

**WORLD BANK TECHNICAL SUPPORT TO BOTSWANA IN
THE STRENGTHENING OF THEIR NATIONAL STATISTICAL
SYSTEM [NSS] UNDER THE GENERAL DATA
DISSEMINATION SYSTEM [GDDS] PROJECT**

**REPORT OF SECOND MISSION TO BOTSWANA
CENTRAL STATISTICAL OFFICE [CSO] TO PROVIDE
SUPPORT FOR THE STRENGTHENING OF THE NSS
13TH – 31ST OCTOBER, 2008**

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ACRONYMS AND LIST OF ABBREVIATIONS

AfDB	-	African Development Bank
AIDS	-	Acquired Immune Deficiency Syndrome
BIDPA	-	Botswana Institute for Development Policy Analysis
BNPC	-	Botswana National Productivity Centre
BOB	-	Bank of Botswana
BURS	-	Botswana Unified Revenue Service
CSO	-	Central Statistical Office
DPSM	-	Directorate of Public Service Management
GDDS	-	General Data Dissemination System
GDP	-	Gross Domestic Product
GS	-	Government Statistician
HIMS	-	Health Information Management System
HIV	-	Human Immunodeficiency Virus
ICT	-	Information and Communication Technology
MDA's	-	Ministries, Departments and Agencies
M&E	-	Monitoring and Evaluation
MOU's	-	Memoranda of Understanding
NACA	-	National Aids Coordinating Agency
NSDS	-	National Strategy for the Development of Statistics
NSO's	-	National Statistical Offices
NSS	-	National Statistical System
PPMED	-	Policy, Planning Monitoring and Evaluation Department
SCS	-	Statistical Common Service
SSDS	-	Sectoral Strategy for the Development of Statistics
TA	-	Technical Assistance
TOR	-	Terms of Reference
UB	-	University of Botswana
UNDP	-	United Nations Development Programmes
UNICEF	-	United Nations Children's Fund
WB	-	World Bank
WHO	-	World Health Organization.

EXECUTIVE SUMMARY

The second mission for strengthening the Botswana National Statistical System (NSS) was undertaken during the 4th quarter of 2008 also under the GDDS project for some countries of Africa. The Priorities for the mission included the strengthening of the NSS, further consultation with the NSS stakeholders, finalization of some draft Memoranda of Understanding, contributions to the preparation for the NSDS design process and proposing a new organizational arrangement for the CSO and a lot of focus given to the review of the draft statistics bill.

As the CSO top management would want a lot of time devoted to the review of the statistics bill, a lot of review meetings were held to take account of all the comments received from all the key stakeholders and those made by the consultants. Comments from the consultants dwelt on what provisions had been omitted and these were provisions on the National Statistical System / Statistical Common Service (NSS/SCS), coordination responsibilities of the new agency, the Statistics Botswana and detailed functions of the Statistics Board of Directors. Discussions were exhaustive on the issues with two meetings held with the drafter of the Bill, the Assistant Attorney – General making written justifications for each of these additional provisions and these cases made for them turned into drafting Instructions for the Attorney – General.

Another area of key importance was the proposal for the creation of a Coordination Unit for the CSO which embodied, justification for the Unit, functions for the Unit, personnel requirement, budget and reporting channel. The proposal received adequate discussion and additional input by the management of the CSO.

Closely related to the coordination structure was the overall proposal for the organizational structure for the transformed CSO into Statistics Botswana. The features of the new structure were grouping into seven (7) departments under two Deputy Statisticians – General with the department for Personnel Management and Finance plus two units of Internal Audit and Legal services reporting directly to the Statistician – General. The proposal equally received substantial discussions by the senior Management of the CSO.

A number of other activities took place during mission major of these were the further consultations with additional key stakeholders and these included: -

- ✓ National Aids Coordinating Agency (NACA)
- ✓ Ministry of Lands and Housing;
- ✓ Ministry of Local Government – Primary Health Department;
- ✓ Ministry of Agriculture;
- ✓ Ministry of Health;
 - Policy, Planning, Monitoring and Evaluation department;
 - Public Health Department;
- ✓ Ministry of Works and Transport

The key issues of consultation were: the strengthening of the National Statistical System (NSS) and consolidation of the statistical common service; preparation for

the NSDS / SSDS design process and the use of MOU's to accomplish coordination and collaboration among the components (agencies) of the NSS.

The completed analysis of the stakeholder survey enhanced the assessment of the NSS as obtained through these consultations with the agencies. There was a separate report of the survey analysis.

The MOU's that were drafted during the first mission were finalized and these were the MOU's:

- (i) between CSO and the Ministry of Health;
- (ii) between CSO and the Ministry of Lands and Housing (Department of Surveys and Mapping); and
- (iii) between the CSO and the Directorate of Public Services Management (DPSM).

A fourth MOU between the CSO and the Ministry of Education was added. However, the MOU's between CSO and the following Institutions, BURS, University of Botswana (department of statistics), Bank of Botswana and Botswana Institute of Development Policy Analysis (BIDPA) could not be addressed because of unavailability of these Institutions and lack of adequate time to arrange meetings with them. These have been identified as of high priority for the CSO to address.

There were many other proposals prepared for the consideration of the CSO such as Advocacy/Sensitization Programme for better statistics and for the NSDS preparation and the Transition programme for the transformation from the current CSO to Statistics Botswana. A review of the recommendations of the first mission was jointly made and a report of this has been submitted as guide for further follow-up of the recommendations and suggestions.

The mission report was concluded by a number of Wayforward and Recommendations. Generally the objectives of the mission were largely met and there are a number of issues which have to be followed through by the CSO. Particularly the finalization of the statistics Bill should be followed through so that many other actions that could only be undertaken based on the law can be addressed. The Coordination Unit has to be put in place, no matter how skeletal it might be while the consultations with other agencies should continue. No doubt, a lot of expectations have been raised with respect to the NSS and NSDS/SSDS design process initiatives that CSO should brace up itself to accomplish the plans.

The major recommendations were:

- Advocacy Programme be adopted and should be implemented with the programme being led by the Government Statistician and her deputy and to go across the NSS;
- The immediate establishment of the Inter-Agency committee of Producers of data, holds its inaugural meeting and begin to address the issues under the initiatives of the NSS strengthening and the design of the NSDS/SSDS;
- The launching of the design process of the NSDS/SSDS immediately and probably not later than January 2009;

- The response rate of the stakeholder survey was only 29% ; the stakeholders that have not responded should be followed up;
- SADC Secretariat (Statistics Unit) had offered to assist the CSO in implementing national workshops for the training of the members of the NSS; Now is the time to seek the assistance as such trainings on statistical processes will further boost the interest and enthusiasm of the NSS stakeholders;

That some agencies, during consultations, had requested from CSO, some assistance and exchange of documents; such agencies (e.g. Policy, Planning, Monitoring and Evaluation department of the Ministry of Health) should be contacted for necessary

REPORT OF SECOND MISSION TO BOTSWANA CENTRAL STATISTICAL OFFICE [CSO] TO SUPPORT ITS EFFORTS AT ESTABLISHING AND STRENGTHENING OF THE NATIONAL STATISTICAL SYSTEM [NSS] UNDER THE GDDS PROJECT [13TH – 31ST OCTOBER, 2008]

1. BACKGROUND:

Under the General Data Dissemination System [GDDS] project for some countries in Africa, Technical Assistance (TA) has been provided through the World Bank to assist participating countries implement plans for improvement in the areas of population, health, agriculture, labour market, justice and security, management of statistical systems, GIS and in small area statistics. The GDDS framework developed by the IMF provides the framework for the detailed elaboration of long-term statistical development strategies of this nature. In the context of this assistance, Botswana had asked for technical assistance in the field of management of National Statistical System and within the prepared work plan, the three main priorities identified remained the same, namely;

Priority I:

- Setting up the National Statistical System (NSS) and strengthening it;
- Consultation with the NSS stakeholders and exploring possible models of NSS; and
- Drafting Memoranda of Understanding (MOU's) between components of the NSS.

Priority II:

Plan for preparation of the National Strategy for the Development of Statistics (NSDS) and preparation of the application for the World Bank Trust Fund.

Priority III:

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

The first TA mission addressed issues under Priority I and undertook exploratory examination with respect to Priority III while the current mission attempted to complete tasks under Priority I while Priority III was substantially addressed. Priority II which was seen as being highly related to Priorities I and III was being addressed through another Technical Assistance.

2. TERMS OF REFERENCE (TOR) FOR THE TA

The objectives of the second mission were to follow up on what were done under Priority I during the first mission and substantially address Priority III. The specific details of the tasks included:

- i. Joint review of the list of recommendations in the first mission report and progress so far;
- ii. Completion of the consultations with the remaining agencies and sensitization of the stakeholder agencies;
- iii. Finalization of the drafts of the MOU's that were begun during the training on it and continue with additional ones with respect to agencies that CSO has to work with;
- iv. Carry out more detailed assessment of the current status of the NSS using the results of the analysis of the returned questionnaires of the stakeholder survey;
- v. Review and comment on the draft statistics ACT in writing for the leadership of the CSO to consider;
- vi. Discuss and advise on the creation of coordination unit at the CSO with clearly defined functions;
- vii. Developing coordination mechanisms/strategies within and between agencies of the NSS, setting up appropriate committees with TOR's plus the identification of their membership;
- viii. Discuss with the leadership of the CSO options and risks of the transformation from the current CSO to a semi-autonomous Agency based on a prepared programme of Transition; and
- ix. Participate in discussions, guided by the leadership of the CSO, on the structure of the CSO.

3. EXPECTED OUTPUTS (DELIVERABLES)

- ✓ Memoranda with respect to the nine tasks identified under TOR; and
- ✓ Final mission report.

4. PERIOD OF THE MISSION

The mission was undertaken between 13th and 31st of October, 2008. The mission location was Gaborone, Botswana and the programme followed is as follows:

DATES	ACTIVITIES	THOSE INVOLVED
13 th October	Briefing meeting for going over the Terms of Reference and priorities and specify expectations plus plan of work	GS, DGS and Consultant
14 th October	Reports Review	Consultant
15 th October	Review of recommendations and way forward; discussions on scheduling for the stakeholder consultations	DGS, Manager (Industry and Transport), Head of Unit, Communications, and Consultants
16 th October	Discussion on the review of the proposal for National Consultants and Terms of	DGS, WB & AfDB Consultants

DATES	ACTIVITIES	THOSE INVOLVED
	Reference for Editorial work for Transport Statistics Report	
17 th October	<ul style="list-style-type: none"> Review and analysis of comments on the draft Statistics ACT, Review of recommendations continued Briefing meeting on status of work Scheduling of appointments Preliminary discussion on creation of coordination unit at CSO Draft memo on the Statistics ACT 	GS, DGS, Managers and Consultants (WB & AfDB)
18 th October	Special meeting to discuss the draft statistics ACT and analysis of the comments given by key stakeholders	GS, DGS, Managers and Consultants (WB & AfDB)
20 th October	<ul style="list-style-type: none"> Revised memo on the Statistics ACT plus analysis of the comments Preparation of the proposal on creation of coordination 	Consultant
21 st October	Meeting with the Assistant Attorney-General on the draft Statistics ACT	DGS, Consultants
22 nd October	Further meeting on the Statistics ACT	DGS, Managers and the Consultants
23 rd October	Review of the ACT continued (whole day)	DGS, Managers and the Consultants
27 th October	Discussion on Coordination Unit, finalization of the MOU's and Communication System/ Management Practices	DGS, Consultants
28 th October	<ul style="list-style-type: none"> Discussion on the MOU's; Meeting with the Assistant Attorney-General 	Ministers of Health, CSO division; GS, the Consultants and Asst. A.G
30 th October	Discussion on proposed structure of the CSO	GS, the Managers and the Consultants
27 th – 31 st October	Consultation meetings	Managers and Consultants plus the stakeholders; NACA, Ministry of Local Govt.; Ministry of Agriculture, Ministry of Health, Ministry of Lands & Housing and Ministry of Works & Transport.
31 st October	De-briefing session	GS, Consultants

5. ACTIVITIES, FINDINGS, OBSERVATIONS AND OUTPUTS

As indicated in the programme of work presented above, the activities cover reviews of reports, briefing meetings, meetings on specific subject-matter areas, consultations with stakeholders, survey analysis, drafting of

memoranda etc. These will be presented below indicating findings, observations and outputs, if any.

6. BRIEFING MEETINGS

The initial briefing meeting involved the Government Statistician, her deputy and the Consultant. The meeting reviewed the Terms of Reference (TOR) of the mission and agreed on priorities. The GS and the DGS would want a lot of time be devoted to the review of the Statistics ACT as this was the burning matter at hand with comments by key stakeholders just coming into the CSO. These comments had to be responded to and be taken on board to appropriately modify/revise the ACT. Other briefing meetings were scheduled for the entire mission period.

7. Meeting with the GS, the DGS and the Managers of the CSO divisions on the 17th of October, 2008 reviewed the recommendations of the previous mission and the TOR for the current mission. Contacts still had to be made with at least six agencies which were listed as follows: Ministry of Agriculture, Ministry of Works and Transport, Ministry of Lands and Housing, Ministry of Health, Ministry of Local Government (a follow-up in this case), NACA and the Botswana Police Service. All these were subsequently visited except the Botswana Police.
8. Memorandum of Understanding documents were finalized for three agencies and were ready for review by the consultant. Four additional Institutions were identified as critical for preparation of MOU's and these included, Botswana Unified Revenue Services (BURS), BIDPA, Bank of Botswana (BOB) and University of Botswana (Department of Statistics).
9. Proposal for creation of Coordination Unit at the CSO was a key task meant to be undertaken during the current mission. Under this proposal, coordination functions and mechanisms would be identified. It would therefore be addressed during the following week.
10. Organizational structure for the CSO/Statistics Botswana: The DGS had already provided two charts of the organization as basis to examine what appropriate structure, statistics Botswana should adopt. The meeting agreed that a proposed structure will be provided by the Consultants as basis for discussion and for full examination.
11. Survey of the stakeholders had a response rate of 32% (with 19 questionnaires returned) and analysis of these was in progress. The results of the analysis were to add on to assessment of the status of the NSS.

