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BOTSWANA

Report of the Peer Review of the National Statistical System

August 2018



The contents of this report constitute advice and recommendations provided by Directors general or Deputy directors general (the “Peers”) of the African Statistical System (ASS) to their counterparts (“Peer”) from a National statistical system (NSS) of the African Union Member States (the “Reviewed country”) in response to their request for assessment.

“The reviewed countries committed themselves to publish (or allow the publication of) the Peer Review Reports and ensure their discussion among the NSS partners” (see Manual for Peer Reviews of National Statistical Systems in Africa, www.austat.org).

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The Pan African Statistics Program (PAS) is meant to assist the African Union Commission in improving its statistical operations, as well as those of the Regional Economic Communities (RECs) and the National Statistical Institutes. One of the aims of the PAS is to improve statistical dissemination.



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Content

FOREWORD

6

1 EXECUTIVE SUMMARY

8

2 RECOMMENDATIONS

10

2.1 Organisation and coordination of the National Statistical System	11
2.2 Institutional Environment	11
2.3 Quality	12
2.4 Statistical Processes	13
2.5 Dissemination	13

3 INTRODUCTION

14

4 ORGANISATION AND MANAGEMENT OF THE NSS AND OFFICIAL STATISTICAL ACTIVITIES IN BOTSWANA

16

4.1 The National Statistical System	17
4.2 Statistical legislation	17
4.3 Statistics Board	18
4.4 trengths of Botswana's official statistics	19



5 ISSUES AND RECOMMENDATIONS

.....	20
5.1 Organisation and coordination of the NSS	21
5.2 Institutional Environment	23
5.3 Quality	25
5.4 Statistical Processes	27
5.5 Dissemination	28

ANNEX 1

LIST OF ATTENDANTS AT THE PEER REVIEW MEETINGS	30
--	-----------


ANNEX 2

AGENDA FOR PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM	42
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Foreword

The peer review of the National Statistical System (NSS) of Botswana is one of a series of such reviews carried out by the African Union Commission (AUC), as part of the Pan-African (PAS) Statistics Programme in 2018-2019, funded by the EU through Eurostat. All African Union Member States were invited to express interest in having a peer review under the Programme of which 14 countries replied positively and will be included in this round of peer reviews. The peer reviews are prepared by the Statistics Division (AUSTAT) in the Department of Economic Affairs at the AUC, and Expertise France, which is assisting AUSTAT on the management of PAS Programme.





The peer reviews under the PAS Programme are carried out according to a *Manual for Peer Reviews of National Statistical Systems in Africa*, which was prepared under the auspices of the AUC through the PAS Programme and agreed among the statistical authorities of AU member states. The Manual prescribes that the peer reviews shall be carried out through preparations involving fact-finding and documentation, visits to the participating countries and their NSSs, and report writing. The peer review of Botswana was prepared by the submission of documentation and filling in of questionnaires by Statistics Botswana. According to the Manual, the peer reviews are conducted by a team of three senior statisticians - two peers and an expert. The peer review team that visited Botswana was composed of Mr. Ben Paul Mungyereza, Executive Director, Uganda Bureau of Statistics, the Republic of Uganda, chair; Mr. Alex Shimuafeni, Statistician-General, Namibia Statistics Agency Republic of Namibia; and Mr. Richard Laux, a senior statistician from the United Kingdom, as expert. The peer review team was joined by an observer, Mr Nzingoula Gildas Crepin, of the Statistics Division of the AUC.

The Botswana peer review visit was conducted in the period 6-10 August 2018. The visit involved meetings with the management and staff of Statistics Botswana and representatives of the most important institutions of the NSS, including the Statistics Board (represented by the Chairman of the Board), the Ministry of Finance and Economic Development, the Ministry of Health and Wellness and various other representatives of other producers and users of official statistics. The agenda of the peer review visit is attached as annex 2.

The peer review visit was prepared by Statistics Botswana; the national coordinator was Ms Koontse Mokgwathi. The peer review team would like to acknowledge these preparations, and the documentation submitted and information given. The discussions at Statistics Botswana and the other institutions visited were professional, cordial and constructive. The peer review team would like to express its gratitude to the Statistician General, the national coordinator, and other staff at Statistics Botswana who participated in or assisted with the peer review, for their discussions, their assistance, and their hospitality. The team also wishes to thank representatives of other institutions, with whom it met, for generously sharing their time and offering their perceptions and insights.

Executive summary

The peer review of the national statistical system (NSS) of Botswana was carried out as part of the PAS Programme in August 2018. The review involved the study of documentation submitted by Statistics Botswana, study of the websites of the main partners in the NSS, other relevant internet searches, and a visit by a peer review team to Botswana. The peer review followed the Manual issued by the African Union Council.

Based on the peer review, the team considers that Statistics Botswana is a competent, professional National Statistical Institute, committed to (and largely succeeding in) meeting the needs of policy makers in Government.



The Statistics Law makes provision for a Statistics Board, and the peer review team gained the impression that this Board provides effective support for the leadership of the Statistician General. The team understands that there are proposals to review some aspects of the Law; some of the recommendations in this report should feed into this review activity.

Statistics Botswana appears to be resourced adequately to deliver on its existing commitments, and it is able to submit business cases for additional investment; should its mandate be increased, for example to reflect the need to explore the potential of Big Data, additional funding will be required. Reviews of its statistical processes, including developing its approach to quality management, will enable it to produce statistics more quickly, a move that will be welcomed by many users. The team recommends that such a case be made in relation to developing a modern IT infrastructure, which should be a priority for SB as it gears up to the 2021 Census. Stakeholders with whom the peer review team met were uniformly positive about SB's professional independence; SB maintains a release calendar, which is a clear demonstration of its professional independence.

The National Statistical System is not yet fully functioning, but the peer review team gained the impression that Statistics Botswana understands the range of activities required to ensure its coordination, and that other components of the system are looking to SB for leadership. MOUs have been initiated with various Ministries and agencies (referred to simply as 'Ministries' in most of the remainder of this report, for convenience) as a way of coordinating the NSS. In addition, SB has staff members attached to certain Ministries, an arrangement that should aid the NSS development. This report includes several recommendations that explicitly and implicitly address the need to enhance statistical capacity across the NSS, and to strengthen coordination.

The peer review team hope that this report will be instrumental in raising SB's profile, nationally. This is the subject of one specific recommendation, but the team encourages SB, and the Government of Botswana, to consider the issue of profile in addressing other recommendations. For example, the team sees a clear need for improvement (streamlining, rationalisation) of the IT systems operated in SB but also in key sectors like health and education. While the use of these systems extends well beyond the production of statistics, the review team is of the view that SB is well placed to advise on ways that the IT systems can be improved – because the underlying issues (such as harmonisation, and data flows) are central to the work of statistics agencies. Similarly, recommendations intended to enhance the dissemination of statistics in Botswana should present clear opportunities to raise SB's profile: this will tend to improve SB's ability to collect data and improve the impact of SB's statistics in national decision making.

Finally, staff matters (such as inadequate training) need to be addressed and rectified as a priority, because SB's staff are key to achieving the organisation's goals and objectives.

2

Recommendations

This chapter lists the recommendations that the Peer Review team considers important to enhance compliance with the African Charter on Statistics. Chapter 5 of the current report contextualises each recommendation, all of which are directed towards Statistics Botswana, though often requiring engagement with other institutions.



2.1 Organisation and coordination of the NSS

RECOMMENDATION 1

Take steps to sign and ratify the African Charter on Statistics.

RECOMMENDATION 2

Strengthen Producer-User committees and Technical WGs across the range of sectors.

RECOMMENDATION 3

As a priority, finalise and implement a framework for coordination across the NSS. As part of this:

- Continue work to bring other sectors into the NSS/NSDS.
- Finalise the signing of MOUs.
- Activate the Inter Agency Committee.
- Strengthen Sector statistics committees.
- Establish Technical WGs across each sector.

RECOMMENDATION 4

Take steps to enable greater flexibility in the institutional representation of Board members.

RECOMMENDATION 5

Consider the possibility of reviewing the legislation to clarify that the Statistician General, as an ex officio member of the Statistics Board, has voting rights on the Board.

RECOMMENDATION 6

Develop and implement a plan to raise the profile of SB and the Statistics Act, and the importance of official statistics nationally with a wide range of stakeholders, including data providers. This might be rooted in publicity associated with the 2021 Census, should take opportunities such as African Statistics Day and National Days, and might include (for example) media quizzes.

2.2 Institutional Environment

RECOMMENDATION 7

Review the Statistics Act to strengthen SB's authority to collect data.

RECOMMENDATION 8

Put details of SB's work to protect confidentiality in the public domain.

RECOMMENDATION 9

Strengthen the existing IT infrastructure (including developing an intranet) and embrace new technology in preparation for the 2021 Census.

RECOMMENDATION 10

Establish effective off-site disaster recovery arrangements as part of business continuity.

RECOMMENDATION 11

Prepare a business/investment case to Government for state-of-the-art IT infrastructure, engaging relevant stakeholders to shape the requirement and to build support.

RECOMMENDATION 12

Streamline reporting arrangements and career development for staff attached to Ministries; and review the length of secondments.

RECOMMENDATION 13

Streamline the development of statistical units and the recruitment of statisticians to build statistical capacity within each sector, in order to improve and make more use of data.

RECOMMENDATION 14

Build capacity in performance management to ensure fairness and motivation, in order to strengthen morale and increase productivity.

RECOMMENDATION 15

Develop and implement a staff rotation policy (especially for junior staff) to enable them to experience different roles in SB including attachments to sectors.

RECOMMENDATION 16

Review the corporate culture against SB's strategic aims and objectives, ensuring alignment in aspects such as: professionalism; corporate aspiration; internal communications; self-motivation; innovation; imagination and user-focus.

