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NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS (NSDS)

2006/07-2015/16

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MINISTRY OF FINANCE AND DEVELOPMENT PLANNING

BUREAU OF STATISTICS

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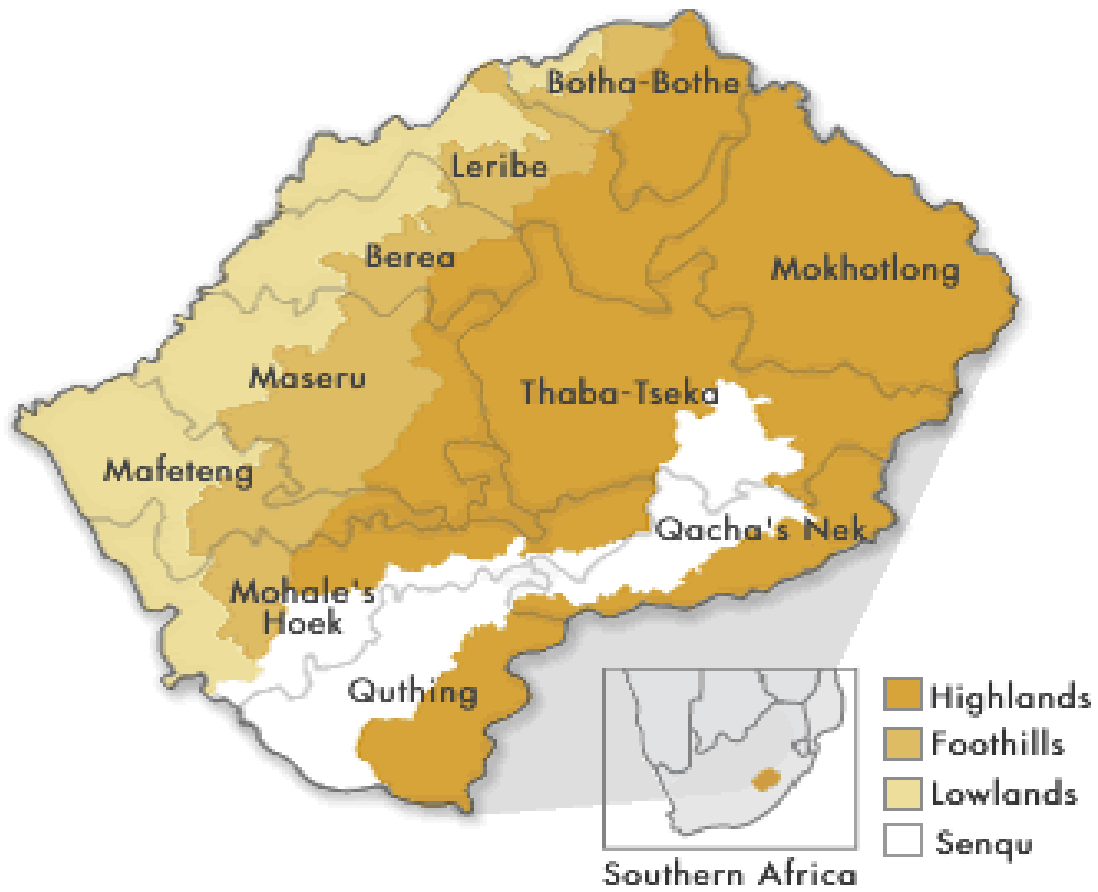
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MAP OF LESOTHO



DISTRICT MAP OF LESOTHO



FOREWORD

There is now broad consensus internationally that good statistics are a necessary part of the enabling environment for national development. Statistics are needed for, among others, managing the business of government as well as providing society generally with information; providing a basis for good policy and decision-making; identifying best courses of action in addressing complex issues; monitoring in a transparent manner, monitoring government service delivery programmes, to individuals as well as households; designing, management, monitoring and evaluation of national policy frameworks such as employment creation.

In 2006 the Government of Lesotho through the Bureau of Statistics (BOS) embarked on designing the National Strategy for the Development of Statistics (NSDS). The NSDS was designed in a consultative and participatory manner in order to mobilize support, build ownership and obtain commitment from stakeholders for the improvement of the National Statistical System (NSS). The design process involved the participation of Ministries, Departments and Agencies (MDAs) in Lesotho. This involvement was extended to ten districts of Lesotho. The consultative process included the conduct of stakeholders' training workshops, advocacy at both central and district levels of government, various meetings and assessment of statistical activities in the NSS using individual questionnaires.

The BOS was assisted by the African Development Bank (AfDB) International Statistical Consultant. During the design phases of the NSDS, financial assistance was provided by both the United Nations Development Programme (UNDP) and the Government of Lesotho to enable recruitment of two National Consultants. UNDP also, provided additional technical assistance for NSDS activities including the conduct of NSDS workshops. Following the preparation of the NSDS draft report, the World Bank International Statistical Consultant, provided technical assistance to the BOS on the linkage of the NSDS to the National Monitoring and Evaluation System established by the Government of Lesotho. The AfDB International Statistical Consultant, assisted in the finalization of the NSDS report.

NSDS is an integrated framework for strengthening the National Statistical System in the country in a holistic, comprehensive, synergic and sustainable manner. It is a framework for strengthening statistical capacity across the entire NSS for results-based management. Its design followed international guidelines and best practice including undertaking a benchmark assessment of the state of statistics in the country. The NSDS defines where the country would like its entire National Statistical System to be in the medium-term. It provides a "Road Map", milestones for getting there and indicators for tracking progress. Most importantly, the NSDS provides for the introduction of modern management principles in statistical organization and management in any country in order to enhance value-creation.

I would like to thank the AfDB Consultants, the World Bank Consultant, UNDP Resident Representative and her dedicated staff, the BOS Director and her devoted staff, the National Consultants and all stakeholders for the extensive and wide-ranging input into the preparation of the NSDS. I trust that the high quality statistics to be provided by a reformed NSS will provide ideal guidance for the implementation, monitoring and evaluation of measures that can successfully shape up our country's future.

Minister of Finance and Development Planning
Dr. Timothy Thahane

PREFACE

The Bureau of Statistics (BOS) is the apex agency responsible for the production of statistics in the Kingdom of Lesotho. BOS works closely with other government Ministries, Departments and Agencies (MDAs) in producing quality statistics required for monitoring and evaluating various programmes and projects. Statistics are important in helping policy makers to allocate scarce resources, monitor national progress and make government more transparent and accountable. To enable the development of statistics in Lesotho, the National Statistical System, involving all data producers, users and suppliers and research and training institutions, have been called upon to work together.

The launching of the National Strategy for the Development of Statistics (NSDS) in 2006 was an important milestone towards the development of a comprehensive and well coordinated National Statistical System (NSS) for producing official statistics. The NSDS is the beginning of the process of enhancing the profile of statistics and professionalism of the statistical service.

This NSDS presents the Vision, Mission, Core values, Principles and Strategic Objectives that will guide the NSS for the period 2006/07 to 2015/16. The objective is to enable the country to meet its increasing demand for high quality, timely, and accessible statistical information for evidence based decision making. NSDS has become a new benchmark for statistical planning and adopts a strategic approach which has been integrated with policy processes. As part of the preparation of the NSDS, Sector Strategic Plans for Statistics were developed and this initiated a review the BOS Strategic Plan. The guidance of the African Development Bank (AfDB) Consultant and National Consultants is very much appreciated. The preparation of this plan involved the staff of BOS and of key stakeholders.

I would like to thank the African Development Bank (AfDB) for the technical assistance they provided in the design of the NSDS. The AfDB Consultant visited Lesotho on different NSDS missions during the period from October 2006 to December 2009 to guide the BOS and MDAs in the design of the NSDS. I would also like to thank the World Bank Consultant for the technical assistance provided to BOS on the linkage of the NSDS to the National Monitoring and Evaluation System, established by the Government of Lesotho. I am also grateful to the AfDB Consultant who assisted with the preparation of the final NSDS report; the National Consultants who facilitated the design process and also on the finalization of the NSDS report, BOS Senior Management Team, NSDS Coordinator and the NSDS Team at BOS, NSDS Sector Statistics Committees, all the BOS staff and staff of the MDAs for the contributions they made to the design of the NSDS. It is my greatest wish that the Government of Lesotho will expedite on the implementation of the recommendations detailed in the Plan.

Liengoane M. Lefosa
Director
Bureau of Statistics

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ACRONYMS

ADF	African Development Fund	ICP	International Comparison Programme
AfDB	African Development Bank		
AGOA	African Growth and Opportunity Act	ICT	Information and Communications Technology
AIDS	Acquired Immune Deficiency Syndrome	IFMIS	Integrated Financial Management Information System
APS	Agricultural Production Survey		
AR	Annual review	IMF	International Monetary Fund
ARV	Anti Retro Viral	IT	Information Technology
BOS	Bureau of Statistics	LEA	Lesotho Electricity Authority
CBL	Central Bank of Lesotho	LEC	Lesotho Electricity Company
CEDAMA	Committee on Environmental Data Management	LGDN	Lesotho Government Data Network
CMA	Common Monetary Area	LHDA	Lesotho Highlands Development Authority
CMS	Continuous Multi-Purpose Household Survey	LMS	Lesotho Meteorology Services
COW	Commission on Water		
CStP	Country Statistics Profile	LNDC	Lesotho National Development Corporation
DA	District Administrator		
DCI	Development Corporation of Ireland	LNIG	Lesotho National Insurance Group
DevInfo	Development Information	LP	Lerotholi Polytechnic
DFID	Department for International Development	LRA	Lesotho Revenue Authority
DLS	Department of Livestock Services	LSPP	Lands, Surveys and Physical Planning
DMA	Disaster Management Authority	LTA	Lesotho Communications Authority
DMG	Department of Mines and Geology	LTDC	Lesotho Tourism Development Corporation
DWA	Department of Water Affairs	LVAC	Lesotho Vulnerability Assessment Committee
EA	Enumeration Area		
EMIS	Education Management Information System	M&E	Monitoring and Evaluation
EU	European Union	MoAFS	Ministry of Agriculture and Food Security
FAO	Food and Agriculture Organization		
FAPU	Fiscal and Policy Unit	MAPS	Marrakech Action Plan for Statistics
GDDS	General Data Dissemination System	MCA	Millennium Challenge Account
GDP	Gross Domestic Product	MCC	Maseru City Council
GIS/GNSS	Geographical Information System/ Global Navigation Satellite System	MoCST	Ministry of Communications, Science and Technology
GPS	Global Positioning System	MDAs	Ministries, Departments and Agencies
HIV	Human Immuno Virus	MDG	Millennium Development Goals
HMIS	Health Management Information System		

MEFMI	Macro Economic and Financial Management Institute	SACU	Southern African Customs Union
MoET	Ministry of Education and Training	SADC	Southern African Development Community
MoFDP	Ministry of Finance and Development Planning	SIMS	Sector Information Management Systems
MoHSW	Ministry of Health and Social Welfare	SMART	Specific, Measureable Achievable, Realistic and Time Bound
MOU	Memorandum of Understanding	SNA	System of National Accounts
MTEF	Medium-Term Expenditure Framework	SPSS	Statistical Package for Social Sciences
MTR	Mid-Term Review	SSC	Sector Statistics Committee
NES	National Environment Secretariat	SSPS	Sector Strategic Plan for Statistics
NEWU	National Early Warning Unit	SWOT	Strengths, Weaknesses, Opportunities and Threats
NMES	National Monitoring and Evaluation System	TOR	Terms of Reference
NSDS	National Strategy for the Development of Statistics	TR	Terminal Review
NSO	National Statistics Office	UAPS	Urban Agricultural Production Survey
NSS	National Statistical System	UNDP	United Nations Development Programme
NUL	National University of Lesotho	UNFPA	United Nations Population Fund
PRGS	Poverty Reduction and Growth Strategy	UNICEF	United Nations International Children's Emergency Fund
PRS	Poverty Reduction Strategy	WASA	Water and Sewage Authority
PS	Principal Secretary	WHO	World Health Organization
RSA	Republic of South Africa		

EXECUTIVE SUMMARY

The National Strategy for the Development of Statistics (NSDS) is a framework for managing efficiently and effectively statistical activities to enable meeting the highly demanded data. It defines and coordinates production, supply and utilization of statistics by all producers and users in the public sector during the period 2006/07-2015/16. The goal of the NSDS is to strengthen the National Statistical System (NSS) and improve its effectiveness and efficiency through generating and maintaining adequate, relevant, appropriate, and high quality statistical data to guide national development planning and facilitate monitoring and evaluation of program implementation and outcomes.

