communication between users and producers; and
- Conducting more seminars to improve User-Producer dialogue.

Other concerns relate to the need to expand the coverage of statistical production. Government generates volumes and volumes of data through its daily administrative processes.



This data is being and has been stored in many different forms and media by different Ministries and Departments. In most cases, this data contains information, which is needed for either day to day decision-making or has the potential for such a use. In recognition of this and other considerations, Government has decided to computerise most, if not all, of these databases through a project commonly known as Government Data Network. The CSO, therefore, intends to electronically access these databases for possible analysis or alternatively offer technical assistance for their analysis. Communication to this effect has already been initiated. This should facilitate the decision making process both within and outside Government.

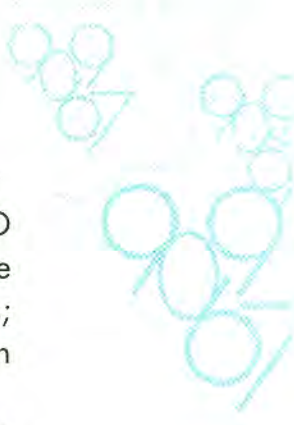
It is recognised that in order for some of the weaknesses to be addressed, the CSO requires additional resources. But it was realised that there was need to pursue means of reallocating existing resources more effectively, thus augmenting the already scarce national resources.

Notwithstanding these criticisms, the CSO had already made some visible strides towards improvement of its delivery profile. At the time of the User Needs Assessment exercise, some of the more notable achievements were:

- A Social Accounting Matrix which was completed in time for the preparation of National Development Plan 8. More importantly, this was the first time in the history of the CSO that such an exercise was done in-house with minimal external assistance;
- A Household Income and Expenditure Survey, which was completed and analysed in-house. Based on this analysis the Consumer Price Index was consequently re-weighted and re-based - the work was also being done in-house;
- The successful development of an integrated household survey questionnaire, which has facilitated the calculation and updating of unemployment estimates on a regular basis. This has eliminated heavy reliance on periodic population censuses and labour force surveys for updated estimates;
- A five-year backlog in the processing of trade statistics has been cleared;
- A seven-year backlog in health statistics processing was cleared using local resources; and
- The 1991 Population and Housing Census was processed in-house, using personal computers for the first time, with relatively low external inputs.

A lot more still needs to be achieved and despite the constraint of limited resources, there is confidence that the CSO will persist to improve its capacity to deliver. The following engenders this confidence: The Botswana Government has:

- provided most of the required computing equipment and software - this has improved the data processing capacity of the CSO;

- 
- agreed that, on a pilot exercise running for at least two years, the CSO will print some of its work in the private printing press to obviate observed printing delays, hence improving timeliness of products;
 - procured a fast heavy duty photocopier - this will improve timeliness in the printing of outputs;
 - agreed in principle to include the purchase of additional vehicles through the CSO development vote during NDP8 if the need arises - this would improve the data collection capacity of the CSO, particularly for routine business surveys and follow-up exercises;
 - agreed to build a Government Data Network, through the Government Computer Bureau, to which CSO will be connected- in this way, CSO's outputs could be expanded at minimal cost through increased accessibility of diverse non-CSO databases; and
 - agreed in principle, to establish a reasonably substantive vote for statistical research activities as a prelude to establishing a Research Unit in the CSO - an arrangement, which would facilitate building of local capacity on research and possibility for outsourcing expertise (not immediately available) for methodological development and other related needs, if and when necessary.

It is particularly clear that, in addition to more resources, a number of alternatives would have to be considered in order for the Office to fulfil its mandate.