RECOMMENDATION 17

Ensure that (all) training material is made available to staff.

RECOMMENDATION 18

Develop and implement an NSS training plan.

2.3 Quality

RECOMMENDATION 19

Continue to develop quality management systems and processes.

RECOMMENDATION 20

Engage with key users about the trade-off between timeliness and accuracy; use the information to review data processing systems to enable more timely publication of statistics and provision of microdata.

RECOMMENDATION 21

Strengthen and formalise consistency checking between related sets of statistics (especially GDP), including at quarterly meetings with MDEF, the Bank of Botswana, and the Non-Bank Financial Institutions Regulatory Authority.

RECOMMENDATION 22

Undertake more frequent surveys to estimate the size and nature of the informal sector.

RECOMMENDATION 23

Generate the data required to inform the development of Social Accounting Matrices.

RECOMMENDATION 24

Engage with the Ministry of Finance to support work to extend the coverage of Government Finance Statistics (GFS) to cover the whole of General Government, and scope and implement work to move GFS onto GFSM2014.

RECOMMENDATION 25

Develop, implement and publish a revisions policy - as a priority, for indicators that are revised frequently, such as estimates of GDP.

RECOMMENDATION 26

Develop, implement and publish an error-handling strategy.

RECOMMENDATION 27

Engage with the Ministry of Minerals, Green Technology and Energy Security and the Ministry of Environment Natural Resources Conservation and Tourism about how to integrate satellite accounts (water, energy, minerals, and tourism) into the National Accounts.

RECOMMENDATION 28

Discuss with sectors the need for surveys to complement administrative data sources.

RECOMMENDATION 29

Develop and implement a programme of work to fill 'gaps' in international agencies' databases - to meet users' needs, and to enhance SB's reputation. In addition, improve the system of provision of data to international agencies.

RECOMMENDATION 30

Mobilise the UN family and other development partners to provide advice about new methods to address the data needs associated with SDGs including multi-dimensional poverty, governance/peace/security (GPS) statistics, maternal mortality, and gender-disaggregated statistics; and to advise on priorities for adding analytical value to the underlying statistics.

2.4 Statistical Processes

RECOMMENDATION 31

Continue to provide information about Concepts and Definitions, and Standards and Classifications, on the website, but also actively monitor the use of standards and classifications across the NSS.

RECOMMENDATION 32

Develop and publish a metadata dictionary, working with stakeholders (including across the NSS).

RECOMMENDATION 33

Explore ways of automating data processing to enable SB to interface (extract data from the sectors' systems) more readily.

RECOMMENDATION 34

Create a system for the validation of data from administrative sources, working with relevant sectors.

RECOMMENDATION 35

Work with service delivery sectors (such as health and education) to develop and harmonise IT systems in ways that support data input at the front line, to improve operational decision making and to produce more accurate, relevant and timely statistics.

2.5 Dissemination

RECOMMENDATION 36

Incorporate other agencies along with SB in a release calendar that covers the whole NSS.

RECOMMENDATION 37

Engage with the media about more effective dissemination of products from across the NSS, including those of SB. As part of this, consider the development of an app to improve access to data.

RECOMMENDATION 38

Support sectors in improving the dissemination of their data and statistics.

RECOMMENDATION 39

Complement the existing system of email notification of new publications by enabling notifications through additional platforms; expand the number of users on the circulation list.

RECOMMENDATION 40

Meet users' needs for time series data by:


- a. Implementing a project to digitise historical data, with priorities established in discussion with users
- b. Developing the functionality of the website to provide user-friendly databases.
- c. Developing an Open Data policy to enhance transparency and accountability.

3

Introduction

The peer review of the NSS of Botswana is one in a series of African peer reviews, planned to be conducted in 2018-2019 under the PAS-programme. The peer reviews are based on a common approach and methodology agreed among the Heads of NSIs of AU member states. The objective of the peer reviews is to aid the participating countries in continuing to develop their NSSs through assessing their current situation, benchmarked against the African Charter on Statistics, the UN Fundamental Principles of Official Statistics, and recommended international practices of official statistics.





The methodology for conducting the African peer reviews is set out in a *Manual for Peer Reviews of National Statistical Systems*, which was produced and released under the auspices of the PAS Programme. The main modes of conducting the peer reviews are the following:

- The peer reviews are to be conducted through visits of designated peer review teams to each participating country, with discussions in meetings between the teams, the NSIs and NSS stakeholders.
- The length of the peer review visits to each country shall be five days.
- The peer reviews shall be based on documentation submitted by the countries under review, mainly a short description of the NSI and the NSS, statistics acts and related legal instruments, available statistical policy documents, and a self-assessment questionnaire based on the Eurostat Snapshot tool.
- The peer review discussions and meetings shall involve main producers of official statistics, data providers, and main users such as ministries, central bank, research institutions, business organisations, international organisations, and the media, as mainly relevant in each country.

Furthermore, the *Manual* specifies that the peer reviews shall focus on five major themes based on the African Charter on Statistics or the UN Fundamental Principles of Official Statistics. The themes are:

- Organisation and coordination of the NSS
- Institutional environment
- Quality
- Statistical processes
- Dissemination

Under each theme, a list of issues shall be addressed as specified in the Manual. The Manual also contains a model agenda for the peer review visits and sets out instructions for the reporting of the peer reviews.

The peer review of the Botswana NSS was conducted in accordance with the Manual during the period 6-10 August 2018 in Gaborone. The documentation for the review was prepared in advance by Statistics Botswana, which is the national statistical institute of the country and the main producer of official statistics. Statistics Botswana also prepared the agenda for the peer review visit. The peer review team started its work by discussions with the Statistician General and management at Statistics Botswana. There followed meetings with the Ministry of Finance and Economic Development, Administration of Justice, Ministry of Health and Wellness, Ministry of Agriculture and Food Security, Ministry of Basic Education and Skills Development, Ministry of Minerals, Mineral Resources, Green Technology and Energy Security, the Police, the Non-Bank Financial Institutions Regulatory Authority, representatives of Botswanan Universities, the Data Management Stream, the media, and the UN family. The peer review team also met with members of the staff of Statistics Botswana. At the end of the peer review visit, the team presented and discussed its main findings with the Statistician General and management of Statistics Botswana, and with the Chair of the Board.

4

Organisation and management of the NSS and official statistical activities in Botswana



4.1 The National Statistics System

The Statistics Act 2009 makes provision for a National Statistical System (NSS). This is defined (section 2) in very broad terms:

"a system consisting of Statistics Botswana and all producers and users of statistics in the nation, that shall facilitate cooperation and consultation for the purpose of the development of statistics and the production of official statistics under the oversight of Statistics Botswana as provided in section 26" [see part 4.2, below].

It is noteworthy that the NSS includes users – many statistical systems are defined in terms of the bodies that produce official statistics, and some also include selected academic institutions that support official statistical activity. The peer review team was told that in Botswana, users are seen as critical stakeholders in shaping the NSS.

The NSS is critically important to the delivery of the Botswana Statistics Development Strategy, which is rooted in the concept of sectors that, at least in part, cut across Ministries' responsibilities. The fourteen sectors are:

1. Statistics Botswana
2. Agricultural Development and Food Security
3. Investment, Trade and Industry
4. Local Government and Rural Development
5. Youth Empowerment, Sport and Culture Development
6. Transport and Communications
7. Education
8. Tourism
9. Surveys and Mapping
10. Police
11. Employment, Labour Productivity and Skills Development
12. Mineral Resources, Green Technology and Energy Security
13. Health and Wellness
14. Civil Registration and Vital Statistics

However, only seven of these 14 sectors are actively engaged with the BSDS, whilst others are still at the development stage of their sector statistics plans. Statistics Botswana is working on Memoranda of Understanding with the relevant Ministries in relation to each sector; only seven sectors have signed their Sector Statistics Plans (SSPs).

4.2 Statistical legislation

Statistics Botswana operates on the basis of the 2009 Statistics Act, which was implemented in 2012. The Act explicitly incorporates the UN Fundamental Principles of Official Statistics (section 29). It establishes Statistics Botswana as the country's NSI, and provides it with the necessary mandates (such as data collection, and access to public records for statistical purposes) and requirements (such as confidentiality protection). It also establishes the National Statistical System (section 26), comprising all institutions in the country dealing with or directly associated with the:

- (a) Provision of documents and other information for the purpose of and connected with the carrying out of statistical business;
- (b) Use of official statistics and other statistics;
- (c) Research and development of statistical methods and techniques; and (d) training and education.

Statistics Botswana's coordination role, responsibilities and remit are specified:

(3) For purposes of producing official statistics, Statistics Botswana shall-

- (a) Develop processes and procedures to facilitate coordination of and within the System in accordance with subsection (4);
- (b) Direct the employment and maintenance of persons having appropriate standards for statistical purposes;
- (c) Develop rules to ensure professionalism and efficiency;
- (d) Enforce the requirements of the Act for the preservation and protection of confidentiality; and
- (e) Develop strategies to enable the promotion of the use of statistics for-
 - (i) Evidence based planning and decision making;
 - (ii) Policy and programme formulation;
 - (iii) Monitoring and evaluation of policy and programmes.

(4) Statistics Botswana shall, for the purpose of coordinating the activities and operations of the System, have particular regard to-

- (a) The avoidance of unnecessary overlapping or duplication in the collection or publication of data and information for statistical purposes;
- (b) The attainment of comparability and integration of statistics compiled by agencies of the System; and
- (c) The maximum utilisation of existing information and resources of data collection available in the System for statistical purpose.

(5) Statistics Botswana shall, in consultation with the committees appointed under section 27,-

- (a) Coordinate all the activities and operations of the System; and
- (b) Make rules and guidelines for the regulation and direction of any aspects of the System, in accordance with the principles of official statistics.