The NSDS design process has been highly participatory and has drawn inputs from fifteen Ministries, Departments and Agencies (MDAs) drawn from various sectors. Ten MDAs that participated during the first phase of design (October 2006-December 2009) of the NSDS are: Bureau of Statistics, Central Bank of Lesotho, Disaster Management Authority, Ministry of Agriculture and Food Security, Ministry of Education and Training, Ministry of Finance and Development Planning, Ministry of Employment and Labour, Ministry of Tourism, Environment and Culture, Ministry of Gender, Youth, Sports and Recreation and Ministry of Local Government and Chieftainship.

During the second phase (January-October 2010), five MDAs also participated. These MDAs are:- Lesotho Revenue Authority, Ministry of Public Works and Transport, Ministry of Home Affairs, Public Safety and Parliamentary Affairs, Ministry of Forestry and Land Reclamation; and Ministry of Trade and Industry, Cooperatives and Marketing.

NSDS is expected to strengthen official statistics in the country in a holistic, comprehensive, synergic and sustainable manner. The term official statistics refers to statistics produced or compiled by government Ministries, Departments and Agencies.

Official statistics can be characterized by the following:

- are produced and disseminated in compliance with the UN Fundamental Principles of Official Statistics,
- conceptually, they are produced in accordance with internationally accepted standards
- quality in terms of accuracy, timeliness, etc. is ensured through applying professionally sound methodologies of data collection and processing, as well as through a regular quality assurance process, and
- elements of modelling are allowed, but all assumptions have to be verified periodically for compliance with good statistical practice and transparency.

UN Fundamental Principles of Official Statistics is a set of fundamental values and principles, which National Statistical Offices and other data producers should have or observe in order for the public to have trust in official statistics they produce. They cover four elements: independence, relevance, credibility and respondent relations:

- i) Independence of the National Statistical Office in order to protect the credibility and integrity of official statistics;
- ii) Relevance, which refers to the appropriateness and comprehensiveness of statistical products;
- iii) Credibility, which refers to the professionalism, transparency and ethical standards that help to create a brand name and define independence and separation from political influence; and
- iv) Respondent relations, which cover suppliers, including private sector, users of statistics and involve advocating for statistics among policy-makers and profiling statistical products to the public.

The NSDS contains the following key components:

VISION

To become a leading authority in the collection, production and dissemination of statistics, manned with well trained and motivated staff that is committed to supporting the national development agenda and enhancing socio-economic policy formulation, planning and decision making processes and monitoring and evaluation.

MISSION

To coordinate the National Statistical System (NSS) and produce accurate, timely, reliable, culturally relevant and internationally comparable statistical data for evidence-based planning, decision making, research, policy, program formulation and monitoring and evaluation to satisfy the needs of users and producers

The Implementation, Monitoring, Evaluation and Reporting and also the Action Plan for NSDS Implementation have been elaborated in the document. Elements of implementation for each Strategic Objective have been described. The importance of monitoring-to keep track of activities has been emphasized. Types and examples of monitoring indicators have been provided.

The Logical Framework Matrix was developed and is presented as Annex 4. The outputs and costing of the activities have been presented in the Implementation Plan for the National Strategy for the Development of Statistics (see Annex 5).

CHAPTER 1

1. INTRODUCTION

1.1 The Country

Lesotho has a land area of 30 square kilometers and an estimated population of 1.8 million in 2009. Lesotho is geographically surrounded (completely landlocked) by South Africa. The total GDP was estimated at US \$1.145 billion in **constant (2004) prices** and GDP per capita in **constant prices** was US \$606.53. Over 50 percent of the population lives below the poverty line and unemployment is high due to return of migrants and limited economic opportunities in the country. Lesotho's link to Republic of South Africa (RSA) labour markets facilitated the transfer of unskilled migrant male workers to its mines and their remittances accounted for about 50 percent of its gross national income prior to 2000. However, recent migration of skilled and professional manpower is creating capacity problems in the country.

1.2 The Economy

Lesotho's economy is integrated with that of the Republic of South Africa. Its membership in the Southern African Customs Union (SACU) and Common Monetary Area (CMA) offer both challenges and opportunities¹. The receipts from SACU, constituted about 62 percent of Lesotho's total revenue in 2006/07². Lesotho is an open economy. Imports account for over 90 percent of GDP, of which around 80 percent originate from SACU (mainly RSA). North America is the largest destination of its exports accounting for about 65 percent of total exports due to preference accorded by the USA Africa Growth and Opportunity Act (AGOA). Lesotho's economy has witnessed significant structural shift over the past three decades. The contribution of the agricultural sector to GDP has declined to about 6.4 percent of GDP during 2007-2009 due to climatic changes. Lesotho produces about 30 percent of its food needs. Manufacturing activities expanded by 16.7 percent of GDP in 2009 and the contribution of the service industries has fluctuated around 55 percent over the same period. Mining activities, largely diamonds, picked up recently contributing to for 6.6 percent of GDP in 2009. Lesotho is endowed with abundant water resources which constitutes its main natural resource.

1.3 Need for quality statistics

There is now a broad consensus internationally that quality statistics is a prerequisite to enabling environment for national development. In particular, better statistics:

¹ Membership of SACU governs trade relationship between RSA and four Southern African countries: Botswana, Lesotho, Namibia and Swaziland. CMA integrates Lesotho, Namibia and Swaziland into the South African money and capital markets. The parallel circulation of the South African rand in the territories of the countries alongside national currencies pegged at par to the rand restricts their discretion in monetary and exchange rate policies.

² The sharp increase in receipts was due to both high economic activity in RSA and the impact of a new sharing formula that became effective in 2005. However, the receipts are likely to decline substantially after 2009/10 following tariff reductions related to trade liberalization and possible merger of SADC Customs Union and SACU negotiation of a new revenue sharing arrangement by SACU members.

- are required for management of the business of government as well as to provide society in general with information;
- are needed to provide a basis for good policy and decision-making;
- help identify best approaches in addressing complex issues e.g. poverty;
- are essential to manage service delivery, for transparency, accountability and democracy of the government and other development programmes;
- provide a sound basis for designing, management, monitoring and evaluation of national policy frameworks such as employment creation, Millennium Development Goals (MDGs), etc.; and
- are essential for managing results which focus on development outcomes.

1.3.1 National Statistical System

The National Statistical System is defined to include the following groups of stakeholders: Producers of statistical information; Users of statistical information; Suppliers of statistical information (households), enterprises, etc.; and Research and Training institutions and arrangements for data collection and management. The relationship of the NSS components is given in Fig. 1.1.

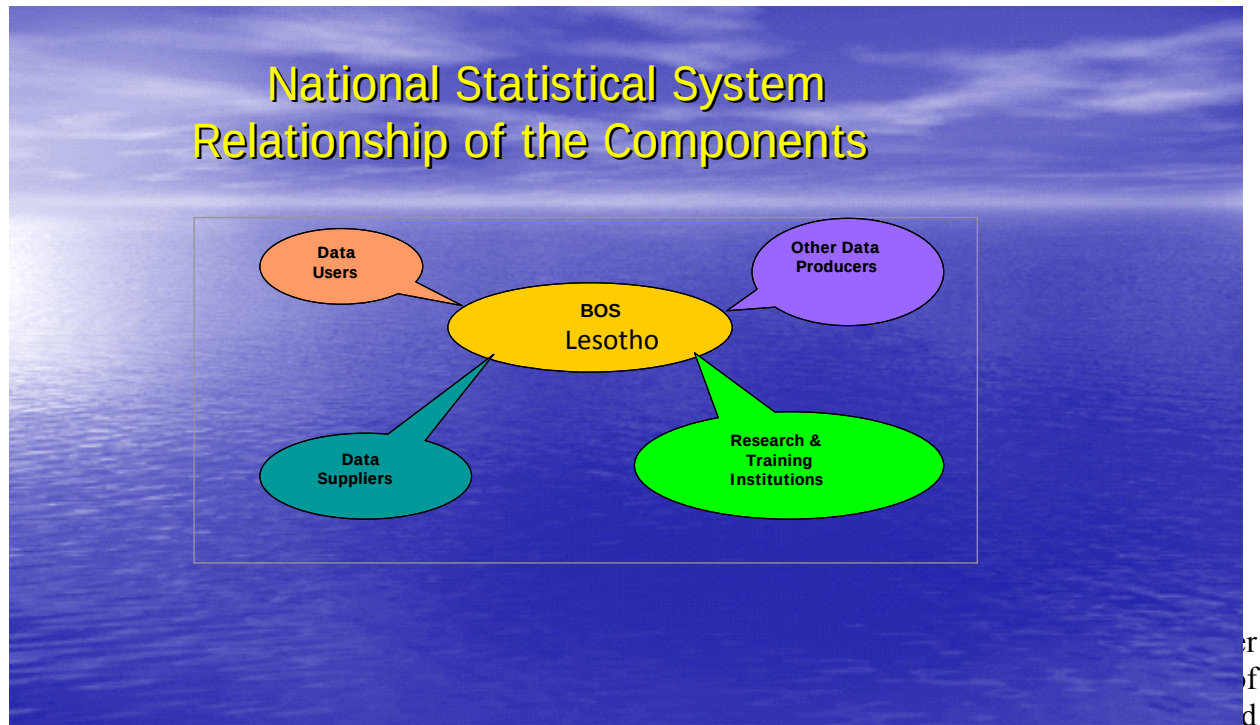
1.3.2 Concept of the National Statistical System

The concept of National Statistics System is all encompassing and involves partnership in the production of statistics by a group of organizations/ agencies. Data producers include the Bureau of Statistics; the Central Bank of Lesotho which produces substantial amounts of data on foreign direct investment, Balance of Payments, money and banking, etc.; line ministries, departments and agencies, which generate administrative data on health, education, finance, tourism, housing, food crops, labour, employment, industrial relations, Information and Communications Technology (ICT), etc.

Data are used for various purposes including planning and policy formulation, decision-making, administration, investment, monitoring and evaluation, accountability, reporting and public debate. The main users include government ministries and departments, the private sector, civil society, research and training institutions, sub-regional, regional and international organizations, and the general public. Data suppliers mainly include households, individuals and groups within specified organizations and establishments/enterprises. In Lesotho Research and Training institutions include the National University of Lesotho, Lerotholi Polytechnic, Lesotho College of Education, National Health Training College, Lesotho Agricultural College and Agriculture Research Department of the Ministry of Agriculture and Food Security. Researchers add value to data through more detailed analysis while training institutions supply trained personnel.

Assessments of BOS and the selected Ministries, Departments and Agencies (MDAs) in the National Statistical System were undertaken during the NSDS design phases. The results of the assessments are provided in Chapter 2 of this report.