MEETING WITH THE GOVERNMENT STATISTICIAN, THE DGS AND THE LINE MANAGERS OF THE CSO ON THE STATISTICS BILL

12. A special meeting was convened by the Government Statistician on the 18th of October, 2008 to consider the responses to comments made on the Bill by all Stakeholders.

13. Comments received were considered one by one and collectively a response was prepared for each respondent. The responses were required to be part of a memorandum to be submitted to the Cabinet and subsequently to the National Assembly and also to the Institutions that made the comments on a case by case basis.
14. Institutions which provided comments whose responses were prepared during the meeting included:
 - Botswana National Productivity Centre (BNPC);
 - Botswana Unified Revenue Services (BURS);
 - Ministry of Minerals, Energy and Water Resources;
 - National Aids Coordinating Agency (NACA);
 - E-Consult; and
 - Department of non-formal Education.
15. The Consultants had been requested, during the week, to give their comments on the Statistics Bill. Both the World Bank and the AfDB Consultants agreed to work together and compiled joint comments. [These are embodied in a memorandum in the appendix to this report]. These comments were presented after dealing with comments from the Institutions. The comments were in two parts, namely, the general comments and the specific comments. On the general comments, omissions in the provisions noted were the National Statistical System definition, the Statistical Common Service definition and how these systems operate; lack of inclusion of detailed Statistics Botswana Coordination functions and the detailed functions of Statistics Botswana Board of Directors.
16. Under general discussion and as reactions to the submission of the Consultants, the meeting was informed that the definition of the NSS was included in the first draft that was prepared and submitted by the CSO. The Ministry of Finance and Development Planning, however, removed that chapter on the understanding that it would be too much for the CSO to deal with in addition to the Board and the Statistical Common Service existing in the Ministries. In response, the Consultants explained that there would be the need to ensure that statistical production activities being carried out in the Ministries, Departments and Agencies (MDA's) were covered in the Statistics Law otherwise statistical work in those Institutions would be carried out without a legal basis. Additionally, the clear definition of the NSS would help with coordination issues and in the establishment of additional common service units. Based on this justification, **it was agreed, at the request of the Consultants, to meet the Permanent Secretary of the Ministry to explain the issues involved.** Regarding the definition of the Statistical Common Service, it was considered by the office that there was no need to define it since the staff belonged to the CSO. The Consultants were, however, of the strong view that the Statistical Common Service (SCS) should be clearly defined to pave way for more statistical units to be established in MDA's and as such coordination of them would become critical. Similarly, detailed coordination functions of Statistics Botswana and detailed functions

of the Statistics Botswana Board were important to be properly rooted in the Statistics Bill for ease of operationalization. With respect to the specific comments, they have been noted and would be taken account of in the finalization of the bill. The DGS was mandated, in conclusion, to make appointment with the Permanent Secretary and the Assistant Attorney General.

17. Further meeting on the Statistics Bill – Meeting with the DGS and line Managers on the 22nd October followed the 18th October meeting to consider more comments from additional stakeholders which included Bank of Botswana (BoB), Botswana Institute for Development Policy Analysis (BIDPA), Department of Environmental Science, and the Department of Economics both of the University of Botswana (UB). The meeting which lasted the whole day, prepared the response to all the comments plus carrying out major revisions of the Bill based on earlier submissions particularly with respect to omitted provisions in the law.
18. **Meetings with the Assistant Attorney General, Ministry of Finance and Development Planning.** Two such meetings were held; the first on the 21st October to serve as a preliminary meeting before meeting the Permanent Secretary and the second meeting was on the 28th October to discuss the various submissions that were made to make case for the inclusion of those parts on the NSS, SCS, Coordination and Board functions. The first meeting was attended by the Consultants and the DGS while the second meeting was attended by the GS and the two Consultants (WB and AfDB).
19. Prior to the meeting, the two Consultants prepared a memorandum titled “Making a case for the inclusion of the provision on the National Statistical System”. Issues that were reiterated included the paradigm shift in the field of statistical development that focuses more on the NSS rather than the usual focus on the National Statistical Offices (NSO’s), and to recognize that NSS was not just another body but a system that should help the Statistics Botswana perform well in a coordinated form with other entities of the system. Proper understanding of the NSS, its definition and how the system functions are entrenched in the law ensured that all the data producing units of the system would be covered under the law as currently they have been performing the their statistical functions without the backing of the law. Also the preparation of the National Strategy for Development of Statistics (NSDS) involving inter-agency coordination, collaboration and cooperation (using the committee) and the sectoral committees would be made easier by including the NSS in the law.
20. After discussion with the Assistant Attorney General, she agreed that the concept was clearer to her and requested the Consultants to make careful explanation of the concept to the Permanent Secretary when they met him. The Permanent Secretary would need the understanding as he would be expected to respond to any questions raised by the National Assembly. She advised that the CSO should also be prepared to explain in the same way. It was clear to her that the new organization – Statistics Botswana would have better coordination of the NSS towards generating good national statistics.

- 21.** The Consultants were requested to revise the submission emphasizing the benefits of establishing the NSS and also give examples of country statistics ACT's that have included the NSS concept.
- 22.** The second meeting with the Assistant Attorney General was set up to discuss the refinement of the case for NSS inclusion in the ACT plus the inclusion of the SCS. The discussion led to the inclusion of penalty clause for non-compliance to the membership of the NSS and also the preparation of instructions to the drafter that guide specifications of provision on responsibilities of both the recipient institutions and the CSO/Statistics Botswana seconded staff under the Statistical Common Service arrangement.
- 23.** Meeting with the DGS and the NSS team reviewed the status of work of the Consultant and outlined what issues to address. The meeting included a broad discussion on the creation of a Coordination Unit at the CSO specifying the justification, functions, personnel requirements, Instruments of coordination, coordination budget and reporting channel. A memorandum was prepared and discussed with the DGS. Other areas of work included the preparation of Advocacy Programme, Transition programme, proposal for organizational structure of the CSO/Statistics Botswana and finalization of the MOU's. Appropriate memoranda had been prepared for these issues and are part of the appendix to this report.
- 24.** Review of Recommendations and Wayforward in the first mission report was jointly done and conclusions from the review were that most of the follow-up actions were yet to be attended to such as follow-up meetings with stakeholders, development of MOU's with stakeholders, improvement actions as suggested by stakeholders, completion of consultations with stakeholders and the analysis of the stakeholders survey questionnaires. On the other hand, some of the recommended actions were reserved for the second mission while preliminary actions were already undertaken with respect to some recommendations such as the review of the statistics ACT, setting up a coordination unit within the CSO. A report of this review exercise has been compiled and it has been attached to this mission report.
- 25.** Meetings on the finalization of already prepared draft MOU's were held with three separate groups, namely, the Ministry of Health and the CSO group, the Directorate of Public Service Management (DPSM) and the CSO and the Department of Surveys and Mapping with the CSO. For the last two MOU's, the partner agencies were not present in the meetings. However, the MOU's were finalized based on earlier comments of the Consultant. A fourth MOU (Ministry of Education and the CSO) was made available to the Consultant for finalization. All finalized MOU's have been attached to this mission report.
- 26.** Meetings were held separately with the DGS and subsequent with the GS on the communication system within the CSO and management practices of the CSO. There was logistic problem of getting the two officers together and that was responsible for the separate meetings. The account of the discussions

and recommendations have all been embodied in the submitted proposal on Transition program.

27. Meeting with CSO management on revision of CSO organization structure was held on the 30th October, 2008.

Working together with the AfDB Consultant, description of the current organization structure of the CSO was prepared. The description highlighted the mixture of topics in the structure before laying down the principles of statistical organization and identifying the common services units and the subject-matter units and on these a proposal on the new organization of the CSO was made.

The new structure was considered by the meeting and agreed to as a possible organizational structure. The new organizational structure provides for the office of the Statistician-General with two units and a department in the office, namely, the legal services unit, Internal Audit Unit and the Personnel Management and Finance Department. Two Deputy Statisticians-General have been proposed, with one of them in charge of coordination, corporate planning plus Public Affairs and International relations department plus Publications and Dissemination department while the other takes charge of ICT, Field Organization & Surveys, Economic Statistics and the Census, Demographic & Social Statistics Departments. The full proposal including the organization chart has been put in the appendix to the report.

28. **Consultations with Stakeholders**: seven consultations were held in six Institutions, namely, Ministry of Agriculture, Ministry of Lands and Housing, Ministry of Local Government, Ministry of Health, Ministry of Works and Transport and National Aids Coordinating Agency (NACA). These consultations were jointly made by the World Bank and the African Development Bank (AfDB) Consultants in the company of some line managers of the CSO who are also members of the NSS/NSDS team. Accounts of the consultants are given immediately following.

29. An overall assessment of the situation of each agency was done through discussions with the involvement usually of the high level staff of the Institutions. Advantage of the consultations was also taken to carry out advocacy on the role of statistics in results-oriented management of the implementation of development frameworks and policies. The assessment covered such topics as annotated below:

- ✓ Providing information on two initiatives of the CSO, namely, strengthening of the National Statistical System (NSS) and the design of the National Strategy for the Development of Statistics (NSDS) including preparation of Sector Strategic Development of Statistics (SSDS) and the new paradigm shift in statistical planning which now covers the entire NSS. Information was also shared on the transformation, about to take place, of the CSO to a new semi-autonomous agency to be known as Statistics Botswana and on the

revision of the Statistics Bill to take account of the envisaged changes;

- ✓ Appreciation of the fact that all programmes required results-based management;
- ✓ Involvement of all stakeholders in the NSS and the CSO (Statistics Botswana) to facilitate the process;
- ✓ Data being produced by the agencies (key statistical outputs/indicators) plus the accompanying databases stating sources of other data;
- ✓ Adequacy of capacity (human and facility) and financial resources available to statistical production; Does statistics have a separate budget line ?;
- ✓ Data use and experience of data access to users; existing data gaps and future data needs;
- ✓ Legal and institutional framework for data production;
- ✓ Linkage and coordination within and with other agencies;
- ✓ Methodologies used for data production and evaluation of data quality;
- ✓ Adequacy of physical infrastructure for data production;
- ✓ Adequacy of data publication and dissemination.

30. Meeting: National Aids Coordinating Agency (NACA): The meeting which was chaired by the head of NACA had line managers present. Following the presentations by the Consultants, comments were made as follows:

- (i) collaboration with the CSO had been generally good particularly with regard to the conduct of AIDS Impact Surveys with the third in the series currently on-going;
- (ii) NACA's mandate is that of providing strategic information on HIV/AIDS through provision of specified indicators on a regular basis;
- (iii) Most of the Indicators are produced jointly by the CSO and NACA;
- (iv) Due to numerous NACA clients and new requests that continue to come, the capacity of CSO to produce these indicators timely is seriously constrained and needs strengthening;

- (v) On the use of data, in addition to data being produced by CSO, NACA uses other sources of data such as (PMTTC, ARV etc) but the problem has always been that of completeness and quality of data from these other sources;
- (vi) Several challenges were identified and included the following:
 - Coordination of programmes undertaken by CSO and NACA. In particular NACA coordinates certain programmes that through their implementation data are generated; such data generation should be coordinated;
 - Data quality issues need to be addressed adequately;
 - Availability of indicators to cover national and sub-national programmes and indeed have data feedback to the village level for their own use;
 - Defining indicators properly (through conduct of special surveys/longitudinal surveys and studies) to meet national as well as international data needs (alignment of indicators at international level with those defined at national level);
 - The need for NACA to collaborate with the CSO in developing methodology for projection of indicators;
 - Improve capacity of data production in both CSO and NACA and other Institutions and the capacity of users to adequately exploit data;
 - Increasing access to data for users to enable more analysis;
 - Confidentiality protection and upholding the privacy of individuals with respect to ethical issues;
 - Adequate dissemination of information to the public beyond one media briefing.

31. Meeting: Ministry of Lands and Housing: The meeting was chaired by the Deputy Permanent Secretary and present were the heads of Departments. With the usual introductory remarks and presentations made by the Consultants, the following comments were made:

- (i) The Ministry appreciated the initiatives of strengthening the NSS and the preparation of the NSDS being undertaken by the CSO. It was observed that these initiatives would enable harmonization of statistical attributes and facilitate the use of statistics. In particular data collection methods and schedules and the use of programme packages and software packages would be harmonized; impact of development programmes and policies would be monitored and evaluated etc.;

- (ii) The Ministry saw CSO as the main sources of statistics on land and home ownerships. The decennial population and housing census was identified as the main data source. Therefore, there was need for the involvement of the Ministry in the preparation for the census exercise particularly in drafting questions in these and other areas of the census questionnaire. In this connection it was stated that the Ministry and the CSO should jointly examine the definitions used on land use and housing types and ownership and refine them;
- (iii) The Ministry had attempted to determine the level of home and land ownership through a survey which was subsequently abandoned. The Ministry was still interested in collecting this information for use to manage state land;
- (iv) Also data on state of services delivery covering water supply, roads, sewerage and other infrastructures and the standards of the service delivery over locations were needed for planning and management of the services; also required is the utilization of services particularly in the rural areas. Surveys would need to be carried out in order to obtain these sets of information;
- (v) Baseline data and impact data with respect to the state of the environment were also in demand if sustainability of the environment was to be planned for;
- (vi) It was critical for the new research department/unit created in the Ministry serves as centre for data development. It should get involved in studies and surveys such as measurement of quality and utilization of services provided in estates such as roads, water, etc. CSO would assist and collaborate with the unit;
- (vii) On whether CSO needs information on title deeds kept by the Title Deeds Department, it was observed that such statistics might be more useful for the Ministry for the purpose of monitoring the land ownership and associated policies and programmes;
- (viii) The Surveys and Mapping Department archives all cadastral survey maps and there were demands for these maps from stakeholders. The challenges in providing these survey maps include: making reconciliation and quality of surveys;
- (ix) It was concluded that the Ministry would need data for land and housing management; and also
- (x) - An appeal was made by the Ministry to be included in the CSO census committee for the next Population and Housing Census (2011); and

- The Research Department/Unit should be strengthened to enable its coordination of everybody involved in data production in the Ministry and to coordinate the design of the Sectoral Strategy for the Development of Statistics (SSDS) in the Ministry which would soon be launched. The Ministry was expected to document their data needs and send to the CSO.