4.3 *Statistics Board*

Section 6 of the 2009 Statistics Act establishes the Statistics Board:

1) There shall be a Board of Directors constituted as provided in subsection (2), which shall be the governing and policy making body of Statistics Botswana.

(2) The Board shall consist of nine persons appointed by the Minister, one of whom shall be a distinguished statistician and others be appointed in their capacity as senior officers of the following institutions-

- (a) Ministry of Finance and Development Planning;
- (b) Bank of Botswana;
- (c) Botswana Unified Revenue Service;
- (d) Ministry of Transport and Communications;
- (e) A University in Botswana;
- (f) Botswana Institute for Development Policy Analysis;
- (g) Botswana Confederation of Commerce, Industry and Manpower; and
- (h) A civil society organisation.

(3) The Statistician General shall be ex-officio member of the Board.

(4) The Minister shall appoint the Chairperson of the Board from members appointed under subsection (2).

(5) The Board shall elect the Vice Chairperson from among their number.

The Board meets quarterly, as specified in the Act. Its functions include the submission of a five-year strategic plan to Ministers, and consideration/approval of annual plans. Both sets of plans cover the goals, objectives and budget of Statistics Botswana.

4.4 Strengths of Botswana's official statistics

Based on the peer review, the team considers that Statistics Botswana is a competent, professional National Statistical Institute, committed to (and largely succeeding in) meeting the needs of policy makers in Government.

The Statistics Law makes provision for a Statistics Board, and the peer review team gained the impression that this Board provides effective support for the leadership of the Statistician General. It is a strength of the Law that it incorporates (and explicitly acknowledges) the UN's Fundamental Principles of Official Statistics. The team appreciate the legal provisions for planning – a 5-year strategic plan to be approved by Ministers, and annual plans approved by the Statistics Board. More generally, the team understands that there are proposals to review some aspects of the Law; some of the recommendations in this report should feed into this review activity.

The peer review team gained the impression that Statistics Botswana is resourced adequately to deliver on its existing commitments. The team was also informed that proposals for any new survey that requires resourcing can be submitted for consideration by the Ministry of Finance which puts the SB in an advantageous position. It produces a broad range of statistics, working with statisticians in Ministries where appropriate, and the team noted that several stakeholders (in Ministries, other agencies, and the media) recognised SB's ability to provide them with additional data and analysis quickly. Stakeholders with whom the peer review team met were uniformly positive about SB's professional independence; SB maintains a release calendar, which is a clear demonstration of its professional independence.

SB appears to have effective links with the University of Botswana (UB), from which many of SB's staff graduated. SB and UB work in partnership on issues such as survey design, and statistical analysis.

The National Statistical System is not yet fully functioning, but the peer review team gained the impression that Statistics Botswana understands the range of activities required to ensure its coordination, and that other components of the system are looking to SB for leadership. So, while the team does not underestimate the scale of the challenge of realising the potential of the NSS, it regards the apparent absence of institutional resistance to partnership working as a real positive, and an enabler in delivering on the Botswana Strategy for the Development of Statistics (BSDS). This will be important in taking forward work on the Sustainable Development Goals: stakeholders told the peer review team that SB is delivering effectively on SDGs.

5

Issues and recommendations

Statistics Botswana and the other producers that are at the heart of the National Statistical System are committed to the production of statistics that meet the needs of decision makers within government, and beyond. The peer review team consider that SB has a reasonable resource-base, and the capacity to bid for additional resources where there is a case to do so; the NSS also has a Statistics Law that is fit-for-purpose. These fundamentals, taken together with committed and professional staff, mean that SB is well placed to address the issues identified by the peer review team to enhance compliance with the African Charter on Statistics. The team recognises that it has made many (40) recommendations, and would encourage SB's Statistician General and the Chair of the Statistics Board to prioritise these according to their contribution to enhancing and implementing the BSDS.

The remainder of this section follows the themes covered in the peer reviews with reference being made to the relevant Principles of the African Charter on Statistics.



5.1. Organisation and coordination of the NSS

(African Charter Principle 6)

5.1.1. Professional independence

Section 29(2)(b) requires that SB ensure that the National Statistical System “exercise ... professional independence”. The Statistician General told the peer review team that he has no experience of, or concerns about, interference in statistical activity; other stakeholders expressed significant confidence in the professional independence of SB.

5.1.2. African Charter on Statistics

Botswana has not yet signed or ratified the African Charter on Statistics. The peer review team is of the opinion that doing so would enhance SB’s reputation (and could present good opportunities to raise its profile – see 5.1.5 below). The Ministry of Finance, SB’s sponsoring Ministry, told the team that there would be no organisational or political challenges in doing so, and that the Ministry is waiting for the submission from SB. The peer review team considers that SB should:

RECOMMENDATION 1

Take steps to sign and ratify the African Charter on Statistics.

5.1.3. Coordination of the National Statistical System (NSS)

The fourteen sectors that constitute the basis of the Botswana Statistics Development Strategy (BSDS) are listed at part 4.1, above. The peer review team was told that only seven of these sectors are actively engaged with the BSDS. Unfortunately, key sectors of health, education and Minerals are not among the initial sectors. However, the remaining sectors are becoming engaged at the rate of two or three a year. The peer review team welcomes

this, because it represents the practical embodiment of the National Statistical System.

Section 26 of the Statistics Act requires SB to operate as the “primary agency of... the National Statistical System and... coordinate, monitor and supervise the activities of the System”.

As part of implementing this coordination, SB is seeking to establish Memoranda of Understanding (MOUs) with agencies that constitute the system. The peer review team recognise and endorse the importance of establishing MOUs, but notes that while discussions have taken place, few MOUs have actually been signed.

On behalf of the NSS, SB operates a series of committees, working/technical groups, and Producer-User Committees. Statutory provision for these is set out in section 27(1) of the Statistics Law. However, the peer review team was told by a number of stakeholders that several of these committees and groups met infrequently or not at all. The peer review team considers that the practical coordination of the NSS requires the implementation of formal arrangements to agree work programmes, ensure that data collection and analysis are not duplicated across the NSS, and operate according to the ACS.

Accordingly, the team recommends that SB should:

RECOMMENDATION 2

Strengthen Producer-User committees and Technical WGs across the range of sectors.

RECOMMENDATION 3

As a priority, finalise and implement a framework for coordination across the NSS. As part of this:

- Continue work to bring other sectors into the NSS/NSDS.*
- Finalise the signing of MOUs.*
- Activate the Inter Agency Committee.*
- Strengthen Sector statistics committees.*
- Establish Technical WGs across each sector.*

5.1.4. Statistics Board

Section 6(2) of the Statistics Law specifies the organisations which are represented on the Statistics Board:

The Board shall consist of nine persons appointed by the Minister, one of whom shall be a distinguished statistician and others be appointed in their capacity as senior officers of the following institutions:

- (a) Ministry of Finance and Development Planning;
- (b) Bank of Botswana;
- (c) Botswana Unified Revenue Service;
- (d) Ministry of Transport and Communications;
- (e) A University in Botswana;
- (f) Botswana Institute for Development Policy Analysis;
- (g) Botswana Confederation of Commerce, Industry and Manpower; and
- (h) a civil society organisation.

The peer review team heard, from informed stakeholders, that the Board operates effectively. Nevertheless the team considers that its work might benefit from the direct input of other Ministries – and perhaps other non-governmental bodies – and recommends, in the spirit of future-proofing the Law, that (as part of a forthcoming review of the Law) representation be made less specific and more flexible. This will enable the Board to react to the need to involve different communities as the National Statistical System develops, without requiring repeated changes in legislation. The team recommends that Statistics Botswana should:

RECOMMENDATION 4

Take steps to enable greater flexibility in the institutional representation of Board members.

Section 6(3) of the Law says that “the Statistician General shall be ex-officio member of the Board” – the Statistician General (SG) does not exercise voting rights. The peer review team was told that this is common across almost all parastatal autonomous bodies in Botswana; however, it considers that the Board’s decision making would be improved by enabling the SG – who has the greatest degree of expertise – to vote. In practical terms, the Board comprises nine people. The quorum of the Board is half its members (that is, five people), and decision-making is based on a majority of members present and voting; in the event of a tied vote, the person chairing the Board has

the casting vote. So, under the current arrangements, a decision could be made that represents the view of just two people. The peer review team recommends that SB should:

RECOMMENDATION 5

Consider the possibility of reviewing the legislation to clarify that the Statistician General, as an ex officio member of the Statistics Board, has voting rights on the Board.

5.1.5. Profile of Statistics Botswana

Although the stakeholders that the peer review team met were uniformly positive about SB and the importance of official statistics in decision-making, the team noted several issues that might be ameliorated by SB having a higher profile. Examples of these issues are:

- An organisation within the NSS which has conducted a survey without first obtaining the approval of SB (as required under section 30 of the Statistics Law) – because it was not aware of this legal requirement;
- A sense that when SB releases statistics they have no impact on the stock market;
- Some private sector organisations are (reportedly) unwilling to provide data to SB;
- Changes made to border controls and associated processes which impacted on SB’s estimates of imports – SB had not been told about these changes in advance; and
- A lack of awareness of the BSDS.

The peer review team recommends that SB should:

RECOMMENDATION 6

Develop and implement a plan to raise the profile of SB and the Statistics Act, and the importance of official statistics nationally with a wide range of stakeholders, including data providers. This might be rooted in publicity associated with the 2021 Census, should take opportunities such as African Statistics Day and National Days, and might include (for example) media quizzes.

5.2. Institutional environment

(African Charter Principles 1, 3 and 5)

5.2.1. Legal mandate for data collection

Statistics Botswana has a clear mandate to collect data for statistical purposes; other members of the NSS may also collect data, having first received approval from SB. In practice the peer review team was told that some Ministries ask SB to undertake surveys on their behalf, hence using SB's legal mandate. The team considers this to be a sensible arrangement, not least because it enables the statistical activity to be informed by SB experts.