Fig. 1.1 Relationship of the National Statistical System Components



have in order for the public to have trust in the statistics they produce (See Annex 4).

- (b) **Strong statistical legislation:** A strong statistical legislation is a fundamental prerequisite for an effective statistical system. A strong legal base is also central to the protection of confidentiality and the assurance of impartiality and objectivity of official statistics.
- (c) **Strategic direction:** NSS should have a strategic direction. Having a vision alone is not good enough. Vision must be combined with venture. The strategy identifies resources and mobilizes members of the NSS. A strategy provides instruction on what to do to make the vision become a reality.
- (d) **Coordination, collaboration, networking, and information sharing:** NSS should have well-established, formal and institutionalized arrangements for coordination and collaboration among key stakeholders. The culture of networking and information sharing among stakeholders in the NSS should also be well established.
- (e) **User-focused and driven:** NSS should provide data for monitoring national development plans, promote good governance and accountability as well as meet sub-regional, regional and international data needs.

(f) **Leadership:** NSS should not only be well coordinated, it should be well led. Effective leadership of the NSS can only come from a well-resourced and well-structured National Statistical Office with technical expertise, organizational systems and capability to lead and coordinate.

1.3.4 The Lesotho National Statistical System

In order for the National Statistical System to function effectively and efficiently, there is a need to have a clear vision and mission with well defined core values and principles, and for Lesotho National Statistical System these are detailed as follows:

Vision

To become a leading authority in the collection, production and dissemination of statistics, manned with well trained and motivated staff that is committed to supporting the national development agenda and enhancing socio-economic policy formulation, planning and decision making processes and monitoring and evaluation.

Mission

To coordinate the National Statistical System (NSS) and produce accurate, timely, reliable, culturally relevant and internationally comparable statistical data for evidence-based planning, decision making, research, policy, program formulation and monitoring and evaluation to satisfy the needs of users and producers

Core Values and Principles

<i>User-centredness</i>	NSS will be demand-driven to ensure response to specific user needs and priorities
<i>Timeliness</i>	Prompt and regular production and dissemination of statistical information to facilitate decision-making by users
<i>Quality</i>	High quality statistical products that conform to international standards shall be produced at all times
<i>Informative</i>	Data produced will have enough detail to meet the specific needs of various categories of users
<i>User-friendliness</i>	Data produced will be presented in understandable formats
<i>Professionalism</i>	Qualified staff will be deployed to handle data collection, capturing, processing, analysis and dissemination
<i>Efficiency</i>	Teamwork, networking, co-operation, motivation, responsibility, creativity, innovation and resource management will be emphasized by the NSS
<i>Accessibility</i>	All statistical information will be accessible to all those that need it
<i>Confidentiality</i>	Professional statistical ethics for ensuring that identity of respondents or providers of data remain confidential will be adhered to at all times

The following is a description of the Lesotho National Statistical System prepared by the African Development Bank in 2010.

Box 1: Extract on the Structure of the Lesotho National Statistical System from the CStP Report Prepared by the African Development Bank

Lesotho's National Statistical System is built on a centralized organizational structure where the BOS provides the operational leadership. The BOS is responsible for censuses and major surveys³ as well as coordination of the national statistical system and data dissemination. In this regard, BOS coordinates field operations from its field offices in the 10 districts. The district offices are responsible for field activities and collection of administrative data. They are headed by senior field officers who supervise field officers and enumerators. The BOS has nine Divisions⁴ with a Director as the Head; and, a National Statistical Council that reports to the Minister of Finance and Development Planning and sets statistical priorities. Following the launching of the Interim National Development Framework, the National Monitoring and Evaluation System (NMES) and preparations for a full Poverty Reduction and Growth Strategy (PRGS), the BOS initiated transformations in its operations framework in order to provide effective statistical support for preparation and monitoring and evaluation of national development programs. The major ones include,

- i. Upgrading the post of Senior Field Officers at the district headquarters to statisticians and enhancing their responsibilities on analysis and dissemination of data at the district levels. This is reinforced by designating Chief Statisticians at the Headquarters for supervision of divisions and district field operations;
- ii. Introducing Continuous Multi-purpose Integrated Household Survey (CMS) that provides the sample frame for various sector surveys undertaken in collaboration with the respective MDAs. This serves, among others, to standardize and harmonize methodologies in field operations;
- iii. Establishing a National Data Bank that meets the needs of the various MDAs as well as support the National Monitoring and Evaluation System (NMES); and,
- iv. Strengthening the coordinating role of BOS in the NSS by ensuring best practices and cost effectiveness. Collaboration with MDAs will extend to enhancement, standardization and harmonization of procedures in various areas such as ICT systems and infrastructure.

The main sources of data produced within Lesotho's NSS are censuses, sample surveys, administrative records and surveillance systems. The BOS has been structured to generate survey data for most Ministries, Departments and Agencies (MDAs) for planning, monitoring and evaluation. This structure took note of the size of the country and cost effectiveness in use of resources for statistical development. However, the MDAs produce administrative data as well as collaborate with BOS in censuses and surveys in their respective areas. On the other hand, statistical functions have been established in selected MDAs taking into account the priorities in the national development agenda; the specialized nature of their specific statistics and measurement tools; and, availability of resources from the Government and development partners. Such MDAs include the Central Bank of Lesotho (CBL), Ministries of Health and Social Welfare, Education; Works and Transport.

1.3.5 Regulatory Framework for Producers of Statistics in Lesotho

A strong statistical legislation is a fundamental prerequisite for an effective statistical system. Such legislation underpins the institutional arrangements for the collection, management and dissemination of official statistics. It also ensures professional independence of a national statistical agency and other agencies within the NSS to enhance the integrity, impartiality and credibility of official statistics as well as data confidentiality.

³ It collaborates closely with the relevant sector ministries in the case of sector censuses and surveys.

⁴ The nine Divisions include, Agriculture and Food Security Statistics; Environment and Energy; Population Statistics; Socioeconomic Statistics; National Accounts and Enterprise Statistics; Foreign Trade and Price Statistics; Survey Methodology and Cartography; Field Organisation; and, Information and Communications Technology.

The BOS under the Ministry of Finance and Development Planning operates under the new Lesotho Bureau of Statistics Act (2001). As the Act states, BOS shall be deemed to be established under this Act and it shall be responsible for all matters relating to official statistics, and shall also ensure that official statistics are produced in an objective, scientific and unbiased manner. The Statistics Act No 8 of 2001 follows that Statistics Act No. 11 of 1965.

With regard to coordination, the Statistics Act (2001) states that in the exercise of functions under the Act, the BOS Director should consult and cooperate with other lead agencies having related duties or objectives to those of BOS. The Act states that “the Director shall liaise and collaborate with line Ministries in the production of official statistics”. No specific mention is made on the coordination mechanisms such as inter-agency committees, task forces, etc. The Act also states that BOS shall establish standards and promote the use of best practices and methods in the production and dissemination of statistical information across the NSS.

The Statistics Act (2001) also stipulates that a National Statistical Council shall advise the Minister on statistical policies and programmes and it started operating in 2009. The membership of the Council includes representatives from key Ministries⁵, National University of Lesotho, major users of statistics and Central Bank of Lesotho. The Council shall also advise BOS on statistical priorities evaluate and monitor the work of BOS and ensure that duplication of statistical work is avoided. - BOS Director is designated the Secretary of the National Statistical Council.

1.4 Roles of Stakeholders in the NSS

1.4.1 The Bureau of Statistics

Historically, BOS was initially based in the Ministry of Agriculture and it assumed independence around 1964. However, statistical activities in the fields of agriculture and population started long before the establishment of BOS. Lesotho has had decennial censuses of agriculture from 1949 and decennial population censuses as far back as 1936. Prior to 1936 Population censuses in Lesotho were undertaken irregularly since 1875. Implementation of BOS statistical activities commenced in 1965 when the Statistics Act of 1965 was enacted. This Act provided for the collection, analysis and dissemination of statistical data and did not make provision for the coordination of statistical activities. It has, however, been informally accepted that BOS is performing that role even without the legal support. Since that time plans were then afoot to provide that legal support.

Regarding personnel, the available information reveals that at the formation of the Bureau of Statistics there was one Director and two Statisticians. In 1967, the structure was as follows; one Director, one Deputy Director, three statisticians and four positions of Statistical Officers of which three were filled. During that time, qualified personnel were few and there was inadequate funding to achieve the staff compliment which would adequately carry out the statistical

⁵ The Ministries include Trade and Industry; Labour and Employment; Finance and Development Planning; Local Government; Agriculture; Health and Social Welfare; and, Education.

undertakings stipulated in the Statistics Act of 1965.

In 1982, the structure of BOS included a Deputy Director was responsible to the Director of Statistics. The substantive divisions then were: Trade and Economic statistics, Demography and Social statistics and Data Processing. The position of Deputy Director was re-designated to the Chief Statistician responsible for the new division of Agricultural Statistics.

The Bureau of Statistics is a government department headed by the Director who is administratively responsible to the Principal Secretary of the Ministry of Finance and Development Planning. The recent reorganization led to e BOS being divided into 9 divisions and 3 units that report directly to the Director. The divisions are: Agriculture and Food Security Statistics; Environment and Energy; Population Statistics; Socio-economic statistics; National Accounts and Enterprise Statistics; Foreign Trade and Prices Statistics; Survey Methodology and Cartography; Field Organisation; and Information and Communications Technology. The three units directly under the Director are: Office of the Director; Dissemination and Production; and Corporate Services. The staff of BOS has grown from about 230 as of 1992 to about 360 in 2010.

According to Statistics Act of 2001, the functions of BOS include the following:-

- Providing central statistical information services;
- Establishing, harmonizing and standardizing definitions, classifications and statistical methods used in the production and dissemination of official statistics to ensure uniformity in quality, adequacy of coverage and reliability of statistical information;
- Promoting the production and dissemination of official statistics on regional and small areas of relevance for the purposes of this Act, as well as providing guidance and training to other users and producers of statistics;
- Promoting and developing statistical training in collaboration with the National University of Lesotho (NUL) and other relevant educational institutions;
- Promoting corporation, coordination and rationalization among users and providers of statistics at central and local levels so as to avoid duplication of efforts and ensure optimal utilization of scarce resources;
- Promoting and being the focal point of cooperation with statistics users and providers at national and international levels;
- Conducting research in statistical methods and developing standards;

Based on the preceding functions, BOS as per the Act (2001) can, as part of its responsibilities and functions, collect statistics from various sources and publish various types of statistics as outlined below;

- 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 questionnaires;
- Establish registers for households and survey undertakings;
- Collect, compile, analyze and publish or otherwise disseminate economic, social, demographic and environmental statistics;
- Conduct decennial agricultural, economic, population and housing censuses and specialized surveys as prioritized and planned;
- Collect and publish routine administrative statistics;

- Produce and publish a range of statistical information as may be prescribed in Regulations made under this Act;
- Organize and maintain a central library of statistical reports, publications, compact disc-read only memory (CD-ROMS) and collection of foreign national and international statistics;
- Build a national data bank that is regularly updated;
- Guide and coordinate local government statistical services;
- Establish regional offices to facilitate collection of information and other operations in the field of official statistics in accordance with the government policy of decentralization;
- Undertake activities conducive to the objective of BOS under this Act.

