

**DRAFT REPORT**

**THE WORLD BANK TECHNICAL SUPPORT TO BOTSWANA IN THE  
AREAS OF SOCIO-DEMOGRAPHIC STATISTICS AND THE  
STRENGTHENING OF THE NATIONAL STATISTICAL SYSTEM (NSS)  
UNDER THE GENERAL DATA DISSEMINATION SYSTEM (GDSS)  
PROJECT**

**MISSION REPORT TO BOTSWANA TO SUPPORT  
THE CENTRAL STATISTICAL OFFICE (CSO)  
PROGRAMME OF STRENGTHENING THE  
NATIONAL STATISTICAL SYSTEM (NSS)  
19<sup>TH</sup> MAY – 6<sup>TH</sup> JUNE, 2008**

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## ACRONYMS & LIST OF ABBREVIATIONS

<b>ACHAP</b>	-	African Comprehensive HIV/AIDS Partnership
<b>ADB</b>	-	African Development Bank
<b>BEDIA</b>	-	Botswana Export Development and Investment Agency
<b>BAIS</b>	-	Botswana Aids Impact Survey
<b>BFHS</b>	-	Botswana Family Health Survey
<b>BHC</b>	-	Botswana Housing Corporation
<b>BIDPA</b>	-	Botswana Institute of Development Policy Analysis
<b>BOB</b>	-	Bank of Botswana
<b>BOCCIM</b>	-	Botswana Confederation of Commerce, Industry and Manufacturing
<b>BOCONGO</b>	-	Botswana Council of Non-Governmental Organization
<b>BOTA</b>	-	Botswana Training Authority
<b>BURS</b>	-	Botswana Unified Revenue Service
<b>CEO</b>	-	Chief Executive Officer
<b>CPI</b>	-	Consumer Price Index
<b>CSO</b>	-	Central Statistical Office
<b>CTO</b>	-	Central Transport Organization
<b>CWIQ</b>	-	Core Welfare Indicator Questionnaire
<b>DGS</b>	-	Deputy Government Statistician
<b>DPSM</b>	-	Directorate of Public Service Management
<b>DS&amp;M</b>	-	Department of Surveys and Mapping
<b>EER</b>	-	Establishment and Enterprise Register
<b>EMIS</b>	-	Education Management Information System
<b>GDDS</b>	-	General Data Dissemination System
<b>GDP</b>	-	Gross Domestic Product
<b>GOB</b>	-	Government of Botswana
<b>GPS</b>	-	Global Positioning System
<b>GS</b>	-	Government Statistician
<b>HBCS</b>	-	Household Budget and Consumption Survey
<b>HC</b>	-	Harmonized Code
<b>HDR</b>	-	Human Development Report
<b>HIV/AIDS</b>	-	Human Immunodeficiency Virus/Acquired Immune Deficiency

	-	Syndrome
<b>ICT</b>	-	Information and Communication Technology
<b>IMF</b>	-	Information Technology
<b>LAN</b>	-	Local Area Network
<b>LFS</b>	-	Labour Force Survey
<b>MIS</b>	-	Management Information System
<b>MMEWR</b>	-	Ministry of Mineral, Energy & Water Resource
<b>MOU</b>	-	Memorandum of Understanding
<b>NA</b>	-	National Accounts
<b>NACA</b>	-	National Aids Control Agency
<b>NGO's</b>	-	Non-Governmental Organizations
<b>NSDI</b>	-	National Spatial Data Infrastructure
<b>NSDS</b>	-	National Strategy for the Development of Statistics
<b>NSS</b>	-	National Statistical System
<b>PPME</b>	-	Policy, Planning, Monitoring and Evaluation
<b>PPP</b>	-	Public – Private – Partnership
<b>SACU</b>	-	Southern Africa Custom Union
<b>SADC</b>	-	Southern African Development Community
<b>SEFP</b>	-	Secretary for Economic and Financial Policy
<b>SSDS</b>	-	Sector Strategy for the Development of Statistics
<b>SYB</b>	-	Statistical Year Book
<b>TA</b>	-	Technical Assistance
<b>TOR</b>	-	Terms of Reference
<b>UB</b>	-	University of Botswana
<b>UNECA</b>	-	United Nations Economic Commission for Africa
<b>UNEP</b>	-	United Nations Environment Protection
<b>UNDP</b>	-	United Nations Development Programmes
<b>UNFPA</b>	-	United Nations for Population Activities
<b>UNICEF</b>	-	United Nations Children's Fund
<b>UNSD</b>	-	United Nations Statistical Division
<b>WB</b>	-	World Bank
<b>WHO</b>	-	World Health Organization
<b>VAT</b>	-	Value Added Tax

## **EXECUTIVE SUMMARY**

After initial briefing meetings and review of the Terms of Reference, the consultations with all the Units of the CSO began. The consultation gave the opportunity to assess the current status of the office with respect to the statistics being produced, their quality, who users and stakeholders were and the structure of the CSO. The consultation equally enabled the identification of challenges that were facing the NSS and the CSO in particular.

These evaluative consultations were followed by visits to stakeholders' organizations of the NSS. The visits were to organizations made up of government Institutions, one private sector, one research/University Institution, 3 public Institutions, 2 NGO's and one sub-regional organization (SADC). Assessment and appraisal of statistical outputs plus identification of Institutional/organization constraints were generally carried out.

The summary assessment results indicated clear recognition of the CSO as the apex agency for statistics in Botswana and has the coordinating responsibility for the NSS. CSO still got guided in its operations by the 1967 Statistics Act which had become very much out-dated.

Apart from its own headquarters function, CSO had seconded its own staff to five Ministries, namely, Works and Transport, Agriculture, Health, Education and Judiciary. The range of seconded staff was between 10 and 15.

The CSO structure was not strictly by subject matter nor functions as assessment showed. Also there was no coordination unit and a survey methodology section had first been set up. However, major statistical areas have been covered. Most of the data was being produced through surveys and censuses. Other agencies relied on administrative sources to generate data and of course collaborate with CSO in surveys and census activities.

Coordination across the NSS had been generally weak and within organizations coordination was virtually absent. Of course, there existed ad-hoc coordination arrangements with respect to specific subject matter areas such as the GDDS

coordination, use of technical and reference working groups to help in survey planning, data analysis and in reports validation. Most user/producer committees that were established some years ago had not been active except the Statistics Producer Committee comprising CSO, BoB and MFDP. Also technical coordination was not taking place either as there was no compendium of standards to guide statistical work across the NSS. An example was the unharmonized definition of district boundaries.

The comments on the quality of statistical products by stakeholders indicated a demand for improvements with respect to reliability, timeliness, coverage (topic and areas), availability of time series data plus a number of other gaps. So far there had not been a comprehensive assessment of data needs carried out and this could be reason for many of the gaps pointed out. Also users had a practice of not feeding back to producers on how they have found the statistical products.

The following challenges were identified:

- ⇒ Processing of backlog data
- ⇒ Improvement of skills in some methodological areas
- ⇒ Updating directory of Establishments and Enterprises
- ⇒ Improved data analysis skills particularly in poverty
- ⇒ Improved business survey response rate
- ⇒ Increased professional staff in terms of both numbers and skills
- ⇒ Improved organisational structures for statistical production in nearly all the agencies ensuring presence of coordination outfits
- ⇒ Improved infrastructure in terms of physical (building), equipment and logistics, statistical and ICT.
- ⇒ Improved funding for statistical activities
- ⇒ Better use of data for results agenda and policy formulation and critical decision – making
- ⇒ More effective dissemination of statistical products
- ⇒ More user-friendly presentations of data
- ⇒ More feed-back from users on statistical products; and
- ⇒ The re-structuring of CSO to ensure effective coordination of statistical activities and managing the transition of current CSO into a semi-autonomous agency.

More agencies, particularly the key ones within the NSS, still had to be visited. A stakeholders' workshop was held which brought more than 90 participants from all the stakeholders' institutions during the first day and about 70 during the second day. Six presentations were made in all and these were:

- Over-view of statistical outputs and use in Botswana;
- Assessment of the National Statistical System (NSS) and strategies for its strengthening;
- The National Strategy for the Development of statistics (NSDS) as a framework for statistical Development;
- Linkages of the GDDS and the NSDS;
- Proposals for the Revision of the Statistics Act; and
- Coordination of and collaboration with stakeholders.

The workshop was highly successful and it signified the beginning of working together of all the stakeholders of the NSS. The workshop proceedings had been published.

The WB, IMF and AfDB consultants also had the opportunity of working together particularly on further assessment of the NSS and on the structure of the CSO.

Training on the drafting of the MOU was conducted by the GDDS Manager at the World Bank treating key issues to consider in drafting MOU and these were:

- ✓ Objective of the agreement
- ✓ Considerations on the agreement
- ✓ Topics of the agreement
- ✓ Stipulation of the roles of the parties and ways of working
- ✓ Planning of the work, periodicity and timeliness of deliveries
- ✓ Quality Criteria, cost estimates and cost sharing arrangements and intellectual ownership
- ✓ Who should sign the agreements.

The participants had hands - on drafting which was planned for finalization and for use among partners.

With de-briefing done, the following were specified as way forward: -

### **Way forward**

- (1) Completion of consultations and sensitization of stakeholders' agencies.
- (2) More detailed assessment of the current status of the NSS using the results of the analysis of the questionnaire for the stakeholders' survey.
- (3) Developing coordination mechanism/strategy.
- (4) Continuing with MOU drafting and finalization.
- (5) CSO re-structuring and organizational development of units at the agencies of the NSS.
- (6) Development of advocacy/sensitization programme with implementation plan'

### **Sub-Programmes**

- ✓ Setting up process of data needs assessment for the NSS
- ✓ Setting up appropriate committees with TOR's and identification of membership
- ✓ Drawing up transition programme and its implementation strategy for the transformation from current status of the CSO to a semi-autonomous agency;
- ✓ Examine: Internal Communication System and
- ✓ Internal Management Practice
- ✓ Establishing Coordination Unit for the CSO

The mission concluded with some recommendations and these are:

### **RECOMMENDATION:**

- i. The structuring of the CSO should be given an urgent attention and be concluded before the draft statistics Act is submitted to the Attorney – General's Office/Parliament for passage as the provision on the establishment of the new CSO and the governance structure would have to be reflected in the law;

- ii. Under the Fundamental Principles of Official Statistics, one of the principles stipulated that the laws, regulations and measures under which the statistics Systems operate should be made public. In view of this, the statistics law must be written in a layman's language and presented in a workshop to the public and of course, the law must be widely circulated as well.
- iii. The MOU's prepared already during training, should be finalized and be operative as soon as they are agreed to and signed. This will be first step towards building the culture of collaboration;
- iv. Coordination has been recognized as being absent in the system particularly the internal coordination within the CSO and across the NSS. Efforts should be made to create a coordination Unit to begin to operate at the CSO and should be the focal point of coordination and collaboration with the stakeholders of the NSS, Essential coordination committees should begin to be put together;
- v. Advocacy targeting the top policy people and the members of parliament along with the other stakeholders should be a continuous activity and be intensive. To achieve this, a programme of advocacy should be drawn up and be effectively implemented;
- vi. The NSDS/NSS team should endeavour to continue a follow up with the stakeholders that were to have been consulted. The consultation should enhance the assessment report;
- vii. The law should cover the operations of the NSS and not just those of the CSO.
- viii. The momentum for strengthening the NSS has begun and should continue even at an intensified level. Therefore, it is necessary that a follow-up mission should be undertaken not too far away from the current efforts; perhaps not later than September, 2008. It would also be beneficial if the WB and AfDB

consultant's missions respectively are synchronized at least to have an overlap in view of the linkage between strengthening the NSS and the design process of the NSDS.