The peer review team learnt that some sectors consider that data collection should be solely for SB. The peer review team is not convinced, and suggests that discussions need to be strengthened with sectors that are able to mobilize resources for subject matter surveys to do so in a bid to widen the scope of data collection in the NSS.

The peer review's team study of the Statistics Law identified a potential weakness in respect of data collection. Section 36 ("entry and inspection of premises") says:

(1) Subject to subsection (2), the Statistician General or an authorised officer with the written authorisation of the Statistician General may at all reasonable times for any purpose connected with the collection of statistical information, enter and inspect any land, building, vehicle, vessel or aircraft where persons are employed and may make such inquiries as may be necessary for the collection of the information, except that nothing in this section shall entitle the Statistician General or an authorised officer to enter any dwelling house except for a purpose connected with the collection of statistical information.

(2) The Statistician General or an authorised officer shall not enter and inspect the premises in terms of subsection (1) unless he or she has obtained:

- (a) the consent of the owner of the premises or the person in charge of the premises; or
- (b) an order of the court permitting such entry.

The team considers that the process of obtaining a court order is likely to be relatively slow, and impact adversely on statistical data collection; accordingly the team recommends that SB should:

RECOMMENDATION 7

Review the Statistics Act to strengthen SB's authority to collect data.

5.2.2. Confidentiality protection

The Statistics Law provides SB with effective provisions (section 37) to protect the confidentiality of the data it collects from individuals, households, government bodies, and businesses. The peer review team understands that survey respondents are told that the information they are being asked to provide will remain confidential. The team endorses this, and considers that it would be beneficial – for example, should SB ever be challenged about aspects of confidentiality – to publish details of its approach to confidentiality protection; accordingly it recommends that SB should:


RECOMMENDATION 8

Put details of SB's work to protect confidentiality in the public domain, to create awareness and assure respondents that they are protected from the disclosure of confidential information collected from them.

5.2.3. IT infrastructure

When SB moved into its current offices the cabling and network facilities were not updated to reflect the needs of an increasingly digital-reliant organisation. The peer review team considers that the 2021 Census is likely to place substantial strain on the current IT infrastructure, and that it is unlikely to support digital developments (data collection, processing and storage) that would reduce costs while improving data quality. The absence of an intranet inevitably reduces the effectiveness of internal communication and information sharing.

To mitigate against the loss of data (for example, in the event of a fire in SB's premises), SB makes a monthly back up using an external company. The peer review team welcomes this broad approach, but sees merit in developing its own off-site storage and recovery processes, partly to reduce costs, and partly to ensure confidentiality protection; at the same time it considers that data should be backed up far more frequently than at present.



The peer review team recognises that designing, procuring and installing a new IT system is a substantial undertaking; at the same time the existing infrastructure presents increasing risks to SB's capacity to produce statistics. The team recommends that SB should:

RECOMMENDATION 9

Strengthen the existing IT infrastructure (including developing an intranet) and embrace new technology in preparation for the 2021 Census.

RECOMMENDATION 10

Establish effective off-site disaster recovery arrangements as part of business continuity.

RECOMMENDATION 11

Prepare a business/investment case to Government for state-of-the-art IT infrastructure, engaging relevant stakeholders to shape the requirement and to build support.

5.2.4. HR capacity and capability

Currently, some Ministries and agencies have their own statistical units, while others rely on staff seconded to them by SB. The peer review team see considerable merit in both of these approaches, although as the business of government is increasingly driven by data and statistics the team considers that all parts of government should have professional, dedicated statistical support of their own (working closely with relevant experts in SB).

The team explored the issue of seconded staff in some detail, and found that experiences vary considerably. In a number of cases the staff in question consider that they have been "forgotten" by SB, even though they are expected to report to SB on professional matters. There is no central management (in SB) of seconded staff, some of them feel that they are not made aware of vacancies in SB, and in some cases performance assessments are undertaken by SB with minimal input from the host Ministry which has the most relevant knowledge of an individual's work. In some cases secondments are not time limited, which increases the risk that an individual loses their professional independence and their awareness of statistical developments.

The peer review team considers that there are real potential benefits to Ministries, SB and individuals of a secondment system. It can provide Ministries with statistical expertise and policy-relevant input, SB with the opportunity to strengthen the NSS and to ensure best statistical practice, and individuals with opportunities to gain valuable experience to complement their work in SB.

The peer review team recommends that Statistics Botswana should:

RECOMMENDATION 12

Streamline reporting arrangements and career development for staff attached to Ministries; and review the length of secondments.

RECOMMENDATION 13

Streamline the development of statistical units and the recruitment of statisticians to build statistical capacity within each sector, in order to improve and make more use of data.

Discussions with staff surfaced a number of HR-related issues that appear to be impacting on morale and potentially reducing productivity:

- Concerns about the way in which some managers undertake performance management – for example, the view was expressed that performance assessments are used to control staff rather than to enhance their performance, and that there is an element of unfairness;
- Although some members of staff have worked in different parts of SB, there is no expectation that they should do so, and no systems to encourage rotation. The peer review team sees real value in staff rotation – to provide individuals with a range of experiences and exposure to different statistical activities and subject matters, and to help ensure that SB has a pool of suitable individuals for senior posts in future (succession planning) and that developments in one part of the organisation (or other sectors) can be introduced in others (breaking down silos).
- While staff do undertake training (for example, in project management, Excel, and accountancy), the benefits of this training are not made available systematically to others.

The team reflected on what these issues (the experiences of seconded staff, performance management, staff rotation and training) mean in terms of the culture of Statistics Botswana. The team recognises that in the context of a peer review it is very hard to fully appreciate something as intangible as 'culture', but it considers that there would be real benefit in senior management looking at the current culture and determining whether it is consistent with SB achieving its aims and objectives.

The peer review team recommends that SB should:

RECOMMENDATION 14

Build capacity in performance management to ensure fairness and motivation, in order to strengthen morale and increase productivity.

RECOMMENDATION 15

Develop and implement a staff rotation policy (especially for junior staff) to enable them to experience different roles in SB including attachments to sectors.

RECOMMENDATION 16

Review the corporate culture against SB's strategic aims and objectives, ensuring alignment in aspects such as: professionalism; corporate aspiration; internal communications; self-motivation; innovation; imagination and user-focus.

RECOMMENDATION 17

Ensure that (all) training material is made available to staff.

Consistent with SB's role in coordinating the NSS, and enhancing its professionalism, the peer review team considers that SB might usefully work across sectors to identify areas where training would strengthen the health of the statistical system, and to engage at senior levels to ensure that statistical staff and those using statistics (for example, in Ministries and agencies) to ensure that training is provided. The team does not see it as SB's role to fund such training; this would be for the sectors, as they would be the beneficiaries. The team recommends that SB should:

RECOMMENDATION 18

Develop and implement an NSS training plan.

5.3. Quality

(African Charter Principle 2)

5.3.1. Systems and processes

Statistics Botswana has used some aspects of the DQAF (in particular, classifications and methodology), but the peer review team consider that SB's approach to quality management could usefully be formalised, and good practice (in different parts of SB) could be shared. User engagement does occur, but tends to be relatively ad hoc. Several users who the peer review team met said that they felt that SB was slow to publish its statistics, partly because its validation work only begins once it has finished data collection, and because survey respondents can be slow to provide data. The team would encourage SB to discuss with key users their need for more timely data (and their willingness to accept lower levels of accuracy), and to explore Agile validation checking, for example to validate data in batches rather than waiting for all collection to have been completed. Accordingly, the team recommends that SB should:

RECOMMENDATION 19

Continue to develop quality management systems and processes.

RECOMMENDATION 20

Engage with key users about the trade-off between timeliness and accuracy; use the information to review data processing systems to enable more timely publication of statistics and provision of microdata.

Processes to explore the consistency of different sets of statistics about related topics are relatively informal, complementing the formal committee comprising Statistics Botswana, Ministry of Finance, Bank of Botswana and NBFRIA that meets quarterly to discuss issues around data exchange, consistency and quality checks including GDP as well as the e-GDSS adherence. The peer review team considers that such activity is an important part of quality management, as it enables strategic consideration of inter-relationships that might point to weaknesses in data about a particular topic that are not apparent from looking at the topic in isolation. Bringing together the perspectives of different sets of expert stakeholders can also enhance users' understanding of the statistics, and will also tend to strengthen the NSS. The team recommends that SB should:

RECOMMENDATION 21

Strengthen and formalise consistency checking between related sets of statistics (especially GDP), including at quarterly meetings with MFED, the Bank of Botswana, and the Non-Bank Financial Institutions Regulatory Authority.

5.3.2. Economic statistics

Employment creation is a national priority in Botswana, yet the Labour Force Survey is only conducted every five years. The peer review team was told that SB has bid for resources to undertake a continuous multi-topic survey that would provide regular and timely labour market indicators. Existing labour market and business data only relate to the formal sector; the review team heard that the informal sector is small, but growing. However, this view appeared to be based on insight rather than statistical evidence; the most recent survey of the informal sector was conducted five years ago.

The peer review team was told of a long-standing request for Social Accounting Matrices.

The team recommends that SB should:

RECOMMENDATION 22

Undertake more frequent surveys to estimate the size and nature of the informal sector.

RECOMMENDATION 23

Generate the data required to inform the development of Social Accounting Matrices.

Government Finance Statistics (GFS) are compiled and published by the Ministry of Finance, and incorporated in SB's National Accounts. The GFS statistics are produced using the 1986 GFS manual, and only cover Central Government; plans are being made to engage with local authorities as a step towards extending the scope to the whole of General Government. The peer review team feels the SB has a comparative advantage in covering local government given the nature of its business (that is, field based). The peer review team recommends that SB should:

RECOMMENDATION 24

Engage with the Ministry of Finance to support work to extend the coverage of Government Finance Statistics (GFS) to cover the whole of General Government, and scope and implement work to move GFS onto GFSM2014.