The following are publications that are released by BOS either in printed format or electronically (including posting some of the publications on the Website www.bos.gov.ls)

Table 1.1 List of Bureau of Statistics Publications

Title	Periodicity
Population and Housing Census Reports	Decennially
Population and Housing census analytical reports	Decennially
Agricultural Situation Report	Annually
Livestock Statistics Report	Annually
Crops Statistics Report	Annually
Livestock Products Report	Annually
Operations and Inputs Report	Annually
Agricultural Census Report	Decennially
Business Register Statistics Report	Annually
Availability and utilization of cereals Report	Annually
Community level Data Report	Every 5 Years
Consumer Price index Report	Monthly
Correctional Service Statistics Report	Annually
Crime Statistics Report	Annually
Education statistics Report	Annually
Environmental Statistics Report	Annually
Foreign Trade Statistics Report	Annually
Gender Statistics Report	Every 5 years
Health Statistics Report	Annually
Labour Force Survey Analytical Report	Decennially
Lesotho Demographic Survey Report	Annually
Manufacturing Sector Statistics Report	Quarterly
National Accounts Report	Annually
Population Census Administration Report	Decennially
Post Enumeration Survey Report	Decennially
Statistical Yearbook Report	Yearly
Tourism Statistics Report	Yearly
Transport and Communication Statistics Report	Yearly
Vital Registration Statistics Report	Quarterly
Wholesale and Retail Trade Statistics Report	Quarterly
Continuous Multi Purpose Survey Report	Quarterly and Annually
Household Budget Survey Report	Every 5 years

1.4.2 Producers, Suppliers and Users of statistics

Besides BOS, the MDAs do not have separate statistics units except for Ministries of Education and Training, Health and Social Welfare and Public Works and Transport that established the Planning and Statistics Units. These units collect and compile statistics whose main source is administrative records of the ministries. The suppliers and users of statistics are included in Table 1.2.

Table 1.2: List of Stakeholders' Institutions

1. Central Bank of Lesotho 2. Lesotho Chamber of Commerce and Industry 3. Lesotho Council of NGOs 4. Care Lesotho 5. Christian Health Association of Lesotho 6. Sechaba Consultants 7. National AIDS Commission 8. Millennium Challenge Account Lesotho 9. World Vision 10. Mohloli 11. Mafube 12. Petroleum Fund 13. Standard Lesotho Bank 14. Nedbank 15. First National Bank 16. PostBank 17. Lesotho Tourist Development Corporation 18. Lesotho Association of Employers 19. Lesotho Highlands Development Authority (LHDA) 20. Lesotho National Insurance Group 21. Alliance Insurance Company 22. AON Lesotho 23. Metropolitan Lesotho 24. Fiscal Analysis and Policy Unit 25. Lesotho Electricity Company 26. Lesotho Electricity Authority 27. Water and Sewage Authority) 28. Lesotho Revenue Authority 29. Lesotho Communications Authority 30. Lesotho National Development Corporation 31. National University of Lesotho 32. Ministry of Finance and Development Planning 33. Ministry of Trade and Industry	34. Ministry of Local Government and Chieftainship 35. Ministry of Health and Social Welfare 36. Ministry of Agriculture and Food Security 37. Ministry of Home Affairs, Public Safety and Parliamentary Affairs 38. Ministry of Labour and Employment 39. Ministry of Justice and Human Rights 40. Ministry of Law and Constitutional Affairs 41. Ministry of Education and Training 42. Ministry of Tourism, Environment and Culture 43. Ministry of Gender, Youth, Sports and Recreation 44. Ministry of Defence and National Security 45. Ministry of Communications, Science and Technology 46. Ministry of Natural Resources 47. Ministry of Forestry and Land Reclamation 48. Ministry of Foreign Affairs 49. Ministry of Public Service 50. Ministry of Public Works and Transport DEVELOPMENT PARTNERS 51. United Nations Development Programme 52. United Nations Population Fund 53. United Nations International Children's Emergency Fund 54. Food and Agriculture Organization 55. European Union 56. World Bank 57. Development Cooperation of Ireland 58. Department for International Development 59. International Monetary Fund
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1.5 Selected Statistics and Indicators Produced by the Bureau of Statistics and Line Ministries

The following is an extract from the Country Statistical Profile (CStP) findings that was undertaken in Lesotho in April 2010.

Box 2: Extract on Selected Statistics and Indicators from the CStP Report Prepared by the African Development Bank

National Accounts

The production of National Accounts Statistics is the function of BoS. The compilation method is still based on 1993 System of National Accounts (SNA). However, the national account estimates were rebased in 2008- the price-base year changed from 1995 to 2004. The Supply and Use Table (SUT) is in the process of production. A major revision of the Lesotho National Accounts has been carried out over the past three years under CBEP and other funding (AfDB under the ICP-Africa). The objective of this TA is to establish a sustainable capacity for routine compilation of annual national accounts within the team of four staff members supplemented by the head of the division. Recent organizational changes and innovations in BoS as well as coordination of the NSS are expected to result in improvement and timeliness in the generation, analysis and dissemination of the data. The data is published in the Statistical Yearbook and various other publications of the BoS.

Monetary, Financial, Prices and External Transactions Statistics

The Central Bank of Lesotho (CBL) is responsible for statistics on monetary operations and collaborates closely with the Ministry of Finance and Development Planning on generation of statistics on Government Finance (GFS); Balance of Payments (BOP) and trade; external and capital flows; and external and domestic debts. The CBL produces estimates of BOP on annual basis. It is endowed with resources for generating statistical data in its areas of activity. It has a Research department that is well funded and fully equipped with its internal resources to meet most needs for its functions. It has benefitted from the support of IMF, World Bank, AfDB-JAI, EU and MEFMI in the form of training and short-term technical assistance. Under its legal instruments, banks and other money deposit institutions are required to provide information on regular basis. The CBL is in the process of preparing the legal instruments to get returns from insurance companies, money lenders and micro-finance institution. Statistics collected on monetary operations, government finance and capital flows are up to date. The CBL produces monthly, quarterly and annual publications; and, has a web-site. Recently, the Board of Directors of CBL approved the establishment of a Statistics Unit in the Research department. The Central Bank of Lesotho uses the price indices produced by BOS for its publications. The BOS undertakes a monthly survey, covering urban and rural areas, on prices for the production of *Consumer Price Index*; *Producer Price Index*; and, *ICP aggregates* (for AfDB).

Demographic and Socioeconomic Statistics

Population and Socioeconomic Statistics. The Division for Population Statistics in BOS is responsible for Population and Housing Census and surveys; generation of Vital Statistics; and, coordination of Health and Tourism Statistics. Its program of work is financed largely by the Government. Population and Housing Censuses are undertaken decennially. The last one was conducted in 2006 at an estimated cost of Maloti 100 million (US\$14.3 million) of which 80percent was borne by the government. The remaining 20 percent of the expenses were covered by DCI, UNFPA and DFID in the form of technical assistance. Other activities undertaken by the Population Division include the inter-censal surveys such as the Lesotho Demographic Survey (2001) and Demographic and Health Survey (2009). These have been undertaken with the assistance of some development partners. The division is in the process of establishing administrative structures for the collection of vital statistics covering deaths, births, marriages and divorces. Another division dealing with social statistics is Socio-economic Statistics. The major sources of data are (i) administrative statistics collected from the relevant MDAs; and, (ii)

quarterly surveys undertaken in the framework of the Continuous Multi-purpose Household Survey (CMS)⁶. (iii) Integrated Labour Force Surveys undertaken every ten years after the conduct of a census. Some of the surveys are undertaken with technical and financial assistance from development partners. The major constraints faced by the two social statistics divisions include inadequate financial resources, high staff turnover due to uncompetitive salary structure, and limited training opportunities.

Agriculture. Statistics on agriculture is generated by the Agriculture and Food Security Division in BOS. This is undertaken through the annual Agricultural Production Survey (APS). The Division conducts agricultural census decennially and the last census was undertaken in 2009. The Division utilizes permanent field BOS staff for the APS and other surveys. However, with effect from 2010, generation of agricultural statistics will be undertaken by the same permanent field staff⁷ within the framework of Continuous Multi-purpose Household Survey (CMS) launched by BOS in 2009. The activities of the Division are fully funded by the government. However, the challenges and constraints experienced by the division include: inadequate equipment for farm-level measurements; limited resources for training field officers; and shortage of staff with expertise in agricultural statistics. Subject to availability of resources, the division plans to collect and compile data on post-harvest losses, fisheries and forestry. Recently, some of the field activities under the CMS are being financed by the Millennium Challenge Account (MCA).

Health. The Ministry of Health and Social Welfare has a Planning and Statistics Department with statistical functions for Monitoring and Evaluation (M&E). The work program is based on a three-year rolling medium-term framework which defines the annual operation plans of the department and joint activities with development partners. The sources of data include: administrative statistics through the Health Management Information System (HMIS); surveillance for specific conditions such as HIV/AIDS and tuberculosis; and, surveys⁷ undertaken jointly with the BOS. The HMIS facilitates the transmission of data from clinics and hospitals to the district offices and Headquarters for consolidation⁸ and dissemination. The Health Planning and Statistics Department of the Ministry of Health and Social Welfare receives substantial support from the World Bank, Millennium Challenge Account, UNICEF, WHO and UNFPA. Under the HMIS the World Bank financed the positions of statisticians posted at the district offices. These positions were absorbed under the government's public service establishment at the end of the project. The staffing for operating the M&E of the Ministry of Health and Social Welfare includes Epidemiologists, Biometricians and Statisticians. However, staff shortages are experienced at all levels and this is exacerbated by staff turnovers. Training facilities for some of the specialized skills are not available in the country. There is a National Health Training College (NHTC) that produces 100 graduates annually. These include nurses, paramedics and technicians. The turnover and emigration of this category of professionals is also high.

Education. The unit of Planning in the Ministry of Education and Training has a statistical unit responsible for data collection under the Educational Management Information System (EMIS); and, provides data-base for project planning and monitoring. The statistical unit generates data systematically for all levels of education --- pre-primary, primary, secondary and higher education. The system was set up and supported by the World Bank under the Education Sector Development Project over the period 1974-2008. The project provided equipment to the headquarters and districts and financed the positions of statistician and support staff⁹. The government absorbed the staff in the public service establishment at the end of the project. Further assistance was provided by Irish Aid and UNICEF. The EMIS links data collection on education from school zones --- districts --- EMIS Unit in the Ministry Headquarters through paper transfer. Arrangements are being made to implement electronic transfer from the districts to the headquarters. The EMIS has facilitated an up-to-date educational statistics at the different levels.

Public Works and Transport. The Ministry of Public Works and Transport has a Planning Department with statistical functions and undertakes M&E. Under the *Integrated Transport Project* that is financed by the World

⁶ The CMS has been structured in the framework of the 10 districts in both urban and rural areas using variable sampling technique involving 3120 rural households and 2940 urban households. Senior field officers supervise the field officers in each district and every 2 district is supervised by a statistician.

⁷ The sample for the surveys is around 9,000-10,000 households.

⁸ Under the HMIS administrative statistics is collected from the network of all the health centers and hospitals by manual entry using standard forms which are submitted to the district level for consolidation, validation and entry into the software, District Health Information Management System (DHIMS). The district headquarters consolidates the data electronically and transfers them to the HMIS unit in Planning Unit in the Ministry headquarters for further consolidation and dissemination.

⁹ The posts financed by the World Bank included a Chief Statistician, 2 Senior Statisticians, 2 Statisticians and 4 Statistical Assistants.

Bank and EU from 2005 to 2011, the M&E functions of the Department have been reinforced with a component for M&E amounting to US\$2.92 million. The activities focus on development of data-base and Geographical Information Systems; hardware and software of the system; data update and base-line surveys and studies on transport mode accessibility indices. The challenge for the Planning department is the ability of the Government to sustain the posts and activities being undertaken at the end of the project.