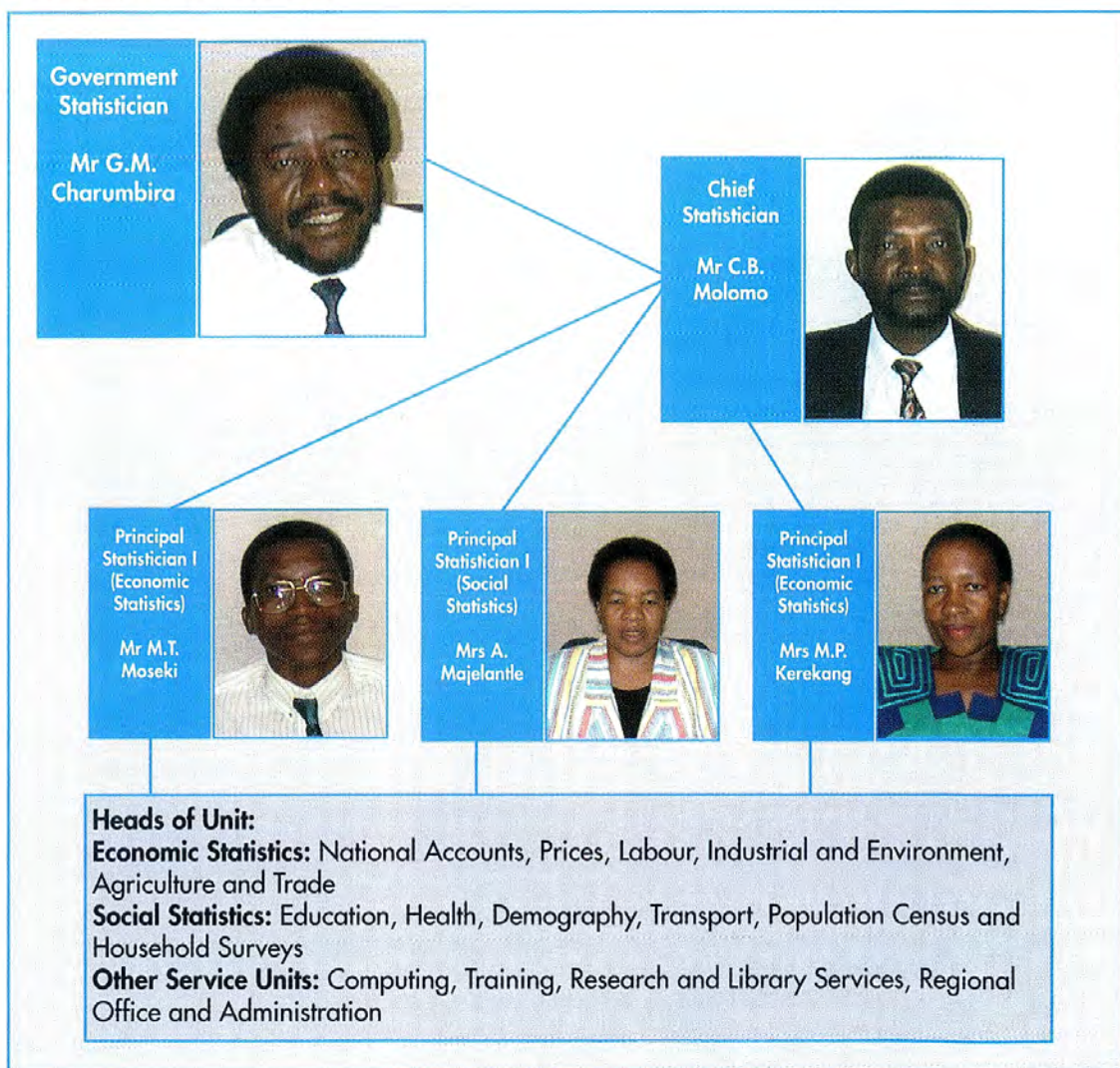
The Structure

The Central Statistics Office is functionally divided into two major divisions, namely economic statistics and social statistics. These divisions embrace three broad professional streams, namely cartography, computing and statistics.

For the purpose of equitable allocation of workload, the economics statistics division has been split into two parts. Statistical Units comprising these divisions are headed at Senior or Principal Statistician II levels. Other service units report directly to the Chief Statistician and Government Statistician due to the nature of their responsibilities. There are a total of seventeen statistical units as reflected in the abridged structure below.

The Research and Library Services is still in its formative stages.

While a greater number of these units are housed with the Departments headquarters, some units have been seconded to particular Ministries. Currently, Agriculture Statistics has been seconded to the Ministry of Agriculture, Education Statistics to the Ministry of Education, Health Statistics to the Ministry of Health and Transport Statistics to the Ministry of Works, Transport and Communications. The main body of this document, however, only details out subject matter areas as reflected in the mandate.



National Accounts Statistics



Mr James Katale

National Accounts statistics provide objective measures of the country's level of economic activity and performance. They measure production, consumption, accumulation and external trade of the economy. Such measures enable governments to effectively manage their economies by formulating and implementing informed social and economic policies. Targets are set and progress is monitored.

National Accounts are used to provide, among others, a basis on which revenue and expenditure forecasts can be made. They enable businesses to make and take strategic decisions on the basis of observed and projected economic conditions, as depicted by these indicators. In addition, these Accounts are compiled in order to facilitate international comparisons.

The National Accounts of Botswana are currently prepared in accordance with the United Nations System of National Accounts 1968 (SNA 1968). However, work is already in progress to move to the new 1993 United Nations System of National Accounts.

Outputs

Some of the major outputs from statistical operations in this area include:

- Provisional estimates of the Gross Domestic Product (GDP) are published annually and these form part of the Economic Report produced by the Ministry of Finance & Development Planning. In addition, these are also published in the quarterly Statistical Bulletin. GDP at both current and constant prices is disaggregated by type of economic activity, and this is on the basis of the value-added approach;
- GDP on expenditure as well as the income/cost approach is published at both current and constant prices;
- Production, income-outlay and capital-finance accounts are delivered to users through the annual National Accounts of Botswana reports;
- Social Accounting Matrix (SAM);



Developments

Envisaged major developments for the National Accounts Statistics during the Business Plan period include:

- The implementation of the 1993 System of National Accounts;
- The construction of a Social Accounting Matrix every 3 years, so that the next one is 1999;
- The elimination of current backlog ;
- Improvement in the way Gross Domestic Product is estimated, particularly with regard to household consumption expenditure, which is to be directly estimated rather than via the residual method;
- Integration of the environmental accounting into the system of national accounts is to be investigated;
- Investigation of the feasibility of producing quarterly national accounts estimates.
- Construction of the input-output tables, which would accompany the publication of the national accounts, tables;
- Development of Operations Manuals detailing methodologies, concepts, definitions, classifications and procedures applied in this area.

Labour Statistics



Ms Ketso Makhumalo

Labour Statistics are needed by Government and other users to plan for employment and wages policies in the country. The CSO is responsible for all the major labour market measures produced for Botswana. The major sources of labour data in Botswana are establishment-based Employment Surveys that are conducted every six months, periodic Labour Force Surveys and other household surveys through a core module for estimating economic activity, particularly unemployment.