**REPORT OF THE MISSION TO BOTSWANA CENTRAL STATISTICAL OFFICE (CSO) TO SUPPORT ITS EFFORTS AT ESTABLISHING AND STRENGTHENING OF THE NATIONAL STATISTICAL SYSTEM (NSS) UNDER THE GDDS PROGRAMME FOR SOME COUNTRIES OF AFRICA BETWEEN 18<sup>TH</sup> MAY AND 6<sup>TH</sup> JUNE, 2008.**

**1. Background**

Under the General Data Dissemination System (GDDS) project for some countries in Africa, Technical assistance (TA) is being provided through the World Bank to help countries implement plans for improvement in population, health, agriculture, labour market, justice and security, management of statistical systems, GIS and small area statistics. The GDDS framework developed by the IMF provides the framework for the detailed elaboration of long-term statistical development strategies. Participating countries have already expressed their requests for technical assistance and both the IMF and the World Bank have strategies for the TA.

Botswana was one of the countries which asked for technical Assistance in the field of Management of Statistical System and therefore developed a work plan in which three main priorities have been identified, namely:

**Priority I:**

- ✓ Setting up the National Statistical System (NSS) and strengthening it;
- ✓ Consultation with the NSS stakeholders and explore possible models of NSS; and
- ✓ Drafting Memoranda of Understanding(MOU) between partners of the NSS

**Priority II:**

- ✓ Plan for preparation of the National Strategy for the Development of Statistics and preparing application for World Bank Trust Fund.

**Priority III:**

- ✓ Examining the organizational structure of the Botswana CSO and develop an appropriate structure.

As plans were underway to address these priorities, the government of Botswana (GOB) had taken a strategic decision to make the CSO an autonomous organization as a step towards the strengthening of the NSS. Prior to this decision, the CSO has been operating as a Department under the Ministry of Finance and Development Planning. It also operated under an act of Parliament (Statistics Act Chapter 17.010) which was enacted in 1967. This then meant that this Act has become obsolete and a comprehensive review of it would have to be undertaken.

## **2. Terms of Reference (TOR) for the TA**

The objective of the assignment was to assist the Botswana CSO in setting up a properly working NSS and strengthening the system.

(a) The tasks to address to accomplish this objective included:

- (i) Conduct meetings with stakeholders in bilateral discussions before and /or after a stakeholders workshop; conduct assessment of the CSO structure and data production;
- (ii) Plan documents and power point presentations at the workshop to cover strategy for strengthening the NSS;
- (iii) Make presentations during the workshop;
- (iv) Advise on the coordination role of the CSO as the apex of the NSS;
- (v) Draft Memoranda of Understanding (MOU) through initial consultations with stakeholders and finalizing the document after the workshop;
- (vi) Prepare work-plan for future activities.

(b) Expected outputs were:

- (i) A workshop should be prepared and be conducted
- (ii) Presentations prepared and presented
- (iii) Prepare MOU template and used
- (iv) Workshop report
- (v) A mission report

### **Period of the Mission**

The mission was undertaken between 18<sup>th</sup> of May and 6<sup>th</sup> June, 2008. The mission location was Gaborone, Botswana and the programme was:

<b>Dates</b>	<b>Activities</b>	<b>Those involved</b>
19 <sup>th</sup> May	(i) Briefing meeting with the Senior Management of the CSO led by the GS /DGS (ii) Meeting with the NSDS committee (iii) Meeting with the Secretary for Economic and Financial Policy	All CSO Senior managers  SEFP
20 <sup>th</sup> May	Meeting staff of all the Units of the CSO on their production systems and state of data production	CSO Senior Management, Head of Units and their assistants
21 <sup>st</sup> -23 <sup>rd</sup> , 26 <sup>th</sup> May	Meeting various stakeholders (16 of them) to assess their status with respect to system and products	All stakeholders in their offices
27 <sup>th</sup> May	<ul style="list-style-type: none"> <li>Review of progress by the consultants, managers of the Project and the NSDS Team</li> <li>Preparation of workshop joint preparation of the NSS assessment with consultant (AfDB) and own preparation on the NSDS Process Presentation</li> </ul>	DGS, NSDS Team, Consultants and the Managers of WB/IMF
28 <sup>th</sup> May	<ul style="list-style-type: none"> <li>Meeting the SEFP</li> <li>Finalizing Presentations for the workshop</li> <li>Briefing the Rapporteurs and finalizing the workshop Programme</li> </ul>	SEFP, GS, DGS, CSO, Senior Staff, Consultants, Managers
29 <sup>th</sup> /30 <sup>th</sup> May	Workshop facilitation and presentation	All
June 2-3	Review with the DGS and the team of the workshop; Discussion on way forward. De-briefing session by departing consultant and managers	
4 <sup>th</sup> June	Participation in the training for the MOU drafting given by the Manager of the Project	Stakeholders, DGS, WB Manager, Consultants, CSO staff
5 <sup>th</sup> June	De-briefing notes prepared De- briefing session Reviewing the workshop report and re-writing the summaries of presentations and discussions	Consultant Senior staff of CSO
6 <sup>th</sup> June	Concluding discussions on way forward with the DGS	DGS Consultant

#### **4. Activities, Findings and Observation**

Consultations were held with the Central Statistics Office both at management and operational levels and a number of stakeholders of the National Statistical System (NSS). Top policy people of the Botswana Government were consulted as well.

**(i)** The CSO was currently going through the renewal of the office as its autonomy had just been granted by the Government. This had given vigour to the decision to address the issue of priority, setting up the NSS.

Briefing meeting held with the Consultant began with the Government Statistician introductory remarks outlining what preparations the office had made in anticipation of the arrival of the consultants for the overall assignments of the NSS strengthening and NSDS design and the plan for holding a stakeholders workshop as part of the consultations and mobilization of the stakeholders for the strengthening of the NSS and the design of the NSDS. Appointments had been secured for meeting some of the stakeholders before the workshop. The Terms of Reference (TOR) of the Consultant for the NSS rebuilding was then jointly reviewed.

#### **(ii) Courtesy call on the Secretary for Economic and Financial Policy (SEFP) of the Ministry of Finance and Development Planning**

As a way of announcing my presence at the CSO, a courtesy visit was paid to the Secretary in the company of the Government Statistician (GS). The Secretary informed the team of the Government decision to make CSO autonomous but emphasised the importance of the new agency providing government with its data needs particularly for mandatory statistics to monitor the economy such as national accounts aggregates, inflation figures, poverty statistics ensuring timeliness of provision. He further requested that the periodicity of some surveys be improved upon such as the Household Income and Expenditure Survey (HIES) (needed for poverty analysis and for establishing the consumption basket and the Labour Force Survey), currently the interval between the surveys had been 10 years. While these were noted, the consultant touched on issues that might need government action in order to have a well functioning National Statistical System and these included government commitment to fund statistical production, promotion of evidence-based decision making, measures to put in place in order to retain professionals in statistical work including enhanced remuneration, and putting an appropriate Board

of Directors for the on-coming semi-autonomous CSO. These were, as well, taken note of by the SEFP.

### **(iii) Consultation with the Divisions and Units of the CSO**

The broad assessment of the data production of the CSO was made covering the following issues:

- Data being produced;
- Who were collaborating (other stakeholders);
- Users of the produced data;
- Any idea of data needed and statement on available data;
- Adequacy of production facilities:
  - Infrastructure (physical, statistical, and ICT)
  - Office equipment
  - Staff strength and skills of the personnel
- If there are agreements on working together with other stakeholders.

All of the CSO Units were covered in clusters as follows:

#### **Cluster 1**

- ✓ Industrial and Transport Statistics
- ✓ Communications, Prices and Trade
- ✓ Labour, National Accounts and Regional Office
- ✓ Agriculture, Environment, Cartography, Surveys, Census and Information Technology
- ✓ Education, Health, Demography and Administration

#### **Industrial and Transport**

##### **Industrial Statistics:**

Although Industrial statistics scope covered mining, electricity, water plus manufacturing only manufacturing was being currently covered by the Unit. The National Account unit covered mining, electricity and water. The unit expected that it could gradually begin to cover these areas but might need some training in national accounts so that it could positively improve their outputs. Meanwhile the manufacturing sub-sector was being covered through quarterly industrial production surveys – with the covering of values and quantity of goods produced, income and expenditures of the companies and capital formation. The main users of the

Industrial Statistics were Botswana Institute of Development and Policy Analysis (BIDPA), National Accounts Unit of the CSO and the Botswana National Productivity Centre. Establishment and Enterprise Register (EER) was the existing database for the exercise and was out-of-date. There was plan to work closely with the Registrar of Companies to computerize so that updating of the register could be done much more rapidly.

**Transport Statistics Unit:** The following data were being compiled – vehicle registration, vehicle permit, road accident data, traffic of the air transportation and of the Railway mode plus the national road network. These sets of data were being sourced several government departments especially those of the Ministry of Works and Transport, However, revenue collection of domestic air transport operations were not being covered currently. There were backlog of short-term permits data to be processed. The main users were the Ministry of Works and Transport, researchers and the general public.

## **Cluster 2**

### **Within this cluster were communication/ICT Unit, Prices and Trade Statistics Units.**

Communication (ICT) Unit: This unit was taken out of Transport and most of the work here had been preliminary and preparatory for the production of statistics on Information and Communication Technology. The scope covers the print and electronic media (Newspapers, Radio and Television). The preparatory work had included determination of appropriate Indicators to be produced, development of the manual and the design of the questionnaire. The manual drafted indicated the surveys (both establishment-based and household-based) that would provide data for the compilation of the needed Indicators. Both quarterly and annual surveys are possible. The questionnaires were being commented upon by stakeholders presently and data collection would soon begin. Assistance had been received from downloaded materials from the UNSD website in the preparation of the various instruments.

### **Price Statistics:**

The series being produced in the unit included monthly Consumer Price Index (CPI) which was rebased at 2006 base and coverage had been enlarged and basket expanded. Wholesale Price Index, a quarterly series, Poverty statistics and statistical Year Book (SYB). The WPI had base (1997) and had not since been revised. There were doubts, however, if this output was being requested by users. To produce SYB required data submission by producers in other agencies and there were challenges in getting submission on time. For Poverty statistics, Household Budget and Consumption Survey (HBCS) and multi-Welfare Indicator Survey were required; so also skills in poverty data analysis. Plans were ahead to conduct the HBCS every five years as opposed to the 10 years interval. The last HBCS was in 2002/03 and another one was quite due. The production of Producer Price Index was suspended because of inadequate methodology.

The Users of these series have been generally the Central Bank, the ministries particularly Finance, Tender Board, Labour Union and the general public. A producer/user group of the Bank of Botswana, ministry of Finance and the CSO met on the production and outputs of the CPI in particular and the quality of the output could be considered reasonably well. Challenges identified were adopting using computer-aided data collection, inadequate space for production operation, skill appeared adequate but skill upgrade might be necessary. It was suggested that a separate Poverty Statistics Unit be established.

#### **Trade Statistics Unit:**

Trade statistics is being compiled from customs bills of entry for all goods but not including services at the present time. The values and quantities of goods being traded in are being entered using ASYCUDA making it possible for customs to submit the data in electronic copy to CSO which then processed the data using EUROTRACE software for the processing. The only problem mentioned was inadequate skill in IT with the shortage of programmers. Main users of trade data have been Bank of Botswana (BOB), Ministry of Finance, South African Development Community (SADC), South African Custom Union (SACU), Ministry of Tourism and Botswana Unified Revenue Services (BURS).

**Cluster 3: It is made up of Labour statistics unit, National Accounts (NA) and Regional Office.**

Labour Statistics: Scope of coverage is Labour market Information, Employment survey conducted quarterly (formerly  $1/2$  yearly) and generating Employment by size and characteristics. There were data on work permits as well. Gaps in data that were identified were statistics of exemption certificate, full Labour Force Survey (LFS) conduct had been 10-yearly except for modules of the LFS that came on annually. Other survey to measure Informal employment had been added recently, namely, the 2007 Informal Sector Survey as a follow up to 1999 Informal Sector Survey. The challenges faced by the Unit included low response rates, shortage of transport to monitor data collection in the field, shortage of staff and inadequate space for the processing and analysis operations. Also an old system – dbase software was still being used.