Statistical Functions at BOS for Other Ministries, Departments and Agencies. As indicated above, the organizational and operational structure of BOS provides for its ability to generate the data required for the planning functions of most of the MDAs. In this regard, an effective coordination mechanism is in place for collaboration with the respective MDAs in censuses and specialized Surveys and facilitates access to data required by the various users. The CMS provides the framework for the various MDAs to exploit their data requirements from the quarterly survey. The approach of BOS and the instrument of CMS have proven to be cost effective and appropriate in responding to the data needs of most MDAs.

Progress in Generating Data in Areas of ADF-XI Priorities

The African Development Fund (ADF)-XI priority areas include Infrastructure (water, transport, energy and ICT); Social Services (health and education); agriculture and rural development; regional integration and trade; governance; and cross-cutting issues (gender, environment and climate change). Under Lesotho's administrative structure, these areas are supervised by ministries, departments and agencies (MDAs). The statistics in most of these areas are generated by BOS. Some of the data for monitoring and evaluation of the MDGs are generated systematically in the quarterly survey under the CMS.

1.6 Current Coordination Arrangements for Statistics

There is no Statistics Producers Committee (sometimes referred to as Inter-agency Committee) for coordinating statistical activities in Lesotho. There is also no formal User-producer forum for coordinating user needs and discussing both demand and supply of data. However, from time to time user producer workshops are organized for relevant stakeholders to discuss survey instruments mainly for large scale surveys and decennial Agricultural, Population and Housing Censuses. These users are sometimes invited to participate in the census or survey activities.

To foster collaboration between BOS and other stakeholders mainly in the provision of data or data exchange and Memoranda of Understanding (MOU) are in the process of being prepared between the BOS and MDAs. So far three MOU's have been prepared. It is anticipated that once MOUs are completed for most of the stakeholders there will be a steady flow of data between the stakeholders and BOS.

BOS is currently conducting a quarterly Continuous Multi-Purpose Household Survey (CMS) nationwide. The objective is to regularly and timely update some basic indicators and meet the users data needs and also to become a permanent platform for collecting, compiling and analysing data. The survey has a core module which currently is the Employment and Consumption module.. It is a flexible survey that allows add-on modules when need arises. One of the advantages of the CMS is that, for add-on modules, stakeholders' are requested to incur additional expenses to reduce duplication of efforts. Through the CMS, BOS is in a position to coordinate survey activities of many stakeholders, assist them in designing their data collection instruments as well as data analysis.

BOS leads and coordinates the Committee on Environmental Data and Management (CEDAMA). The Committee discusses issues relating to environment data and indicators that

may be generated from the data. The membership of the Committee includes the following organizations: National Environment Secretariat (NES), BOS, Lands, Surveys and Physical Planning (LSPP), United Nations Development Programme (UNDP), Lesotho Electricity Company (LEC), Water Commission, Disaster Management Authority (DMA), Maseru City Council (MCC), Roads Directorate, Forestry, Lerotholi Polytechnic (LP), Department of Water Affairs (DWA), Department of Mines and Geology (DMG), Ministry of Health and Social Welfare (MoHSW), Lesotho Meteorological Services (LMS), Lesotho Highlands Development Authority (LHDA).

CHAPTER 2

ASSESSMENT OF THE NATIONAL STATISTICAL SYSTEM

2.0 Introduction

The purpose of statistics strategic planning is normally used to improve an existing national statistical system. In many countries such as Lesotho, which is already participating in the International Monetary Fund (IMF) General Data Dissemination System (GDDS), an assessment of the statistical system will not be done from scratch. The IMF, GDDS was established in 1997 to guide countries in the provision to the public of comprehensive, timely, accessible and reliable economic, financial and socio-demographic data. The purpose of the NSDS will be to build on and extend existing approaches to cover all data sectors and users, including prioritizing statistical outputs.

One of the international events that has profoundly impacted the NSS in developing countries is the Second Round Table on Managing for Development Results held in Marrakech, Morocco in 2004. The Development Committee highlighted the need for improved statistics for measuring global development outcomes. At its meeting, the Committee observed that timely and reliable information was needed by government, businesses, the press, and citizens to make informed decisions. The committee came up with an action plan for improving statistics in developing countries, the Marrakech Action Plan for Statistics (MAPS). The Committee recommended (i) mainstreaming strategic planning of statistical systems within the national development processes; and (ii) increasing financing for developing statistical capacity from countries and development partners. The Committee requested that a time bound and budgeted plan for improvement of statistics be developed.

2.1 Need for the Assessment

In developing a strategy, the NSDS guidelines emphasize the desirability of carrying out an in-depth assessment of the current status of the system, including from the user perspective and taking account of existing improvement programmes. The assessment is expected to be realistic, objective, detached, and critical. The assessment should lead to an understanding of the adequacy of the outputs and the organisation and management of the NSS as a whole.

2.2 The Process

In designing the NSDS, the process is as important as the product (Strategic Plan). The NSS as part of an international statistical system and its development is impacted by what happens internationally.

However, In the African region, many African countries lack capacity to produce and use comprehensive quality statistics to facilitate evidence based policy making. This has made it impossible to monitor and evaluate the implementation of development frameworks such as Poverty Reduction Strategies, National Plans and of interventions to achieve the Millennium Development Goals (MDGs). It is realized that this is only possible if statistics is mainstreamed

into national development policy and budget (PRS) processes and coupled with statistical reforms. The NSDS process is graphically presented in Fig. 2.1.

Fig. 2.1 Graphical Presentation of the NSDS Process



2.2.1 National Statistical System Assessment

In Lesotho, the assessment of the NSS was done in two phases. Phase one was scheduled from October 2006 to December 2009. Phase two was scheduled from January to September 2010. At BOS, the Director was leading the entire process, and was supported by the NSDS Committee under the leadership of the NSDS Coordinator. The NSDS Committee was charged with the responsibility of overseeing the development of the NSDS and its implementation process. Other responsibilities of the committee involved a set of administrative matters that led to the preparation of the NSDS documents. The activities that were undertaken during the two phases are outlined below.

Phase One Activities

This phase included the following ten stakeholders who were identified to participate in the assessment of the NSS:-

1. Ministry of Agriculture and Food security,
2. Ministry of Education and Training,
3. Ministry of Gender, Youth, Sports and Recreation,
4. Ministry of Employment and Labour,
5. Ministry of Local Government and Chieftainship,
6. Ministry of Tourism, Environment and Culture,
7. Ministry of Finance and Development Planning,

8. Disaster Management Authority,
9. Central Bank of Lesotho, and
10. Bureau of Statistics

2.2.2 NSDS design process launching

As part of launching the NSDS design process, the following activities were undertaken:-

Formation of NSDS Committee

The NSDS Committee at the BOS was constituted with a representation by members from all the divisions of the BOS. The objective of the Design Committee was to oversee the NSDS design process through its set of phases and activities.

Establishment of Sector Committees

The NSDS process requires formation of Sector Committees hence the Heads of main stakeholders were requested to nominate members who will participate as members of “Sector Statistics Committee (SSC)”. The task of each sector committee was to undertake a statistical assessment of the sector, and develop the Sector Strategic Plan for Statistics (SSPS);

Appointment of International and National Consultants

As per requirement, the African Development Bank (AfDB) appointed and commissioned an International Consultant to Lesotho. The consultant engaged in the following activities;

- reviewing of the Lesotho NSDS Roadmap on 5th October 2006.
- Briefing of BOS Senior Management Team (SMT) on the NSDS process on the 6th October 2006 ,
- Conducted a training workshop (in October 2006) for the NSDS Committee, BOS management and members from the identified stakeholders on details of NSDS essentials and process. About 35 participants attended the training.
- The SSC members, in addition to being trained by an AfDB Consultant and BOS staff on elements of the NSDS, also held discussions on the use of statistics in decision-making particularly regarding monitoring and evaluation of plans within their sectors. The SSC members also completed an NSS assessment questionnaire which asked f questions including contribution of each sector to national programmes, existence of strategic plans in their sectors, monitoring and evaluation of plans, knowledge of national and international programmes, coordination of statistical work in the country, allocation of financial resources to statistical work, profile of statistics, role of statistics in national development, role of BOS involvement of development partners in statistical work, staff turnover, critical training needs of the sectors and data needs and gaps. The results of the questionnaire are included in the assessment of the NSS section of this strategic plan. The assessment questionnaire was designed by the AfDB Consultant.

- The AfDB Consultant also assisted in developing the Terms of Reference (ToR) and recruitment of two National Consultants. The two National Consultants were recruited with the assistance of the United Nations Development Programme to assist with the NSDS Design process. One of the experts had expertise in Strategic Management while the other had expertise in Statistics. To meet the transport need of the NSDS, the UNDP provided a vehicle and a driver. This enabled the smooth movement of the NSDS Committee and Consultants during the NSDS design process and beyond.
- In September/October 2008, AfDB reviewed the NSDS and SSPSs documents and recommended re-engaging the National Consultants to refine the documents on the basis of comments that were made. Meanwhile a mission from the World Bank recommended alignment of the National Monitoring Indicators (Core Indicators) and the NSDS.

The National Consultants were appointed and engaged in the following activities

- From February to March 2008, the National Consultants and NSDS Committee assisted the SSCs in developing their SSPSs. The SSPS that were developed were aligned to the NSDS which was developed earlier. From March to August 2008 both the NSDS and the SSPSs were fully developed.

The process of re-engaging the National Consultants took a longer time than was expected. Meanwhile a review of the organizational structure of BOS in October 2009 led to the expansion of the organization from 4 Divisions to 9 Divisions. The last visit of the AfDB Consultant who was assisting Lesotho in the NSDS Design process was in December 2009.

2.2.3 NSDS Advocacy

The NSDS Advocacy was undertaken at the beginning of the NSDS design process. Advocacy visits were undertaken to two political and government leaders and two key institutions with appropriate briefing materials also prepared and distributed to them. The Honourable Minister of Finance and Development Planning and the Principal Secretary (Finance) were visited on the 11th October 2006 in separate meetings as a way of seeking political buy-in. In both meetings, they both expressed support for the process and assured that government funding will be availed to facilitate the implementation of the process. The National Working Group on Foreign Trade Statistics (composed of representatives from BOS, LRA, Central Bank of Lesotho and Lesotho Chamber of Commerce and Industry) was briefed. The group expressed great interest and support for the NSDS approach to statistical planning. In 2007, the NSDS advocacy extended to the districts where District Administrators and Heads of Departments were briefed.

As part of capacity building of the NSDS Design Team, in August/September 2007, a study tour was undertaken by some members of the Team including the NSDS Coordinator to Uganda and Zimbabwe. This study tour enabled the members of the NSDS Team to learn and gain experience on best practices in designing NSDSs.

Two documents which were prepared during the first phase as part of the NSDS process are:-

- Monitoring and Evaluation Framework of the National Monitoring and Evaluation (NMES) (List of 21 Indicators); and
- NSDS Advocacy Strategy.

Phase Two Activities

Phase two activities of the NSDS design process started in January 2010. A number of activities were undertaken and achieved during this phase as follows:-

- Five additional MDAs sectors were selected for development of the SSPSs. These sectors are:-
 1. Lesotho Revenue Authority;
 2. Ministry of Public Works and Transport;
 3. Ministry of Home Affairs, Public safety and Parliamentary Affairs;
 4. Ministry of Forestry and Land Reclamation;
 5. Ministry of Trade and Industry, Cooperatives and Marketing;
- A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was developed; and
- Preparation of metadata including job descriptions and specifications for the newly reorganised structure of BOS were done.