The Employment Surveys principally cover registered employers and thus are restricted to the "formal sector". Data collected is on wages and employment. The most important information source for labour measures is the Labour Force Survey (LFS). The first such survey was conducted in

1984/5, followed by the second in 1995/6. The other household surveys only provide summary labour data, through a module carried from survey to survey. The Unit also processes non-citizen work permits data from the Department of Labour and Social Security work permit documents.

Outputs

Some of the major outputs from the statistical operations in this area include:

- Six monthly estimates of formal sector employment and wages by industry, sex, citizenship and sector;
- Occupation characteristics (e.g. numbers, average earnings, vacancies) for the formal sector; and
- Comprehensive labour force characteristics from periodic Labour Force Surveys.

Developments

Envisaged major developments for the Labour Statistics during the Business Plan period include:

- Improvements on measures of earnings including related indices. Relational database packages will be used to locate and explain movements;
- Provision of wage indices using data from a special small sample survey of employers;

- 
- A Labour Force Survey in 2000/01 or 2001/02 depending on the planned 2001 Population Census commitments;
 - Investigation of the possibility to introduce annual Labour Force Surveys in major urban areas;
 - Introduction of periodic dedicated Informal Sector Surveys;
 - Introduction of the new Botswana Standard Industrial Classification (BSIC) resulting from 1997 Enterprise and Establishment Register revisions. Major aggregates will be produced using both the old and the new classifications;
 - Review of the sample design for the Employment Surveys;
 - Investigation of the possibility of adding supplementary questions, similar to the occupational questions, to the Employment Surveys; and
 - Developing an Operations Manual documenting all necessary details on the methodology, procedures, concepts and definitions in this area.

Industrial Statistics



Mrs Tebogo Keseabetswe

Industrial statistics provide basic indicators on the economic performance of the industrial sectors in the economy and information pertaining to their contribution to the Gross Domestic Product. In Botswana, Industrial statistics series cover the Mining, Manufacturing, Water and Electricity; and Construction Industry Groups. These are the key industrial sectors of the economy.

Since 1992, these statistics have been collected annually, through the Census of Manufacturing and Construction, to supplement production information collected through the Census of Production and Distribution (CPD) conducted and used by National Accounts. Prior to this, the information was collected through the CPD, as part of the National Accounts production. In addition, quarterly Surveys of

Industrial Production are conducted to cover the same sectors. But they collect less detailed data and also exclude the Construction sector. These surveys were launched in 1986 to cover companies known to employ at least 50 persons. Their scope is restricted to measuring quantities and values of inputs and outputs of goods in manufacturing sector and providing information to develop production indicators in the sectors and assist in classifying enterprises and establishments according to appropriate sectors.

Due to non-response estimation problems, publication of information from Quarterly Surveys of Industrial Production has not been as regular as may have been desired. However, the data has been to a limited extent supplied to outside users.

The maintenance of the Enterprise and Establishment Register (EER) is also a major responsibility in this area.

Outputs

Some of the major outputs from the statistical operations in this area include:

- An updated Enterprise and Establishment Register (EER);
- New Botswana Standard Industrial Classification (BSIC) on the basis of the updated EER;
- Data on income, expenditure and fixed assets for enterprises and establishments within Mining, Manufacturing, Water and Electricity; and Construction industry groups for National Accounts purposes; and
- Information on the number of establishments by location, group, industry and employment size.

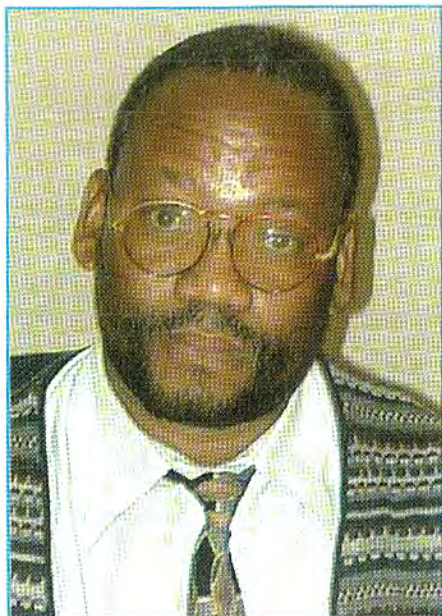


Developments

Envisaged major developments for the Industrial Statistics during the Business Plan period include:

- Production of values and indices of industrial production;
- Investigating the possibility of annually publishing information from Censuses of Manufacturing and Construction;
- Collaborating further with the Registrar of Companies regarding their computerisation project, which will help greatly with EER maintenance;
- Publishing 1997 data from Census of Manufacturing and Construction, produced both on the basis of both the old and the new BSIC to facilitate comparisons;
- Publishing first quarter 1998 data from the Survey of Industrial Production, produced both on the basis of both the old and the new BSIC to facilitate comparisons;
- Reviewing the sampling methodology for both the quarterly Industrial Production Surveys and the Census of Manufacturing and Construction; and
- Developing an Operations Manual, documenting all necessary details on the methodology, procedures, concepts and definitions used for processing of the Industrial Statistics system and on the maintenance of the Enterprise and Establishment Register system.

Environmental Statistics



Mr Mothusi Kema

Environment as a subject has occupied a prominent part of the agenda of many international fora discussing issues of development in general. There has thus been general consensus both at international and national levels that like population, environment has to be an integral part of the planning process. In recognition of the importance of the environment and related issues the Government of Botswana has established an institution, known as the National Conservation Strategy Agency, to formulate environmental policies and strategies.