Main users of the produced data and other stakeholders were Vision 2016 Secretariat, Productivity Centre, Ministry of Finance and Ministry of Home Affairs. National Accounts basic compilation had been quarterly and the annual gross domestic product (GDP) which had 1993/94 as base. Apart from these, the unit conducted some economic surveys to produce data needed for the GDP and other macroeconomic aggregates. Other sources of data included administrative data/secondary data from the Bank of Botswana, and Ministry of Finance. The Unit had been using EXCEL spreadsheet to enter data towards the compilation. The challenges faced by the unit were low response rate, low capacity and therefore need skills upgrade and inadequate office space for the production operations. Usual users of the data have been the Bank of Botswana, Ministry of Finance, the Private sector, Researchers, SADC, SACU and the general public.

**Regional Office:** So far there was only one Regional office at Francistown but additional offices would be constructed during the 10<sup>th</sup> National Development Plan (NDP10).

**Cluster 4:** Covered Agricultural and Environment statistics; Cartography and Surveys; censuses and Information Technology.

**Agricultural Statistics Unit:**

Agricultural statistics had been seconded to the Ministry of Agriculture. The unit at the Ministry conducted Annual Agricultural surveys and 10-year interval agricultural censuses covering both traditional and commercial farming. The traditional agriculture was being covered through Household surveys and the commercial agriculture through Enterprise survey and this had experienced very low response rates. Data items being covered were crops, livestock production while Forestry and Fisheries were not being covered as of now. The data gaps identified were non-coverage of the Piggery and Poultry projects being operated by the Ministry making the data on livestock incomplete. There was attempt to present data by districts but these were the Ministry of Agriculture district structure which did not coincide with the normal administrative districts. This had presented problem for other users of data other than the Ministry of Agriculture.

The challenges faced by the production system were poor quality lacking in timeliness, inadequate equipment for data collection and processing, delayed processing because of lack of programmers plus inability in using software for processing and inadequacy of staff. Another critical problem was lack of skill in survey design and methodology. The Ministry of Agriculture required the data for policy formulation and review of agricultural projects and programmes.

**Environment Statistics:**

Environment statistics got collected from the following areas: - fisheries, forestry, mining, water, energy, land, wildlife, etc. data are being collected from administrative record keeping and not from surveys and there was therefore need to work with the personnel at these sectors keeping the records. The sectors (stakeholders) included department of Environmental Affairs, Local Authorities, Mining, Water, Energy agencies while the main users of data had been the Environmental Affairs department, Researchers, UNEP/UNSD/UNECA/ (their requests were somehow coordinated).

Quality issue was still a problem and could be solved by working with the stakeholders. There had been lack of continuity of data series (because of lack of capacity and lack of monitoring staff and inadequate funding for the collection tasks). Coverage had been incomplete as well as data were not collected from all basic units and so a national picture had been difficult to profile. At the CSO, the internal capacity had been weak with inadequate staff and inadequacy of appropriate skills. There was need for training in handling of technical data. Though equipment seemed adequate, office space had been grossly inadequate.

### **Cartography Unit:**

The Cartography unit had as its primary duty, the production of Enumeration Area (EA) maps for use of censuses and surveys and the production of census Atlas. However, it was yet to have skill to produce Poverty maps. To execute these functions, the unit obtained basic maps from the Department of Surveys and mapping. Other map materials were also obtained from the Botswana Power Corporation and Town and Regional Planning Authority. The quality of data provided by the maps was generally good as the base map was good as well. However, the base map had not covered the entire country. The challenges experienced by the Unit were that there was no sharing of data among stakeholders and consequent on this, the unit had to purchase data maps. Although the unit had got good equipment, reasonable space for operation, problems of cost recovery and of maintaining the software and data was unavailable for the purpose of generating poverty maps. The users and stakeholders of the unit had been Researchers, CSO Units, Politicians, Business community for business plans and the Department of Surveys and mapping.

**Survey Units:** This unit conducts all household-based surveys being responsible for the data collection task. However, all business/economic surveys continued to be the responsibility of the National Accounts Unit. The process of conducting the surveys includes, literature review on the kind of survey under preparation, the survey design, planning of the field work, design of the instruments (questionnaires, manuals of instructions etc), pre-testing the questionnaire, recruitment and training of the field staff before launching into the field. All these were usually carried out in collaboration with major stakeholders referred to as the reference group. These

sequences were followed in all surveys handled by the unit. During the 1980's and the 1990's the CSO had an arrangement of maintaining a Permanent field staff but no longer does now as temporary staff are utilized. This current arrangement had affected quality of data adversely since these temporary data collectors lacked necessary experience.

There were challenges the unit faced in its task, namely:

- ✓ As the CSO conducted a large number of surveys, the survey statisticians working on the design became disadvantaged as they could not acquire experience in survey data processing, analysis and report writing;
- ✓ Lack of adequate logistics as vehicles were being out-sourced as compared to the past practice when CSO had dedicated vehicles for the survey.

Table on surveys – Census Unit: The Unit led the conduct of the census 2001 as there was no permanent office for census taking. The process usually followed was to review the previous census and

**The Households Surveys conducted during intercensal period (1981 – 2000) and the proposed scheme of household surveys to be conducted during intercensal period between 2001 and 2010 are given below:**

<b>Title of the Survey</b>	<b>Census I 1981- 1990</b>	<b>Census II 1991- 2000</b>	<b>Census III 2001-2010</b>	<b>Status</b>
HIES*	1985/86	1993/94	2002/3	Enumeration Completed:26 Jun 02-18 Aug 03
Botswana Literacy Survey		1993	2003	Enumeration Completed:08 Oct 03-23 Dec 03
Agricultural Census	1982	1993	2004	Enumeration Completed:17 Jan 04-30 Nov 04
Botswana AIDS Impact Survey – BAIS -II			2001,2004	Enumeration Completed:12 Feb 04-31 Jul04
Labour Force Survey	1984	1995/6	2005/6	Enumeration Completed:15 Jul 05-30 Jun 06
Botswana Demographic Survey	1987	1997	2006	Enumeration Completed:1 Aug 06-31 Dec 06
Informal Sector Survey		1999	2007	Enumeration Completed: Mar – July

Botswana Family Health Survey (BFHS) and Multiple Indicator Survey (MIS)	1984 & 1988	1996	2007	Enumeration Completed: Sept 07 Jan 08
Botswana AIDS Impact Survey BAIS -III			2002, 2004, 2008	Enumeration proposed July – Sept 08
Botswana CWIQ Survey			2008	Enumeration proposed Oct – Dec 08

**Note:**

- HIES: Household Income and Expenditure Survey
- CWIQ: Core Welfare Indicator Questionnaire (Mini HIES)

The district structure. Technical committees are set up to address the following preparatory actions which included:

- ✓ design of the census questionnaires and manuals with participation of the key stakeholders
- ✓ pretesting the questionnaires;
- ✓ carrying out pilot census;
- ✓ publicity to include census song and jingles
- ✓ Field staff (usually school teachers) recruitment and training plus the use of school facilities, for the reason that censuses were often taken in August;
- ✓ the fieldwork
- ✓ data processing with the data entry task out-sourced;
- ✓ administrative report of the exercise;
- ✓ further analysis etc so as to generate analytical report; and
- ✓ data dissemination.

**Information Technology Unit**

The responsibilities of the IT unit included system development which was being out-sourced while data entry task was done by permanent staff supplemented with temporary staff. There had been Local Area Network (LAN) facility in place which the IT unit managed including the availability of Internet /email services linked to the government Information and communication system and these were working well. Shortage of system development staff was reported and indeed a Network

Administrator was immediately required. However, ten (10) IT professionals were being currently recruited.

Maintenance of the system had been contracted out but there was need to review its policy so as to have maintenance undertaken internally. Other suggestions were renewal of obsolete system, training of statisticians in IT, getting data now on obsolete media to state-of-the art media, develop strategy for data /document back-up and development of database.

**Cluster 5 – made up of:**

Education, Health, Demography and Administration units were the last consulted with, within the CSO.

**Education Unit:** Like Agriculture the unit had been seconded to the Ministry of Education. This Unit had been charged with the responsibility of collecting education statistics at all levels of education (Pre-school, Primary, Secondary and tertiary) and postal survey method had been adopted.

There were two sequences of surveys, the one named first term (conducted in January) collected data on enrolment and drop-outs while the comprehensive surveys (conducted in February) took off soon after collecting wider range of data with questionnaire expected returned in April. In these surveys, because the University of Botswana (UB) kept good administrative records, it simply made their returns to the unit. The first term survey usually recorded 100% response while the questionnaires for the more comprehensive survey got returned untimely and with errors. There was always need for a follow up on the Institutes but inadequate or complete absence of logistic support made follow up difficult. The data entry used IMPS which now is out-dated and would soon move into using CSPro. Two reports were usually prepared, one for the first term survey to cover only Primary and Secondary levels while the annual report covered all levels of Education.

Gaps observed in the data being produced included under-coverage of the tertiary Institutions and those studying outside the country. Other data items not being covered were data with respect to non-formal education, adult literacy programme, education finances, school infrastructural data and data on non-teaching staff. Overall the quality of data was reasonable. Key users of the Education data had

always been the Ministry of Education, Universities, Researchers, Ministry of Finance and International Organizations.

Education Management Information System (EMIS) had to be point of attention for development.

**Health Unit:** also has been seconded to the Ministry of Health and located in the Policy, Planning, Monitoring and Evaluation (PPME) department. The unit had been charged with the function of collecting hospital statistics from 26 Health districts, 3 referral hospitals, 14 district hospitals and 17 Primary Hospitals. Data were obtained of in-patients and out-patients from health posts and clinics as well and data on infectious disease from medical records units of departments and from format for data collection which was designed jointly by the CSO, Ministry of Local Government and the Ministry of Health and periodically reviewed. Monthly data were being collected but analysed annually.

Gaps observed in compiling health statistics were:

- lack of timely returns, inconsistencies in recorded data, and lack of completeness in submitted data.

Other challenges encountered in the process were:

- ✓ Inadequately trained data recorders;
- ✓ Several departments were involved in data collection and they had not been coordinated nor integrated;
- ✓ Incomplete registration under the vital Registration system being handled by the Ministry of Health.

Main users of health statistics had been the departments of the Ministry of Finance, Local Governments, Non-Governmental Organizations (NGO's), International Organization and the general public.

**Demographic Statistics Unit:** The unit addressed all issues of demographic statistics through decennial censuses and periodic demographic surveys. It got supported by technical group and reference group made up of producers and users

of data. There was also a publicity committee. The surveys have been listed under the surveys unit.

**Administration:** is responsible for human resources management and the management of both financial and materials resources. It undertakes recruitment of permanent staff and also workforce needed for the surveys and censuses. Other duties of the administration include:

- ✓ Implementing the Public Service reform ;
- ✓ makes proposal for funds allocation and sees to its efficient use;
- ✓ procures office space ,furniture and supplies and ensures that supplies are timely paid;
- ✓ Ensures compliance with the public service rules. One of such rules is that vacancy rates must not exceed 2%. One challenge that it had handled was the situation of having more vehicles than drivers available for survey work. It subsequently decided on outsourcing for transport facility for surveys.

The stakeholders of the Unit are the CSU, Ministry of Finance and the Central Transport Organization.

It was recognized that there would be the need to compile internal statistics on the functions of administration already mentioned.

**4.1** Assessment of the National Statistical System (NSS) and appraisal of statistical outputs plus Institutional and organizational constraints continued after the consultation held with the CSO units with visits to stakeholders within the NSS.

The NSDS team already established had detailed discussions with the consultant on the choice of the stakeholders Institutions and time-table of visit. There was also an efficient schedule of visits with members of the team allocated to each Institution visited. Reviews and de-briefing of each visit were regularly done through the period. The visits were conducted before the workshop for the stakeholders. Those that were scheduled for after the workshop did not materialize because these appointments were not confirmed by the concerned stakeholders. However, members of the team would be able to continue the consultations after as they were involved in all the consultations. The schedule of visits is at the annex.