2.3 NSS Situational Assessment and findings

2.3.0 Introduction

The two NSS assessment questionnaires, comprising one for data producers and the other for data users were administered during the NSDS design process. The analysis of the information gathered from the questionnaires was undertaken by the two National Consultants. The findings of the assessment were presented in a one day stakeholders' workshop in February 2008. The questionnaires that were used are attached in Annex 3.

2.3.1 Sectoral assessment findings

This sub-section presents the findings of the assessment of the current status of production of statistics within ministries/sectors that were included in Phase one. There were also some discussions on the use of statistics in supporting decision making, particularly monitoring and evaluation of plans within sectors. The operation of strategic plans in the MDAs represented in the SSCs was also assessed.

A structured questionnaire was administered to all members of Sector Statistics Committees. The main points solicited by the questionnaire included knowledge of the statistical environment prevailing in Lesotho in terms of the existence of law governing statistical operations and Statistical Council. Other issues included knowledge of development programmes such as PRS, MDGs and Vision 2020 as well as international guidelines such as Addis Ababa Plan of Action and guiding tools such as Fundamental Principles of Official Statistics and General Data Dissemination System (GDDS), allocation of financial resources for statistical work as well as rating the profile of statistics in Lesotho. Members of the District Management Teams for the

four districts namely Qacha's Nek, Mokhotlong, Mafeteng and Leribe participated in the assessment.

The results of the assessment reflect responses from members of Sector Statistics Committees as well as members of the District Management Teams of the ministries/sectors of the Phase 1 placed in the districts. Responses of members of the District Management Teams whose ministries/sectors were not part of Phase 1 are not included in the analysis.

2.3.1.1 Input of the Ministry/Sector to Development Programmes

All the ministries/sectors were aware of the development programmes and indicated their inputs as displayed in Table 2.1. The inputs ranged from implementation of food security policy and related programmes aimed at poverty reduction, provision of basic education and equity programmes at secondary school level for eradication of adult illiteracy, advocacy for gender equality, employment creation and decentralization of governance as well as fight against HIV and AIDS. The range of inputs covered all the development programmes particularly poverty reduction.

Table 2.1: Responses of Sectors as to how they contribute to Development Programmes

MDA/Sector	Input to Development Programmes: Vision 2020, MDGs, PRS
Agriculture and Food Security	Implementation of the Food Security policy and related programmes are priority.
Education and Training	Provision of Basic Education through Free Primary Education introduced in 2000, Equity programme at Secondary School level, Feeding Scheme at Primary School Level
Gender, Youth, Sports and Recreation	Credit Scheme; Gender Advocacy; Youth Employment.
Health and Social Welfare	Implements the National Health and Social Welfare Policy to address National Programmes
Employment and Labour	Focus is on employment creation through the Economic and Social Policy, Localization programme, and Public Employment Services; and also through Ntlatso Skills Training Centre
Local Government and Chieftainship	Decentralization of Governance and Services; Fight against HIV and AIDS; Support to Community Projects etc.
Tourism, Environment and Culture	Implementation of 1998 Environmental Policy; LTDC programmes; Library Services
Disaster Management	Mainstay is Relief, Recovery, and Early Warning; Work with various sectors on Disaster Constraints Developments; Currently early warning with respect to food security
Central Bank of Lesotho	Participate in the design of MFDP programmes; Assess economic impact of programmes
Bureau of Statistics	Provide statistical information/baseline to inform all national programmes
Finance and Development Planning	Coordination of National Programmes

2.3.1.2 Strategic Plans

The sectors that were involved in the assessment did not have statistics strategic plans except for the Ministry of Health and Social Welfare. Also, of the eleven sectors only three sectors were

operating using the current sector strategic plans, while three sectors required updating of the strategic plan. The Ministry of Education and Training, Ministry of Health and Social Welfare and the Central Bank of Lesotho are operating with the current strategic plan. Since the majority of the sectors being assessed did not have current strategic plan, there was no clear road map regarding the relationship between the national goals, the sector, departments within the sector up to individual level. As a result, sectors were not in a position to indicate if there had been any progress and neither could they quantify their contribution to development programmes in the absence of strategic plans.

The Strategic plans developed by sectors, currently existing or requiring updating, were not statistically informed. Sectors could not provide evidence-based examples of the plans where statistical information was the basis for the plans. As a result where ambitious targets were set, failure to achieve them was difficult to explain. For instance, while every sector was expected to contribute in mitigating HIV and AIDS, but no sector was able to indicate what their contribution was except provision of ARV's to infected employees as reflected in Table 2.2.

Table 2.2: Strategic Plans of the Sectors

MDA/Sector	Sector Statistics Strategic Plan	Sector Strategic Plan
Agriculture and Food Security	None	None; currently under development
Education and Training	None	ESSP 2005-2015
Gender, Youth, Sports and Recreation	None	None; Included in MTEF piloting
Health and Social Welfare	MHIS Plan	MHSW Strategic Plan 2004/5-2010/11
Employment and Labour	None	Last Strategic Plan ended in 2002 BUT still refer to it for our operations.
Local Government and Chieftainship	None	None
Tourism, Environment and Culture	None	None
Disaster Management Authority	None	None
Central Bank of Lesotho	None	CBL Strategic Plan 2007/8-2009/10
Bureau of Statistics	None	Last Strategic Plan ended in 2004.
Ministry of Finance and Development Planning	None	3-year plan cycle; Concerned largely with processes/policy planning

2.3.1.3 Operational and Individual Plans

The sectors indicated availability of individual operational plans except for the Ministries of Employment and Labour as well as Tourism, Environment and Culture. The Ministry of Agriculture and Food Security was implementing food security action plan while the Ministry of

Education and Training departmental activities were based on the strategic plan of the entire ministry. The Ministry of Health and Social Welfare operational plans were derived from the strategic plan while the Ministry of Local Government and Chieftainship departmental plans were derived from national objectives and plans.

The CBL and BOS were operating based on annual departmental plans as presented in Table 2.3. Based on the sectoral responses it is evident that there is no coordinated planning among and within sectors. It is also obvious that there is no clear relationship between the development objectives and the sectors and departments within sectors. There also seems to be no clear link between development programmes and the strategic plans of the sectors. The link in terms of what individual departments are expected to do is also missing. The link between what the departments have to do and what the individuals within departments are to do is also missing.

Table 2.3: Operational and Individual Plans

MDA/Sector	Operational and Individual Plans
Agriculture and Food Security	Food security action plan
Education and Training	Costed annual plans; Department activities based on ESSP2005-2015
Gender, Youth, Sports and Recreation	Included in MTEF piloting
Health and Social Welfare	Operational Plans address the Strategic Plan
Employment and Labour	None
Local Government and Chieftainship	Departmental plans derived from national objectives and policies
Tourism, Environment and Culture	None
Disaster Management Authority	Last Annual Plan-2006
Central Bank of Lesotho	Annual Departmental Business Plans
Bureau of Statistics	Annual Departmental Business Plans
Ministry of Finance and Development Planning	MTEF introduced in six Ministries

2.3.1.4 Monitoring and Evaluation Plans

In the majority of cases sectors did not consider monitoring of sector activities as their role. However, through the discussions it was mentioned that monitoring would facilitate evaluation of inputs to development programmes. More importantly, the exercise would provide evidence that would be used to justify requests for sectoral resource allocations. The sectors indicated that, the budget cuts were done without prior consultations but then it could have been difficult to explain or provide justification for such budgets without some statistical information back-up.

The concept of planning is to ensure that the planning progress can be monitored and evaluated but no sector was operating a monitoring and evaluation plan except the Ministry of Health and Social Welfare which reported an existence of an M&E unit with its own strategic plan (see Table 2.4).

Table 2.4: Selected list of Monitoring and Evaluation Plans

MDA/Sector	Monitoring and Evaluation Plans
Agriculture and Food Security	None
Education and Training	None
Gender, Youth, Sports and Recreation	None
Health and Social Welfare	M&E Unit has own Strategic Plan
Employment and Labour	None
Local Government and Chieftainship	None
Tourism, Environment and Culture	None
Disaster Management Authority	None
Central Bank of Lesotho	None
Bureau of Statistics	None
Ministry of Finance and Development Planning	National M&E Indicators currently being finalized

2.3.1.5 Statistical Environment

Through the questionnaire administered to sectors, an assessment was made as to whether sectors were aware of the statistical environment under which they were operating. There was a question aimed at finding out if sectors were aware of the existence of any law governing statistical work in Lesotho. The results indicated that most of the sectors were not aware of the existence of the 1965 Statistics Act as well as the Statistics Act of 2001 nor were they aware of the existence of the National Statistical Council. In responding to whether the current Act is conducive for statistical activities, some respondents reported that some sectors have their own laws which are in conflict with the Act. The comparisons of the sectors regarding their knowledge of the existence of a law governing statistical work or existence of a National Statistical Council are presented in Table 2.5.

Table 2.5: Knowledge about the existence of any Law governing Statistics and National Statistical Council

Ministry/Sector	Existence of Any Law Governing Statistics				
	Yes	No	I do not know	No Response	Number of respondents
A					
All Sectors	52.3	3.6	42.3	1.8	99
Agriculture and Food Security	33.3	0.0	58.3	8.3	12
Central Bank of Lesotho	100.0	0.0	0.0	0.0	6
DMA	100.0	0.0	0.0	0.0	4
Education and Training	71.4	0.0	28.6	0.0	7
Finance and Development Planning	60.0	0.0	40.0	0.0	10

Gender , Youth, Sports and Recreation	22.2	0.0	77.8	0.0	9
Health and Social Welfare	62.5	0.0	37.5	0.0	8
Employment and Labour	50.0	0.0	50.0	0.0	10
Local government and Chieftainship	57.1	0.0	42.9	0.0	14
Tourism, Environment and Culture	37.5	37.5	12.5	12.5	8
Bureau of Statistics	100.0	0.0	0.0	0.0	11
B					
Ministry/Sector	Existence of the Statistics Council or any similar body?				
	Yes	No	I do not know	No Response	N
All Sectors	25.2	17.1	48.6	9.0	99
Agriculture and Food Security	25.0	8.3	50.0	16.7	12
Central Bank of Lesotho	33.3	33.3	33.3	33.3	6
DMA	50.0	0.0	50.0	0.0	4
Education and Training	14.3	14.3	71.4	0.0	7
Finance and Development Planning	10.0	60.0	20.0	10.0	10
Gender, Youth, Sports and Recreation	16.7	0.0	83.3	0.0	9
Health and Social Welfare	25.0	12.5	62.5	0.0	8
Employment and Labour	50.0	0.0	40.0	10.0	10
Local government and Chieftainship	14.3	28.6	57.1	0.0	14
Tourism, Environment and Culture	25.0	37.5	12.5	25.0	8
Bureau of Statistics	0.0	100.0	0.0	0.0	11

A follow up question was asked respondents who reported that they were aware of a law governing statistical work as to whether the law is providing a conducive environment for their statistical work. The respondents who indicated that the law constrained their work were further asked to indicate how the law was a constraint.

2.3.1.6 Knowledge of National and International Programmes

The sectors were aware of development programmes such as Poverty Reduction Strategy, Vision 2020 and Millennium Development Goals. However, despite the efforts of to inform sectors about the National Strategy for the Development of Statistics (NSDS), the majority of the sectors were not aware of the existence of the NSDS as shown in Table 2.6. Of all the members of the sector statistics committees who responded to the questions of the assessment, only a third was aware of NSDS. The degree of knowledge differed from sector to sector.