5.3.3. Revisions and errors

Revisions and errors can unsettle users, and threaten the reputation of a statistics office. Many producers seek to 'take ownership' of revisions and errors by explaining publicly their approaches. One stakeholder told the peer review team about his concerns that GDP data are revised more than once, and SB management told the team that, should an error be identified, it will be corrected when the corresponding statistics are next published. The peer review team considers that a more sensitive error handling strategy would be appropriate – for example, 'major' errors (that affect the interpretation of the statistics) should be corrected and brought to the attention of key users immediately, while 'minor' errors may appropriately be corrected in the following release of the statistics. The team recommends that SB should:

RECOMMENDATION 25

Develop, implement and publish a revisions policy - as a priority, for indicators that are revised frequently, such as estimates of GDP.

RECOMMENDATION 26

Develop, implement and publish an error-handling strategy.

5.3.4. Working with the sectors

Statisticians working in the relevant Policy Ministries have developed satellite accounts – a term coined by the United Nations to refer to the measurement of the size of economic sectors that are not defined as industries in the central framework for National Accounts – for water, energy, minerals and tourism. However, these satellite accounts are not incorporated in SB's National Accounts, although they have the potential to provide insights. (Furthermore, use of the satellite accounts might enable SB to reduce duplicative data collection). The peer review team recommends that SB should:

RECOMMENDATION 27

Engage with the Ministry of Minerals, Green Technology and Energy Security and the Ministry of Tourism about how to integrate satellite accounts (water, energy, minerals, and tourism) into the National Accounts.

Administrative data have significant strengths as sources of statistics – they are often timely and cheap (as by-products of management systems), and they are likely to be comprehensive (that is, they cover the whole of the population that they relate to). However, they have potentially significant limitations too – not least that they might be biased due to some part of the process underpinning the transaction or event that they refer to.

Such biases can be the result of ‘gaming’, or ‘perverse incentives’. In any system in which there might be material gain from providing data that are higher or lower than reality – for example, a school claiming that it is teaching more pupils than it actually is to get higher per capita funding, or a policed force reporting fewer crimes than it has actually reported, in order to appear to be meeting its objectives – there is scope for bias. While some quality assurance work can help to explore the nature of the data, complementary surveys can not only shed light on genuine trends, but also enable information to be collected that is not available from administrative systems. For example, a victimisation survey can provide estimates of the number of crimes, and of types of crime, but also provide an opportunity to ask the public about their perceptions of crime, and of the police. The peer review team recommends that SB should:

RECOMMENDATION 28

Discuss with sectors the need for surveys to complement administrative data sources.

5.3.5. Working with international agencies

International agencies publish a considerable number of statistics about countries that receive their support. In most cases these statistics are requested of the country’s NSI but, if they are not available, or if the NSI is slow to provide them, the international agency may make its own estimate (and draw attention to that fact). One informed stakeholder told the peer review team that when he sees such data for Botswana, he is concerned that it impacts adversely on the reputation of Statistics Botswana. The peer review team recommends that SB should:

RECOMMENDATION 29

Develop and implement a programme of work to fill ‘gaps’ in international agencies’ databases – to meet users’ needs, and to enhance SB’s reputation. In addition, improve the system of provision of data to international agencies.

The representatives of the United Nations family who the peer review team met were complimentary about their engagement with SB, and about (for example) the range of gender-disaggregated statistics that are available. The peer review team welcomes the UN representatives’ commitment to deepen its engagement with SB (and across the NSS), and recommends that SB should:

RECOMMENDATION 30

Mobilise the UN family and other development partners to provide advice about new methods to address the data needs associated with SDGs including multi-dimensional poverty, governance/peace/security (GPS) statistics, maternal mortality, and gender-disaggregated statistics; and to advise on priorities for adding analytical value to the underlying statistics.

5.4. Statistical processes

(African Charter Principle 2)

5.4.1. Standards, classifications and metadata

Statistics Botswana uses a wide range of international standards, classifications and concepts across its statistical domains – for example, National Accounts (SNA93), Industry statistics (ISIC 2008 rev 4), education statistics (ISCED 2011), and health statistics (ICD 10). Some classification information is available on the SB website. However, the peer review team felt that SB could do more to promulgate international standards, classifications, definitions and concepts across the NSS, and should also support users by making accessible metadata available (to explain, for example, the different bases used in calculating infant mortality and maternal mortality rates). The team recommends that SB should:

RECOMMENDATION 31

Continue to provide information about Concepts and Definitions, and Standards and Classifications, on the website, but also actively monitor the use of standards and classifications across the NSS.

RECOMMENDATION 32

Develop and publish a metadata dictionary, working with stakeholders (including across the NSS).

5.4.2. Improving access to others' systems

The peer review team was told that in some cases data are emailed from Ministries to SB, or are provided on disk. The team recommends that SB should:

RECOMMENDATION 33

Explore ways of automating data processing to enable SB to interface (extract data from the sectors' systems) more readily.

Most Ministries draw on administrative data for statistical purposes. The description of validation work that is undertaken suggests that checking is rather basic. The peer review team considers that SB has substantial expertise in data validation, and could usefully provide advice and guidance: this would improve the work of the NSS and would help reinforce SB's leadership role across the sectors. The team recommends that SB should:

RECOMMENDATION 34

Create a system for the validation of data from administrative sources, working with relevant sectors.

5.4.3. Improving front-line data input

Discussions with experts in the Ministries of Health and of Basic Education suggested that in both areas there is a proliferation of IT systems (for different health/education bodies) used on the front line – and that some of these are not integrated. In addition, in both health and education, paper forms are still used. As a result some data collection is based on manual data entry processing, and even where IT systems are used, the front line service providers (such as hospitals and schools) cannot always provide data directly to the relevant Ministries. The peer review team recommends that SB should:

RECOMMENDATION 35

Work with service delivery sectors (such as health and education) to develop and harmonise IT systems in ways that support data input at the front line, to improve operational decision making and to produce more accurate, relevant and timely statistics.

5.5. Dissemination

(African Charter Principle 4)

5.5.1. Release calendar

Release calendars are important tools to build trust in a statistical system – because they demonstrate that politicians cannot change the timing of release for their own purposes – and to support users – who can tell when a particular set of statistics is going to be published. Statistics Botswana has a release calendar on its website, and told the peer review team that it is almost always followed: the only reasons for missing pre-announced release dates are because of the need to do further work to quality assure the statistics and, occasionally, because the website has been down (in this latter situation, a hard copy of the release is sent to known users). The value of the release calendar could be enhanced by extending its scope to include statistics produced by other sectors: this would provide users with a single point of contact, and would encourage those Ministries that do not currently pre-announce release times, to do so – so strengthening adherence to the ACS. The peer review team recommends that SB should:

Recommendation 36

Incorporate other agencies along with SB in a release calendar that covers the whole NSS.

5.5.2. Effective dissemination of products

Like most NSIs, Statistics Botswana main dissemination tool is its website, though it also produces traditional hard copy statistical publications. It complements such dissemination with some media (press) conferences, providing opportunities to explain any methodological changes in data collection, and to explain what the new statistics show. The peer review team supports this activity, but felt that SB might draw on the expertise of media representatives in exploring new means of data dissemination.

Discussions with representatives of different Ministries and agencies led the peer review team to conclude that there was considerable scope for sectors (beyond SB) to enhance the dissemination of their statistics. For example, the team was told that the Police hold quarterly press conferences to launch their crime statistics, and make the statistics available to those who request them. The peer review team considers that if there is sufficient user interest to hold a press conference – and worldwide there is substantial interest in crime statistics – that the statistics should be published as a matter of course.

The peer review team recommends that SB should:

RECOMMENDATION 37

Engage with the media about more effective dissemination of products from across the NSS, including those of SB. As part of this, consider the development of an app to improve access to data.

RECOMMENDATION 38

Support sectors in improving the dissemination of their data and statistics.

5.5.3. Alerting stakeholders to the release of new statistics

The peer review team supports the suggestion made by one stakeholder that it should be possible to register an interest in particular statistical series and be alerted when new data are released. The team recommends that SB should:

RECOMMENDATION 39

Complement the existing system of email notification of new publications by enabling notifications through additional platforms; expand the number of users on the circulation list.