#### **4.2 Agencies visited have been tabulated below (16 in all)**

<b>Agencies visited</b>	<b>Govt</b>	<b>Private sector</b>	<b>Research &amp; University</b>	<b>Public Infrs.</b>	<b>NGO's</b>	<b>DP's/Int .org</b>	<b>Total</b>
1. Botswana Export Development & Investment Agency (BEDIA)			✓				
2. Ministry of Minerals, Energy and Water Resources (MMEWR)							
3. Botswana Police							
4. Botswana Housing Corporation				✓			
5. Dept. of Surveys & Mapping							
6. EConsult		✓					
7. Ministry of Education							
8. Botswana Council of NGO's (BOCONGO)					✓		
9. Botswana Institute of Development Policy Analysis (BIDPA)			✓				
10. Registrar of Companies							
11. African Comprehensive HIV/AIDS Partnership (ACHAP)					✓		
12. Botswana Training Authority				✓			
13. Ministry of Local Govt.							
14. Directorate of Public Service Management (DPSM)							
15. SADC						✓	
16. Vision 2016							
<b>Total</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>16</b>

**4.3** In all, 16 agencies have been consulted made up 8 government Institutions, one Private sector, one research/university, 3 Public Institutions organization two NGO's and one sub-regional Organization. The accounts of the consultations by agency are given below:

(i) **Botswana Export Development and Investment Agency (BEDIA):**

An export development and Investment agency basically uses data towards achievements of its mandate and data of relevance were stated to be export statistics, market analysis in foreign countries requiring prices data, well

disaggregated data using Harmonized Classifications (HC) of export commodities and timeliness of delivery for these statistics. BEDIA stressed the importance of statistics and the investors often required data which could inform their investment decisions and therefore made the following suggestions towards improvement of statistical delivery as follows:

- need for statistical literacy through well-targeted advocacy;
- Development of database that could easily be accessed;
- linkages through internet for data transmission to users.

It was suggested to BEDIA that data needs could be specified by properly documenting the requests for data by the prospectus investors. BEDIA itself compiled its own data collecting data from secondary sources and coming out with publications, namely “Botswana Statistics” and “sector pamphlets”. It then requested that CSO be involved in validating data and to equally explain how to deal with provisional data and their eventual revisions. It also wanted to know the progress in the customs computerization of the border posts. It wanted to know as well the time framework for the strengthening of the NSS and when the CSO was to become autonomous. BEDIA finally requested CSO to include in its publication on trade data of other countries. It concluded that BEDIA was going to participate in the on-coming workshop and in addition partner CSO in the development and improvement of statistical outputs in Botswana.

**(ii) Ministry of Minerals, Energy and Water Resources (MMEWT):** The ministry indicated that its data needs included data for energy planning so as to meet energy demands. Therefore data on supply and demand of energy obtained through surveys and administrative records will be needed. The organization would require advice from the CSO on which methodology to adopt to obtain the data considering census versus sample surveys. It indicated its commitment to cooperate and work together with the CSO and would therefore wish to have a roadmap with timeline with respect to system strengthening, advocacy programme targeting the top management of sectors, documenting data needs and specifying quality criteria, design of the National Strategy for the Development of Statistics (NSDS) /Sector Strategy for the Development of Statistics (SSDS). It promised to complete the needs assessment questionnaire and returned to the CSO.

**(iii) The Botswana Police:** It was the traffic division of the Police that was visited which deals with road transport and accidents. The statistical product was shared with the CSO team. The section wished that these figures be presented with some analysis in order to transmit clear information to policy makers. This point was appreciated by the two sides. The point was, however made that more than traffic statistics other statistics being produced by the Police were equally important and required improvement as well.

At this point the CSO team was informed that the Police was structured into three divisions and each division produced its own statistics relevant to its operations. The CSO might therefore make a fresh communication to the highest echelon. That way the entire Police statistics would be covered.

**(iv) Botswana Housing Corporation (BHC):** The BHC is basically a data-using agency but also additionally derive new sets of data series from published data and other secondary sources. Its needs for data cover such data area as Income structure, Index of cost of building material, populations structure by age and by occupation, geographic Information system with location data, market trends of housing rental and purchase, housing stock and by type, and housing by use. Data would also be required through survey of housing supply and demand. These sets of data could help its decision taking with respect to investment plan for housing estate development.

Some of the BHC un-met needs included sub-sector statistics not being covered adequately like the construction statistics. BHC thought that census of Housing had not been totally useful as information on type of housing unit and functionality of houses had not been collected. Finally it advised that we needed a discussion with the Ministry of Housing.

**(v) Department of Surveys and Mapping (DS&M):** The consultation started on a note that it was long over-due that DS&M and CSO should collaborate actively. Both the DS&M and CSO had served on the committee on Development Information (CODI) of the UNECA where inter-relationship among Information developers was better defined. The DS&M also mentioned the importance of CSO working closely with the main ministry of Lands and Housing stressing that the Housing and Home ownership would require a lot of data. The DS&M promised to share its plan

proposal being developed for NDP10 with the CSO so as to achieve alignment of programmes of the two agencies. For instance Agricultural Survey and the taking of all the censuses would require good mapping and could bring down the cost of data collection. Maps at scale 1:5000 is what is required and about 140 had been done with the plan to get them completed during the implementation phase of the NDP10. Also autophoto maps (uses area photography to achieve seeing physical structures on the ground) could be more functional and needed by CSO. CSO should therefore examine and help to determine need. Of course, DS&M would be sharing with the CSO its NDP10 plan and requested the CSO of GPS (Global Positioning System) to update structure on the ground was another technology that could make the CSO task a lot easier in data collection and it was an area in which planning together could help.

The team was finally informed of an initiative; National Spatial Data Infrastructure (NSDI) which was hoped would be domiciled at DS&M. The consultation was wound up with a tour of the map making facilities of the department.

**(vi) EConsult – A Private consulting company.**

Econsult had been involved in executing consultancies that have to do with economic and social research and analysis which use a lot of data and in the process use a lot of data produced by the CSO. Economic data, namely, national accounts series and trade statistics required to carry out macro-economic analysis were from the CSO. BOB data are also relevant to the analysis. The company had also worked with social data and prices when preparing Human Development Report (HDR) for the UNDP and even in this area, a lot of data came from the CSO. Using these sets of data enabled the company to observe many of the characteristics of the data and identify gaps and be able to say what needed to change.

**Dissemination:** Although dissemination of the data had improved as data came in through email, there was need to improve the website by making it user-friendly. The website was a erratic and should be an alert system to announce what was new. Some of the publications were not available in soft copy making them cumbersome to disseminate.

Timeliness: Release of the inflation figures had been timely but trade data had not been released with consistent timeliness. Timeliness for the National Accounts required improvement and this was important as they represent the single-most relevant data for monitoring of the economy. When the GDP figures were not available, it usually led to using alternative data thereby encouraging the development of a parallel system. The plan to have a quarterly GDP series was a good one. Social data release (particularly education data) had been the most untimely partly because the system for producing the figures was cumbersome and long-winding process and should be improved. Perhaps there could be a service delivery agreement between CSO and these agencies producing data (use of Memorandum of Understanding).

Consistency of data: Noticed in many of the data series was inconsistency across them. For example, manufacturing figures for textiles was not consistent with export figures even when most of the manufactured textiles were exported. Another example was in Agriculture when the census figures were not in line with other sources of data (cattle heads versus cattle slaughter data). The practice of repeating some data over a 3-year period was another anomalous practice.

All these could be due to the use of sampling frames that were out-of-date and the use of different definitions and concepts (as in health statistics). Unemployment was said to have dropped! Going by these features, there might be the need to establish a unit to check on internal consistencies across data series. That way critical scrutiny of the figures would be done. Some further suggestions were made; namely;

- ✓ there should be investment in skills and capacity building;
- ✓ District definition (as used by Health, Education, Agriculture and administrative division) should be made consistent;
- ✓ Data collection could be done through web-based surveys for economic surveys particularly;
- ✓ an external quality control system could be established.

Finally, the team requested the company to always give formal feed-back to the CSO on how it had found the data being used for their analysis.

**(vi) Botswana Council of NGO's (BOCONGO):** is an umbrella body of Non-Governmental organizations (NGO's) of about 130 members. Membership is voluntary. Members have been grouped by themes, namely:

- ✓ HIV and AIDS
- ✓ Youths
- ✓ Women Empowerment
- ✓ Microfinance
- ✓ Disability and Human Rights
- ✓ Science and Technology

Faith-based organizations are members also. The core business of BOCONGO covers capacity building for the NGO's, resource mobilization techniques, advocacy on Poverty issue, HIV/AIDS and others. To do advocacy, a lot of data are required on these various issues. The Council also commission research to consultants and data would always be needed to conduct such researches. The Council therefore sought data for all these tasks from CSO and from other sources of the NSS. It would therefore be a welcome development if the CSO became autonomous and the NSS was strengthened as a way of raising the performance level of the NSS.

BOCONGO also generated data on their limited intervention activities. It wanted to know if such data could be submitted to CSO as well. The Council then mentioned some of the challenges experienced by it which included difficulty in accessing data, having to deal with out-of-date data and lack of timeliness of data. It was hoped that strengthening the NSS would correct all these problems.

**(vii) Ministry of Education:** This was one of the seconded units by CSO to the Ministry of Education. The shape of statistics at the Ministry was not satisfactory and at the time that an overall review of the organization was going on, it was an opportunity to strengthen statistics. The features of the statistics being produced were out-of-datedness, lack of timeliness and incompleteness. With a strengthened NSS and intensive capacity building, the needed improvement might be achieved.

**(viii) Botswana Institute of Development Policy Analysis (BIDPA):** as a research Institute is a voracious user of statistical products. The core business of the Institute is carrying out policy-relevant analysis. Through use of data, the following had been the evaluation of data:

- ✓ Baseline data were never available;
- ✓ Trade statistics not being given at detailed level such as presenting it under Harmonized codes (HC);

- ✓ Poor dissemination of data and difficulty in accessing data;
- ✓ Absence of services in trade data represented a gap;
- ✓ National data were highly aggregated when there was need for data at sub-national levels;
- ✓ Quality of data in terms of reliability and timeliness;
- ✓ Irregular frequency/periodicity of data. The Institute then raised issues to be examined in the current initiative such as:
  - Integrating others into the data production process e.g. having research and training Institute represented on Statistics Board/Committees;
  - Making user-friendly presentations of data;
  - Developing efficient coordination mechanism
  - Considering operating a common statistical service to enhance coordination.

**(ix) Registrar of Companies:** the register of companies had been computerized by now and unfortunately there was no input by the CSO in this exercise. This register was without categorization by activities; however, several companies registered for specific activities. The register should therefore be used in conjunction with these companies certification.

The CSO team requested for the linkage of the Register to the CSO and meanwhile wanted the soft copy of the register. The Registrar would consider these requests but asked for further discussion on the issue of cost recovery for these services being requested.

In conclusion, the Registry asked for elaboration on the National Strategy for the Development of Statistics (NSDS) and the concept of autonomy for the CSO. These were adequately explained.

**(x) Botswana Unified Revenue service (BURS):** The BURS has the responsibility of collecting revenue (Taxes, Custom and Excise duties) and the revenue performance had been good. The CSO team had raised some issues with respect to data coming from BURS to CSO and these were:

- Quantity data on the custom bills of entry had not been of good quality and required improvement;

- The import/export data to be presented in HC (8 digit classification which understandably required some description)
- Use of tax returns as source of administrative data for CSO;
- Trade statistics to include “services”;
- Developing MOU’s to detail out the cooperation arrangements between the two agencies.

To these, the BURS responded by stating the actions that ought to be taken, namely:

- ✓ that the IT system be reviewed so that the capture of quantity data could improve its quality;
- ✓ that the HC system could be achieved through further discussions between the officers in charge of the task in the two agencies;
- ✓ that services data could only be obtained from the Bank of Botswana, the source of such data;
- ✓ that the CSO had not been explicit on its request of the tax returns as source of administrative data but suffice to note that there was going to be a lag considering the time when the income returns were made;
- ✓ BURS was in total agreement with the use of MOU as an instrument of cooperation between the two agencies and contact persons were immediately identified on both sides to begin the process of drawing up one.

The CSO was further advised to document the problems of quantity data.

The BURS also mentioned to the meeting that Taxi operators were exempted from paying Value Added Tax (VAT) but that they ought to pay income tax. For a proper assessment of the income and the taxes to pay, it requested for a joint exercise to carry out a survey to measure the income and expenses of taxi operators as well as bus operators.