32. Ministry of Agriculture: The meeting was chaired by the Permanent Secretary and this was a meeting in which a slot of about forty minutes was granted to the CSO team. The meeting was a regular quarterly one attended by Heads of Departments to review an agricultural strategies plan so as to evaluate performance. The kernel of presentations by the two consultants were as follows:

- Two initiatives being pursued by the CSO were the strengthening of the NSS and the preparation of a National Strategy for the Development of Statistics (NSDS) in Botswana. NSDS is about strategically strengthening statistical capacity in a country;
- Every component of the NSS (all of us included) is involved in the production, use and supply of statistics;
- Users are central to the building of an information system in a country;
- Data sources, use, identification of needs, gaps, assessment of capacity for production and use of statistics, collaboration with the CSO and other producers, data quality were emphasized;
- All programmes require results-based management;
- CSO to facilitate all stakeholders in the way forward on the two initiatives;
- Each sector to develop its own strategy (sectoral strategy) for strengthening statistical capacity which will be mainstreamed into the NSDS;
- In each sector every department should be part of the process with their representatives being members of a sector committee that steers the process;
- Centralization of statistical work is a thing of the past as coordination of work is better emphasized now; and
- The CSO would be coming back to assist in the formation of a sector committee and begin the in-depth assessment to enable the preparation of the SWOT analysis and sectoral strategy.

The Permanent Secretary responded that it was timely and generous indeed for the CSO to bring to the table this very important issue. Preparation of baseline data is required for among other uses, planning and measuring progress and decision making generally. These initiatives are very important exercise for the country and the Ministry. He confirmed that there were gaps in existing data but in view of the previously programmed committee meeting, he would rather leave this matter for thorough examination by the different departments of the Ministry.

As to the time frame for further consultations, the Consultants explained that the CSO was finalizing the Statistics Bill with the Assistant Attorney-General at the Ministry of Finance and Development Planning and also recruiting a national Consultant to assist with the process. It was the hope that by January 2009, further consultations with ministries including formation of committees and in-depth assessment of the individual departments of ministries would begin.

33. Meeting: Ministry of Local Government –Department of Primary Health:

The meeting was held in the Department of Primary Health Care and was chaired by the department Head. After the presentations by the two consultants, comments were made by staff of the department.

The Head of department wished we had met all departments in one meeting. She informed the mission that the department was newly established and that this was the right time to receive the mission and advised that the mission should endeavour to meet with the Department of Social Services.

After these preliminary remarks, the staff followed up by responding to various questions that were raised on data sources, data needs, data gaps, adequacy of data, quality issues, capacity etc as follows:

- (i) The mission was informed that the department was under-staffed and were usually assisted by the Monitoring and Evaluation (M&E) staff. Capacity was also required at district level for data production including analysis of data using CSPro and other software packages. Information was provided that the Ministry of Health was developing a Management Information System database;
- (ii) The Department collects data on primary health care from the districts. The need to harmonize data collection activities was mentioned particularly in view of the fact that there were duplication of data collection at district level;
- (iii) Data were also being collected from other departments of the Ministry;
- (iv) Issue of lack of timeliness in data dissemination was also a concern;

- (v) A proposal was further made that at district level, data should not only be collected and sent to headquarters but when processed should also be used for planning at the districts level;
- (vi) The Department collaborates with CSO in data collection programmes including contributing Enumerators for surveys. Collaboration also takes place with other institutions such as NACA, WHO, UNICEF, UNDP and UNAIDS;
- (vii) The department relied mainly on Ministry of Health to provide data as it was the Ministry of Health that developed forms/scheduled/questionnaires for collection to measure programmes performance;
- (viii) Monitoring and Evaluation officers do assist the districts in the analysis of their own data;
- (ix) An example of a model where there was capacity at the district level in Kenya was described which enhanced timeliness of data release;
- (x) It was expressed that the CSO be involved in the Health Information Management System (HIMS);
- (xi) Non-coverage of private health institutions (private hospitals and clinics) in data collection was identified as a gap in data completeness;
- (xii) At the request of the Consultants, it was agreed that the department would provide a write-up as response to the questions raised by the consultants.

In conclusion it was mentioned that welfare and health are intimately related, therefore it was important for the CSO to meet with the department of Social Services.

- 34. Meeting: Ministry of Health:** Separate discussions were held with two departments of the Ministry of Health: Policy, Planning, Monitoring and Evaluation (PPME) department and Public Health Department. Both meetings were each chaired by their Directors.

34.1. Policy, Planning, Monitoring and Evaluation Department

Following presentations by the two consultants on the two initiatives: Strengthening of the National Statistical System and the preparation of the National Strategy for the Development of Statistics (NSDS), the issues raised with the Departments included: Outline of structure of the Ministry, Health Information System, what data is produced?, What the relationship with Ministry of Local Government is, how information generation is organized in the Ministry, does a budget for statistics

exist?, Capacity for data production and Accommodation of statistical staff and identification of challenges.

The head of department welcomed the two initiatives and mentioned that they were already moving in that direction to develop a Health Information Management Strategy and were interested in the approach that was being proposed. **She requested documents to be sent to the Department on the strategy development and that she would send terms of reference for the Consultant they were intending to hire to CSO for comments.**

The Consultants observed that the development of the strategy appeared to be the same as that which the department was about to start developing. It was agreed that the two could be merged into one to ensure efficient use of resources and avoid parallel development of strategies. The Consultants assured the head of the Department that the document would be sent and that they would be happy to comment on the terms of reference for the consultant that will work with the Department to develop the Health Information Management Strategy.

The following comments were made by the staff in response to the various questions that were raised:

- (i) The Health Statistics Unit with 19 members of staff [3 from the Ministry and 16 from CSO] supports the Department in advising the Permanent Secretary. The department came as a result of restructuring in 2005. Data that are being collected include clinic attendance, health personnel, number of patients admitted, occupancy and length of stay in hospitals;
- (ii) Currently there was an Integrated Health Service Plan which would be replaced by a Health Information Strategy. The strategy will enable the M&E unit opportunity to examine the indicators;
- (iii) On whether the sector strategy is top-down or bottom-up, it was explained that the design of NSDS is a bottom-up approach strategy;
- (iv) Challenges include:
 - timeliness in the production of data;
 - Staffing of the Health Statistics Unit;
 - Very few professional staff in the Unit from CSO;
- (v) Gaps;
 - Poor documentation which could be resolved through training;
 - Accurate measurement of births and deaths;
 - Health expenditure information not being collected. It is required for the computation of health accounts;

- Summarizing of health information at district level collapsed, needs to be reinstated;
 - Need to analyze health indicators developed by the Norwegian Health agreement to identify gaps;
 - Poor dissemination of health statistics briefs;
 - Ownership: Production of data is not owned by the Ministry of Health since the majority of staff are seconded from CSO and the Ministry expenditure for data development is insignificant;
 - Alignment of indicators with the corporate plan and need for some indicators to be updated;
 - Need to collaborate in data collection, analysis, etc.
- (vi) Relationship with other Ministries;
- Maternal health data is also being collected by Reproduction health department, this has created duplication in data collection;
 - Relationships have been in a more *ad hoc* way with the following: Public Health, HIV Aids, Ministry Management, Clinical Services, Department of Policy. The research Unit has a relationship with the department of Policy.
- (vii) One key issue is that of reducing infant and maternal mortality. This involves a collaborative effort of the Ministry of Finance, (CSO) Ministry of Home Affairs (birth and death registration) and Ministry of Health.
- (viii) In conclusion it was indicated that working as a team with operational departments will eliminate working at cross purposes. The Research Unit and Statistics Unit should work closely. Indicators should be connected to the programmes since they are designed to monitor policies and programmes. Discussions on these matters should engage everybody.
- (ix) On the time frame for in-depth assessment and preparation of the sectoral strategic plans, it was indicated that since the Statistics Bill has to be finalized and a national consultant recruited, January 2009 appeared a more realistic date.

34.2 Public Health Department

The meeting was chaired by the Head of the department. The Consultants stated that this was the second meeting in the Ministry, the first meeting having been held in the Policy, Planning, Monitoring and Evaluation Department (PPMED).

The consultants explained the two initiatives being undertaken by the CSO i.e. strengthening of the National Statistical System and the design of the National Strategy for the Development of Statistics (NSDS). The strategy would begin at the sector level, where sectoral

strategies would be prepared to be mainstreamed into the national strategy. All stakeholders would be involved and it appeared the preparation of the strategy in the Ministry was urgent.

At the first meeting, Consultants discovered the following:

- (i) There was not much coordination in data production in the Ministry;
- (ii) Individuals produced their own statistics (programme indicators);
- (iii) The statistics Unit only produced mandatory and quite routine statistics

The head of department agreed that the preparation of the strategy was long overdue. There was need to have an information management system in the Ministry. She highlighted issues of lack of timeliness, lack of follow-up, isolated pockets of data production and lack of dialogue as the bane of the system. The role of the CSO should be emphasized to avoid duplication of activities.

The following aspects had been emphasized:

- (i) Finance for data production;
- (ii) Advocacy for statistics ;
- (iii) Establishment of a robust system that accommodates new needs;
- (iv) Putting in place a flexible strategy.

On the quality of data, it was mentioned that having an uncoordinated two-tier system in data production involving the central and local government was the root cause of this.

The need to have medically trained manpower involved in statistical analysis was emphasized.

The issue of donors having their own data was raised. It was emphasized by the Consultants that the data needs of donors or international organizations were expected to come from the country. Data which differed from that released by the country would have been generated using assumptions or projection models. The country should therefore insist on its official statistics and strive to improve its accuracy. Donors should also be discouraged from setting up parallel system for data generation but the knudged into assisting the national system.

The lack of coverage of the private sector was also a gap in the data production process. Efforts must be made to cover private facilities as well.

Finally there is need for a properly staffed Statistics Unit. The programme should be country owned and analysis of data should be emphasized.

35. Meeting: Ministry of Works and Transport – 31st October, 2008

The meeting was chaired the Deputy Director. The Consultants explained the two initiatives being pursued by the CSO on the strengthening of the NSS and the preparation of a National Strategy for the Development of Statistics (NSDS) in Botswana. NSDS is about strengthening statistical capacity in a country. The philosophy of the NSDS was underlined to be as follows:

- ✓ Everyone is involved (input of all);
- ✓ Implementation of the strategy will not work if everyone is not involved (team approach);
- ✓ Coverage of the entire NSS;

A number of questions were put forward for consideration by the meeting:

- ✓ Experience of the Ministry in having seconded CSO staff;
- ✓ Concept of a Statistical Common Service;
- ✓ Does the Ministry have a law that regulates the work?
- ✓ Is the coordination between CSO and the Ministry working well?
- ✓ Are your sources of data only administrative or do you have other sources?
- ✓ Is data used for decision making?
- ✓ Does the Ministry have a budget line for statistics?
- ✓ Does the Ministry have additional staff to those seconded by the CSO.

In the discussions that ensued the following points were raised:

- ✓ A question was raised as to what was wrong with the CSO. It was explained that it was not what was wrong with the CSO, it was about challenges faced by the CSO and the entire system(NSS). These challenges were identified and presented at a stakeholders workshop end of May 2008;
- ✓ The department in-charge of all government vehicles, repair, disposal, workshops, etc. stated that it has the following challenges:
 - Capacity building: staff involved in collating data require training;
 - Data not released timely;
 - CSO seconded staff not involved in data collection or analysis of the Department;
 - Workshops not networked.
- ✓ Department of Road Transport is in charge of registration and licensing of vehicles, drivers promotion and control of public transport and promotion of road safety. Statistics on development of roads infrastructure, demand and supply of public transport are mandates of the department. The challenges of the Department included:
 - Capacity of staff to analyze the data;
 - With the exception of road accident data, statistics have not been used for decision making;

- Statistics on origin and destination of public transport is yet to be collected.
- ✓ Botswana Railways provides data on movement of locomotives, tonnage and revenue but they were not seeing all these data in the CSO reports. The challenges they faced included capacity problems, source of information decentralized hence compilation challenge, lack of a system for consolidation of data for decision making and each unit has its own system because of absence of coordination;
- ✓ Roads Department develops and maintains primary and secondary roads and surveys the condition of roads and bridges. The department uses a lot of data from other departments i.e. rainfall data from meteorology for the design of drainage structures, etc;
- ✓ Department of Building and engineering services faces a lot of challenges:
 - Lack of database of projects;
 - No asset registry –essential for planning;
 - No surveys hence reliance on records in the files;
 - Encourage the use of locally produced materials- recommended that Statistics Unit should help to compile these statistics.
- ✓ Air Botswana also faces a number of challenges as follows:
 - Data they got from CSO is untimely instead they obtained the data from Civil Aviation;
 - Forecasting of GDP is a challenge. CSO does not undertake forecast but the Bank of Botswana does;
- ✓ Ministry of Transport headquarters use both primary and secondary data i.e. origin and destination information on all kinds of transport, traffic pattern, travel behaviour, road user costs, charges, cost of public transport, etc;
- ✓ Department of Civil Aviation(DCA) is in charge of six (6) major airports. The department collects data and undertakes projections. The data collected include: aircraft movement, military and private aircraft passengers, sector statistics, landing revenues, DCA-engaging a Canadian company to collect some of the information. The challenges the department faces include:
 - Capacity of data producers;
 - Reliability of data;
 - Role of the CSO in the department;
 - Statistical parameters not fully met;
 - Surveys once every two years on service delivery

In conclusion the Consultants stated that the meeting marked the beginning of the process and that the attendance at the meeting naturally formed the

sector committee for the assessment of the NSS and the preparation of a sectoral strategy for the development of statistics.