5.5.4. Time series data

Those stakeholders with an interest in forecasting, and in monitoring and evaluation were keen to have time series of key data in accessible databases on SB's website. Much of the information is currently only available in hard copy paper volumes. The peer review team recommends that, in the context of enhancing its website, SB should:

RECOMMENDATION 40

Meet users' needs for time series data by:

- a) Implementing a project to digitise historical data, with priorities established in discussion with users; and*
- b) Developing the functionality of the website to provide user-friendly databases.*
- c) Developing an Open Data policy to enhance transparency and accountability.*

Annex 1

List of attendants at the Peer review meetings



N°	Name	Designation	Email	Phone
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**COURTESY VISIT-PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS), 06-AUGUST 2018
(0900-0930HRS) - SB BOARD ROOM**

1	Dr. Burton Mguni	STATISTICIAN GENERAL (SG) – Statistics Botswana	bmguni@statsbots.org.bw	3671304
2	Ms. Boitumelo Matlhaga	Acting DSG (ECOSOC)	bmatlhaga@statsbots.org.bw	3671307
3	Mr. Tapologo Baakile	Director – Socio Demographic Statistics	tbaakile@statsbots.org.bw	3671454
4	Ms. Banabo Tshupeng	Chief Internal Auditor	btshupeng@statsbots.org.bw	3671338
5	Ms. Koontse Mokgwathi	Acting Director – Stakeholder Relations	knmokgwathi@statsbots.org.bw	3671347
6	Ms. Ketso Makhumalo	Acting Director –Economic Statistics	kmakhumalo@statsbots.org.bw	3671336
7	Ms. Ediretse Mokara	Director – Corporate Services	ecmokara@statsbots.org.bw	3671300
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12	Ben Paul Mungyereza	PEER: Executive Director – Uganda Bureau of Statistics (UBOS)	ben.mungyereza@ubos.org	+256-772519292
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PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING BETWEEN NSS COORDINATION & PEER REVIEW TEAM TO DISCUSSION MISSION PROGRAM – 06 AUGUST 2018, 0935-1030 - SB BOARD ROOM

1	Ms. Koontse Mokgwathi	Acting Director – Stakeholder Relations	knmokgwathi@statsbots.org.bw	3671347
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N°	Name	Designation	Email	Phone
PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH STATISTICIAN GENERAL (SG) – 06 AUGUST 2018, 1100-1200 - SB BOARD ROOM				
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23	Nzingoula Gildas Crepin	OBSERVER: Statistician-African Union Commission	crepinn@africa-union.org	+251924109377
PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH SOME SB STAFF, 07 AUGUST 2018, 0830-1030HRS))- SB 1ST FLOOR CONFERENCE ROOM				
1	Virginia Sebekedi	Senior Statistician- Civil & Vital Statistics	vsebekedi@statsbots.org.bw	3671347
2	Potlako C. Kgari	Senior Statistician- Tourism Statistics	pckgari@statsbots.org.bw	3671478
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Annex 1

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19	Richard Laux	EXPERT: Statistical Expert	richard.laux@cabinetoffice.gov.uk	+44-7946304804
20	Nzingoula Gildas Crepin	OBSERVER: Statistician-African Union Commission	crepinn@africa-union.org	+251924109377
PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH MINISTRY OF FINANCE & ECONOMIC DEVELOPMENT (MFED), 07 AUGUST 2018, 1100-1200HRS - SB 1ST FLOOR CONFERENCE ROOM				
1	Boineelo Peter	Director – Budget Analyses, MFED	bpeter@gov.bw	3950100
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4	Mogotsi Motlhajoe	Senior Finance Officer, MFED	mmotlhajoe@gov.bw	3950311
5	Joseph Williams	Finance Officer, MFED	jwilliams@gov.bw	3950267
6	Ipuseng Zambo	NSS Coordinator, SB	izambo@statsbots.org.bw	3671478
7	Ben Paul Mungyereza	PEER: Executive Director – Uganda Bureau of Statistics (UBOS)	ben.mungyereza@ubos.org	+256-772519292
8	Alex Shimuafeni	PEER: Statistician General (SG) – Namibia Statistics Agency (NSA)	ashimuafeni@nsa.org.na	+264-614313201 +264-811287247
9	Richard Laux	EXPERT: Statistical Expert	richard.laux@cabinetoffice.gov.uk	+44-7946304804
10	Nzingoula Gildas Crepin	OBSERVER: Statistician-African Union Commission	crepinn@africa-union.org	+251924109377

N°	Name	Designation	Email	Phone
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PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH ADMINISTRATION OF JUSTICE (AOJ), 07 AUGUST 2018, 1200-1245HRS - SB 1ST FLOOR CONFERENCE ROOM

1	Virginia Sebekedi	Senior Statistician – Crime & Vital Statistics, AoJ	vsebekedi@statsbots.org.bw	3718148
2	Kelebetse Mbiganyi	Statistician- Crime & Vital Statistics, AoJ	kmbiganyi@statsbots.org.bw	3718148
3	Ipuseng Zambo	NSS Coordinator, SB	izambo@statsbots.org.bw	3671478
4	Ben Paul Mungyereza	PEER: Executive Director – Uganda Bureau of Statistics (UBOS)	ben.mungyereza@ubos.org	+256-772519292
5	Alex Shimuafeni	PEER: Statistician General (SG) – Namibia Statistics Agency (NSA)	ashimuafeni@nsa.org.na	+264-614313201 +264-811287247
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PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH MINISTRY OF HEALTH & WELLNESS (MOHW), 07 AUGUST 2018, 1400-1500HRS, MOHW CONFERENCE ROOM 10A2

1	Mr. Moses Keetile	Deputy Permanent Secretary (DPS) -Health Policy Research & Development	mkkeetile@gov.bw	3632606
2	Dr. Morrison Sinvula	DPS –Health Services Management	msinvula@gov.bw	3632094
3	Ms. Baile Moagi	DPS-Health Services (M & E)	bmoagi@gov.bw	3632554
4	Ms. Thato Sengwaketse	Acting Director-Public Health	tsengwaketse@gov.bw	3632069
5	Ms. Elizabeth Koko	Acting Director-HIV/AIDS	ekoko@gov.bw	3632053
6	Mr. Treasure Mothobi	Acting Director-Health Policy Development, Monitoring & Evaluation	tmothobi@gov.bw	3632506
7	Mr. Robert Selato	Chief Research Officer-National AIDS Coordinating Agency (NACA)	rselato@gov.bw	3170314
8	Ms. Nokuthula Majingo	Chief-Malaria Programme	nmajingo@gov.bw	3632108
9	Ms. Diemo Motlapele	Senior Statistician- Health Statistics Unit	dmotlapele@gov.bw	3632500
10	Mr. Tony Chebani	Chief Informatics (Monitoring & Evaluation)	tchebani@gov.bw	3632496
11	Ipuseng Zambo	NSS Coordinator	izambo@statsbots.org.bw	3671478
12	Elizabeth Mantswe	Statistician - NSS	emantswe@statsbots.org.bw	3671478
13	Ben Paul Mungyereza	PEER: Executive Director – Uganda Bureau of Statistics (UBOS)	ben.mungyereza@ubos.org	+256-772519292
14	Alex Shimuafeni	PEER: Statistician General (SG) – Namibia Statistics Agency (NSA)	ashimuafeni@nsa.org.na	+264-614313201 +264-811287247
15	Nzingoula Gildas Crepin	OBSERVER: Statistician-African Union Commission	crepinn@africa-union.org	+251924109377
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Annex 1

N°	Name	Designation	Email	Phone
PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH MINISTRY OF AGRICULTURE & FOOD SECURITY (MOA) 07 AUGUST 2018, 1530-1630HRS, SB 1ST FLOOR CONFERENCE ROOM				
1	D.L. Keboneilwe	Deputy Director-Research, MOA	dkeboneilwe@gov.bw	3632606
2	Koontse Mokgwathi	Acting Director-Stakeholder Relations, SB	knmokgwathi@statsbots.org.bw	3632094
3	L. C. Ntebang	Principal Economist, MOA	Intebang@gov.bw	3632554
4	B. P. Zacharia	Senior Economist, MOA	bpmogapi@gov.bw	3632069
5	S. K. Sabone	PAE 1, MOA	sksabone@gov.bw	3632053
6	I.R.H. Tirelo	Statistician, MOA	itirelo@gov.bw	3632506
7	I Zambo	NSS Coordinator, SB	izambo@statsbots.org.bw	3170314
8	Ndapiwa Gaolaolwe-Major	Temp. Statistician NSS, SB	ngaolaolwe@statsbots.org.bw	3632108
9	Ben Paul Mungyereza	PEER: Executive Director – Uganda Bureau of Statistics (UBOS)	ben.mungyereza@ubos.org	+256-772519292
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11	Nzingoula Gildas Crepin	OBSERVER: Statistician-African Union Commission	crepinn@africa-union.org	+251924109377
12	Richard Laux	EXPERT: Statistical Expert	pmakgatle@statsbots.org.bw	+44-7946304804
PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH MINISTRY OF BASIC EDUCATION (MOBE), 08 AUGUST 2018, 0830-0930HRS, SB 1ST FLOOR CONFERENCE ROOM				
1	Koontse Mokgwathi	Acting Director-Stakeholder Relations, SB	knmokgwathi@statsbots.org.bw	3671347
2	Onalenna Senwedi	Chief Education Officer (CEO) - Department of Educational Planning and Research Services (DEPRS)	osenwedi@gov.bw	3932579
3	Thabo Jacob Tswiio	Senior Statistician – Education, MoBE	jttswiio@statsbots.org.bw ; ttswiio@gmail.com	3655496
4	M. Gwafila	DEPRS- Education Management and Information System (EMIS) Reform, MoBE	mgwafila@gov.bw	3956342
5	G.K Chabaditsile	DEPRS , MoBE	gchabaditsile@gov.bw	3105050
6	M. Moreti	DEPRS, MoBE	mmoreti@gov.bw	3674524
7	G.K. Mphato	DEPRS , MoBE	gmphato@gov.bw	3655466
8	M.P. Peloewetse	Statistician-Education, SB	ppeloewetse@statsbots.org.bw ; mmamikip@gmail.com	3655496
9	Ipuseng Zambo	NSS Coordinator, SB	izambo@statsbots.org.bw	3671478
10	Ben Paul Mungyereza	PEER: Executive Director – Uganda Bureau of Statistics (UBOS)	ben.mungyereza@ubos.org	+256-772519292
11	Alex Shimuafeni	PEER: Statistician General (SG) – Namibia Statistics Agency (NSA)	ashimuafeni@nsa.org.na	+264-614313201 +264-811287247
12	Nzingoula Gildas Crepin	OBSERVER: Statistician-African Union Commission	crepinn@africa-union.org	+251924109377
13	Richard Laux	EXPERT: Statistical Expert	pmakgatle@statsbots.org.bw	+44-7946304804

N°	Name	Designation	Email	Phone
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PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH MINISTRY OF TERTIARY EDUCATION, RESEARCH, SCIENCE & TECHNOLOGY (MOTE), 08 AUGUST 2018, 1115-1215HRS, VENUE: MOTE

(MOTE requested to move meeting to 1500-1545 same day, and was held as per rescheduled. NOTE: Meeting with Ministry of Transport and Communications which was scheduled for the aforesaid time could not be held due to unavailability of the relevant stakeholders at the Ministry).

PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH MINISTRY OF MINERAL RESOURCES, GREEN TECHNOLOGY & ENERGY SECURITY (MMGE), 08 AUGUST 2018, 1115-1215HRS, MMGE 2ND FLOOR CONFERENCE ROOM

1	Ofentse Ditsele	Director, Minerals Affairs Division	oditsele@gov.bw	3656600
2	Harold Melaetsa	Chief Minerals Officer (CMO), Minerals Affairs Division	omelaetsa@gov.bw	3656600
3	Gomotsang Tshoso (Dr.)	Chief Geologist, Botswana Geoscience Institute (BGI)	tshosog@bgi.org.bw	5336749
4	Tebogo Selaelo	Principal Minerals Officer (PMO) Diamond Hub, MMGE	tselaelo@gov.bw	3915311
5	Anne Leipecto	Senior Energy Officer (SEO) Department of Energy	aleipecto@gov.bw	3640222
6	Senwelo K. Keipeile	Senior Energy Officer (SEO), Department of Energy, MMGE	kskeipeile@gov.bw	3640261
7	Otsile Chelenyane	Statistician-Industrial Statistics, SB	ochelenyane@statsbots.org.bw	3671333
8	Mothati Madande	Statistician - Industrial Statistics, SB	mmadande@statsbots.org.bw	3671329
9	Kwashirai Chigodora	Statistician-Environmental Statistics, SB	kchigodora@statsbots.org.bw	3671325
10	Ipuseng Zambo	NSS Coordinator, SB	izambo@statsbots.org.bw	3671478
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12	Alex Shimuafeni	PEER: Statistician General (SG) – Namibia Statistics Agency (NSA)	ashimuafeni@nsa.org.na	+264-614313201 +264-811287247
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PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH BOTSWANA POLICE SERVICE (BPS), 08 AUGUST 2018, SB 1ST FLOOR CONFERENCE ROOM, 1345-1445HRS

1	S. Tsheko	Director- Strategy Management, BPS	stsheko@gov.bw	3622108
2	S.N. Mosutlha	Computer Systems Manager , BPS	smosutlha@gov.bw	3993801
3	G. Raditlhalo	SSOO, BPS	graditlhalo@gov.bw	3622249
4	S Keapereng	Senior Training - CID	skeapereng@gov.bw	5336203
5	V. Sebekedi	Senior Statistician-Civil & Vital Statistics	vsebekedi@statsbots.org.bw	3718148
6	K. Kepadisa	Traffic Admin. Officer	kkepadisa@gov.bw	3624010
7	Ipuseng Zambo	NSS Coordinator SB	izambo@statsbots.org.bw	3671478

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N°	Name	Designation	Email	Phone
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10	Nzingoula Gildas Crepin	OBSERVER: Statistician-African Union Commission	crepinn@africa-union.org	+251924109377
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PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH MINISTRY OF TERTIARY EDUCATION, RESEARCH AND TECHNOLOGY (MOTE)-DEPARTMENT OF RESEARCH, SCIENCE & TECHNOLOGY (DRST), 08 AUGUST 2018 SB (1500-1545HRS) 1ST FLOOR CONFERENCE ROOM

1	Lesego M. Thawae	Director, Dept. of Research, Science and Technology (DRST)	lmotoma@gov.bw	3613100
2	Oatumetse Seabe	Principal Research, Science & Technology Officer (PRSTO)-P&L, DRST	omseabe@gov.bw	3613100/24
3	Ontlametse Gaothuse	PRSTO - DRST	ogaothuse@gov.bw	3613100/25
4	G. Moseki	PRSTO (STI), DRST	gbdmoseki@gov.bw	3613100/118
5	Ipuseng Zambo	NSS Coordinator SB	izambo@statsbots.org.bw	3671478
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9	Richard Laux	EXPERT: Statistical Expert	pmakgatle@statsbots.org.bw	+44-7946304804

PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH NATIONAL AIDS COORDINATING AGENCY (NACA), 08 AUGUST 2018, 1550-1630HRS, VENUE: NACA

(Meeting was cancelled as the National AIDS Coordinating Agency was represented during consultative meeting with Ministry of Health and Wellness (MoHW) on the 07 August 2018, 1400-1500hrs.

PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH NON-BANK FINANCIAL INSTITUTIONS REGULATORY AUTHORITY (NBFIRA), 09 AUGUST 2018, 0830-0930, SB 1ST FLOOR CONFERENCE ROOM

1	Mbiganyi Modise	Manager-Capital Markets , NBFIRA	mmodise@nbfire.org.bw	72858952
2	Tebogo Munyengwa	Manager – Research, NBFIRA	tmunyengwa@nbfire.org.bw	71685709
3	Bontle Ndlovu	Manager-Retirement Funds, NBFIRA	bndlovu@nbfire.org.bw	71349751
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N°	Name	Designation	Email	Phone
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PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH REPRESENTATIVES OF THE UNIVERSITIES, 09 AUGUST 2018, 1000-1100HRS, SB 1ST FLOOR CONFERENCE ROOM

1	Lucky Mokgatlhe	Head of Department (HOD), Dept. of Statistics, University of Botswana (UB)	mokgatlhe@mopipi.ub.bw	72554903
2	Alphonse Amey	Prof, Botswana International University of Science Technology (BIUST)	ameya@biust.ac.bw	72811263
3	Boitshepho Pontsho	Senior Researcher , Botswana Public Service College (BPSC)	boipontsho@gmail.com bsegobye@gov.bw	71729469
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7	Nzingoula Gildas Crepin	OBSERVER: Statistician-African Union Commission	ashimuafeni@nsa.org.na	+251924109377
8	Richard Laux	EXPERT: Statistical Expert	crepinn@africa-union.org	+44-7946304804

PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH NATIONAL DEVELOPMENT PLAN (NDP 11) MONITORING & EVALUATION DATA MANAGEMENT STREAM, 09 AUGUST 2018, 1115-1215HRS, SB 1ST FLOOR CONFERENCE ROOM

1	Molefe Phirinyane	Research Fellow – Botswana Institute for Development Policy Analysis (BIDPA)	molefep@bidpa.bw	3971750
2	Gabotele Gofetamang	Research Assistant -Government Implementation Coordination Office (GICO)	gbgofetamang@gov.bw	3631747
3	Moses Galeboe	Chief M &E Officer, GICO	mogaleboe@gov.bw	3631783
4	Ipuseng Zambo	NSS Coordinator - SB	gbdmoseki@gov.bw	3671478
5	Ben Paul Mungyereza	PEER: Executive Director – Uganda Bureau of Statistics (UBOS)	izambo@statsbots.org.bw	+256-772519292
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7	Nzingoula Gildas Crepin	OBSERVER: Statistician-African Union Commission	ashimuafeni@nsa.org.na	+251924109377
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N°	Name	Designation	Email	Phone
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PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH REPRESENTATIVES OF THE MEDIA, 09 AUGUST 2018, 1220-1300HOURS, SB 1ST FLOOR CONFERENCE ROOM

1	Mmapula Molapong	Producer News Reporter – Gabz FM	mmapula.molapong@gabzfm.co.bw	75044680
2	John Churu	Editor-TV/Newspaper	jpchuru2@gmail.com	76388323
3	Dikarabo Ramadubu	News Editor -CBET PTY	dikarabor@guadiansun.co.bw	76375072
4	Ephraim Banda	Editor - STRIDES	sstridesmagazine@gmail.com	77625030
5	Meebeel Siphambili	Reporter – African Review	msiphambili@yahoo.com	72518737
6	Temba Sibanda	Senior Corporate Communications Officer (SCCO), SB	tsibanda@statsbots.org.bw	3671349
7	Ipuseng Zambo	NSS Coordinator, SB	izambo@statsbots.org.bw	3671789
8	Elizabeth Mantswe	Statistician – NSS, SB	emantswe@statsbots.org.bw	7560332
9	Golebaone David	Temporary Corporate Communications Officer, SB	gledavid@statsbots.org.bw	76127583
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PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH NATIONAL DEVELOPMENT PLAN (NDP 11) MONITORING & EVALUATION DATA MANAGEMENT STREAM, 09 AUGUST 2018, 1115-1215HRS, SB 1ST FLOOR CONFERENCE ROOM

1	Molefe Phirinyane	Research Fellow – Botswana Institute for Development Policy Analysis (BIDPA)	molefep@bidpa.bw	3971750
2	Gabotele Gofetamang	Research Assistant -Government Implementation Coordination Office (GICO)	gbgofetamang@gov.bw	3631747
3	Moses Galeboe	Chief M & E Officer, GICO	mogaleboe@gov.bw	3631783
4	Ipuseng Zambo	NSS Coordinator - SB	gbdmoseki@gov.bw	3671478
5	Ben Paul Mungyereza	PEER: Executive Director – Uganda Bureau of Statistics (UBOS)	izambo@statsbots.org.bw	+256-772519292
6	Alex Shimuafeni	PEER: Statistician General (SG) – Namibia Statistics Agency (NSA)	ben.mungyereza@ubos.org	+264-614313201 +264-811287247
7	Nzingoula Gildas Crepin	OBSERVER: Statistician-African Union Commission	ashimuafeni@nsa.org.na	+251924109377
8	Richard Laux	EXPERT: Statistical Expert	crepinn@africa-union.org	+44-7946304804

N°	Name	Designation	Email	Phone
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PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH BOTSWANA NON-GOVERNMENT ORGANISATION (NGO) COUNCIL, 09 AUGUST 2018, 1400-1500HRS, SB 1ST FLOOR CONFERENCE ROOM