**(xi) African Comprehensive HIV and AIDS Partnership (ACHAP):** An NGO based on Public-Private-Partnership (PPP) that was addressing and implementing HIV treatment programmes. Support for finance, technical expertise, equipment and personnel had been by Foundations, Donors and Government of Botswana notably the Clinton Foundation and Department for International development of the British Government. The NGO operated with large support staff but with few professionals.

Support to the Government of Botswana was by partnering existing government Institutions.

In particular, there had been collaboration between CSO and ACHAP. Generally, the agency used secondary data as produced by the NSS and obviously would continue by supporting the CSO, the NSS, researchers and the University of Botswana by building their capacity. In a meeting that was planned some two months ahead, efforts would be concentrated on which areas ACHAP would help with respect to capacity building for the current initiative of strengthening the NSS.

Meanwhile, ACHAP was currently collaborating with CSO in the Botswana Aids Impact Survey (BAIS).

**(xii) Botswana Training Authority (BOTA):** The board mandate of BOTA is the coordination of vocational training in Botswana. This used to be the function of the Vocational Training department of the Ministry of Education and it covered only public Institutions at that time. Now all institutions are being covered. In specific details, it is responsible for: -

- ✓ Accreditation of programmes and Institutions (198 done so far);
- ✓ Coordination functions of these Institutions and Programmes;
- ✓ Developing vocational qualifications frame-work
- ✓ Quality assurance of education.

It has relationship with the Ministry of Education. In this relationship it was possible to approve that tertiary Institutions could offer diplomas for certificate holders of vocational training. At the present time, the Human Resource Development Council made up of former Tertiary Education Council plus BOTA and under the Ministry of Education governs the BOTA activities.

Data needs had been stated as administrative data collected from all the Institutions (enrolment etc) covering both public and private institutions; Labour market information so as to determine priority areas of skills. Attainment data with adequate dis-aggregation; (a further documentation of needs would be done and submitted to the CSO). For these data requirements, CSO and BOTA could work together for the improvement of administrative data and in jointly carrying out surveys. Working together would enhance data submission to the CSO.

As to how BOTA found data that it had had to use, these were noted:

- ✓ Little analysis on data provided e.g. the Labour Force data had received little or on analysis;
- ✓ Late release of data – timeliness;
- ✓ Need to ask proper questions on attainment and coverage of special schools.

Data are very much required in benchmarking against international standards. Also information on training in the work places represented a gap to be filled.

With the work BOTA was doing in building up data of its operations, there would be the need for a properly built structure within the organization for statistical functions.

**(xiii) Local Government Ministry:**

The Ministry of Local Government coordinates the services that are being offered at the district level with the development budget passing through the Ministry to the district administration. Services offered include social amenities and infrastructure departments of the Ministry correspondingly had responsibilities for the delivery of these services.

For each of the services, there was need always to measure the quality of service delivery; data collection had to be undertaken for this purpose. However, data collection had not been efficient across the services as there had not been any coordination. The applied research unit was supposed to carry out this coordination at the district level where the planning units of the districts collect the required data using the instruments designed by the Research Unit and at the headquarters the various departments responsible for the services delivery. However, the Research Unit itself had experienced high turn-over. The staff size now was 6 with 2 on study leave and all these were very new in the Unit

In spite of this situation the Unit had embarked on a Customer – satisfaction survey to cover services, infrastructures, school, hospitals etc. three temporary staff joined the unit in the task.

The CSO indicated its intention to work with the unit and using an MOU as instrument of their collaboration. The contact persons were identified and CSO would initiate action for the joint work.

Issues of conditions of service and review of the Statistics Act were identified for further discussions.

**(xiv) Directorate of Public service Management (DPSM):**

The DPSM's manpower planning Division has the Research and statistics Unit located in it. This unit produced following reports:

- ✓ Personnel data (database) – but not yet published
- ✓ Reports on employment, on vacancies.

Data collection from all government Institutions was being done electronically but most of the data were not up -to- date; because of lack of commitment. The classification of occupations system in use was (Infinium) which was being changed. There would be the need to migrate data to the new system. The challenges were that the international occupational codes were not being followed and current data series had not covered “temporary staff”. The two agencies agreed to work together and a task team set up with contact persons identified.

**(xv) Southern African Development Community (SADC)**

The team from CSO visited the SADC statistics unit to appraise it of the new initiative to strengthen the NSS and of the decision of government to make CSO an autonomous agency. The assistance of the SADC was being sought as the CSO moved to fulfil these objectives especially when statistical capacity would need to be built.

The SADC statistics unit informed the team of the plan for 5 regional workshops some of which would address harmonization issue and the country would benefit from these. Also there would be nationally organized workshops and each country of the SADC was expected to select which ones it would want to organize based on each country's priority. CSO should immediately submit its priority area. There would be one workshop on upgrading the skills of users as well. Training materials were being archived and these could be accessed for national training. The statistical Unit would be available to join in delivery of the workshops and in documents review especially that the SADC Secretariat is located in Gaborone. It also promised to participate in the stakeholders' workshop being planned by CSO for later in the month.

**(xvi) Vision 2016 Secretariat:**

The team met with the coordinator of the Vision 2016 long-term plan. He underlined the importance of statistics particularly for results – based agenda and that the Monitoring and Evaluation System could not stand without availability of data to track the progress of the seven (7) pillars of the Vision 2016 and the measurement of results of outcomes. Data are similarly required to inform policies as well as to evaluate the success or otherwise of the policies. This should happen in all sectors. The coordinator would therefore wish to have skilled statistical staff within the Statistical service and expressed that it was critical to have CSO as an autonomous agency. Also all ministries should have viable statistical units while CSO attended to core and mandatory statistics. Ministries should therefore have enough capacity for both data production and analysis.

There was need to carry out important statistical operations such as the periodic but regular Household Budget and Consumption Survey for purposes of measuring and analysing poverty. Another critical need expressed was the establishment of employment registry in every district and Labour Force Survey to supplement data from the registry to be conducted with more regularity and frequency.

Observed flaws in the data being produced were detailed as follows:

- lack of timeliness of data
- unavailability of sub-national level data
- data lacking in regular periodicity and time-series data could not be compiled;
- need for harmonization of district boundaries with a lot more gaps in the statistical products.

Capacity for proper use of data was also identified as critical for getting the best benefits from statistical information. In this regard Monitoring and Evaluation officers would soon be trained to increase their capacity in data handling and data interpretation and CSO would play a key role in this activity. In summary, the coordinator was happy about the initiative to strengthen the NSS and the design of the National Strategy for the Development of Statistics (NSDS). Vision 2016 Secretariat would partner the CSO in this task.

## **5.0 Summary of Assessment arising from the Consultation:**

The consultations indicated clear recognition of the CSO as the apex agency for statistics in Botswana and has the coordinating responsibility for the NSS. CSO still got guided in its operations by the 1967 Statistics Act which was very much out-of-date.

Apart from its own headquarters function, CSO had seconded its own staff to five sectors, namely Works and Transport, Agriculture, Health, Education and the Judiciary. The range of seconded staff was between 10 and 15. The CSO structure was not strictly by subject-matter nor by functions as assessment showed. Also there was no coordinating unit, a survey methodology section was relatively new. But this was the structure that covered major statistical areas of Economic, social, demographic and environment statistics. Most of the data was being produced through surveys and censuses. Other agencies relied on administrative sources to generate data and of course collaborate with CSO in surveys and Census activities.

The consultations took place in 16 agencies made up of 8 government Ministries and departments, one private sector company, one research and analysis Institute, 3 public sector organizations, 2 NGO's and one sub-regional organization – all being either producers, users or suppliers of data.

Coordination across the NSS had been generally weak and within organizations coordination was virtually absent. Of course, there existed adhoc coordination arrangement with respect to specific subject matter areas such as GDDS coordination, use of reference groups to help survey planning and data analysis. The user/producer committee that was formed had not been active. Also, technical coordination was not taking place either as there was no compendium of standards. An example was the unharmonized definition of district boundaries.

The comments on the quality of statistical products by stakeholders indicated a demand for improvements with respect to reliability, timeliness, coverage (topic and areas), availability of data at sub-national levels and at sub-population group levels, availability of time series data plus a number of other gaps as already indicated in the consultation reports. So far there had not been comprehensive assessment of

data needs carried out and this could be reason for many of the gaps pointed out. Also users had no practice of feeding back to producers of statistical products. The NSS and CSO in particular were confronted with the following challenges:

- ✓ processing of backlog data;
- ✓ improvement of skills in some methodological areas;
- ✓ up-dating directory of Establishments;
- ✓ improved data analysis skills particularly in poverty analysis;
- ✓ improved surveys response rate especially for business surveys;
- ✓ increased professional staff in terms of both numbers and skills
- ✓ improved organizational structures for statistical production in nearly all the agencies ensuring presence of a coordination outfit;
- ✓ improved infrastructure in terms of physical (building), equipment and logistics, statistical and ICT;
- ✓ improved funding for statistical activities;
- ✓ better use of data for results agenda and policy formulation and critical decision making;
- ✓ more effective dissemination of statistical products;
- ✓ more user-friendly presentation of data;
- ✓ more feed-back from users on statistical products; and
- ✓ the restructuring of CSO to ensure effective coordination of statistical activities and managing the transition of current CSO into a semi-autonomous agency.

#### **6.0 Plan for outstanding Consultations:**

Additional agencies were to be visited after the workshop and these included 6 government ministries and departments and 3 other agencies. In details they were: -

- (i) Ministry of Lands and Housing
- (ii) Ministry of Youth, Sports and Culture (Dept of Culture and Youth)
- (iii) Ministry of Health
- (iv) Ministry of Mines, Energy and Water Resources
- (v) Ministry of Works and Communications (Dept. of Road Transport and Safety)
- (vi) Ministry of Agriculture

### **Other Agencies**

- (i) National AIDS Coordinating Agency (NACA)
- (ii) Botswana Confederation of Commerce, Industry and Manufacturing (BOCCIM)
- (iii) Local Enterprise Authority

There was no success in securing appointments and so they remained outstanding. Of course there were others not mentioned here that should be covered as well so that the complete picture of the NSS could be gained.

The critical issues of these consultations that must be addressed include: advocacy with the top echelon of the Ministry and agencies, identification of existing different databases that are available in other organizations, conduct data needs assessment, establishment of relationship with the CSO, Identification of main activities including prioritization of data needs and gaps. Other issues are evaluation of methods, assessment of staff situation in terms of numbers and qualifications (skills) and organizational development challenges. These would need to be followed up during another follow-up mission.

### **7.0 Preparatory Activities for the Workshop:**

A general review of the work process so far was made in the meeting of the Project Managers of the World Bank (WB) and the International Monetary Fund (IMF) and respectively the Consultants of the WB and of the AfDB with the NSS/NSDS project team led by DGS, Mrs M Kerekang. This was followed by review of the workshop preparatory activities.

The WB Consultant gave a summary of findings of the assessment of the NSS through consultations with a number of agencies visited in the preceding week-about 15 of these. These were supplemented by findings made in earlier missions by the Consultant (AfDB) and the Manager, GDDS modules. Some of the stakeholders had some misgivings as to whether a semi-autonomous CSO would take over all responsibilities for data production. In view of this, the workshop must emphasise collaboration and the use of Memorandum of Understanding (MOU) to set out arrangements of working together of the CSO with other components of the NSS. Also the CSO would need a pragmatic and practical approach in the strengthening of the NSS process, exercise caution that it could not handle all the issues at the same time.

The review group was informed of the assistance being given by the UNECA in the revision of the statistics Act targeting November, 2008 as the date to present the bill in Parliament. There was commitment on both the part of the CSO and the government for the strengthening of the NSS and the transition of the CSO into an autonomous agency. However, the workshop would be cautious as not to un-duely raise expectations.

Each of the experts making presentations was to work on the presentations and the group made a joint review of the presentations in order to ensure harmony in the presentations. The World Bank was involved in two presentations and the other a joint one with the Consultant (AfDB). The materials for the joint paper were the assessment of the NSS arising from the consultation undertaken by the Consultant (WB) and ideas on Framework for the NSS strengthening contributed to by both experts. Since the World Bank Consultant was having a sole presentation on NSDS process and principles, it was agreed that the AfDB consultant presented the joint paper.