The Consultants requested the department representatives to submit their presentations in writing to the CSO through the Ministry of Works and Transport headquarters. It was agreed these would be submitted in two weeks time.

36. Highlights of the Analysis of the Survey of Stakeholders of the BOTSWANA NSS

The survey was useful as it has provided for documentation of vital information with respect to the characteristics of the NSS and could be useful for the management of the NSS. It has also added knowledge to already conducted assessment of the NSS apart from confirming some facts which could lead to development of better strategies to address identified challenges.

Overall, the NSS in Botswana has not been fully coordinated and harmonized with collection and provision of the required statistics for effective and efficient monitoring and evaluation of development programmes.

36.1. Like all surveys of this nature, it faced low response rate with only 19 returned questionnaires out of the 65 sent out. However, many of the Institutions that responded have potential to produce statistics that could be certified as official statistics. More than half have publications of produced statistics while about only a third have legal framework backing their statistical work. (The current Bill under review has provision that covers the entire NSS).

36.2. Generally there was poor staffing situation of all the statistics units in these Institutions except in a few of them such as in the Bank of Botswana (with 22), Education (9) and Botswana Police (5). Not mentioned in this group was the Ministry of Health that has 19 as indicated in earlier face to face assessment.

36.3. Examining the statistical process of the Institutions that responded, their usual respondents are individuals and Institutional. About 50% of them disseminated data through publications, small proportions through websites (about 10%) and through dissemination workshops (another 10%). Both internal and external users access about 60% of produced data with about 5% internal and 10% external users. Only about 1/3 of their needs are being met. Data production challenges remain as limited human and financial resources, poor quality data with incompleteness and lack of up-to-dateness. Generally feedbacks were

not given by users to the producers nor producers to the suppliers of the basic information.

- 36.4.** The state of ICT Infrastructures indicated use of IMPS and Microsoft software and nearly half claiming to have computer hardwares, namely, PC's and Printers but only few with mails server and web server. As for physical infrastructure, about 42% claimed having adequate accommodation, a fifth with adequate equipment while 63% have transport availability including those sharing. Nearly all the agencies did not report having budget for statistical work.
- 36.5.** Coordination method adopted by the Agencies was through discussions and through reporting forms but across agencies, use of MOU's was seen as effective. However, there had been generally no coordination except some instances of those carried out through committees and through data exchanges. For instance about 80% were not consulted when questionnaires touching on their data requirements are being designed and only a fifth claimed being consulted. Collaboration practice took place in only half the Institutions while the remaining half was never involved in collaboration. However more than four fifths agreed that there is need to have a central coordinating body and indeed wanted such coordinating body, and in this case the CSO, to be autonomous/semi-autonomous.
- 36.6.** Generally, data gaps mentioned by the Institutions include demographic characteristics of subscribers to some services such as telecommunication, data disaggregation, coverage of private Institutions along with public ones in sectors such as Education and Health and lack of comparability of data over time and among agencies. Users tended to access most of their data needs from the CSO while about 40% use their own produced data. For policy use, management use and for preparation of annual plans and budgets, the data suppliers are internal and also from the CSO with a proportion coming from other producers. Indeed Institutions indicated interacting with other producers with about three quarters claiming this.
- 36.7.** Many useful outputs of the survey include:
- Directory of Stakeholders;
 - Missions and Visions of the Institutions from which the NSS mission and vision could be derived;
 - Institution functions and products which could help carry out mandate analysis useful for inter-agency collaboration and NSS management;
 - Statistical processes indicating areas of challenges and consequent strategy development and standardization of ICT infrastructure;
 - Table of operational facilities that could point to development of physical infrastructure;

- Information with respect to statistical funding, coordination and harmonization provided could assist in developing frameworks for them;
- Data gaps indicated could contribute to the exercise on data needs assessment.

37. OVERALL ASSESSMENT

Both the survey and the consultations have confirmed the same range of issues in the assessment. It is enough to mention the major issues in this summary assessment; more in-depth assessment will be carried out during the design process of the NSDS/SSDS by updating all the assessment reports available so far.

The major issues follow:

- (I) Lack of coordination both at the level of within organization and across organizations was seen as critical but probably more pronounced in the NSS stakeholder agencies. CSO and the NSS components require strengthening in order to achieve effective coordination;
- (II) Statistics as key to results-based management and decision making is not yet appreciated at top policy level and this has led to lack of attention to its development leading to:
 - Lack or little funding for statistical work;
 - Little use of statistics in programme planning, monitoring at implementation and in evaluation of programmes/projects/policies;
 - No definite organizational outfit to carry out statistical work;
 - Absence of strategic plan for the development of statistics;
- (III) Lack of resources in terms of
 - Fund;
 - Manpower;
 - Materials and equipment;
- (IV) Poor infrastructures in the statistical system with respect to
 - ✓ ICT
 - ✓ Physical (accommodation, office equipment, vehicles etc) infrastructure
 - ✓ Statistical infrastructure such as registers, survey frames, compendium of standards, definitions, concepts, classifications, methods etc

- ✓ Other operational facilities;
- (V) Inadequate or no structure for statistical units and offices;
- (VI) Harmonization of produced statistics and poor definitions for indicators required for decision making;
- (VII) Lack of collaboration within and across agencies;
- (VIII) Poor dissemination of data making accessibility of statistical information difficult and therefore a dis-incentive for data use;
- (IX) Lack of understanding of statistical processes at stakeholder agency level;
- (X) Data needs assessment not often carried out so as to derive the gaps in a more definitive way. Making plans for the filling of the gaps becomes difficult;
- (XI) Production of poor quality data that are inconsistent, incomplete and generally unreliable and untimely;
- (XII) Lack of skill for statistical analysis in the whole statistical system;
- (XIII) The statistics law is out-dated and need review and many agencies have been operating without any legal backing for their work;
- (XIV) Lack of uniform development of the sector statistical system and lack of understanding of the inter-relationship among NSS component agencies;

38. DEBRIEFING MEETING WITH THE GOVERNMENT STATISTICIAN

The meeting with the Government Statistician covered a number of topics as follows:

- (i) **Demands from Sectors:** The meetings held with sectors clearly indicated demand for the CSO to work with them on their strategy development. The case for the Ministry of Health was most urgent because they were just about to appoint a consultant to prepare a strategy for the Health Information System. Other Ministries that asked the question on CSO support for them are Ministries of Agriculture, Works and Transport, Lands and Housing. The GS was advised to keep the momentum on and not wait for the change of status of the CSO to Statistics Botswana before acting on the preparation of an NSDS. All attempts must be made not to disappoint these ministries. Taking into account the time it takes to appoint a national Consultant, a forecast of January 2009 as a starting point was hinted to the Ministries. The AfDB Consultant

should be ready then to come back and assist with the launching process.

- (ii) **Appointment of National consultants:** Information was given to the Consultants that the recruitment of the national Consultants was far advanced. We shall be waiting to hear on progress once UNDP and CSO have decided.
- (iii) **Statistics Bill:** The consultants requested that the GS followed through to the finalization of the Bill and expressed their desire to receive the draft bill once it is finalized. The GS promised to send it by e-mail.
- (iv) **Revised Structure of the CSO:** The structure was developed up to the Division level. The GS was advised to initiate the process of getting all staff to describe carefully and in detail the work they are doing. This would enable the decision on further breakdown to Branches, Sections and Units.
- (v) **Mechanisms for Coordination and Creation of Committees:** It is urgent that two Committees namely Inter-agency Committee of producers and NSDS Design Team be formed as a matter of urgency. The Design Team should be assigned to sectors to work with the Consultants.
- (vi) MOU's should continue to be developed to guide the CSO in its work with key partners

39. WAYFORWARD

CSO must begin to take actions with respect to a number of issues some of which are the following:

- A structure has already been recommended for the new agency to replace the CSO, namely, Statistics Botswana. It is now time to prepare a cabinet memorandum for the approval of the new semi-autonomous agency;
- Extensive review of the Statistics Bill had already taken place and it is now being finalized by the Assistant Attorney-General. Plan should now be afoot in presenting this law in a layman's language and be presented to a wider audience of stakeholders and general public in a workshop in line with the guide in the Fundamental Principles of Official Statistics.;
- All the outstanding issues identified during the review of recommendations and wayforward should be put into a programme with timelines for implementation by the CSO;

- New MOU's are to be developed for agencies that need to work with certain key agencies. Such agencies identified are the Botswana Unified Revenue Service (BURS), BIDPA, Bank of Botswana (BoB), University of Botswana (Department of Statistics) and the Ministry of Agriculture. Plan should be put in place for its implementation;
- Advocacy programme submitted should have its time-table completed by fixing the timelines and column of responsible parties. A budget estimate should also be done so that implementation can begin;
- Transition programme should be completed with the addition of budget estimate and the setting up of the implementation unit within coordination department;
- For the new agency, Statistics Botswana, plan for the preparation of rules and regulations should be put in place in anticipation of launching the new agency in April, 2009.

40. CONCLUSION AND RECOMMENDATIONS

The mission addressed the issues under the Terms of Reference engagingly with the CSO. The discussions on the review of the Bill were quite thorough and detailed touching on every chapter and provisions of the Bill. The outcome was satisfying. Similarly the discussions on the proposed structure, the setting up of a coordination unit of the CSO were, as well, quite detailed weighing on all the points proposed. If properly implemented, the products are bound to serve the CSO well. The consultations with seven stakeholders in six organizations and at a very high level of government were quite productive and could lead to a strengthened NSS if properly followed up. However, it must be noted that there is a lot of expectation out there that the CSO cannot but be pro-active and should follow up the stakeholders with required actions so as to sustain their interest and their good will for a strengthened NSS. The two initiatives of strengthening the NSS and the preparation of the National Strategy for the Development of Statistics (NSDS) must be followed through actively by the CSO. Agencies were working generally in an uncoordinated manner within their individual organization with little coordination and collaboration with other producers. This key problem must be addressed very urgently with the CSO taking the initiatives for appropriate action.

Not much could be done in drawing up additional MOU's for CSO working with some key stakeholders because the parties were not available for discussion. Even scheduling the appointments with the stakeholders was quite sticky but the appointments were finally made.

The mission, in spite of these challenges, was productive and successful.

41. RECOMMENDATIONS

Apart from the points made under the section on way forward, these additional recommendations are being made:

- (i) Advocacy programme should be adopted and be implemented and the programme be led by the Government Statistician and her deputy and to go across the entire NSS;
- (ii) The inter-agency committee of producers of data should immediately be established, have its inaugural meeting and beginning to address the issues under the initiatives of NSS strengthening and design of the NSDS;
- (iii) The launching of the design process of the NSDS should not be delayed later than January 2009;
- (iv) The response rate of the stakeholder survey was only 29%; the stakeholders that have not responded should be followed up;
- (v) SADC Secretariat (Statistics Unit) offered to assist the CSO in implementing national workshops for training members of the NSS. Now is the time to seek the assistance as such training on statistical processes will further boost the interest and enthusiasm of the stakeholders;
- (vi) Some agencies during consultation had requested from CSO some assistance and exchange of documents; such agencies (e.g. Policy Planning, Monitoring and Evaluation Department of the Ministry of Health) should be contacted for necessary action.

APPENDIX 1

ATTENDANCE LIST: MEETING ON THE DRAFT STATISTICS BILL 18 OCTOBER 2008

- | | | |
|-----|------------------|--|
| 1. | A. Majelantle | Government Statistician (Chairperson) |
| 2. | M.P. Kerekang | DGS |
| 3. | K. K. Makhumalo | Labour, National accounts, Regional Office |
| 4. | P. Mosele | IT |
| 5. | D. N. Mottapele | |
| 6. | R.K. Mothibe | Transport and Industrial |
| 7. | T. T. Maruatona | Surveys and Cartography |
| 8. | K. Magotsinyane | Census and Demography |
| 9. | M. Malepa | Communication, trade and prices |
| 10. | H. Badisang | Administration |
| 11. | K. Johane | Education and Health |
| 12. | O. O. Ajayi | World Bank Consultant |
| 13. | E. F. Ching'anda | AfDB Consultant |

APPENDIX 1 (CONT.)