(Meeting was not held. The NGO Council could not turn up)

PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS): MEETING WITH THE UNITED NATION (UN) FAMILY, 09 AUGUST 2018, 1530-1630HRS, SB 1ST FLOOR CONFERENCE ROOM

1	Bame Mannathoko	M&E Analysis - UNDP	bame.mannathoko@undp.org	3633729
2	Magdeline Madibela	OIC - UNWOMEN	magdeline.madibela@unwomen.org	3633718
3	Mareledi Segotso	Asst. Representative - UNFPA	segotso@unfpa.org	3633757
4	Ipuseng Zambo	NSS Coordinator SB	izambo@statsbots.org.bw	3671478
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SB EXECUTIVE DEBRIEFING ON THE PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS), 10 AUGUST 2018, 1400-1500HRS, SB BOARD ROOM

1	Dr. B. Mguni	Statistician General (SG), SB	bmguni@statsbots.org.bw	3671304
2	Ms. Malebogo Kerekang	Acting Deputy Statistician General (DSG)-Statistical & Technical Operations (STO)	mkerekang@statsbots.org.bw	3671350
3	Ms. Boitumelo Matlhaga	Acting DSG (ECOSOC)	bmatlhaga@statsbots.org.bw	3671300
4	Mr. Tapologo Baakile	Director – Socio Demographic Stats.	tbaakile@statsbots.org.bw	3671300
5	Ms. Banabo Tshupeng	Chief Internal Auditor, SB	btshupeng@statsbots.org.bw	3671300
6	Ms. Patricia Zambezi	Director - DSMIS	pgopolang@statsbots.org.bw	3671300
7	Ms. Koontse Mokgwathi	Acting Director, Stakeholder Relations	knmokgwathi@statsbots.org.bw	3671347
8	Ms. Ketso Makhumalo	Acting Director ECOSOC	kmakhumalo@statsbots.org.bw	3671300
9	Ms. Oneetse Gaosekelle	Manager-Trade & Industry	ogaosekelwe@statsbots.org.bw	3671308
10	Kebabonye L. Molefhi	Manager –Agric. \$ Environment	klmolefhi@statsbots.org.bw	3671309
11	Mr Hlubi Gilika	Manager - IT	hlgilika@statsbots.org.bw	3671420
12	Mr. Tswiio Thabo	Acting Manager – Health & Education	jtswiio@statsbots.org.bw	3655401
13	Mr Temba Sibanda	Senior Corporate Communications Officer	tsibanda@statsbots.org.bw	3671349
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MEETING WITH STATISTICS BOTSWANA BOARD CHAIRPERSON- PEER REVIEW OF BOTSWANA'S NATIONAL STATISTICAL SYSTEM (NSS), 10 AUGUST 2018, 1615-1700HRS, SB BOARD ROOM

1	Mr. Letsema Motsemme	SB Board Chairperson		3671305
2	Dr. B. Mguni	Statistician General (SG), SB	bmguni@statsbots.org.bw	3671304
3	Ms. Malebogo Kerekang	Acting Deputy Statistician General (DSG)-Statistical & Technical Operations (STO)	mkerekang@statsbots.org.bw	3671350
4	Ms. Boitumelo Matlhaga	Acting DSG (ECOSOC)	bmatlhaga@statsbots.org.bw	3671300
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Annex 2

Agenda for peer review of Botswana's National Statistical System



Date	Time	Venue	Activity	Confirmation Status
August 5th, 2018			Initial meeting of peer review team	Preparatory meeting of peer review team member
August 6th, 2018	0900-0930	SB Board Room	Courtesy Visit with SB Management	SB Management invited and confirmed
	0935-1030		Meeting with NSS coordination & Peer Review Team <ul style="list-style-type: none"> • Discussion of the programme of the peer review visit • Discussion of the methodology and focus of the peer 	Confirmed
	1100-1200	SB	Meeting with the Statistician General	Confirmed
	1205-1630		Meeting with some staff of SB <ul style="list-style-type: none"> • Description of the statistical system of the country Theme 1 – Organisation and coordination of the NSS Theme 2 – Institutional environment • Theme 3 – Quality • Theme 4 Theme 5 – • Dissemination – 	<ul style="list-style-type: none"> • Theme 1 & 2 set for 1205-1245 • Theme 3, 4 1400-1530 Confirmed. • Theme 5 scheduled for 150-1630- confirmed
August 7 th , 2018	0830-1030		Meeting with some SB staff	Confirmed: <ol style="list-style-type: none"> 1. Mr Thuso Otukile-Sampling frame support 2. Ms Gaolatlhe Mmolawa-DES 3. Mr Potlako Kgari-DES 4. Mr Rejoyce Mbalekelwa-DES 5. Mr Kwashirai Chigodora-DES 6. Ms Lorato Jorosi-DCS 7. Ms Virginia Sebekedi-DSDS 8. Ms Kelebetse Mbiganyi-DSDS 9. Mr Kebonye Setshube-DSR 10. Ms Onalenna Letshabo-DSR 11. Ms Phatsimo 12. Ms Joyce 13. Ms Jenifer
			Meetings with producers of statistics in ministries	
	1100-1200		<ul style="list-style-type: none"> • Ministry of Finance and Economic Development 	<ul style="list-style-type: none"> • Mr W. Matekane Confirmed for Macro Economic Financial Policy. • Ms Peter Confirmed attendance for Budget Analysis and Debt Management. • Population Policy confirmed on Monday, 6 August 2018. Venue: SB First Floor Conference Room
	1200-1245		<ul style="list-style-type: none"> • Administration of Justice 	Confirmed. Venue: SB First Floor Conference Room

Date	Time	Venue	Activity	Confirmation Status
August 7 th , 2018	1400-1500		• Ministry of Health & Wellness	Confirmed by Edith Keakile 1. National Coordinator, NACA 2. Director, Health Services 3. Deputy Permanent Secretary -Health Services Management -Health Services Monitoring & Evaluation 4. Acting Director, - HIV/AIDS Prevention and Care - Public Health - Health Inspectorate - Health Policy Development and Evaluation 5. Chief Systems Analyst 6. Performance Improvement Coordinator 7. Chief Health Officer -M & E -Health Informatics 8. Senior Statistician Venue: MOH Conference room 10A2
	1530-1630		• Ministry of Agriculture & Food Security	Ms Bantle Confirmed. Venue: SB First Floor Conference Room
August 8 th , 2018			Meetings with producers of statistics in ministries (con't)	
	0830-0930		Ministry of Basic Education & Skills Development	Mr Gwafila Confirmed. Venue: SB First Floor conference room
	1115-1215		Ministry of Minerals Mineral Resources, Green Technology and Energy Security	Confirmed by Mr Ofentse Ditsele. Contacts: 365 6657 Venue: MMGE second floor conference room
	1345-1445		Police	Confirmed by Mr Tsheko. Venue: SB Floor 1 Conference room.
	1500-1545		Ministry of Tertiary Education, Research, Science and Technology	Confirmed. However, meeting was initially scheduled for 1000-1100 same day. Liaison Person: Ms Gagoope Kgamaetsile Contact: 3613116 Email: gkgamaetsile@gov.bw Venue: MOTE ,at Medical Mews opposite BANC ABC
	1550-1630		National AIDS Coordinating Agency (NACA)	Meeting was cancelled as the National AIDS Coordinating Agency was represented during consultative meeting with Ministry of Health and Wellness (MoHW) on the 07 August 2018, 1400-1500hrs. Contact Person: Mr Robert Selato Contact: 365 4882 Email: rselato@gov.bw Venue: NACA

Annex 2

Date	Time	Venue	Activity	Confirmation Status
August 9th, 2018			Meetings with selected users and stakeholders	
	0830-0930		• Non-Bank Financial Institutions Regulatory Authority	Ms Makwaeba Confirmed. Venue: SB Floor 1 Conference Room
	1000-1100		• Representative of the Universities (UB, BIUST, BAISAGO, BOTHO, BUAN)	<ul style="list-style-type: none"> • Baisago Confirmed. President - Professor Driekie Hay-Swemmer to attend. Liaison person is Minny Nkwe, Personal Assistant to the President, C: (+267) 72624462. • Botswana Public Service College Confirmed: Boitshepo Pontsho to attend. Contact: 3684200 • BUAN Confirmed. Mr G. Nthoiwa to attend. • Botho University Confirmed. Prof Peter Mbatl to attend • UB: confirmed. Dr. Mokgatlhe • BIUST confirmed: Dr Boikanyo Makubate to attend. Venue: SB First Floor conference Room
	1115-1215		• Meeting with the Data Management Stream (National Strategy Office (NSO), Government Implementation Coordinating Agency, Botswana Institute for Development Policy Analysis (BIDPA), UB,)	<ul style="list-style-type: none"> • NSO Confirmed. • Mr Moses Galeboe confirmed. • BIDPA, Mr Molefe Phirinyane has confirmed. • GICO confirmed • UB: sent an apology Venue: SB First Floor Conference room.
	1220-1300		• Representatives of the media	Confirmed.
	1400-1500		• Botswana Non-Government Organisation (NGO) Council	Ms Motshwaedi Confirmed. But was not held as representatives did not show-up. Contacts: 3961079/ 3961080 Venue: SB First Floor conference room
	1530-1630		• Representatives of international development agencies (e.g. World Bank, UNICEF, UNDP, UNFPA etc.)	• Ms Tsogo at UN Confirmed. Contacts: 3633707 Venue: UN
August 10th, 2018			Peer review team	
	0900-1230		Drafting of preliminary findings and recommendations	Peer Review Team
	1400-1600		Presentation of the Recommendations to SB Executive	Confirmed
			• Presentation and discussion of main findings and recommendations	
	1615-1700		Meeting with the Board Chairperson	Confirmed



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