Later on that day, preceding the workshop, (28<sup>th</sup> May 2008), a joint review of presentations was made and necessary adjustments made on the presentations. The opening speeches and remarks were next reviewed so also the workshop programme. All necessary modifications were subsequently made. The workgroup arrangements were similarly finalized giving the guideline for group discussion by working on giving issue pointers to the group work. Guidelines for rapporteurs who were staff members of the CSO were given as well. The chairmen of sessions were similarly firmed up and reflected on the programme.

The preparatory activities were concluded with a meeting with the Secretary for Economic and Financial Policy by the group [World Bank GDDS Manager, IMF Regional Adviser (Africa) for GDDS Programme, Consultants for African Development Bank and World Bank respectively] led by the Government Statistician. The purpose of the meeting was to brief the SEFP on the preparations and expected participation at the workshop.

Indications of participation so far were 49 confirmed from agencies, 24 from CSO, the Rapporteurs (4) and the Experts (4).

**8. The Stakeholders Workshop on the design of the National Strategy for the Development of statistics (NSDS) and the strengthening of the National Statistical System (NSS)**

The workshop was opened with the Government Statistician giving a welcoming address before the guest of honour, the SEFP gave the Keynote address and opened the workshop. One key statement made by the guest of honour was that government recognized that statistics being a public good would be provided through government funding and stressed the need to promote evidence-based decision making. Six presentations were made in all; 4 on day 1 and two others on day 2 following the sequence:

- Overview of statistical outputs and use in Botswana;
- Assessment of the National Statistical System (NSS) and strategies for its strengthening;
- The National Strategy for the Development of Statistics (NSDS) as a Framework for statistical Development;
- Linkages of the GDDS and the NSDS;
- Proposals for the Revision of the Statistics Acts;
- Coordination of and Collaboration with Stakeholders.

There were discussions and specific questions after these presentations. Also participants worked in four workgroups using the issue pointers to guide their discussions. The consultant (WB) facilitated one of the groups. Group reports were given after the group work on both days of the workshop.

The workshop was well attended with over 90 during day 1 and well above 60 on day 2 with very enthusiastic participation.

At the close of the workshop, the experts for the workshop from World Bank, IMF and AfDB were requested to give their summary of the workshop.

The World Bank consultant contributions were as follows:

- That the NSDS and the Sector Strategy for the Development of Statistics (SSDS) design process and organization require better understanding and

organization and there would be more training workshops, during the design activities, to deal with such issues as visioning, mandate analysis (Mission), Strategizing, plan for implementation, monitoring and Evaluation. Attention would also be on developing strategies for organizational development, Data development, Analysis, dissemination etc.

- That there must be continuous and sustained advocacy in order to retain political support. A programme of statistical advocacy would need to be prepared and implemented.
- There were issues raised during the workshop which required better understanding and these are; autonomy, coordination and Data access and confidentiality. Materials must be shared and trainings conducted on these issues for universal understanding.
- There should also be training on International Initiatives, Standards, Principles so that members of the NSS became aware of them and could use them in their work
- There were other issues mentioned by participants which would require careful considerations and these were:
  - ⇒ Strategy for statistical analysis (In-house analysis by the Bureau versus out-sourcing along with collaborative work with other stakeholders)
  - ⇒ Commercialization of statistical products and services (Examine this along with promotion of use of data for evidence based decision making)
  - ⇒ Capacity building for users of data to enhance usage of data
  - ⇒ Response to statistical enquiry and applying the law for defiance (employing persuasion in order to guarantee data quality as a first option but reserving the law for the hard-core refusals)
  - ⇒ Protection for the CEO when releases of data appear not to favour government. The law normally provided for the protection but there is the issue of commitment to professional ethics by the CEO as well.

(Please see the workshop report for details of other contributions of experts)

## **9.0 Work session with the consultant (AfDB) and joint discussion with the Deputy Government Statistician (DGS):**

The AfDB consultant had had an earlier mission to Botswana before the current mission which brought the two consultants (WB/AfDB) together. The CSO had endorsed this arrangement in view of the linkage between the strengthening of the NSS and the design of the NSDS. Indeed, NSS strengthening is one of what NSDS is supposed to achieve. Within these is the re-structuring of the CSO. Both AfDB and WB consultants worked on this issue and discussed their thoughts with the DGS and her team on the NSS/NSDS project.

Emerging issues from the assessment of the CSO operations were absence of coordination both internal to CSO and across the NSS, lack of independent outfits for methodology, research, standards and analysis and these have to be provided for in a restructured CSO. The work in the subject-matter areas seemed to have been fragmented or scattered. These could be re-arranged in a manner that similar functions and subject areas are put together. This would mean that a department is created for Census of population and Housing and Social Surveys and another for Economic Surveys and National Accounts. Building a capability for data collection and establishing many more regional offices would enhance efficiency in data collection with regional offices taking on additionally dissemination tasks at the regions as well. Therefore it would be appropriate to have a Field organization and Regional offices as a department. As a result of the autonomy of the CSO, certain additional functions will become necessary, namely, legal services, internal auditing, Public Affairs and International relations. Each of these functions could be handled by a unit each and these units would operate in the office of the Head of the Bureau. The general publications such as the statistical year book and Botswana in figures could be handled by the methodology, standards, and Analysis department. These were some of the thoughts that were discussed with the DGS and these could be developed further during subsequent missions.

Other issues raised with the team were matters with respect to the NSDS design process the AfDB consultant brought out these issues for discussion while the consultant (WB) contributed by way of offering suggestions. This was followed by matters raised by the consultant (WB) on development of transition programme plus

its implementation strategy for the transformation of the CSO to an autonomous agency. The proposal for the cost and resources to accomplish the change would correspondingly be prepared as well. Other issues were internal communication system and internal management practice which must be examined thoroughly in order to install good system and practice. Beyond these issues were outstanding matters which should receive the attention of the next mission and these are:

- Finalizing (further work) the drafting of MOU's between the CSO and the partner stakeholders
- Setting up appropriate committees as components of coordination mechanism and indeed establishing a coordination unit with prepared terms of Reference and membership specified;
- Advocacy task had to continue and so there must be a prepared advocacy programme which must be time-tabled and implemented;
- Organizational development for some key stakeholders;
- Data needs assessment task to be embarked upon.

#### **10. Training on the MOU Drafting**

This training was led by the GDDS Manager at the World Bank with the WB and AfDB consultants helping to facilitate the teams that worked on the exercise of drafting. The training treated the key issues to consider in drafting a MOU and these were:

- Objective of the agreement ie. On what the agreement is about
- Considerations (i.e. reflections on the agreements);
- Topics of the agreement;
- Roles of the Parties and way of working;
- Planning of the work, periodicity and timeliness of delivery;
- Quality criteria;
- Use of capacity;
- Specification of and explicit mention of the project Manager;
- Cost estimates and cost sharing arrangements;
- Intellectual ownership;
- Who should sign the Agreement.

Also there are three types of agreements namely, between government agencies, between government agencies and Research/Training Institutions and between government and private sector. There could be agreements between government agencies and international/donor agencies as well.

The drafting exercise was undertaken and participants worked in groups and it was a very successful training as the approach enhanced quick understanding.

Although each group was expected to submit its draft MOU to the DGS so as to do further refinement but this was not done while the consultant was still on mission at the CSO. This remained an outstanding assignment.

#### **11. De-Briefing session with the CSO Management**

The de-briefing session was directed by the Government Statistician (GS) and was a follow up to an earlier de-briefing given by the GDDS Manager at the World Bank and the AfDB Consultant.

The de-briefing was against the background of the objectives of the Mission which were:

- ✓ To initiate actions towards the strengthening of the NSS;
- ✓ To consult NSS stakeholders workshop on the NSDS design and strengthening of the NSS plus getting the workshop proceedings ready;
- ✓ To examine the CSO structure and make preliminary proposal for its restructuring;
- ✓ To be part of MoU drafting;
- ✓ To prepare tasks for future activities –way forward and sensitization

The consultant embarked on consultations and sensitization with stakeholders (16 apart from CSO were covered so far with a number still remaining). This was to make quick assessment of the System so as to bring out the challenges to deal with towards the strengthening of the NSS.

These challenges and other issues on NSDS design, the current situation of the CSO and the NSS, proposals on the Statistics Act review plus coordination issues were prepared for presentation at the workshop. The consultant earlier on had been involved in the preparation of the workshop with respect to the review of the letters of

invitation to the workshop and the workshop programme. Overall the workshop was successfully conducted with the consultant serving as a resource person. The workshop proceeding was yet to be finalized waiting for the rapporteur draft..

The consultant also participated as a facilitator in the drafting of MOU training and would be following up with finalization of the MOU's.

The structure of CSO was examined by both consultants (WB and AfDB) and initial proposals discussed with the DGS and her team.

The Consultant then indicated what he thought would be tasks for future missions and they were stated as follows: -

## **12 Way forward:**

- Completion of consultations and sensitizations of stake holders agencies;
- More detailed assessment of the current status of the NSS using the results of the analysis of the questionnaire for the stakeholders survey;
- Developing coordination mechanism/strategy;
- Continuing with MOU drafting and finalization
- CSO restructuring and organizational development of units in agencies of the NSS;
- Development of advocacy /sensitization programme with implementation plan;

## **Sub – programme**

- ✓ Setting up process of data needs assessment for the NSS;
- ✓ Setting up appropriate committees with TOR and identification of membership;
- ✓ Drawing up transition programme and its implementation strategy for the transformation from current status to an autonomous / semi – autonomous agency;
- ✓ Examine: - Internal Communication System
- ✓ Internal Management Practice;
- ✓ Establishing Coordination Unit for CSO

### **13. Workshop Report:**

The draft workshop report as done by the rapporteurs was reviewed on the 5<sup>th</sup> and 6<sup>th</sup> of June by the consultant and the review was left behind for the DGS who was to provide other components of discussion summaries, the list of participants and the evaluation of the workshop.

### **14. Way forward**

See details under De-briefing session

### **15. CONCLUSIONS AND RECOMMENDATIONS:**

The Objectives of the mission were generally achieved. The assessment of the NSS and the appraisal of statistical outputs plus Institutional and organizational constraints indicated areas to be strengthened as far as the NSS was concerned. The stakeholders generally welcomed the decision of government to make CSO a semi-autonomous agency as this they believed would improve the statistical delivery situation in Botswana.

The workshop of stakeholders that followed the stakeholders' consultation was a successful one and it set the tone for rebuilding the NSS. The workshop also examined the way of working together through the use of Memoranda of Understanding (MOU) and the coordination strategy across the NSS. More work needed to be done in these areas.

The Issue of re-structuring and proposals for appropriate statistics Act were well addressed during the mission and at the workshop and these must be followed through. These will be embodied in a transition programme for the transformation of the CSO into a semi-autonomous agency and the strengthening of the NSS.

The linkage between strengthening of the NSS, CSO re-structuring, and the NSDS design was well demonstrated during the mission as the two consultants from the World Bank and African Development Bank respectively were able to jointly address

these common issues recognizing that the strengthening of the NSS and restructuring of the CSO are components of the NSDS.

It was noteworthy that there was enthusiasm among all stakeholders and determination to achieve a strengthened NSS and equally design a National Strategy to guide statistical development on the side of the CSO. The CSO was also adequately organized for this process. With these ingredients, having an effective and efficient NSS was well on the way.