In direct response to anticipated data needs in this area, the Central Statistics Office has established a Natural Resources Unit, which is still in its infancy stages. This Unit is responsible for collecting, compiling and analysing all data on or related to the environment. Such data would relate to energy, land, minerals, human, livestock and wildlife populations. This Unit is still in the process of developing a comprehensive workprogramme for production and dissemination.

This being a multidisciplinary in nature, the data are necessarily scattered among various organisations. The compilation of the related statistics will therefore require sufficient resources to ensure effective co-ordination of efforts, organisation and harmonisation of data from varied sources, etc. Hence no outputs are indicated yet.

Environmental statistics are required by Government, the parastatal and private organisations and the general public to formulate and implement policies that will ensure sustainable utilisation of the natural resources.

Developments

Envisaged major developments for the Environmental Statistics during the Business Plan period include:

- Development of a comprehensive environment statistics programme that will, inter alia identify:
 - reliable data sources;
 - types of data available at identified sources;
 - format in which such data is stored;
 - harmonisation of definitions of concepts and terms, classifications, etc.;

- 
- effective modes of data retrieval or exchange between the sources and the CSO;
 - building and maintenance of electronic data bases;
 - data needs of users;
 - effective means of data dissemination.
- Development of a reliable computer-based system for the processing of environmental statistics series; and
 - Development of Operations Manuals detailing methodologies, concepts, definitions, classifications and procedures applied in this area.

Trade Statistics



Mrs Kebabonye Moalosi

Trade Statistics are compiled as a by-product from customs documents. Goods declared at ports of entry/exit are classified according to the Harmonised Commodity and Coding System (HS) of Botswana, which is an adapted version of the internationally recognised Harmonised Commodity and Coding System. The official currency used in the declaration of goods is the Unit of Account.

This is the common currency used by members of the Southern African Common Customs Union (SACU), of which Botswana is a member. The Unit of Account is equal to the South African Rand. The Botswana currency is the Pula.

Trade data have many uses, some of the more important ones being:

- Compensation of duties paid into the Common Customs Pool by the different SACU member states;
- Inputs into the calculation of the Balance of Payments aggregates, and National Accounts estimates;
- Inputs into the construction of the Social Accounting Matrices;
- Inputs into the analysis of macro-economic indicators; and
- Information source for academicians, researchers, planners and investors.

Outputs

Some of the major outputs from the statistical operations in this area include:

- Details on direction of trade, which include imports by source, total exports and re-exports by destination at the most disaggregated level. These are contained in the Annual Trade Statistics Report;
- Import and export data at an aggregated level (by section, chapter and division). These are published through the Quarterly Trade Digest;
- Trade by direction and composition at Chapter level for a specific reference year, as well as selected time series - contained in the Trade Supplement Report;
- Summary statistics on trade are highlighted in the Stats Brief. Data in the Stats Brief are presented in Pula; and
- In addition to the published statistics, other combinations are available on request.



Developments

Envisaged major developments during the Business Plan period include:

- Implementation of an automated system called ASYCUDA by the Department of Customs and Excise will enable electronic transfer of data to the CSO for processing. This system allows data capture for Customs documents to be done at the port of entry/exit and will improve the timeliness of trade statistics;
- Introduction of the use of E-mail in the transfer of data; and
- Development of Operations Manuals detailing methodologies, concepts, definitions, classifications and procedures applied in this area.

Agricultural Statistics



Mr Motlamedi Shatera

At attainment of Independence in 1966, agriculture contributed about 40 percent to Gross Domestic Product (GDP) but has since been declining. It is now estimated at less than 5 percent. This is largely due to the dominance of mining. However, despite the decline in its share of the GDP, agriculture still plays a significant role in the economy of Botswana as the majority of the rural population still largely derives their livelihood from agricultural activities. The Central Statistics Office therefore views the provision of Agricultural Statistics as critical to the entire planning process aiming at the improvement of the quality of life of every Motswana, particularly of the rural poor. The Department has for the past thirty years been providing statistical information on this sector to the Ministry of Agriculture as the

main user. This has constituted a major input into the formulation, implementation and evaluation of agricultural policies and programmes, both at national and sub-national levels. The information has also formed part of the core input into the National Early Warning Systems in this sector. Other Government organisations, the parastatal and private sector organisations and members of the public are also using the information.

So far, the statistical information compiled in and for this sector has been sourced from decennial agricultural censuses, annual agricultural surveys and has been largely focussed on pastoral and arable farming.

Outputs

Some of the major outputs from the statistical operations in this area include:

- Livestock population size, composition and distribution;
- Crop production by type of crop;
- Indices of production;
- National food balance sheet;
- Total area planted and area harvested
- Early forecasts of area ploughed/planted;
- Monthly and quarterly food security situation; and
- Livestock off-take rates in the traditional and commercial sectors;



Developments

Envisaged major developments for Agricultural Statistics during the Business Plan period include:

- Removal of all backlogs in the production and delivery of agricultural statistics;
- Reduction of transit time between data collection to dissemination;
- Identification of new and filling of existing data gaps;
- Extending coverage of statistics to other areas such as horticulture, poultry, etc.;
- Strengthening dissemination of agricultural statistics through workshops and seminars, analytical reports, electronic media etc.;
- Review of agricultural survey/research methodologies, concepts, definitions, classifications and procedures;
- Maintenance of the National Food Security Database;
- Constitute a co-ordinating committee that will monitor activities by other collectors of agriculture-related data to ensure standardisation and harmonisation of methodologies, procedures, etc.; and
- Development of Operations Manuals detailing methodologies, concepts, definitions, classifications and procedures applied in this area.