Table 2.6: Knowledge of Development Programmes

Ministry/Sector	Knowledge (%) of the following:				
	PRS	MDGs	Vision 2020	NSDS	Number of respondents
All Sectors	91.0	86.5	91.9	32.4	99
Agriculture and Food Security	100.0	91.7	100.0	25.0	12
Central Bank of Lesotho	10.0	100.0	100.0	50.0	6
DMA	75.0	50.0	50.0	50.0	4
Education and Training	100.0	100.0	100.0	42.9	7
Finance and Development Planning	90.0	80.0	100.0	40.0	10
Gender, Youth, Sports and Recreation	88.9	88.9	100.0	33.3	9
Health and Social Welfare	97.5	75.0	87.5	12.5	8
Employment and Labour	90.0	80.0	100.0	60.0	10
Local government and Chieftainship	92.9	92.9	92.9	35.7	14
Tourism, Environment and Culture	87.5	87.5	87.5	25.0	8
Bureau of Statistics	90.9	90.9	90.9	63.3	11

Regarding knowledge of international guidelines such as Addis Ababa Plan of Action, Fundamental Principles of Official Statistics and General Data Dissemination System, at most about 18 percent of the respondents were aware of these programmes as reflected in Table 2.7. Participation in conferences/workshops exposes respondents to some of these development programmes. However, due to limited resources allocated for statistical work within sectors as it has been indicated under resource allocation for statistical work, some staff members rarely attend these conferences/workshops.

Table 2.7: Knowledge of International Bodies

Ministry/Sector	Knowledge (%) of the following:			
	Addis Ababa Plan of action	Fundamental Principles of Official Statistics	General Data Dissemination System	Number of respondents
All Sectors	10.8	15.3	17.1	99
Agriculture and Food Security	0.	0.0	0.0	12
Central Bank of Lesotho	16.7	50.0	83.3	6
DMA	0.0	0.0	0.0	4
Education and Training	28.6	14.3	42.9	7

Finance and Development Planning	10.0	10.0	10.0	10
Gender, Youth, Sports and Recreation	0.0	0.0	11.1	9
Health and Social Welfare	0.0	12.5	37.5	8
Employment and Labour	20.0	30.0	20.0	10
Local government and Chieftainship	0.0	14.3	0.0	14
Tourism, Environment and Culture	12.5	12.5	12.5	8
Bureau of Statistics	54.5	81.8	90.9	11

2.3.1.7 Allocation of Financial Resources for Statistical Activities

Respondents were asked to indicate any allocation of financial resources for statistical work in the past 5 to 6 financial years. Due to staff turnover the majority of the respondents were not in a position to respond as they had joined the department a year or two prior to the assessment hence were not aware of the allocation of resources for statistical work within their sectors (see Table 2.8). In some situations where funds were allocated, it was reported that, they would be diverted to other activities without consultation with the concerned units. The other compounding factor is the non-existence of statistical units within sectors except for the ministries of Health and Social Welfare and Education and Training where a fully operational statistical unit existed. These two ministries benefited from the previous practice where BOS used to post its own staff to the ministries to assist with statistical work. This practice helped to create demand for the services of statisticians within the ministries. The Ministry of Health and Social Welfare then started recruiting statisticians for their statistics unit to supplement those posted by BOS.

Table 2.8: Allocation of Financial Resources for 2002/3 to 2006/07 Financial Years

Ministry/Sector	Financial Year					Number of respondents
	2002/03	2003/04	2004/05	2005/06	2006/07	
All Sectors	11.7	9.0	10.8	12.6	13.5	99
Agriculture and Food Security	0.0	0.0	0.0	0.0	0.0	12
Central Bank of Lesotho	0.0	0.0	0.0	0.0	0.0	6
DMA	50.0	25.0	50.0	75.0	50.0	4
Education and Training	28.6	14.3	14.3	14.3	14.3	7
Finance and Development Planning	0.0	0.0	0.0	0.0	0.0	10
Gender, Youth, Sports and Recreation	0.0	0.0	0.0	0.0	0.0	9

Health and Social Welfare	62.5	50.0	50.0	50.0	75.0	8
Employment and Labour	0.0	0.0	0.0	0.0	10.0	10
Local government and Chieftainship	7.1	7.1	7.1	7.1	7.1	14
Tourism, Environment and Culture	0.0	0.0	12.5	12.5	12.5	8
Bureau of Statistics	72.7	72.7	72.7	90.9	90.0	11

2.3.1.8 Coordination of Statistics Work within the Country

The respondents were asked about the coordination mechanism for statistics work within the country. The majority of the respondents identified BOS as the body responsible for the coordination of statistics work within the country. The doubt about the responses is based on the fact that some respondents had indicated that, some of the coordination mechanisms did not exist in Lesotho except elsewhere. .

2.3.1.9 Profile of the Country's Statistics

The country's statistics when rated on the scale of low to high, in Table 2.9 reflects that more than half of the respondents contend that the profile of the national statistics is low. More than a third rated the profile as not so high while 5 percent rated it as high. About 18 percent of persons from BOS that participated in the assessment rated the statistics profile as not high and another 18 percent rated it as low.

Table 2.9: Rating of the National Statistics Profile

Ministry/Sector	Rating for the National Statistics Profile					Number of respondents
	High	Not so high	Low	Not sure	No response	
All Sectors	4.5	36.9	51.4	0.9	6.3	99
Agriculture and Food Security	0.0	33.3	58.3	0.0	8.3	12
Central Bank of Lesotho	33.3	50.0	0.0	0.0	16.7	6
DMA	0.0	75.0	25.0	0.0	0.0	4
Education and Training	0.0	57.1	28.6	0.0	14.3	7
Finance and Development Planning	0.0	30.0	70.0	0.0	0.0	10
Gender, Youth, Sports and Recreation	0.0	33.3	44.4	22.2	0.0	9
Health and Social Welfare	0.0	50.0	50.0	0.0	0.0	8

Employment and Labour	10.0	20.0	70.0	0.0	0.0	10
Local government and Chieftainship	0.0	35.7	64.3	0.0	0.0	14
Tourism, Environment and Culture	12.5	25.0	37.5	12.5	12.5	8
Bureau of Statistics	18.2	54.5	18.2	0.0	0.0	11

2.3.1.10 Role of Statistics in National Development

Close to half (49 percent) of the respondents were of the view that the role of statistics in national development was not well understood. Only 14 percent of the respondents were of the view that the role of statistics in national development is well understood while 1 in 5 (22 percent) did not know whether the role is well understood or not and 16 percent did not respond to the question. There were differences observed between sectors as reflected in Table 2.10. The expressed views do support the fact that there was lack of use of statistical information to inform decision making within the sectors.

Table 2.10: Responses Relating to Whether the Role of Statistics in National Development is well understood

Ministry/Sector	Role of statistics in development understood?				
	Yes	No	I do not know	No response	Number of respondents
All sectors	14.0	48.6	21.5	15.9	99
Agriculture and Food Security	18.2	27.3	45.5	9.1	12
Central Bank of Lesotho	33.3	50.0	0.0	16.7	6
DMA	0.0	66.7	33.3	0.0	4
Education and Training	0.0	66.7	16.7	16.7	7
Finance and Development Planning	10.0	50.0	20.0	20.0	10
Gender, Youth, Sports and Recreation	12.5	0.0	62.5	25.0	9
Health and Social Welfare	25.0	50.0	25.0	0.0	8
Employment and Labour	11.1	55.6	11.1	22.2	10
Local government and Chieftainship	7.1	50.0	28.6	14.2	14
Tourism, Environment and Culture	0.0	100.0	0.0	0.0	8

2.3.1.11 *Role of the Bureau of Statistics*

The majority of sectors constituting 46.7 percent did not understand the role of BOS. However, about 21 percent of the sectors understand the role of BOS (see Table 2.11). The organizations working with certain communities report non- representative figures as if they were national figures and this practice creates confusion as in most cases such figures conflict with figures provided by BOS. A similar situation was also reported with respect to figures of households identified as eligible for receiving food packages. The figures differ depending on the organization intending to distribute food packages.

Table 2.11: Responses relating to whether role of the Bureau of Statistics is well understood

Ministry/Sector	Role of Bureau of Statistics well understood?				
	Yes	No	I do not know	No response	Number of respondents
All sectors	20.6	46.7	17.8	15.0	99
Agriculture and Food Security	9.1	27.3	45.5	18.2	12
Central Bank of Lesotho	50.0	50.0	0.0	0.0	6
DMA	33.3	33.3	33.3	0.0	4
Education and Training	0.0	83.3	0.0	16.7	7
Finance and Development Planning	30.0	30.0	30.0	10.0	10
Gender, Youth, Sports and Recreation	12.5	25.0	50.0	12.5	9
Health and Social Welfare	50.0	50.0	0.0	0.0	8
Employment and Labour	33.3	22.2	11.1	33.3	10
Local government and Chieftainship	7.1	64.3	21.4	7.1	14
Tourism, Environment and Culture	11.1	88.9	0.0	0.0	8

2.3.1.12 *Involvement of Development Partners in Statistical Activities*

Among questions asked there was one relating to involvement of development partners in statistical work within sectors and on allocation of resources for statistical work within sectors. Due to the fact that most respondents were newly appointed in their sectors, they did not respond to most questions. However, there was a lot of involvement of development partners within sectors.

2.3.1.13 Professional Staff Turnover

The number of respondents reported that they had just joined their departments hence the high non-response rate (80.2 percent) reflected in Table 2.12. The percentage distribution of staff turnover does provide evidence that “no response” category is mainly made up of respondents who were mostly new in their departments and knew nothing about staff turnover within their departments.

Table 2.12: Turnover for Professional Staff

Ministry/Sector	Staff turnover (%)					Number of respondents
	<10%	10-19%	20-49%	50+%	No response	
All Sectors	10.8	1.8	4.5	2.7	80.2	99
Agriculture and Food Security	8.2	16.7	8.3	8.3	58.3	12
Central Bank of Lesotho	16.7	0.0	0.0	0.0	83.3	6
DMA	50.0	0.0	0.0	0.0	50.0	4
Education and Training	14.3	0.0	0.0	0.0	85.7	7
Finance and Development Planning	0.0	0.0	0.0	0.0	100.0	10
Gender, Youth, Sports and Recreation	0.0	0.0	0.0	0.0	100.0	9
Health and Social Welfare	0.0	0.0	0.0	0.0	100.0	8
Employment and Labour	0.0	0.0	10.0	0.0	90.0	10
Local government and Chieftainship	14.3	0.0	7.1	0.0	78.6	14
Tourism, Environment and Culture	37.5	0.0	12.5	25.0	25.0	8
Bureau of Statistics	45.5	0.0	0.0	9.1	45.5	11

2.3.1.14 Data Needs and Gaps

The sectors were asked to state the type of data that they need and whether there were data gaps. Table 2.13 presents the responses of the respondents from the sectors. The economic, social and demographic data are in high demand for the majority of the sectors except for the Ministry of Environment, Tourism and Culture whose high demand is mostly on environmental information. There is no sector which is satisfied with its data needs in terms of fulfilling all those needs. For instance, all respondents of Central Bank of Lesotho concurred that they need economic data for their activities and 83 percent of the respondents are of the view that, the data are inadequate for their needs. Therefore to satisfy the needs of the sectors in terms of their data needs, it is

necessary to institute a strong coordination including adherence to standards and quality so that there would be no duplication of efforts among sectors who are producing high quality data which would be useful to other sectors.