**STAKEHOLDER CONSULTATIVE MEETINGS
OCTOBER 2008**

MINISTRY	NAME	DESIGNATION	DEPARTMENT	EMAIL
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	Evies Joina		Road Transport & Safety	ejoina@gov.bw
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	Ministry of Agriculture	Dr. Gakale	Permanent Secretary	
	Mr. Motlamedi Makoko Shatera	Director	Division of Research and Statistics	-

NACA	LIST OF PERSONS
Batho C Molomo	National Coordinator
Richard Matlhare	Head of BCIC division
Monica Tselayakgosi	Programme Planning Manager
Boga Fidzani	Monitoring & Evaluation Consultant
Moshe Setimela	Director Ministry Management
Tshepo Mophuting	Chief Program Planning Officer NBSP
Colleen Bekoe	Assistant Director (HR)
Lillain Moremi	Ministry AIDS Coordinator
Michael Pedzani	Systems Analyst
Peter Stegman	Strategic Planning Consultant
Joseph Kefas	Chief Information Education and Communication Officer
Kentsenao Chilume	Principal IEC Officer
Peter Chilbatamoto	HIV/AIDS Policy dvisor
Robinson Dimbungu	Chief Programme Planning Officer
Mokgadi Mantswe	Principal Youth Officer

APPENDIX 2

REVIEW OF RECOMMENDATIONS AND SUGGESTED FOLLOW-UP ACTIONS

- (A) There were a number of follow-up actions by the CSO identified within the body of the first mission report which were not attended to yet. These were further consultations with stakeholders on several issues and they are hereby listed below:
- The Botswana Police is structured into three divisions and each division produces its own statistics relevant to its operation. The road transport and accidents division had been visited but not the other two divisions. To cover the whole Police Organization, it would be necessary to meet with the Police Headquarters and in involving the top management of the Police;
 - Ministry of Lands and Housing should have been visited following the advice of the Botswana Housing Corporation. By the beginning of the second mission, the ministry had not been visited. [It has been visited during the second mission];
 - The Department of Surveys and Mapping works on auto-photo maps using area photography techniques to achieve seeing physical structures on the ground and these maps are useful for the CSO survey operations. CSO had been invited to examine and determine its needs. Making these auto-photo maps was already a component of the NDP10 and DS&M was willing to share with CSO its NDP10 with possible modification to meet the needs of the CSO. CSO is yet to examine and document its needs.
 - A suggestion had been made by E-Consult that CSO needs to improve its website as it was said to be erratic. A feature (an alert system) should be built into the website so that an alert system announces of new products on the website. Doing this is still outstanding!
 - The CSO wanted a linkage with the database of the register at the Registrar's office but required immediately the soft copy of the register. The office of the Registrar wanted discussion on these issues. The discussion was yet to be held;
 - Services component of the Foreign Trade Data are required by CSO as this represented a gap in the Foreign Trade Statistics. BURS indicated that these could only be obtained from the Bank of Botswana. CSO was yet to contact the Bank of Botswana.

In Summary: The following stakeholders should be followed up:

- Botswana Police
- Department of Surveys & Mapping
- Registrar of Company Office
- Bank of Botswana
- Improvement of the website

(B) Arrangements were already initiated to draw up Memorandum of Understanding (MOU) between CSO and some other agencies. These were:

- Botswana Training Authority (BOTA) and CSO with respect to working together for the improvement of administrative data and in jointly carrying out surveys;
- BURS and CSO with respect to joint surveys of taxi and bus operators to measure the income and expenditures of the operators. Also for joint work on Foreign Trade compilation;
- CSO and the Ministry of Local Government (Research Unit) to help the Unit establish its Unit firmly and additionally collaborate in statistical work;
- DPSM and CSO to work together on Employment Statistics, the draft MOU has been done;

Other issues to follow-up:

- (i) Discussion with ACHAP to identify areas in which it could help CSO build capacity with respect to the current initiatives by CSO on strengthening of the NSS and the preparation of the National Strategy for the Development of Statistics (NSDS);
- (ii) Follow-up to the SADC Secretariat (Statistics Unit) for its offer of assistance in running training workshops for the NSS;
- (iii) Further discussion with vision 2016 Secretariat on its intended collaboration with the CSO in the training of M&E officers across government.

(C) **Wayforward:** Although the following issues were to have been addressed, they became the focus of the second mission:

- ✓ Completion of consultations and sensitization of stakeholder agencies;
- ✓ More detailed assessment of the current status of the NSS using the results of the analysis of the questionnaires for the stakeholders survey;
- ✓ Development of coordination mechanism/strategy;
- ✓ Continuing with the MOU's drafting and finalization;

- ✓ CSO re-structuring;
- ✓ Design of an advocacy programme.

The second mission had addressed all these issues.

(D) **Sub-programmes:** Under sub-programmes, the following have been slated for second mission and under the design process of the NSDS:

- ✓ Setting up process of data needs assessment – action during the NSDS design process;
- ✓ Setting up appropriate committees with TOR's and identification of membership – action within the NSDS design process;
- ✓ Drawing up transition programme and its implementation strategy for the transformation from current status to an autonomous/semi-autonomous agency – this has been undertaken during second mission;
- ✓ Examination of the internal communication system and these was addressed during the 2nd mission;
- ✓ Establishment of coordination unit for the CSO – A proposal had been submitted for implementation.

(E) **Main Recommendations**

- * The Review of the Statistics Bill was recommended and was being earnestly done. The governance structure provision had been included.

The review was concluded by the end of mission and the structure though does not need to be part of the law had also been concluded;

The review of the Statistics Bill had involved a wide spectrum of stakeholders. It will be shared by the wider public using the layman's language;

- * MOU's, during current mission, were finalized for CSO and Ministry of Health, Directorate of Public Service Management (DPSM), and Department of Surveys and Mapping respectively. The MOU between the CSO and the Ministry of Education was initiated and completed;
- * Although the internal coordination unit of the CSO had not been established by the time of the second mission, the manpower budget to fund the establishment positions had been approved to take effect from April 2009. it was however advised that operationalizing the unit should be immediate in view of the role it is supposed to play in the transformation of the CSO. The NSS – wide coordination machinery will be handled under the NSDS design process;

- * Advocacy programme – Consultants were requested to prepare one and this was already done;
 - * The NSDS/NSS team was to continue the stakeholders consultations but these were done only during the second mission along with the Consultants.
- (F) This review has been documented to allow for programming of the outstanding issues for necessary action by the CSO authority.

APPENDIX 3

Comments on the draft Statistic Bill, 2008 for Statistics Botswana

GENERAL

1. The National Statistical System is not defined. We propose the text in the Annex.
2. The Statistical Common Service has not been defined. We propose the text in the Annex.
3. The key Coordination function of Statistics Botswana has not been included under the functions of Statistics Botswana. This component should now be added as a section (see Annex).
4. Functions of the Board are not specified in detail. We propose the text in the Annex

SPECIFIC

- Page 4: Definition of “Contractor” should include archiving in the list of duties.
Definition of “business” replace commercial by industrial
Definition of “census” add at the end of the sentence “ or any other census covering any other subject e.g. schools
- Page 5: Definition of “statistical business” means planning, **designing**, collection.....
Definition of “survey” (2nd line)...collected from all persons/**establishment** in...
Add new definitions
“National Statistical System” means a system created for the development of statistics.
“components of the National statistical System” means other institutions that produce and use official statistics.
“Statistical Common Service” means statistical units in other Government Ministries, Departments and Agencies.
- Page 6: 4(3) Add “Coordinate statistical activities of the National Statistical System (NSS)”

4(3)(i) include **service delivery, political**
- Page 7: 5(2) delete and insert **Functions of the Board given in the Annex**
5(3): From the list of institutions to be represented on the Board, it is likely to be heavily weighted by Economists, therefore 5(3)(v) should simply include Department of Statistics. The number of persons appointed by the Minister should be nine (9) including the Statistician General and a representative of Private Sector. Consequently add

5(3)(viii): a private sector organization and 5(3)(ix): Statistician General (Ex-Officio Member). It is not clear where the “**Distinguished Statistician**” will come from.

6(1) **five years** should be replaced by **3 years**

Page 8: 9(1)(c) why ten years?

Page 9: 11(2): In view of the total number of Board members 5 members should constitute a quorum.

11(4) add at then of the end “However, all attempts should be made to arrive at decisions by consensus”

Page 11: 14(3)(a) remove “**and household surveys**” and add “**being a major statistical activity**”

Page 12: 18(2) Is 7 years a reasonable starting cut off point?

Page 14: 23. Is it not the Board to request the Auditor General to examine and report on the accounts of the Office? The Minister would then receive a copy of the Auditor General report for transmission to the National Assembly.

25. (1) and (2): “principles of statistics” should be “principles of official statistics”. The header should also read “*Principles of official statistics*”.

Page 15: 26(1)(a)(iv) “**statistical questionnaires**” should be “**questionnaires**”

Page 16: 29.(1) Should the Minister direct the collection of statistics? It should be the Statistician General.

29(2) **replace “Minister” by “Statistician General”**

29(3) **replace “Minister” by “Statistician General”**; The expansion of (c) does not appear justified.

Page 17: 29.(5) This paragraph is not clear.
29.(7) What is this Census Act?

Page 18: 33.(1) Remove “and the directions of the Minister” in the third line from top of paragraph.

33.(2) We believe 14 day will provide sufficient flexibility. Should this include all publications or only major publications?

Page 19 35.(2) the lat sentence should read may be disclosed to any person”, remove subsections (2) and (3).

There is a repetition 35.(2), the second 35.(2) should be 35.(3) and 35.(3) should be 35.(4).

Page 23 43(2) should read “Each year, the Office will publish in advance the calendar of data releases”.

43.(5)(a) all identifying information are anonymized.

Page 24 44 Some of these media of recording information i.e. cards, tapes etc appears outdated, please check.

THE NATIONAL STATISTICS SYSTEM

DESCRIPTION OF THE NATIONAL STATISTICAL SYSTEM

1. There is hereby established the National Statistical System (NSS) comprising components referred to in **section 2** below and their interrelations in-

- (a) the provision of documents and other information for the purpose and in connection with the production, design, compilation and dissemination of official statistics;
- (b) the use of official and other statistics;
- (c) the research and development of statistical methods and techniques;
- (d) the training institutions;
- (e) the development and administration of the Statistical Common Service.

COMPONENTS OF THE NATIONAL STATISTICAL SYSTEM

2. The components of the National Statistical System include:

- (a) the Statistical Common Service referred to in Chapter....
- (b) other statistics producers;
- (c) users of statistics;
- (d) data suppliers; and
- (e) research and training institutions.

PURPOSE OF THE NATIONAL STATISTICAL SYSTEM AND PRINCIPLES OF OFFICIAL STATISTICS

3. The purpose of the National Statistics System is the undertaking of statistical production, dissemination and use of official statistics which must be:

- (a) relevant, accurate, reliable and timely;
- (b) objective and comprehensive;
- (c) compiled, reported and documented in a scientific and transparent manner;
- (d) disseminated impartially;
- (e) accessible;
- (f) in accordance with appropriate national and international standards and classifications; and
- (g) sensitive to distribution by gender, disability, region and similar socioeconomic features.

OBJECTIVES AND ADMINISTRATION OF THE NATIONAL STATISTICS SYSTEM

- 4 The objectives of the national Statistics System are to:
- (a) build coordinated, sustainable capacity for the production and dissemination of quality statistics in accordance with international standards and classifications;
 - (b) minimize overlap and duplication in the undertaking of statistical collections so as to reduce respondent burden;
 - (c) ensure the protection of the confidentiality of information provided by the respondent; and
 - (d) promote the use of statistics for
 - (i) evidence –based planning and decision-making;
 - (ii) policy-making
 - (iii) monitoring and evaluation of policies.

The National Statistics System must be administered with Statistics Botswana as the Apex body through inter-agency committees, sector committees, technical committees and task forces involving all agencies constituting the system to ensure that its objectives are carried out in a cost-effective and efficient manner and in accordance with the purpose of the National Statistical System and the principles of official statistics.

THE STATISTICAL COMMON SERVICE

1. There is hereby established a Statistical Common Service comprising statistics personnel employed by Statistics Botswana and posted to statistical units established in Ministries, Departments and Agencies (MDA's) and complemented by supporting staff belonging to the MDAs.
2. The Statistical Common Service must be administered by the Statistician General so as to ensure that all statistics personnel employed are subject to the same career paths, conditions of service, training requirements and professional standards;
3. The Statistics units existing in MDA's and currently staffed by CSO will continue working under Statistics Botswana unless otherwise directed.
4. The Statistician General will collaborate with other government institutions to establish Statistical Common Service Units as and when the need arises.

FUNCTIONS OF THE BOARD

- (1) The functions of the Board shall be:
- (a) to formulate policy guidelines and to monitor the implementation of the Statistics Botswana plans and programmes;
 - (b) to approve annual budget and action plans for Statistics Botswana
 - (c) to make or approve senior-staff appointments

- (d) to determine from time to time Statistics Botswana structure, staffing levels and terms and conditions of service;
- (e) To establish rules and procedures for
 - (i) the appointment, career development and discipline of staff;
 - (ii) the purchase of goods and services and the disposal of assets;
 - (iii) the proper management of Statistics Botswana finances and assets
- (f) to keep the Minister informed of the progress of the business of Statistics Botswana at six months intervals;
- (g) to perform any other functions as may be determined the Minister in writing on the recommendation of the Board.

(2) The Board may, subject to such conditions and restrictions as it may impose, delegate any of its functions under subsection (1) to a committee of the Board or the Statistician General except powers to delegate.

Coordination of Statistical Activities

In order that the National Statistical System shall function effectively

- (1) Statistics Botswana shall be the principal data collecting and disseminating agency responsible for coordinating, monitoring and supervising the national Statistical System to cover matters specified in the second schedule of the Act.
- (2) Statistics Botswana in carrying out its objects under subsection (1) will:
 - (a) be responsible for:
 - (i) providing high quality national statistics information services;
 - (ii) promoting standardization in the collection, analysis and publication of statistics to ensure uniformity in quality, adequacy of coverage and reliability of statistical information;
 - (iii) providing guidance, training and other assistance as may be required to other users and providers of statistics within the system;
 - (iv) promoting cooperation, coordination and rationalization among users and providers of statistics at national and local levels so as to avoid duplication of effort and ensure optimal utilization of scarce resources;
 - (v) promoting and being the focal point of cooperation with statistics users and providers at regional and international levels.
 - (b) be a source of official statistical information.
- (3) Without prejudice to the general effect of subsection (1) and (2) of this section, Statistics Botswana may under this section perform the following functions;

- (a) review all initiatives to collect data at the national and local government levels and approve instruments developed for data collection including census frames, registers, sample designs and questionnaire;
- (b) organize and maintain a central depository of statistical reports, publications, documents and data from within and outside Botswana;
- (c) guide and coordinate local government statistical services;
- (d) do all things necessary or incidental or conducive to the objects of Statistics Botswana under this Act.