Prices Statistics



Mr Dabilani Buthali

Price indices are used for measuring the magnitude and the direction of price changes of a fixed basket of goods and services. There is a wide range of price indices; the most important of which are the Consumer Price Index (CPI), the Wholesale Price Index (WPI) and the Producer Price Index (PPI). The indices are very useful for deflating price-related series in order to establish real as opposed to nominal changes. Another important use of the CPI is in the setting of interest rates by financial institutions. Both the PPI and the WPI play the same role as the CPI but at an earlier stage in the production and distribution chain. They act as advance indicators of the general price movement. Indices are useful for informed decision-making, especially for directing or initiating price-related policies.

Outputs

Some of the major outputs from the statistical operations in this area include:

- Monthly Consumer Price Statistics, which present indices and inflation rates at the national, town, urban village, and rural area levels. Also, there is a breakdown of indices by tradability;
- Annual Consumer Price Statistics released through a Stats Brief at the beginning of each year. This release reviews price movements and inflation trends in the preceding year.

Indices are released annually, quarterly, and monthly.

Developments

Envisaged major developments for the Prices Statistics during the Business Plan period include:

- Development of Wholesale Price Indices series;
- Re-starting of the Producer Price Indices series;
- Release of the monthly Consumer Price Index during the last week of the reference month or first week of succeeding month;
- Improvement on the estimates of (which are an input into the CPI) the Quarterly Rent and Domestic Servants Wages;
- Development of technical guide for the Wholesale Price Index;
- Development of technical guide for the Producer Price Index; and
- Development of Operations Manuals detailing methodologies, concepts, definitions, classifications and procedures applied in this area.

Education Statistics



Ms Masego I. Mokubung

The Botswana Government's commitment to provide access to ten years of Basic Education to the entire school-age population continues to be one of the priorities in the country's social and economic development. This is adequately reflected in the Revised National Policy on Education of 1994. The responsibility of co-ordinating the implementation of this Policy and related policies lies with the Ministry of Education.

It is the responsibility of the Central Statistics Office (CSO) to provide Government with the necessary statistical information for monitoring, evaluation and implementation of these policies and related programs. To this end, the CSO provides annual education statistics on academic educational attainments, institutional enrolment trends, and

teaching staff, learning institutions and facilities.

It also provides information on literacy levels and distribution, periodically.

Outputs

Some of the major outputs from the statistical operations in this area include:

- Enrolment trends in primary, secondary and post secondary school levels;
- Gross progression rates between primary and secondary school levels;
- Availability of primary schools in the country as well as their utilisation as indicated by enrolment and pupil teacher ratios;
- Data on vocational and technical training; and
- Literacy levels and trends

The above listed outputs, except for statistics on literacy, are derived from information processed annually from administrative records. The statistics on literacy are compiled from periodic household-based literacy surveys.



Developments

Envisaged major developments for the Education Statistics during the Business Plan period include:

- For improved collaboration with the Ministry of Education, the CSO has physically moved the Education Statistics Unit to the Ministry Headquarters;
- Improvement on the quality and collection of data, the CSO would continue to train providers and users on the collection and use of statistics through seminars and workshops;
- A reviewed classification of training levels;
- An Operations Manual documenting all necessary details on the methodology, procedures, concepts and definitions used for processing of the Education Statistics system

Demographic Statistics



Ms Toziba Botana

Demographic data concern human population numbers and its characteristics. The major characteristics usually described are population size, composition and distribution, within which several variables are depicted. Government at all levels, parastatal, business, academia and other private users for policy and program formulation, planning and research requires the data. The sources of such data are varied, the key ones being decennial population censuses, periodic household surveys and official administrative records.

The data is also used extensively various subject-matter units within the Central Statistics Office (CSO) as inputs for planning and implementation of other statistical programmes and activities.

The Units within the CSO largely responsible for the compilation of the demographic statistics are the Demography, the Census and the Household Surveys.

Outputs

Some of the major outputs from the statistical operations in this area include:

- Population size, composition and distribution;
- Population projections at national, district and village levels;
- International Migration (limited) and internal migration (district-to-district, rural-rural, rural-urban, urban-rural and urban-urban);
- Fertility indicators (e.g. Total Fertility Ratio, Crude Birth Rates, Age Specific Fertility Rates, etc.) at both national subnational levels;
- Mortality indicators (e.g. Crude Death Rate, Infant Mortality Rates, Child Mortality Rates, Adult Mortality Rates, Life Expectancy Rates) at both national and subnational levels;
- Other demographic indicators i.e. dependency ratios, sex ratios, marital status profile, economic activity profile, etc.;
- Vital Statistics i.e. registered births, deaths and marriages.



Developments

Envisaged major developments for the Demographic Statistics during the Business Plan period include:

- Removal of backlogs in the analysis of the 1991 Population and Housing Census data;
- Analysis and dissemination of the data from the intercensal Demographic Survey that will update some key indicators of population change, composition, etc.; and
- Development of Operations Manuals detailing methodologies, concepts, definitions, classifications and procedures applied in this area.