### **RECOMMENDATIONS:**

The following recommendations have then been made: -

- (i) The structuring of the CSO should be given an urgent attention and be concluded before the draft statistics Act is submitted to the Attorney – General’s Office/Parliament for passage as the provision on the establishment of the new CSO and the governance structure would have to be reflected in the law;
- (ii) Under the Fundamental Principles of Official Statistics, one of the principles stipulated that the laws, regulations and measures under which the statistics Systems operate should be made public. In view of this, the statistics law must be written in a layman’s language and presented in a workshop to the public. Of course, it must be widely circulated as well.
- (iii) The MOU’s prepared during training on it, should be finalized and be operative as soon as they are agreed to and signed. This will be first step towards building the habit of collaboration;
- (iv) Coordination has been recognized as being absent in the system particularly the internal coordination within the CSO and across the NSS. Efforts should be made to create a coordination Unit to begin to operate at the CSO and should be the focal point of coordination and collaboration with the stakeholders of the NSS, Essential coordination committees should begin to be put together;

- (v) Advocacy targeting the top policy people and the members of parliament along with the stakeholders should be a continuous activity and be intensive. To achieve this, a programme of advocacy should be drawn up and be effectively implemented;
- (vi) The NSDS/NSS team should endeavour to continue a follow up with the stakeholders that were to have been consulted. The consultation should enhance the assessment report;
- (vii) The law should cover the operations of the NSS and not just those of the CSO.
- (viii) The momentum for strengthening the NSS has begun and should continue even at a more intensified level. Therefore, it is necessary that a follow-up mission should be undertaken not too far away from the current efforts; perhaps not later than September, 2008. It would also be beneficial if the WB and AfDB consultant mission are synchronized at least to have an overlap in view of the linkage between strengthening the NSS and the design process of the NSDS.

## **ANNEX I**

### **List of Persons Met**

#### **Ministry of Finance and Development Planning**

(1) Dr. Taufila Nyamadzabo – Secretary for Economic Affairs

#### **Central Statistical Offices (CSO)**

- (2) Anna Majelantle - Government Statistician (GS)
- (3) Malebogo Kerekang - Deputy GS
- (4) Ketso Makhumalo - Chief Statistician (NA& Labour Statistics)
- (5) Kenny Mogotsinyane - Chief Statistician (Census & Demography)
- (6) Moffat Malepa - Chief Statistician (Communications, Prices  
And Trade)
- (7) Ruth Mothibi - Chief Statistician (Industry & Transport)
- (8) Thapelo Maruatona - Chief Statistician (Cartography & Surveys)
- (9) Phetogo Gopolang - Chief Statistician (Agriculture &  
Environment)
- (10) Hokotsang Badisang - AD (Adminstration & Human Resources)
- (11) Esther Wanjohi - Manager (IT)
- (12) Diemo Motlapele - Chief Statistician (Health and Education)

#### **World Bank**

(13) Ronald Luttkhuizen - GDDS Manager

#### **International Monetary Fund**

(14) Oliver Chinganya - Regional Advisor, GDDS Africa Programme

#### **African Development Bank**

(15) Enoch F. Ching'anda - Consultant

#### **Bedia (Botswana Export Development and Investment Agency)**

- (16) Lameck Nthekela - Research Manager
- (17) Regionald T. Selelo - Research Officer.
- (18) Temo D. Ntapu - Export Promotion Officer.

**Ministry of Minerals, Energy and Water Resources (MMWER)**

(19) Onkabetse Lebogang

(20) Ann Leipego

**BOTSWANA POLICE SERVICE**

(21) K. Mosimanegape - Deputy Director of Traffic Branch

(22) Insp. M. B. Sedodoma - Traffic HQ

(23) Sgt. E. Dibate - Traffic HQ

(24) Sgt. C. Kabelo - Traffic HQ

(25) Cst. U.B Motswagae - Traffic HQ

(26) Cst. E Smarts - Traffic HQ

**Department of Surveys and Mapping**

(27) Mr G.B. Habana - Director

(28) L.M. Phalaagae

(29) O. Phale

(30) A.G.M. Baatlotse

(31) M. Pule

(32) G. Letlole

(33) B. Lebekwe

(34) T.T. Sebina

**EConsult Botswana (PTU) Ltd**

(35) Keith Jefferis - Managing Director

(36) Fidelity Kapaletswe - Economic Researcher

**Botswana Council of Non-Governmental Organizations (BOCONGO)**

(37) Baboloki Zappa Tlale - Chief Executive Officer

(38) Barn Laganye Mogotsi - Programmes Manager

### **Ministry of Education**

- (39) W. Molemogi - Teaching Service Management
- (40) Z. Mosimanyana - Teaching Service Management
- (41) T. Moji - Teaching Service Management
- (42) P. Tsumake - Teaching Service Management
- (43) T. Masalila - Teaching Service Management

### **Botswana Institute for Development Policy Analysis (BIDPA)**

- (44) N. H. Fidzani - Executive Director
- (45) Joel Sentsho - Senior Research Fellow
- (46) T.J. Agiobenbo - Senior Research Fellow

### **Registrar of Companies.**

- (47) W. Moatshe - Chief Commercial Officer
- (48) M. M.. Letshwiti - Principal Commercial Officer
- (49) S. Lesetedi-Keothepile - Copyright Administrator

### **Botswana Unified Revenue Service (BURS)**

- (50) F. Modise - Commissioner General
- (51) S. Lekau - Commissioner, IRD
- (52) K. Molapo - General Manager, IRD
- (53) G. M. Motsewabagale - General Manager (Technical Services)
- (54) J. Sethibe - General Manager (Corporate Planning)
- (55) M. Phorie - IRD
- (56) N. Masendu - IRD
- (57) L. Mpitsang - Customs Officer

### **African Comprehensive HIV/AIDS Partnership (ACHAD)**

- (58) Godfrey Musuka - Director (Monitoring, Research & Evaluation)
- (59) Kelvin Sekwibele - M & E Specialist

### **Botswana Training Authority (BOTA)**

- (60) Ezekiel Thekiso - Director of Planning of Research
- (61) Mathew Phiri - Researcher

### **Local Government Ministry**

- (62) K. Mokomeng
- (63) P. Gothata
- (64) M. Mpone
- (65) T. Mosarwa
- (66) C. Gobagoba
- (67) Kagiso Senthufhe

### **South African Development Community (SADC)**

- (68) Achim Jere - Senior Policy / Programme Manager
- (69) Maphion Jambwa - Training Project Manager

### **Directorate of Public Service Management (DPSM)**

- (70) B. Chika - Chief Manpoer Econimist
- (71) E.M. Moketo - Chief Manpower Economist
- (72) S. T. Taolo - Principal Manpower Economist
- (73) B. Kapaletswe - Assistant Manpower Economist
- (74) D. Mathibe - Assistant Manpower Economists**

### **Wision 2016 Secretariat**

- (75) Dr C. Monkge - Coordinator
- (76) Resego Taolo - Monitoring Specialist

### **Ministry of Health**

- (77) Mrs Mokopakgosi - Department of Policy, Planning,  
Monitoring & Evaluation
- (78) Mrs. El-Halabil - Department of Public Health
- (79) Dr K. Seipone - Department of Aids Prevention and Care

### **More on CSO Persons met**

### **Consultative meeting at the CSO**

<b>Name</b>	<b>Unit</b>
(80) K. Mbiganyi	Census Unit
(81) V. Sebekedi	Demography
(82) S. Matroos	Education Statistics
(83) K. Johane	BAIS III Project
(84) Kop Phiri	Admin
(85) L. S. Jorosi	Admin/Reforms
(86) V. K. Dwivedi	Methodology
(87) S. Thobega	Education Statistics Unit
(88) Mavis Mogami	Information Communication & Technology
(89) Stephen R. Pheko	Information Communication & Technology
(90) Irene B. Dema	Labour Statistics Unit
(91) Eden Onyadile	Labour Statistics Unit
(92) Joy Tauetsile	National Accounts
(93) Boago Mashadi	National Accounts
(94) Phaladi Labobedi	Price Unit
(95) Keanewa Mandoze	Trade Statistics
(96) Lesego Tswiio	Transport Statistics Unit
(97) Gaolalthe Mmolawa	Transport Statistics Unit
(98) Daniel D. Magogwe	Prices
(99) Charles Rabothiwa	Trade Statistics Unit
(100) D. Bogatsu	Industrial Statistics Unit
(101) P. Kelekwang	Industrial Statistics Unit
(102) R. Chalashika	Cartography
(103) O.Puleng	Education Statistics
(104) D. Gareoitse	Agriculture Statistics
(105) K. mandoze	Trade Statistics
(106) Ndiye Nko	Surveys

**Schedule of Appointments With Stakeholders for Consultative Meetings (21 - 23rd May 2008)**

<b>Division</b>	<b>Institution</b>	<b>Date</b>	<b>Time</b>	<b>Contact person</b>	<b>Telephone</b>	<b>Status</b>
Commun, Prices & Trade Agriculture & Environment Industrial&Transport Census & Demography Agriculture & Environment	BEDIA	21-May-08	0730hrs	Mr Nthekela	3181931	Confirmed
	MMEWR	21-May-08	0900hrs	Ms Ann Leipego	3657000	Confirmed
	Botswana Police	21-May-08	1030hrs	Mr Mosimanegape	3624126	Confirmed
	Botswana Housing Corporation	21-May-08	1430hrs	Mr Majingo	3605100	Confirmed
	Ministry of Agriculture	21-May-08	1530 hrs	Mr Shatera	3950500	TbC
Cartography & Surveys Labour, National Accounts, Regional Office Education & Health Agriculture & Environment	Dept of Surveys & Mapping	22-May-08	0800hrs	Ms Phalaagae	3953251	Confirmed
	Econsult Ministry of Education	22-May-08 22-May-08	1000 hrs 1500hrs	Dr K. Jeffrys Mrs Masatila Mr Tsumake	3900575 3655400 3657399	Confirmed (8 ppl) Confirmed Confirmed
	BOCONGO Representative	22-May-08	1630hrs	Mr Mogotsi	3911319	Confirmed
	BIDPA Registrar of Companies BURS (Taxes & Customs) Coordinator, Vision 2016 ACHAP	23-May-08 23-May-08 23-May-08 23-May-08 23-May-08	0800 hrs 0930hrs 1100hrs 1400hrs 1530hrs	Bridgitte Ms Matlapeng Mrs Kebonyethebe Lesego	3971750 3188754 3638453 3971750 3933842	Tbc Confirmed Confirmed Confirmed Confirmed
Census & Demography Education & Health Agriculture & Environment Labour, National Accounts, Regional Office Communication, Prices & Trade	NACA Botswana Training Authority Local Government DPSM SADC	26-May-08 26-May-08 26-May-08 26-May-08	0800hrs 0930hrs 1100hrs 1400hrs 1530 hrs	Ms Bekhwe Thekiso Ms Kebakile Ms Mooketsi Mr Jere	3710314 3657200 3658400 3958700 3951863	Tbc Confirmed Confirmed Confirmed Confirmed

## ANNEX II

### THE PROCESS AND PRINCIPLES GUIDING THE NSDS DESIGN

PRESENTED BY O. O. AJAYI  
WORLD BANK CONSULTANT

#### PRESENTATION OUTLINE

- ▶ NSDS Process
- ▶ NSDS Document
- ▶ Organization for Process NSDS Design Process
- ▶ Principles Guiding NSDS Design

#### NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS (NSDS) PROCESS

- ▲ NSDS is to provide the country with the strategic for strengthening the statistical capacity across the National Statistical System (NSS).
- ▲ Will establish where the NSS (CSO and the Sectors) is at the present moment through assessment of current status.
- ▲ Carry out SWOT analysis for the system to establish the challenges with strategies to remove them.
- ▲ Carry out mandate analysis and redefine the mission.
- ▲ Will provide vision goals for where the NSS would be in next 5 years and set milestones for reaching the goals.
- ▲ Establish core values for the components of the NSS;
- ▲ Develop strategies for the vision and goals;

#### NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS (NSDS) DOCUMENT

- ▲ Will provide a comprehensive and unified framework for continual assessment of evolving needs and priorities of users;
- ▲ Assess and build the capacity required to meet the statistical priorities in a coordinated manner across the NSS;

- ▲ Will be a framework for mobilizing, harnessing and leveraging resources (both nationally and internationally);
- ▲ Develop the implementation and Monitoring Plan for the Strategy;
- ▲ National strategy for the development of Statistics (NSDS) with the separate Sectors Strategic Development for Statistics (SSDS) as building blocks is the **Framework** for the effective and Results-Oriented Strategic management of the National Statistical System (NSS).