APPENDIX 4

INSTRUCTION AND JUSTIFICATION FOR PROVIDING FOR THE NATIONAL STATISTICAL SYSTEM IN THE STATISTICS BILL

1. The National Statistical System (NSS) is made up of major producers across Ministries, Departments and Agencies (MDAs) and contribute to National Statistics production through their operational activities. Their Statistical operation must be provided for in the Law.
2. ***In our recent and previous consultations with MDAs, they are all expressing concern that they be backed up by Law for the Statistical operations they are undertaking.***
3. Users of all categories, training and research institutions are components of the NSS. Their mention in the Act will enhance their commitment to their roles in the overall statistical development of statistics and in particular in the data production process.
4. Statistics Botswana must coordinate operational activities of the MDAs and the mechanism of coordination is by creating relevant NSS wide committees.
5. Statistics Botswana will operate a Statistical Common Services to enhance coordination of all statistical production activities within the NSS.
6. It is important to note that the NSS is a system incorporating all the MDAs and **not an organization**. It is necessary to empower the Statistics Botswana, now a semi autonomous agency through the law for effective coordination and the running of the Statistical Common Service.

In Summary

The envisaged composition of NSS is:

- (a) Statistical common service;
- (b) Other statistics producers;
- (c) Users of statistics;
- (d) Data suppliers; and
- (e) Research and training institutions including higher education institutions

The objectives of the NSS are:

- (a) build coordinated, sustainable capacity for the production and dissemination of quality statistics in accordance with international standards and classifications;
- (b) minimize overlap and duplication in the undertaking of statistical collections so as to reduce respondent burden;
- (c) ensure the protection of the confidentiality of information provided by the respondent; and
- (d) promote the use of statistics for
 - (iv) evidence –based planning and decision-making;
 - (v) policy-making

- (vi) monitoring and evaluation of policies.
- (e) promote best practices;
- (f) raise public awareness about the importance of statistical information to the society.

The office will be responsible for coordinating the NSS through various committees.

APPENDIX 5

The Case for the National Statistical System Being Included in the Statistics Bill

1. The statistical operations of any agency must be rooted in a legal foundation for it to be valid. Therefore the operation of data production at Statistics Botswana as a central agency and those of the components of the national statistical system (NSS) must be backed up by the Statistics Act. The NSS itself is made up of major producers across Ministries, Departments and Agencies (MDAs) and their operational activities to get data produced must be backed up by the law. At the moment most of these entities if not all do not have laws empowering them for their work and in a few scattered situations where a kind of law in one or two operational department of such agencies exists, those laws often conflict with the statistics act. For this reason NSS inclusion in the law is required.
2. The new paradigm shift in statistical development adopts the principle of total coverage of the entire NSS. Therefore a national strategy for the development of statistics (NSDS) ensures that strategic plans are developed for each component of the NSS before consolidating it into an NSDS. Currently Botswana is soon to embark on the design process of the NSDS; without the NSS component well situated in the law, it might be difficult to have strategic plans for each of the components.
3. Coordination is a key function that brings about the production of relevant complete, comprehensive and harmonized set of data and this coordination must be across the NSS. Therefore NSS wide coordination committee must be established to enhance this coordination, an example of such a committee is the inter-agency committee of producers and a user producer committee and not just involving few agencies. Such a committee that is operating at the moment involving the CSO, BOB and Ministry of Finance is only a subcommittee of a larger committee. There will still be other committees to be established in the areas of social statistics, etc.
4. Administrative statistics system is in very poor state in African countries and Botswana is not an exception. Therefore rebuilding and strengthening administrative statistical system will be possible only if we have all the NSS components working together.
5. Users of all categories, training and research institutions are components of the NSS. Hitherto these components have unconsciously considered themselves as outsiders to the NSS. Their mention in the act will enhance their commitment to their roles in the overall statistical development of statistics and in particular in the data production process.
6. The concept of Statistical Common Service and that of coordination are tied to the existence of the NSS provision in the Act. Both the Statistical Common Service and coordination mechanism cannot be operationalized without squarely placing the NSS in the Act.

7. All programmes of statistical activities must be coordinated and harmonized across the NSS. Statistics Botswana might have difficulty carrying out these activities if the NSS is non-existent in the law.
8. It is important to note that the NSS is a system incorporating all components and **not an organization**. It is necessary to empower the Statistics Botswana, now a semi autonomous agency through the law for effective coordination and the running of the Statistical Common Service.
9. Every component of the NSS has definite contribution to the overall production of national statistics. Such contributions will make for the completeness and comprehensiveness of the national statistics. The advantages are:
 - Uniform development of statistics which enhances the statistical capacity of each one of them;
 - Effective coordination of the components since their existence has been recognized by the law and their relationship with the statistical agency established;
 - It becomes easier to establish databases in the components of the NSS which will be linked to the national data bank at Statistics Botswana making it possible to make it a one stop centre for accessing national statistics by all users from Statistics Botswana;
 - Common weaknesses of statistical outputs such as currently is the case with administrative statistical system based on improper administrative record keeping could be reengineered through a common programme led by Statistics Botswana and involving all the components;
 - The inclusions of the various components of the NSS in the law particularly the key users will make them have the consciousness of their role in the data production process as well as use. Such key users include policy people, programme managers, M& E officers and also members of the National Assembly;
 - The various committees of the NSS such the Inter-agency committee, subject matter committees, taskforce are instruments for the effective coordination of the system and their medium for consensus building.

APPENDIX 6

INSTRUCTION ON THE STATISTICAL COMMON SERVICE FOR STATISTICS BOTSWANA

General

1. Statistics Botswana will employ staff and second some of them to the public sector agencies.
2. The staff will be responsible for the production of relevant statistics needed for programme design, programme implementation, monitoring and evaluation at the agency and will provide technical leadership in all aspects of data production.
3. The databases produced by the statistical unit of an agency should be available to Statistics Botswana databank;
4. The staff will obtain technical backstopping from Statistics Botswana including being involved in joint programmes between Statistics Botswana and the agency;
5. The career of staff with respect to training, deployment and promotions rests with Statistics Botswana;
6. Staff is responsible to the Statistician General for technical work while for administration purposes they are responsible to the head (accounting Officer) of the agency. As a result, staff shall submit periodic reports to the Statistician General with a copy to the head (accounting Officer) of the agency;
7. Staff will be entitled to conditions of service as applicable to staff of Statistics Botswana in terms of salaries and allowances;
8. In order that the work of the Statistics Unit should not be jeopardized for the sake of inadequate staff, the agency shall either deploy or hire professionals to supplement those seconded from Statistics Botswana. In the case of those to be hired, they will be subject to the process and conditions as laid down by Statistics Botswana.

Responsibilities of Statistics Botswana on Seconded Staff

1. To guide and supervise the technical work of seconded staff;
2. Should there be need to deploy additional staff to cope with the work of the recipient agency, Statistics Botswana will on a temporary basis send additional staff to assist in the work;
3. To help develop together with the agency, involving all departments, the preparation of a strategic plan for the agency periodically, at five years interval;

4. Statistics Botswana will ensure the conduct of regular technical meetings with the secondees across the agencies within the NSS and it will be mandatory for all to attend, e.g. once in a quarter;
5. Statistics Botswana will provide additionally other sectoral data apart from those being supplied by the Statistics Botswana for use of the agency;

Agency Responsibility with regard to Statistical Operations

Ensure that there is a budget line for statistics to facilitate its day today statistical operations.

Joint responsibility of Statistics Botswana and the Agency

Regular review meetings should take place e.g., quarterly at the beginning and later biannually.

Non Compliance to be Part of the NSS

In a situation in which an agency does not comply or cooperate, the sanction for non compliance shall be as follows:

1. Statistics produced by the agency that fails to comply shall not be certified official statistics and shall henceforth not be produced with government resources;
2. Statistics Botswana shall report non compliance by an agency in its annual report to be submitted to the Minister responsible for statistics through the Board of Directors.

APPENDIX 7

PROPOSAL ON THE ORGANIZATIONAL STRUCTURE OF THE CSO/STATISTICS BOTSWANA

General Comments

1. There are eight (8) Divisions in the current organization chart. Some of the groupings of subjects in the divisions are unlike while some are properly grouped.
2. The proper groupings are:
 - Agriculture and Environment Statistics;
 - Education and health
 - Demography and Census of Population and Housing
 - Information technology
 - Administration Services
3. There are four (4) improper groupings of subjects in the current organizational chart. These are:
 - Communication, prices and trade;
 - Comment: Communication statistics belongs to infrastructure statistics while prices and trade belong to economic statistics;

 - Industrial and Transport
 - Comment: Industry statistics is close to economic statistics while transport is infrastructure statistics

 - Labour, Nat. A/C and Regional Office
 - Comment: Although labour has elements of economic statistics, it is closer to social statistics while regional office is related to data collection. National Accounts is the aggregate representation of economic statistics.

 - Cartography and surveys
 - Comment: Cartography is about mapping while GIS displays information using maps. Therefore GIS is used for effective data dissemination and this falls under the common services group. On the other hand surveys undertaken use enumeration area maps, which are a product of cartography, as a basis for data collection.
4. According to the current organizational chart, coordination has been observed to be absent. Apart from the traditional functions of coordination, advocacy and international relations should also be included. It is to be noted that some functions namely internal audit and legal services, as a result of autonomy of Statistics Botswana, ought to be placed in the office of the Statistician General.
5. How should the structure be?

6. The structure of an organization is usually based on some principles:

- (i) Like subjects are usually grouped together leading to subject matter grouping;
- (ii) Grouping can also be by function;
- (iii) Arranging the structure both by subject matter and grouping. This is the type commonly used;
- (iv) Span of supervision/control should not be too wide for effectiveness;
- (v) The grouping in a hierarchical structure is:
- (vi) DEPARTMENT – DIVISION – BRANCH – SECTION – UNIT
- (vii) Based on these principles, our suggestion of an adequate structure is as follows. The groupings will be by subject matter and by function and bringing together common services.

Common Services Departments

Departments	Divisions
Coordination and Corporate Planning Department	Internal, Institutional & Technical Coordination Division
	Corporate Planning Division
	Public Affairs and International Relations function
Administration and Finance Department	Personnel management Division
	Finance & Supplies Division
Information and Communication Technologies (ICT)	Geographical Information System Division
	Information technology Division
Field organization and Survey Methodology	Field Services Division]
	Research Methods & Standards Division
Publication and Dissemination Department	General Publication Division
	Dissemination Division

Subject Matter Departments

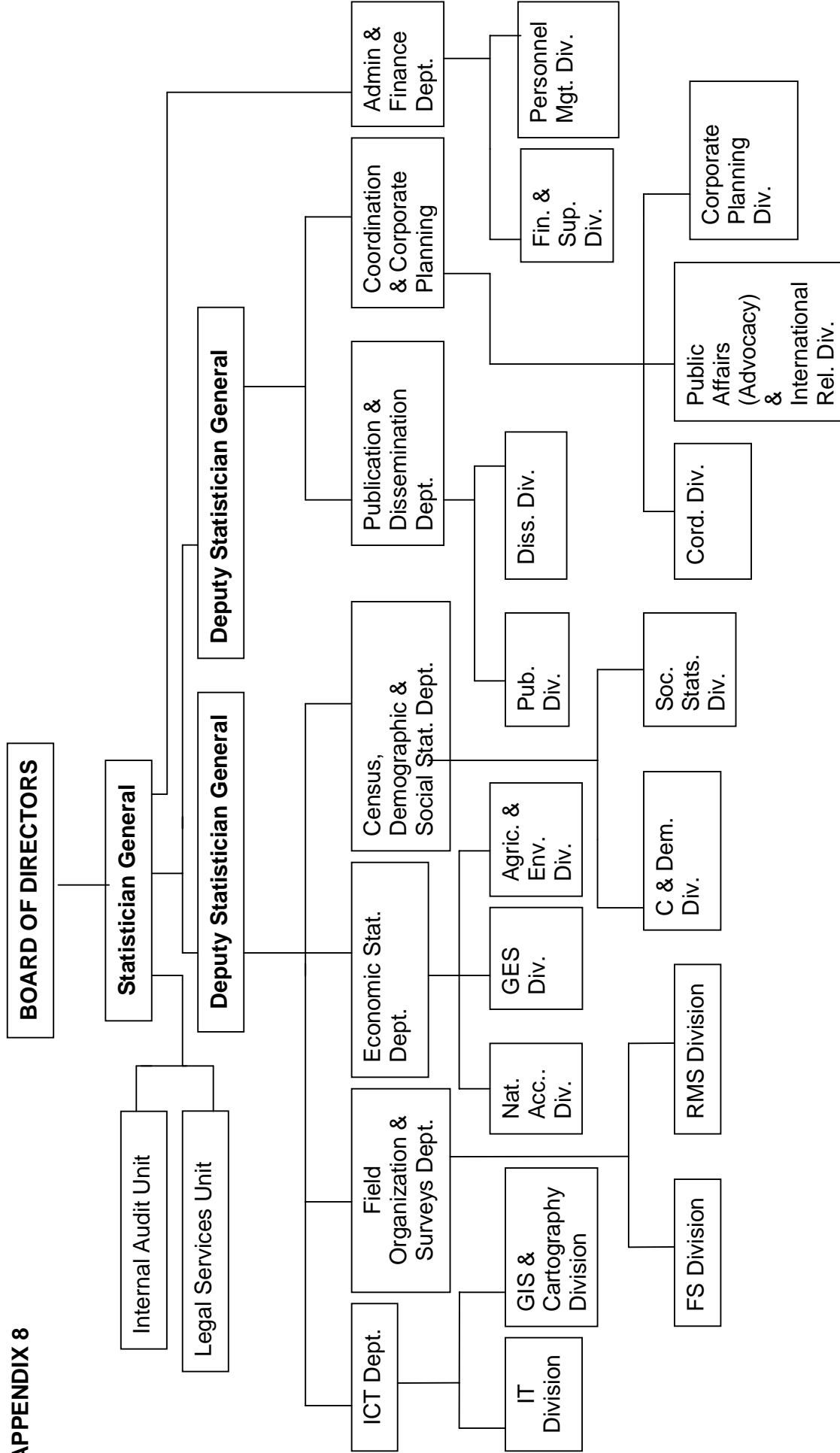
Departments	Divisions
Economic Statistics Department	National Accounts Division
	General Economic Statistics Division (Prices, Trade, Transport, Industry, Communication)
	Agriculture and Environment Statistics Division
Census, Demographic and Social Statistics Department	Demographic Statistics Division
	Social Statistics Division (Education, health and Labour)

7. The above structure specifies the departments and up to the Divisions. The lower level groupings of Branches, Sections and Units could be done based on more specific and detailed subject matter areas by the CSO/Statistics Botswana.