Health Statistics



Ms Galefele Beleme

Botswana has adopted Primary Health Care as the strategy for attainment of "health for all". This requires adequate and efficient management support to address issues like equity, accessibility to health services and health promotion. The efficient collection, processing and dissemination of health status, health resources and health services information are the key to this goal.

The health statistics provides data on health status of the population. Diagnostic information is classified according to the World Health Organisation classification. Data on health resources and facilities' utilisation is also provided. It also shows health services utilisation.

Outputs

Some of the major outputs from the statistical operations in this area include:

- Inpatient statistics which includes information on causes of morbidity and mortality (inclusive of hospital births and deaths);
- Outpatient statistics which includes information on outpatient morbidity, psychiatric and eye clinic morbidity and non-institutional births and deaths;
- Notifiable diseases statistics which includes information on details of outbreaks of all communicable diseases; produced weekly;
- Midnight Census statistics which includes information on hospital activities (number of admissions, bed occupancy rates etc); and
- Health resources statistics, which is information on availability of health facilities by type.

Developments

Envisaged major developments for the Health Statistics during the Business Plan period include:

- A project will be undertaken which aims at improving health indicators, making them more appropriate to the needs of the health system. Some major areas of the health information system to be considered are:-
 - the level at which the data is to be collected and analysed (i.e. facility, district, etc.) and the mode of forwarding such data to the higher or lower levels;

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- the periodicity with which the data is to be collected and forwarded (daily, weekly, monthly or annual); and
 - timeliness of data dissemination;
 - international comparability of the information;
 - the hospitals, both public and private, will be addressed with regard to collection and use of health statistics; and
 - analysis of referral data would be considered.
- An Operations Manual documenting all necessary details on the methodology, procedures, concepts and definitions used for processing of the Health Statistics system.

Transport Statistics



Ms Gaolatlhe Mosupi

The availability and effectiveness of communications infrastructure and services; and transport infrastructure and services plays a vital role in the speed, level and impact of both social and economic development of any country. This has been the case with Botswana, as indeed these factors have influenced the distribution of both social and economic services throughout the economy.

Transport and communication statistics provides information on the availability and utilisation of these facilities in the country. The information is derived from data on road, air, rail and communications (telecommunication, postal, etc) facilities and related services.

Outputs

The major outputs from statistical operations in this area include:

- Road transport statistics - motor vehicle registration, road network, traffic volumes, transport permits and road accidents;
- Air transport statistics - international and domestic movements of aircraft and passengers;
- Rail transport statistics - movement of passengers and transportation of goods;
- Communication statistics - postal services (volume of mail items handled) and telecommunications services (number of connections, service distribution, etc)

Developments

During the Business Plan period, efforts will be made to improve the quality, frequency, timeliness and range of outputs. New areas that the Unit intends to cover are:

- Railways - compilation and analysis general operating statistics, e.g. train engine hours, passenger kilometres etc.;
- Civil Aviation - compilation and analysis of airline data concerning general operation of the airline;
- Southern African Customs Union (SACU) - compilation and analysis of SACU permits dealing with road transit traffic;
- Roads - compilation and analysis of weighbridge data. To strengthen the road data further, surveys on the origin and destination traffic are necessary.

The frequency with which outputs will be released to the users will be improved by publishing both quarterly and annual reports. Consequently there will be:

- Quarterly reports of the transport and communications statistics for the main tables;
- Quarterly Stats Briefs giving the main highlights of the transport and communications statistics; and
- An Operations Manual documenting all necessary details on the methodology, procedures, concepts and definitions used for processing of the Transport and Communications System.

Household Surveys



Mr Kwenagape Mogotsinyane

Household surveys became a programmed feature of the Central Statistics Office (CSO) workprogramme in 1983. The institution of a programme of household surveys was a national response to the United Nations global household survey programme whose aim was to develop sustainable household survey capability in developing countries. Prior to this development, household surveys in the CSO were conducted on an ad-hoc basis, with little or no conscious effort for capability and capacity building.

Household surveys are an important vehicle for data collection in all statistical organisations the world round. They are a means to satisfying felt data needs and filling of data gaps that cannot be filled by other means, such as data generated

from administrative records. They also collect data on specialised topics, which may have been covered during a census with greater depth. Survey data are also used to, at times, validate or complement data from other sources.

The CSO now has a permanent household survey - taking machinery, which mounts household surveys on a continuous basis, in collaboration with users. Since the inception of the Programme the following surveys have been conducted periodically:

- Labour Force Surveys;
- Primary Health Care Survey
- Household Income and Expenditure Surveys;
- Family Health Surveys (Demographic and Health Surveys);
- Literacy Surveys;
- Demography Surveys

New surveys that will be undertaken in the planning period are the Informal Sector, Food Consumption and Nutrition and Tourism surveys.

Activities associated with the conduct of household surveys include:

- Compilation of the sampling frame. The frame forms the base from which samples are selected. It is compiled from census enumeration areas;
- Selection of master samples. These are samples selected from the frame which form a base from which households are selected for the survey at hand;

- Compilation of reference and training manuals for interviewers, field supervisors, editing, coding and validation in conjunction with subject - matter specialists;
- Planning and implementing of enumeration.