### **ORGANIZATION FOR THE NSDS DESIGN PROCESS**

1. Establishment of an overall organization to guide the process:
  - (a) Overall coordination of the process is the responsibility of government Statistician of (CSO).
  - (b) NSSDS Coordinator is appointed to drive the process.
  - (c) NSDS National Team is established at CSO.
  - (d) Sectoral Teams at the sectors are to be established. Sectors could be addressed in phases.
  - (e) Consultants (National and International) are to facilitate the process at CSO and at the Sectors.
  - (f) Training of teams on International Standards, Frameworks, Initiatives, Methods of Assessment and Development of Strategies.
  - (g) Inter-Agency Committee (bringing all the sectors together) to review the progress in the design process periodically.
  - (h) Quarterly report to the Steering Committee (Forum of Permanent Secretaries under the chair of the Head of Service and Permanent Secretary to the President) by the Government Statistician (CSO).
2. Define the Activities in the Roadmap.
3. Ensure participation of all Actors in the NSS.
4. Continuous advocacy during the process.

## **PRINCIPLES GUIDING THE NSDS**

### **Introduction**

- ▲ NSDS is **Framework** for meeting information needs for the designing, monitoring and evaluation of PRS and other National Development Strategies (NDP's, Vision2016) and MDG's under following principles:
  - I. NSDS should be integrated into National Development Policy Processes and as such should:
    - Have political support and commitment and be championed by High-level officials;
    - Be demand-focused and user-friendly (relevance) to as to enable the National Government manage for the results;
    - Develop statistics as a public good, funded from the government Budget and complemented by donor support;
    - Be mainstreamed as part of National Development goals.
  - II. NSDS should be developed in an inclusive way, incorporating Results-Based Management Principles and meet quality standards and as such be:
    - The output of consensus building/advocacy process, which will help build commitment and partnerships with the clear processes for consultation throughout;
    - The output of genuinely and nationally led and owned process; inclusive and participatory including all the stakeholders (Users, Policy Analysts, Producers, NGO's, CSO's, Research Institutes, Training Institutions and Development Partners;
    - An incorporation of Results-Based Management in the design of the NSDS and manage its implementation with Performance Indicators;
    - Made to follow the values and principles as contained in the UN Fundamental Principles of Official Statistics;
    - Draw on international Standards, Recommendations and Experiences.

- III. Comprehensiveness and coherence of the NSDS as to provide basis for the sustainable development of statistics with high quality and should cover:
- Entire National Statistical System with respect to Data Production:
    - + Data collection and processing;
    - + Data analysis;
    - + Databases and dissemination; and
    - + Data use.
  - Mechanism for coordination and consultation:
    - + Providing platform for the long-term, sustainable development of statistics whilst also addressing immediate data needs for the development process;
    - + Providing a resource for Evidence-based decision making;
    - + Serving as a coherent **Framework** for bilateral and international assistance for statistics and to avoid the parallel systems for monitoring and evaluation needs for donor programmes.
- IV. NSDS should show where the statistical system is now, where it wants to be and how it needs to be developed. To accomplish this, it will therefore:
- Provide assessment of the current status including a comprehensive appraisal of statistical output;
  - Maintain statistical production and procedure, building on existing activities and on-going processes during the design and implementation;
  - Provide a vision for the national statistics, strategies to deliver the vision, addressing institutional and organizational constraints and integrating all the statistical planning frameworks and performance indicators;
  - Incorporate the sub-strategies for:
    - (a) Leadership and Management
    - (b) Financial Management
    - (c) Human Resources Development
    - (d) Communication Infrastructure

(e) Dissemination

These represent the basic process and principles for designing the NSDS. Details of the tasks, namely, assessment of the status of the NSS, finalizing the roadmap, visioning process, strategy development, and implementation plan will be gone through during the design.

## **ANNEX III**

### **STAKEHOLDERS WORKSHOP ON THE DEVELOPMENT OF THE NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS AND STRENGTHENING OF NATIONAL STATISTICAL SYSTEM**

#### **WORKSHOP POWERPOINT PRESENTATION**

### **ASSESSMENT OF THE NATIONAL STATISTICAL SYSTEM (NSS) AND STRATEGIES FOR ITS STRENGTHENING**

**Preparation by O. O. AJAYI (World Bank Consultant) and E. F. Ching'anda (AfDB Consultant)**

**Presentation by Enoch F. Ching'anda (AfDB Consultant)**

#### **INTRODUCTION**

- The first part of this presentation will cover the results of the Botswana NSS assessment.
- The second part of the presentation covers institutional framework for the NSS
  - ✓ Definition of the NSS;
  - ✓ NSS strengthening: Objectives;
  - ✓ Advocacy for the NSS;
  - ✓ Coordination of the NSS/Sectoral Strategy for the Development of Statistics (SSDS);
  - ✓ Assessment of needs and user satisfaction;
  - ✓ Legal and organizational assessment of NSS;
  - ✓ Strategies for strengthening the NSS;

#### **RESULTS OF BOTSWANA NSS ASSESSMENT**

- The Central Statistics Office
  - ✓ CSO is the apex agency for statistics and has the coordinating responsibility for the NSS.
  - ✓ The basis of CSO operation is the 1967 Statistics Act.

- ✓ Apart from its own headquarters function, CSO has seconded its own staff to five sectors namely Works and transport, Agriculture, Health, Education and Judiciary. The range of seconded staff is between 10 and 15.
- ✓ Major statistical areas covered by the CSO include: Economic, social and demographic statistics. Most of the data is obtained through conduct of surveys and censuses.
- ✓ All other agencies that produce data have their own separate arrangement of utilizing administrative records for the production of statistics.
- ✓ However these agencies collaborate with CSO in jointly conducting surveys.

### **STAKEHOLDERS/AGENCIES VISITED**

- These agencies included producers, users and suppliers of information as follows:
  - 16 Agencies were visited of which:
    - ✓ 8 Government (MDs)
    - ✓ 1 Private Sector,
    - ✓ 1 Research Institute,
    - ✓ 3 Public Sector Organizations,
    - ✓ 2 NGOs,
    - ✓ 1 Sub-Regional Organization.

### **COORDINATION OF THE NSS**

- Coordination is generally weak across and within organizations
- The CSO has no coordination unit in its present structure
- There exist *ad hoc* coordination arrangements with respect to specific subject matter areas e.g. GDDS coordination
- Reference groups are formed when needed
- There is also a user/producer committee which is not currently active except a statistics producers committee composed of only three institutions

- There is no compendium of standards for statistical production across the NSS e.g. different definitions of districts by stakeholders

### **QUALITY ASSESSMENT OF STATISTICAL PRODUCTS**

- The majority of stakeholders requested improvements of statistical output regarding:
  - ✓ reliability,
  - ✓ timeliness,
  - ✓ coverage (topic and areas),
  - ✓ availability of data at different levels,
  - ✓ availability of time series data,
  - ✓ gaps in the data

### **ASSESSMENT OF DATA NEEDS**

- Assessment of data needs has not been a regular practice within the NSS

### **NSS CHALLENGES**

- ✓ Backlog processing
- ✓ Improvement of skills in some methodological area
- ✓ Up-dated directory of establishments
- ✓ Improved data analysis skills e.g. poverty analysis
- ✓ Improved survey response rate
- ✓ Increased professional staff in terms of both numbers and skills
- ✓ Improved organization structure for statistical production in a number of organizations
- ✓ Improved infrastructure in terms of equipment and logistics
- ✓ Backlog processing
- ✓ Improvement of skills in some methodological area
- ✓ Up-dated directory of establishments
- ✓ Improved data analysis skills e.g. poverty analysis
- ✓ Improved survey response rate
- ✓ Increased professional staff in terms of both numbers and skills

- ✓ Improved organization structure for statistical production in a number of organizations
- ✓ Improved infrastructure in terms of equipment and logistics
- ✓ Improved funding for statistical activities
- ✓ More effective dissemination of statistical products
- ✓ More user-friendly presentations of data
- ✓ More feedback from users on statistical products
- ✓ Restructuring of CSO to ensure effective coordination of statistical activities

### **INSTITUTIONAL FRAMEWORK FOR THE NSS**

- DEFINITION OF THE NSS

The NSS is defined to include the following groups of stakeholders:

- ✓ Major producers of statistical information;
- ✓ Major users of statistical information;
- ✓ Major suppliers of statistical information; and
- ✓ Training institutions

### **MAJOR PRODUCERS OF STATISTICAL INFORMATION**

- CSO is the main producer of official statistics-Mandatory statistics
- Government Ministries, Departments and Agencies (MDAs)-Administrative data statistics
- The Central Bank-Balance of Payments (BOP) and statistics on Banking-Bank surveys

### **MAJOR USERS OF STATISTICAL INFORMATION**

- Top policy and decision-makers
- Programme managers
- Researchers and Research Institutions
- The general public
- Politicians
- Government agencies

- Public and private Sectors companies
- Civil society
- Academia, Media
- Donors and International Organizations

### **MAJOR SUPPLIERS OF STATISTICAL INFORMATION AND TRAINING INSTITUTIONS**

- Major Suppliers of Information
  - ✓ Households
  - ✓ Establishments (Private companies & public institutions)
  - ✓ Individuals
- Training Institutions
  - ✓ Supplying skilled personnel for statistical work

### **NSS STRENGTHENING: OBJECTIVES**

- Strengthen each of these major groups
- Ascertain their individual responsibility
- Facilitate their capacity to implement those responsibilities and build a coordinated statistical system

### **ADVOCACY FOR THE NSS**

- Advocacy for the NSS should be undertaken at many different level:
  - ✓ Target top level officials (Managers and Planners)
  - ✓ Politicians and political parties to accept data for decision-making
  - ✓ Users of statistics-reorient them
  - ✓ Suppliers of statistics-motivate them to be helpful and responsive to information needs

### **CSO AS COORDINATOR OF NSS**

- Legal mandate
- Technical and managerial skills
- Secretariat for major committees dealing with coordination of NSS
- Adequate institutional culture and structure

- Assistance in strategy development of statistics for other producers (Sectoral Strategies for the Development of Statistics (SSDS))
- Responsible for statistical policies and principles for the country

### **COORDINATION OF THE NSS/SSDS**

- Effective Coordination can be achieved by:
  - Harmonization of programmes;
  - Collaboration of organizations;
  - Standardization of work processes (Concepts and definitions);
  - Human and financial infrastructure;
  - Database development-access and exchange;
  - Coordinated dissemination to ensure timely data supply;
  - Committees and task forces.

### **ASSESSMENT OF NEEDS AND USER SATISFACTION**

#### ➤ ASSESSMENT OF NEEDS

Objectives:

- ✓ Improve existing NSS to cover all data sectors
- ✓ Understand adequacy of statistical outputs
- ✓ Basis for programme planning

### **ASSESSMENT OF NEEDS AND USER SATISFACTION (Cont'd)**

#### ➤ ASSESSMENT OF USER SATISFACTION

- Many types of users of statistics
- Use of outputs in their operations
- Availability of outputs-constraints by lacking them
- Adequacy of outputs-relevance, accuracy, consistency, completeness, level of aggregation
- Relationship with main producers of statistics
- How needs can be met in the context of NSDS

## **LEGAL AND ORGANIZATIONAL ASSESSMENT OF NSS**

- Review external environment of the NSS which may support or be a hindrance to effectiveness of the system
- Review level of statistical awareness in evidence-based policy and decision making
- Review extent of utilization of existing statistics
- Statistical legislation and authority under which each of the agencies operates

## **STRATEGIES FOR STRENGTHENING NSS**

- ✓ Develop a coordination strategy
- ✓ Develop human resource strategy
- ✓ Restructuring the CSO/strengthening MDA statistical units
- ✓ Ensure strong Legal provision for the NSS
- ✓ Financial resource mobilization
- ✓ Develop NSDS and/or SSDS
- ✓ Mainstream NSDS within the policy processes
- ✓ Maintain Common Statistical Service
- ✓ Database development and data exchange
- ✓ Introduction of NSS Newsletter

## **TOPICS FOR DISCUSSION**

- Definition of the NSS
- NSS Challenges
- Advocacy for the NSS-How best should it be undertaken?
- NSS Coordination mechanisms
- Strategies for strengthening NSS