9. The units to be in the office of the Statistician General are:

Essential/Special Services
Internal Audit Unit
Legal Services Unit

APPENDIX 8



APPENDIX 9



**MEMORANDUM OF UNDERSTANDING
ON EMPLOYMENT STATISTICS**

Between

The Directorate of Public Service Management (DPSM)

And

The Central Statistics Office (CSO)

This MEMORANDUM OF UNDERSTANDING is hereby made and entered into by and between the Directorate of Public Service management, hereinafter referred to as DPSM and the Central Statistics Office, hereinafter referred to as CSO.

Project Name: This is a joint work to produce employment statistics to cover both public and private sectors by both agencies.

Parties concerned:

The Labour Statistics unit of the Central Statistics Office legally represent by the Chief Statistician

The Manpower and Planning Division of Directorate of Public Service management legally represent by the director of manpower division.

Considerations

We have realized that there is cost implications involved when collecting data and response rate is also a problem. We have then realized that the two agencies could join and help each other to produce employment data for both private and public sectors timely.

Article 1: Purpose of the agreement

The purpose of this MOU is to develop a framework of cooperation between DPSM and the CSO in production of employment data from both the private and public sectors. The present Memorandum of Understanding is without prejudice to the respective competencies of the DPSM and the CSO.

Article 2: Role of parties and way of working

The DPSM benefits include having employment information on both the private and public sector in order to undertake their tasks. The benefits for CSO through this cooperative effort are to have employment data on time. The CSO has prime responsibility of compiling and analyzing official statistics. It is noted that DPSM will need statistics on employment in order to formulate human resources policies. Whilst the CSO shall provide the DPSM with employment statistics on the private sector, the DPSM will provide the CSO with employment data on the private sector and both the parties will consolidate it.

All parties shall have intellectual ownership on the data it has processed or produced. Disagreements between the DPSM and the CSO on the interpretation and execution of this Memorandum of Understanding will be resolved at the working group level. Where no agreement can be reached at this level, the management of the DPSM and the CSO will endeavor to resolve the issue.

Article 3: Planning and time of delivery

The DPSM needs a quick and reliable access to data compiled by the CSO. The DPSM needs similar access to data compiled by the CSO. The DPSM shall provide employment statistics for Central Government to the CSO every quarter with a lag of one month. The CSO shall in turn provide the DPSM with employment statistics of all sectors every quarter with a lag of three months.

Article 4: Quality consideration

Employment data delivered by both parties will adhere to the International Standard Occupational Coding Scheme. Data must be timely and response rate should be at least 50 percent as for the data to be analyzed.

Article 5: Uses of resources

Both parties will need each 3 additional Assistant Statisticians for it to deliver at the set time. Both parties will provide training on concepts and definitions on employment statistics. Training costs shall be covered by both parties equally.

Article 6: Project leaders, communications and leadership

Project Manager from CSO will be the Chief Statistician (Labour, National Accounts and Regional Office).

Project Manager from DPSM will be the Director, Manpower and Planning Division.

A committee consisting of members from both parties will be formed as to guarantee an orderly flow of work. Every quarter, the project managers will report on progress made to the committee.

Article 7: Costs, invoicing, payments

Cost of production for private employment data shall be borne by CSO while that of Public employment data shall be the responsibility of DPSM.

Article 8: Copyrights and Authorship

The copyright of the work done by the two agencies will remain with CSO

Article 9: Duration of the agreement

At the request of either party, the DPSM and the CSO may review and update this Memorandum of Understanding. The agreement shall be for a period of 2 years (2009 – 2010) and shall be reviewed six (6) months before the end of the agreement.

In the presence of

Done at Gaborone on 25 June 2008.

Government Statistician

Director Manpower Planning (DPSM)

Project Manager CSO

Project Manager CSO

APPENDIX 10

MEMORANDUM OF UNDERSTANDING (MOU)

Agreement related to the geographic data sharing agreement, signed on the 13th October 2008, between the Ministry of Lands and Housing and the Ministry of Finance and Development Planning.

Project Name: Digital data capturing of the 2001 Population and Housing Census enumeration areas boundaries to create a comprehensive GIS database to form the cartographic base for the 2011 Population and Housing Census and the master sampling frame for subsequent household surveys.

Project Numbers:

Topic of Agreement: Exchange of Geospatial Data and Information.

Parties Concerned

The department of Surveys and Mapping (DSM), legally represented by the Director or the Chief Surveyor, Mapping Division.

The Central Statistics Office (CSO), legally represented by the Government Statistician or the Chief Statistician, Cartography and Surveys Division.

Considerations

Agree on the following points:

- a) This agreement is part of the geographical information data sharing agreement between the Ministry of Lands and Housing and the Ministry of Finance and Development Planning, dated 13th October 2008.
- b) The Central Statistics Office (CSO) wants to share geographical data and information with the Department of Surveys and Mapping in order to create cartographic base for the 2011 Population and Housing Census and the master sampling frame for subsequent household surveys.
- c) The Central Statistics Office will have to budget for other requests that are not part of the cartographic preparations for the 2011 Population and Housing Census.
- d) As a government policy to implement cost recovery measures, the Central Statistics Office shall not pass the data to a third party without the consent of the data producer, DSM.

Article 1: Purpose of the Agreement

The DSM and CSO cooperate in a common project, the 2011 Population and Housing Census with the aim to deliver high quality statistical information to the government and the general public through the production of accurate and up to date enumeration area maps.

Article 2: Role of parties and way of working

1. CSO and DSM are together responsible for the success of this very important national exercise, the 2011 Population and Housing Census project and all the requested data is available at DSM.
2. DSM is responsible for the provision of geographical data and information, including documentation about the data (metadata) as well as information about data quality.
3. DSM and CSO will hold meetings to discuss the census project and matters that directly affect the delivery of the data
4. CSO will add value to the geographical data and send it back to DSM for public consumption
5. CSO will assist with funding (if available) for geographical data collection to fill the data gaps in the spatial geodatabase at DSM
6. DSM and CSO will have a bilateral cooperation

Article 3: Planning and Time of delivery

The delivery of data to CSO will be done upon request even though a periodicity of every 6 months is recommended. This shall be done under the condition that the requested data is delivered in time. Both DSM and CSO will discuss this and draft a document that list all the agreements made.

Article 4: Quality Demands

The data to be delivered to CSO will have to meet the defined Geographic data standards as required by International Bodies such as the GIS Consortium (ISO data standards) and the data standards defined by the local body – Botswana National Spatial Data Infrastructure (BNSDI).

Article 5: Use of Resources

Although each organization will take care of its own resources, there shall be staff rotation between the parties to build capacity.

Article 6: Project Leaders, Communication and Leadership

1. For the DSM the project leader will be the Director or Chief Surveyor Mapping Division
2. For the CSO the project leader will be the Government Statistician or Chief Statistician, Cartography and Surveys Division
3. To guarantee an orderly flow of work the management committee will be formed, for the DSM by and for the CSO by,
4. The project leaders will report to the management committee at least once a year.

5. The management group or committee will decide upon all matters not defined in this agreement

Article 7: Costs, Invoicing and Payments.

Both organizations or parties will not charge each other.

Article 8: Copyrights and Authorization

The copyright of the work done by CSO will remain with CSO. DSM can make use of that according to the established rules.

Article 9: Duration of the Agreement

The agreement will last between 2-3 years but it may also be tied to the duration of the project at hand. The parties will meet to see whether to sign a new contract before or not before the end of the existing contract and the agreement shall be reviewed every year.

APPENDIX 11

MEMORANDUM OF AGREEMENT Between CENTRAL STATISTICS OFFICE And MINISTRY OF HEALTH

REFLECTIONS ON THE CONSIDERATIONS

Ministry of Health and Central Statistics Office have been working closely regarding production of Health statistics, for use in planning, monitoring and evaluation of Health Sector.

This memorandum of agreement between Ministry of Health/CSO regarding the production of Health Statistics has been necessitated by the fact that CSO is becoming an autonomous statistical agency as from..... The objective of the agreement outlined on the ideas and functions that will be played by the two organizations i.e. MoH/CSO in production of Health Statistics.

This agreement shall be governed by and subordinated to Statistical Act.

ROLES OF THE AGENCIES

For purposes of this agreement, the Ministry of Health shall be responsible for the following:

- Collecting secondary data from all health facilities
- Coding and entering data.
- Compiling data
- Training in International Classification of Diseases 10th Edition
- Training and developing health personnel

The Central Statistical Office shall be responsible for the following:

- Analysis and Tabulation
- Archiving and dissemination
- Training in data collection
- Training in IT programs

Both partners (MoH and C.S.O) shall be responsible for the following:

- 50/50 sharing of costs on purchasing office equipment
- Maintenance of office equipment
- Financing workshops and trips
- Production of the Statistics Report

ARTICLE 1

Topic: Compilation of Health Statistics and its Analysis.

- To provide data on delivery of health care
- Develop health indicators

ARTICLE 2

Topic: Roles of Parties and Way of Working Together

- Ministry of Health to supervise data collection
- Central Statistics Office to check on quality of data
- Central Statistics Office to provide capacity building and training to Ministry of Health personnel and to assist in data analysis
- Monthly meetings would be held to monitor progress and the minutes will be shared

ARTICLE 3

Topic: Planning of Work, Periodicity, and Timeliness of Deliveries.

- A common work plan will be drafted by CSO and MoH indicating tasks, timeline and responsible persons
- The plan will be detailed and costs attached
- Specified activities
- Provide indicators on quarterly basis
- Disseminate information three months after reference period.

ARTICLE 4

Topic: Adhering to Quality Criteria.

- Coverage of facility should be at least 95%. If any data is not received follow-up trips should be made.
- Time series over the years should be consistent
- Adequate and appropriate tools must be employed to guarantee quarterly measurement

ARTICLE 5

Topic: Use of Capacity (staff)

- Deployment of relevant work force that will cope with the work load, for example statisticians moving from CSO to Health Statistics Unit and epidemiologist to assist in data analysis
- Equipping staff with relevant skills , for example training on ICD 10 Medical Coding
- Skills transfer and capacity building by C.S.O. and other analysts to MoH staff , for an example an analyst from CSO to MoH for a short time
- CSO to familiarize itself with medical classification codes and special methods in collecting medical data

ARTICLE 6

Topic: Project Managers, Meetings and Management Issues.

- Project managers shall be :
 1. Director of Policy, Planning, Monitoring and Evaluation Departments for the Ministry of Health
 2. Chief Statistician , for Central Statistical Office
- Managers will report to their supervisors

ARTICLE 7

Topic: Costs, Invoices and Payments.

- Both parties will not charge each other
- 50/50 share of all costs
- Develop a standard format of financial reporting

ARTICLE 8

Topic: Intellectual Ownership

Both C.S.O. and MoH have the rights to the data

ARTICLE 9

Topic: Period of Duration of the Agreement.

This Agreement will be operational from April 2009 – April 2014 (5 yrs) with Provisions for annual review

ARTICLE 10

Topic: Responsible Authorities

Permanent Secretary in the Ministry of Health and Government Statistician at C.S.O. witnessed by managers will be signatories to the agreement as follows:

Permanent Secretary
Ministry of Health

Government Statistician
CSO

Witness:
Director PPME
Ministry of Health

Witness:
CS (Health & Education
CSO

APPENDIX 12

MEMORANDUM OF AGREEMENT
Between
CENTRAL STATISTICS OFFICE
And
MINISTRY OF EDUCATION, SKILLS AND
DEVELOPMENT

REFLECTIONS ON THE CONSIDERATIONS

Ministry of Education, Skills and Development and Central Statistics Office have been working closely regarding production of Education statistics, for use in planning, monitoring and evaluation of Education Sector.

This memorandum of agreement between Ministry of Education/CSO regarding the production of Education Statistics has been necessitated by the fact that CSO is becoming an autonomous statistical agency as from..... The objective of the agreement outlined on the ideas and functions that will be played by the two organizations i.e. MoE/CSO in production of Education Statistics.

This agreement shall be governed by and subordinated to Statistical Act.

ROLES OF THE AGENCIES

For purposes of this agreement, the Ministry of Education shall be responsible for the following:

- Collecting data from all Educational institutions
- Training in data collection

The Central Statistical Office shall be responsible for the following:

- Archiving and dissemination
- Move this to responsibility of both ministries
- Training and developing Education Statistics Unit personnel

Both partners (MoESD and C.S.O) shall be responsible for the following:

- Financing workshops and trips
- Coding and entering data.
- Compiling data
- Analysis and Tabulation
- Production of the Statistics Report (Leave open, not restricted to statistical reports (more reports could be produced from MOE)
-

ARTICLE 1

Topic: Compilation of Education Statistics and its Analysis.

- To provide data on delivery of education
- Develop education indicators

ARTICLE 2

Topic: Roles of Parties and Way of Working Together

- Ministry of Education to supervise data collection
- Central Statistics Office to check on quality of data

- Central Statistics Office to provide capacity building and training to and to assist in data analysis (CSO to train ESU professional staff)

ARTICLE 3

Topic: Planning of Work, Periodicity, and Timeliness of Deliveries.