Developments

Major developments envisaged during the Business Plan period will focus mainly on methodological research and that will include the following activities:

- Reviewing the household survey programme to better reflect users' needs;
- Improving understanding and handling of non-sampling errors;
- Compiling information on response rates and calculation of standard errors;
- Improving the sampling frame;
- Strengthening efforts towards harmonisation of concepts, terms definitions and classifications for a more efficient integration and comparability of survey results;
- Building capacity to provide effective professional leadership in survey taking and related methodologies in the country;
- Improving sample designs to ensure comparability of sampling methodology for all surveys; and
- Development of Operations Manuals detailing methodologies, concepts, definitions, classifications and procedures applied in this area.

Population and Housing Censuses

A Census of Population has been defined as the "total process of collecting, compiling and publishing demographic, economic and social data pertaining, at specified time or times, to all persons in a country or delimited territory." The scope of population censuses in Botswana has not deviated from this universal definition.

Botswana has a long history of population censuses, dating as far back as 1904. The last three censuses were carried out after Independence in 1971, 1981 and 1991. They were conducted using the de facto basis of enumeration. These censuses were conducted on the basis of a de facto approach, i.e. counting people where they are found according to a defined time frame. Their scope, in broad terms, has been to collect data on the population and on housing.

Censuses in Botswana are conducted within the mandate of the Census Act Cap 17:02 and it is a Constitutional (Section 64 of the Constitution) requirement that comprehensive national censuses are carried out regularly within intervals of 5 to 10 years. This is to enable delimitation of political constituencies to support national elections.

Outputs

Some of the major outputs from statistical operations in this area include:

- Population size, composition and distribution;
- Demographic characteristics (age and sex);
- Citizen absenteeism;
- Social characteristics (citizenship, education, marital status); and
- Economic characteristics (employment status, occupation, industry).
- Fertility levels and trends;
- Mortality levels and trends;
- Disability levels and trends;
- Migration levels and trends;
- Household Characteristics:
 - Ownership of livestock;
 - Agricultural land tenure;
 - Ploughing of crops;
 - Household cash activities; and
 - Household cash receipts.
- Housing Characteristics:
 - Type of housing unit
 - Residential land tenure and duration of tenure;
 - Size (number of rooms) of housing unit;
 - Water supply;
 - Fuel supply for cooking and lighting;
 - Sanitary facilities; and
 - Materials of housing construction

- A listing and geographic location of 'all' settlements (cities, towns, villages, land areas, freehold farms, cattle posts);
- A listing of facilities and available services (education, health, religious, sports and recreation, business, etc) in the listed settlements;

The above listed outputs are disseminated through number of publications. They are the:

1. 1991 Population Census - Preliminary Results
2. Administrative/Technical Report and National Statistical Tables (this being the main report);
3. Population of Towns, Villages and Associated Localities;
4. Guide to the Villages of Botswana;
5. Summary Statistics on Small Areas (for settlements of 500 or more people);
6. Series of Stats Briefs covering a variety of topics of special interest;
7. 1991 Population and Housing Census Dissemination Seminar Report;
8. 1991 Population and Housing Census Analytical Report;
9. Statistical Bulletin (quarterly) - selected tables only
10. Population Projections;
11. Population Report (annual); and
12. Other academic research papers.

Developments

These developments are not necessarily in any order of importance or priority and are by no means exhaustive. Major developments envisaged for the Business Plan period include:

- Development of the budgetary and manpower requirements;
- Mapping and listing of all settlements;
- Updating of all Census Maps;
- Delineation of Census Districts; Enumeration and Supervision Areas;
- Development of topics to be covered;
- Development of instruments; and computing software
- Identification and procurement of equipment and other hardware
- Identification and training of all the necessary personnel;
- Development of the necessary legislation;
- Conducting of the Pilot Census in the Year 2000;
- Conducting of the main census in 2001 and release of preliminary results.



The Government of Botswana has made a commitment to, resources permitting, maintain a programme of decennial population censuses.

Information Systems



Mr Emmanuel Bulayani

The Computing Services Unit (CSU) is responsible for development and maintaining computer applications systems for all CSO units. It ensures that CSO makes effective and efficient use of these systems to achieve its business objectives. It also provides support services on hardware and software. Some in-house system development is undertaken using standard software packages and high level computer programming languages.

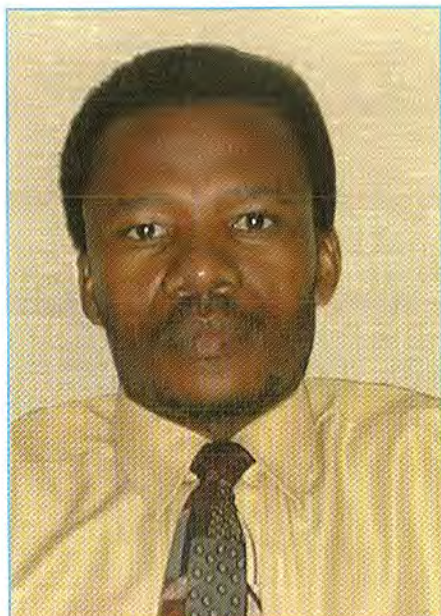
One of its responsibilities is to develop an Information Technology Strategy for the CSO, within the general government computing policy framework and related directives.

Developments

Envisaged major developments during the Business Plan period include:

- Major improvements in the network infrastructure and office automation in order to facilitate improved communication (including data and information transfer) between CSO units, between different CSO sites and users of CSO data;
- Linking CSO to the Government Data Network (GDN) for easy access of government databases;
- Installing improved information systems for the processing of large data sets;
- Installing improved storage and retrieval systems for ease of data manipulation, possible time series analyses, etc.;
- Building key databases on economic and social statistics in the CSO for public access;
- Reviewing of the current information technology (IT) strategy, with the aim of adapting available technology to CSO needs for efficient delivery of CSO products and services; and
- Developing comprehensive documentation of all CSO computer systems for possible further development and future reference.

Training



Mr Kebonyethebe Johane

The Training Unit, unlike other units, is not responsible for producing any statistics but for in-house training matters, particularly pertaining to junior staff. It is currently responsible for co-ordinating training activities for the Correspondence Course with the Institute of Royal Statistics leading to an Ordinary Certificate in Statistics.

One of its objectives is to train staff with no qualifications in statistics in order to upgrade them to levels, which would render them admissible in higher institutions of learning. There has been some limited success in this endeavour mainly due to weak mathematical backgrounds of most participants, particularly those without at least pass grade in Mathematics and English Cambridge Ordinary Level Certificate.

Developments

This Unit needs to be strengthened to not only cater for correspondence courses but also to co-ordinate other training activities such as:

- Development of comprehensive training strategy for an effective satisfaction of training needs;
- Conducting research of training institutions for effective placements;
- Conducting training needs assessments for the all levels of staff;
- Conducting user needs assessment exercises
- Co-ordinating training in other non-statistical areas such as computing, analysis, report writing, etc.; and
- Co-ordination of training seminars for a variety of subject-matter areas in collaboration with subject-matter specialists.



Dissemination

The CSO, as indicated earlier, is in the process of developing a more comprehensive dissemination programme to improve its capacity to deliver to the user. It however, is delivering the outputs described in this document mainly through publications, entitled as follows:

1. National Accounts of Botswana - (annual)
2. Social Accounting Matrix - (not yet regular)
3. Labour Statistics - (annual)
4. Health Statistics - (annual)
5. External Trade Statistics - (annual)
6. External Trade Digest - (quarterly)
7. Trade Statistics Supplement
8. Transport and Communications Statistics
9. Botswana Agricultural Statistics
10. Botswana Agricultural Census - (decennial)
11. Education Statistics - (annual)
12. Consumer Price Statistics - (monthly)
13. Living Conditions in Botswana 1986 to 1994
14. 1991 Population Census - Preliminary Results - (decennial)
15. Administrative/Technical Report and National Statistical Tables - (decennial)
16. Population of Towns, Villages and Associated Localities - (decennial)
17. Guide to the Villages of Botswana - (decennial)
18. Summary Statistics on Small Areas (for settlements of 500 or more people) - (decennial)
19. 1991 Population and Housing Census Dissemination Seminar Report - (decennial)
20. 1991 Population and Housing Census Analytical Report - (decennial)
21. Population Projections - (decennial)
22. Population Report - (annual)
23. Primary Health Care Survey - (preliminary report for 1983)
24. Household Income and Expenditure Survey - (only for 1985 and 1993/94)
25. Labour Force Survey - (only for 1986)
26. Botswana Literacy Survey - (only for 1993)
27. Botswana Family Health Survey - (only for 1988 and 1996)
28. Demographic Survey - (expecting 1998 report in 1999)
29. Tourism Statistics
30. Botswana in Figures - (annual)
31. Statistical Bulletin - (quarterly) and
32. A number of Stats Briefs and Stats Updates which cover a variety of topics of particular interest - (when new data is available).

Objectives and Targets

OBJECTIVES	TARGETS
Goal:	
An efficient and effective statistical system that provides accurate, reliable, relevant and timely statistics for improved decision-making including formulation, implementation, monitoring and evaluation of policies and programmes.	1. To receive formal or informal recognition from major users that performance has increased or improved in line with agreed targets through seminars, parliamentary debates and periodic user needs assessment exercises.
Objective 1: To all Users	
To be a professional organisation that is domestically and internationally recognised and respected for the integrity and authoritative nature of its outputs.	1. To have all international organisations quoting CSO estimates where such statistics are part of the series produced. 2. To have established a sustainable system of providing (statistical) technical assistance to other organisations.
Objective 2: To Government	
To be the key Government organisation that provides Government with timely and reliable statistics.	To release publications according to Publications Plan.
Objective 3: To Government	
To be the main advisor to Government on all official statistical matters affecting this country.	To have zero number of consultancies commissioned by Government to private organisations on areas already covered by the CSO programme.
Objective 4: To Private Sector	
To provide the Private Sector User-Community with a more user-friendly statistical product.	To carry out a User-Producer Survey from which users' perception of the user-friendliness of product can be measured.
Objective 5: To Private Sector	
To promote a healthier working environment between the CSO and the Private Sector User-Community for better collaboration in the collection and provision of statistical data.	To have increased the response rates to our business surveys by at least 50 percent.
Objective 6: To General Public	
To promote public confidence in the integrity of statistical outputs by providing a statistical service, which promotes informed decision-making, at both individual and community, levels.	To respond to all individual and public inquiries about statistical products within 10 days of request.
Objective 7: To General Public	
To minimise response burden on those who supply information.	To have increased the response rates to our household surveys by at least 50 percent.
Objective 8: To Staff	
To have a well-motivated workforce.	1. To conduct a staff perception survey to provide a basis for measuring future progress. 2. To have an improved Scheme of Service that will remove most of the unnecessary obstacles for progression in the service.