- A common work plan will be drafted by CSO and MoE indicating tasks, timeline and responsible persons
- The plan will be detailed and costs attached
- Specified activities
- Provide indicators on quarterly basis

ARTICLE 4

Topic: Adhering to Quality Criteria.

- Completeness of information should be 100%.

Covered under quality

ARTICLE 5

Topic: Use of Capacity (staff)

- Deployment of relevant work force that will cope with the work load, for example statisticians moving from CSO to Education Statistics Unit to assist in data analysis
- Equipping ESU staff with relevant skills , for example training on ACCESS and SPSS
- Skills transfer and capacity building by C.S.O. and other analysts to MoE staff, for an example an analyst from CSO to MoE for a short time – Not clear, Please elaborate

ARTICLE 6

Topic: Project Managers, Meetings and Management Issues.

- Project managers shall be :
 3. Director of Policy, Planning, Monitoring and Evaluation Departments for the Ministry of Education
 4. Chief Statistician , for Central Statistical Office
- Managers will report to their supervisors

This section is relevant to the planning section of the MOESD

ARTICLE 7

Topic: Costs, Invoices and Payments.

- Both parties will not charge each other
- 50/50 share of all costs (Elaborate)
- Develop a standard format of financial reporting

ARTICLE 8

Topic: Intellectual Ownership

Both C.S.O. and MoE have the rights to the data

ARTICLE 9

Topic: Period of Duration of the Agreement.

This Agreement will be operational from April 2009 – April 2014 (5 yrs) with Provisions for annual review

ARTICLE 10

Topic: Responsible Authorities

Permanent Secretary in the Ministry of Education and Government Statistician at

C.S.O. witnessed by managers will be signatories to the agreement as follows:

Permanent Secretary
Ministry of Education

Government Statistician
CSO

Witness:
Director DPSR
Ministry of Education

Witness:
CS (Health & Education
CSO

APPENDIX 13

Advocacy Programme

Who are the target groups?

Users

1. Policy makers-Ministers, Permanent Secretaries, Directors, etc;
2. Policy analysts-Economists, social analysts, etc.;
3. Private sectors-Company Executives, NGO's
4. Researchers, Training Institutions (Research and development methodology)
5. Civil Society-Media, Trade Unions;
6. Parliamentarians;
7. Development Partners

Suppliers

1. Households/Individuals
2. Public Institutions
3. Private Companies

Producers

1. All categories of producers, the majority coming from administrative records.

Messages of Advocacy

1. Importance of statistics for purposes of good governance and supporting results-based management;
2. Cost of not using statistics is higher than the cost of not producing statistics;
3. Monitoring and evaluation
4. Need for government to invest in statistics and private sector to complement what government is providing
5. Need for producers, suppliers and users to work as a team within the national Statistical System;
6. Researchers and training institutions to work closely with statistics producers on data analysis which brings out information from data. At the same time training institutions to work out curricula for training statisticians in official statistics;
7. Producers to coordinate action in the production of statistics using same definitions, concepts and methodologies;
8. All stakeholders should avoid setting up parallel systems within the National Statistical System.

Activities

1. CSO internal workshop on the new Paradigm shift on statistical development

2. Briefing sessions by GS and DGS for top public officials in the Ministries, Departments and Agencies (MDAs) on the importance of statistics and the NSDS process (National Consultants should be part of the briefing sessions and international Consultant when available)
3. Chambers of Commerce, NGOs [Role of statistics, cooperation in terms of supply and funding of statistical programmes to complement government funding];
4. Civil Society and media (Workshop on use and interpretation of statistics);
5. Briefing of parliamentarians (Special Session);
6. Development partners (Briefing to be organized by UNDP as the Coordinator of all development partners);
7. Producers, training and research institutions (Training on standard (concepts, definitions and classifications) and international initiatives-GDDS, MDG, RRSF, PRSP, etc.)
8. Launching Seminar for stakeholders on NSDS;
9. During NSDS design process period: NSS newsletter monthly and thereafter NSDS monthly;
10. Activities to reach the larger public-electronic and print media: Commissioned articles/newspaper, Radio jingles; and television clips, etc
11. Career guidance talks for University students in the fields of statistics, economics and related subjects;
12. National workshop on statistical legislation (everybody included);

Activities	Target Group	Time frame
<ol style="list-style-type: none"> 1. CSO internal workshop on the new Paradigm shift on statistical development 2. Briefing sessions by GS and DGS for top public officials in the Ministries, Departments and Agencies (MDAs) on the importance of statistics and the NSDS process (National Consultants should be part of the briefing sessions and international Consultant when available) 3. Chambers of Commerce, NGOs [Role of statistics, cooperation in terms of supply and funding of statistical programmes to complement government funding]; 4. Civil Society and media (Workshop on use and interpretation of statistics); 5. Briefing of parliamentarians (Special Session); 6. Development partners (Briefing to be organized by UNDP and the Coordinator of all development partners); 7. Producers, training and research institutions (Training on standard (concepts, definitions and classifications) and international initiatives-GDDS, MDG, RRSF, PRSP, etc.) 8. Launching Seminar for stakeholders on NSDS; 9. During NSDS design process period: NSS newsletter monthly and thereafter NSDS monthly; 10. Activities to reach the larger public-electronic and print media: Commission articles/newspaper, Radio jingles; and television clips, etc 11. Career guidance talks for University students in the fields of statistics, economics and related subjects; 12. National workshop on statistical legislation (everybody included); 		

APPENDIX 14

Proposal for the Creation of a Coordination Unit at the Central Statistics Office/Statistics Botswana

A Coordination Unit is a body that enhances the capacity of others to perform their duties better and not to emphasize the supervisory role of the Coordinator.

Justification for the Unit

Coordination is an essential function for orderly performance of the national statistical organization/national Statistical System (NSS) for cost effective data production. The following is the justification for the creation of the unit to perform this function:

1. Promotion of harmonization and integration of subsystems of production;
2. Standardization of norms, concepts, practices across and within institutions;
3. Provision of internal examination of institutional performance through monitoring and evaluation;
4. Achieve synergy and cost effectiveness in the utilization of resources;
5. Promotes sharing of best practices; and
6. Strengthens the position of the organization and enhances the image of official statistics.

Functions of the Unit

1. The principal responsibility of the Unit is to coordinate the programmes and data production activities of Statistics Botswana in particular and the NSS in general;
2. Serves as secretariat for different committees of the NSS e.g. producer/producer and user/producer and technical working groups;
3. Coordination of meetings and workshops organized by the NSS and Statistics Botswana;
4. Undertake technical coordination by setting standards and monitoring of implementation;
5. Undertake institutional coordination of the structures of Statistics Botswana and the components of the NSS;
6. Management of projects and programme designs including supervision of technical assistance (including consultants) and development strategies;

7. Undertake coordination of the budget of statistics Botswana at the preparation stage and monitoring implementation of the budget. Also the management of basket funding arrangement of the NSS;
8. Undertake coordination of various mandatory reports e.g. progress reports of the Statistics Botswana for submission to higher authorities (e.g. National Statistics Board), the Minister and the National Assembly.
9. Services Statistics Botswana management and other meetings dealing with general technical issues.
10. Part of a team for the development of memoranda of understanding (MOU's) between Statistics Botswana and other agencies;
11. Responsible for the publication of newsletter both at Statistics Botswana and other NSS levels;
12. Prepare profile for the Statistics Botswana and undertake periodic updates; and
13. Prepare a blue print for advocacy tasks for Statistics Botswana/NSS and lead its implementation;
14. The Coordination Department will undertake all international relations tasks with respect to the Office and NSS and manage it;
15. Undertake any other coordinating duties assigned by the Chief executive of Statistics Botswana;

Coordination Mechanisms for the Unit

1. Use of MOU's as instrument for coordination;
2. Organization of meeting;
3. Harnessing Information Technology (IT) to organize information sharing and data exchange among NSS members and within the structure of Statistics Botswana; and
4. Preparation of the Compendium of concepts and definitions, classifications, methods and standards and procedures as instruments for technical coordination.

Personnel Requirements for the Unit

Staff that will be required will have the following competencies and attributes;

1. Headship of the Unit should be at a very high level possibly at the Deputy Chief executive;
2. Technical knowledge and experience in standard setting;

3. Technical knowledge and experience in programme design, monitoring and evaluation; and
4. Communication and writing plus IT skills;

To begin with it is recommended that the Unit should have three (3) professional statisticians plus an administrative assistant in addition to the Head of the Unit.

Budget for the Unit

Although coordination is vital to the functioning of the national statistical system /office, the mistake in the past had been non allocation of a separate budget for its activities. Therefore a separate budget line for coordination must be provided to meet the cost of meetings, IT materials, transport equipment other reproduction equipment, communication facilities, etc.

Reporting Channels of the Unit

1. Written progress reports will be periodically submitted to the Chief Executive while it renders regular reports to inform the Chief Executive Officer on issues forthcoming; and
2. Provides feedback to the structures which are being coordinated.

APPENDIX 15

TRANSITION PROGRAMME FOR THE TRANSFORMATION OF THE CENTRAL STATISTICS OFFICE - BOTSWANA TO STATISTICS BOTSWANA

Introduction

The Government of Botswana, in its wisdom and as a way of improving the National Statistical System (NSS) to a strategic decision, in February 2008, decided to make the current CSO into a semi-autonomous agency which will be called Statistics Botswana.

Following this approval of change of status of the CSO, the office embarked on some strategic initiatives as a prelude to assuming this status. One of these initiatives being the Strengthening of the NSS being supported by the World Bank under the GDDS project and the preparation of a national strategy for the development of statistics which is being technically assisted by the African Development Bank (AfDB). The national strategy will incorporate component sector strategies for the development of statistics for the stakeholders of the NSS. It is hoped that the UNDP will be supporting this endeavour.

Setting-up a Transition Programme Implementation Unit

Transiting from the current structure into an autonomous agency is a big leap into the corporate entity. In view of this, the activities required to accomplish a smooth transition requires dedicating a Unit to see to the implementation of activities. For this reason a transition Implementation Unit headed by a senior officer should be established.

Budget

Some of the activities which will be identified below will require financial input and for this reason all activities must be budgeted for and funds provided by the Treasury to carry-out these activities.

Programme of Activities

1. Finalization of the Statistics Bill and getting it passed through the process of Cabinet approval, passed by Parliament and accented to by the President.

1.1 Publication of the Statistics Bill for the wider public;

1.2 NSS training on the Bill;

1.3 Workshop for all stakeholders to present the bill in a layman's language.

2.0 Establishment of the Board of directors

2.1 The Board of Directors is the governing body for the new agency and with the Bill in place, the Chairperson and members need to be appointed and inaugurated.

3.0 Management Instruments of the Office

2.1 The following instruments will be required to manage Statistics Botswana

These documents have to be prepared by personnel and financial experts:

- a) Staff rules and regulations;
- b) Manual of conditions of service for staff of the office;
- c) Financial regulations and account guide.

3.1 Appointment of the Executive office of Statistics Botswana

3.1 Placing an advertisement for the recruitment of the Statistician-General, Deputy Statistician-Generals and Directors by the Board. These constitute the top management of the agency.

3.2 Interviewing and appointment of these management staff. It should be noted that the appointment of the Director of Personnel and Finance will also serve as Secretary to the Board. This should be taken into account at the time of recruiting Directors.

2 Process and appointment of the other staff for Statistics Botswana

4.1 Other staff of Statistics Botswana will be appointed by the Executive Office.

5. Other management Organs

5.1 Various other management organs will need to be established. These include:

- a) Appointment and Promotions Board;
- b) Disciplinary Committee;
- c) Training Committee;
- d) Finance Committee.
- e) Board of Surveys
- f) Any other such organs that could be found useful for the management of Statistics Botswana.

6. Restructuring of the CSO

6.1 In order to respond to the needs of the new agency i.e. Statistics Botswana, the CSO as an organization will need to be restructured. The structure will eventually be approved by the Board. In the meantime with the restructuring, a coordinating unit will be needed in order to cater for internal (within Statistics Botswana) coordination and NSS coordination during the preparation of the strategic plan for stakeholders including that to be prepared by the CSO.

7. Essential Facilities required for Statistics Botswana

7.1 For the new agency to function efficiently and effectively, certain facilities will have to be provided from the onset. The facilities should cover physical and infrastructure, adequate equipment and communication facilities.

7.2 Physical infrastructure. As of now the CSO is inadequately accommodated. A situation in which 2 to 4 Officers occupy one office cannot enhance high productivity which is currently the situation. Therefore a new modern building or refurbished building will need to be put in place within the next two years including appropriate fixtures.

7.3 Equipment upgrade. This requires updating existing equipment and purchasing new ones covering computers, vehicles, sets of office equipment.

8. Training

8.1 A number of training programmes have to be undertaken to cover the Statistics Botswana and the entire NSS. Such training includes: Orientation training on the new organization and its functions; training in international initiatives and standards; training in statistical production process and dissemination. Training courses should also include: Change management and management in general.

9. Quick-Win Activities

9.1 Some of the Quick-Win activities are:

- a) Increased coordination among sectors through producer/producer, user/producer and supplier/producer committees;
- b) Rotation of meeting venues among sectors and participation of the NSO and sector leadership; and
- c) Regular meetings of the CSO/Statistics Botswana leadership with the Chief Executive of each sector to dialogue on: technical support, and financial support to poorly resourced sectors through basket funding;
- d) Installing intranet/internet facilities to communicate between sectors and the CSO/Statistics Botswana; and
- e) Distribution of a NSS newsletter.

10. These are some of the essential items that should be put in place for the smooth running of the organization which could be arranged by in a tabular form by Activity-Time Frame-Responsibility-Budget. Other activities could come up during implementation.