Table 2.13: The Type of Data Needs and Gaps for Ministries/Sectors

Ministry / Sector	Type of Data Needed and Gaps (%)							
	Economic		Social		Demographic		Environmental	
	Neede d	Gap	Neede d	Gap	Neede d	Gap	Neede d	Gap
Agriculture and Food Security	90.9	27.3	72.7	27.3	72.7	18.2	63.6	45.5
Central Bank of Lesotho	100	83.3	33.3	16.7	50.0	50.0	33.0	16.7
DMA	66.7	33.3	100	66.7	33.3	33.3	33.3	33.3
Education and Training	50.0	33.3	66.7	33.3	50.0	16.7	16.7	16.7
Finance and Development Planning	90.0	70.0	90.0	50.0	90.0	50.0	80.0	50.0
Gender, Youth, Sports and Recreation	75.0	37.5	75.0	62.5	62.5	25.0	37.5	25.0
Health and Social Welfare	50.0	25.0	75.0	25.0	25.0	50.0	50.0	75.0
Employment and Labour	77.8	33.3	44.4	44.4	44.4	33.3	33.3	22.2
Local government and Chieftainship	78.6	57.1	85.7	42.9	57.1	50.0	50.0	50.0
Tourism, Environment and Culture	44.4	22.2	55.6	55.6	66.7	22.2	66.7	33.3

2.3.1.15 Training Needs of the Sectors

Training is an important requirement in terms of capacitating staff in any sector. The training needs are specific to certain sectors and the majority of the sectors appreciate the usefulness of computers in their daily work. The respondents further indicated that they would want to be trained on computer software (E.g. Microsoft Excel and Access, SPSS and GIS etc) to improve their productivity. Methodological courses on data collection, analysis and report writing were also some of the critical training needs mentioned by the respondents. Monitoring and evaluation was indicated by some respondents as one of the critical training needs. One of the training needs identified was training of clerical staff responsible for records keeping and or district data collection.

2.4 Issues Drawn From the Situational Assessment

The situational assessment presented the following issues that should be considered in developing a National Strategy for the Development of Statistics [NSDS]:

- There is no coordinated planning except in a few sectors Very little statistics is used to inform decision making and policy formulation
- The Strategic plans under which sectors are operating have no in-built monitoring and evaluation systems
- There are no sector statistics strategic plans except for the Ministry of Health and Social Welfare.
- The BOS is recognised as the main coordinating body in Lesotho. Training in statistical related activities was identified as key requirement with computing skills mentioned by most respondents.
- Establishment of Statistics Units within sectors that produce data as well as Data Management Systems was observed as an important strategy.

2.5 Strengths, Weaknesses, Opportunities and Threats Analysis

2.5.1 The SWOT Tool

Indeed while the NSS has some discernible strength, it also has many weaknesses which hinder development of official statistics in the country. The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is a powerful diagnostic tool for assessing organization factors and its environment. A SWOT analysis can help with:

- identifying and evaluating opportunities and threats to the system, which are largely beyond the control of the NSS; and
- identifying and evaluating strengths on which to build the strategy and weaknesses to be addressed.

The results of the SWOT analysis are used to identify possible strategies as follows:

- **build** on the system's strengths;
- **mitigate** or eliminate weaknesses;
- **exploit** or take advantage of opportunities;
- **avoid** or reduce the impact of threats.

Based on the assessments, a SWOT analysis of the NSS was undertaken. The results of the SWOT analysis are summarized in Table 2.14.

Table 2.14: BOS SWOT Analysis

STRENGTHS	WEAKNESSES
- o Existence of Statistics Act 2001 - o Availability of Strategic Plan - o Existence of National Statistical Council - o Design of a National Strategy for the Development of Statistics - o Availability of Qualified Staff - o Release schedule for Statistical Publications - o Interactive Website - o Local Area Network - o Regular Senior Management Meetings - o Deployment of Statisticians at district level - o Holding User Producer Workshops - o Existence of Survey Team and Publicity Committee - o Engagement of media houses during dissemination - o Team Building Initiatives - o Limited Dependency on external assistance for technical capacity/expertise - o Continuous Multi-purpose Household Survey - o Existence of Modern Technology, for e.g. GPS Equipment... - o DevInfo (LIVE DB)	- o No Training Officer - o Lack of National Statistical System Coordination - o Inadequate office space at both headquarters and district level - o No Statistics Regulations - o Inadequate Transport - o Insufficient ICT facilities for data processing in the Districts - o No Information Security Policy - o No meeting the needs of users
OPPORTUNITIES	THREATS
- o Memoranda of Understanding with line ministries - o Existence of Public Service Act 2005 and Public Service Regulation 2008 Financial and Technical Assistance from Development Partners - o Existence of Integrated Financial Management Information System (IFMIS) - o Membership in External Committees - o Participation in committees focusing on National and International Development Agenda e.g. MDGs, NMES, Vision 2020 etc - o Political buy-in for statistical activities	- o Surveys and Publications not approved by Bureau of Statistics - o Budget Cuts - o Limited Local Suppliers of specialized ICT Equipment - o No gazetteer of standardized village names - o Shortage of staff - o Lack of Staff Retention Strategy

- o Participation in regional and sub regional committees and international programmes e.g.2010 round of Population Census, GDDS, Agric Censuses, etc - o Advocacy for statistics through African Statistics Day, World Statistics Day and Population Day commemoration - o Access to Internet - o Lesotho Government Data Network(LGDN) and data housing facilities provided by MoCST (Connection of the Districts) - o	
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2.6 Rationale for Strengthening the National Statistical System

In order to meet the current and emerging demand for data in the country, regionally and internationally, the National Statistical System needs to be strengthened to make it more robust, more transparent and much better coordinated by a well structured, highly professional, strategy focused and IT-driven national statistical agency.

A number of weaknesses, opportunities and threats have already been highlighted in the SWOT analysis. The need for strengthening the structure of BOS, its Human Resource, Coordination among Producers and Users of statistics, etc are vital. The establishment of statistical units in the ministries is necessary. This would enable BOS to concentrate on censuses and surveys, developing sampling frames and regularly updating them. At district level, there is an indication that cooperation in statistical work exists and this could be used as the building block towards strengthening the National Statistical System.

CHAPTER 3

THE NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS

3.0 Introduction

This chapter presents the strategic framework for the development of statistics including elements of the NSDS. The NSDS aims to build on identified strengths, eliminate weaknesses, take advantage of opportunities for statistical development in the country and mitigate threats. It presents an approach that promotes the development of statistics in a participatory, holistic and synergic manner, and introduces modern and proven strategic planning and management principles and practices in the handling of official statistics. The NSDS will cover all sectors and all key stakeholders including:

- data users at different levels in the public, private and civil society sectors, and the donor community-typically these include policy and decision makers, legislators, programme managers, etc.;
- data producers including BOS as the coordinating and supervisory agency of the system, line Ministries and public agencies such as the Central Bank of Lesotho;
- data suppliers including establishments and households; and
- research and training institutions, including Universities. The value addition of the NSDS approach is that it looks at statistical capacity building through a development and management lens; and looks at development policy and optimal management practices through a statistical lens - all in pursuit of better development outcomes.

3.1 Key NSDS Essentials

PARIS21 (Partnership in Statistics for Development in the 21st Century) has issued NSDS documentation¹⁰ that includes “NSDS Essentials” and “NSDS Design Guide” which set out key principles deemed important for the success of NSDS design and implementation. The four principles that underpin the NSDS are as follows:

i) Integration into national development policy processes and context, taking account of regional and international commitments

Thus NSDS should:

- have political support and commitment, and be championed by high-level national official(s),
- be demand-focused and user-friendly, responding to needs and priorities for information to inform the process of managing for results,
- develop statistics as a “public good”, funded from government budgets, complemented (where appropriate) by international support,

¹⁰ National Strategy for the Development of Statistics (NSDS) Documentation, PARIS21 Secretariat, 2004 Version, Paris, France

- be mainstreamed as part of national development policy, including for the design, monitoring and evaluation of Poverty Reduction Strategies, sector strategies, and other national development plans, as well as assessing progress toward the MDGs,
- respect all relevant legislation or regulation, recommending changes where appropriate, and
- work within the national context, both cultural and institutional.

ii) Inclusively develop it by incorporation of results-based management and meeting quality standards.

The NSDS should:

- be the output of a consensus-building/advocacy process, which helps build commitment and partnerships, with clear processes for consultation,
- be the output of genuinely nationally led, owned and inclusive participatory processes including all stakeholder groups (e.g. users, analysts, producers; government, private sector, civil society; international and regional organizations, bilateral donors and specialized agencies),
- incorporate results-based management principles in the design of the NSDS and manage its implementation with performance indicators (e.g. for the supply of statistical information, value for money, user satisfaction, governance, support to national policies, confidentiality) and a performance reporting, monitoring and evaluation plan,
- follow the values and principles portrayed by the UN Fundamental Principles of Official Statistics to produce useful high-quality data that will have the confidence of users of statistics, and,
- draw on international standards, recommendations and experience to capitalize on worldwide knowledge and for consistency between countries.

iii) Comprehensiveness, coherence and provision of the basis for the sustainable development of quality statistics .

The NSDS should:

- cover the whole national statistical system (NSS) including all sectors and data collection, analysis, dissemination and use from censuses, surveys and administrative systems, as well as the mechanisms for coordination and consultation (recognizing that implementation might need to be sequenced),
- provide a platform for the long-term, sustainable development of statistics whilst also addressing immediate data needs for development progress,
- provide a resource for evidence-based decision making, with quality i.e., “fit for purpose” (relevance, accuracy, timeliness, independence), and,
- serve as a coherent framework for international and bilateral assistance for statistics and to avoid parallel systems for monitoring and evaluation needs generally of donor programmes.

iv) Showing the current status of the National Statistical System, how it needs to be developed and how to accomplish this.

The NSDS should:

- provide an assessment of the current status of the NSS , incorporating a comprehensive appraisal of statistical outputs measured against agreed criteria,
- maintain statistical production and procedures, building on existing activities and on-going processes, during the design and implementation of the NSDS,
- provide a vision for national statistics (where we want to go), strategies to deliver the vision (how do we want to get there), which address institutional and organizational constraints and integrate all statistical planning frameworks, and performance indicators (how do we know we have arrived): not just a work plan,
- incorporate sub-strategies for leadership and management, financial management, human resources, communications, infrastructure (e.g. information technologies) and dissemination as well as the technical work areas (e.g. national accounts, poverty statistics, health statistics),
- set out an integrated statistical capacity building programme (for building capacity to implement and adapt the strategy); convert statistics into information through analysis, dissemination, publicity and user education; be prioritized and timetabled; provide the framework for annual implementation work plans; be realistic, pragmatic and flexible enough to cope with changes in priorities, new information needs and lessons learnt and is as easy to accomplish as possible, and,
- outline the financing requirements: responding to user needs but realistic about resources (implies prioritization, sequencing, and cost effectiveness: e.g. considers alternative ways of compiling data such as administrative sources and sample surveys).

3.2 Strategic Objectives and Key Outputs

The NSDS consists of Strategic Objectives which are **Specific, Measurable, Achievable, Realistic and Time-bound (SMART)**. Strategic Objectives aim to address strategic or important issues, which are identified during the assessment phase. Each of the Strategic Objectives serves as a pillar of the strategy and has a number of strategies for its success. The Strategic Objectives are determined following the assessment of the National Statistical System.

3.2.1 Strategic objectives

Strategic Objectives describe the overall accomplishments to be achieved in the National Statistical System (NSS). In the case of Lesotho these are:-

- Promote usage of statistics in national development planning
- Mainstreaming of statistics in national development projects and programmes to facilitate and promote evidence-based development planning
- Organizational and institutional development of MDAs to enable them develop capacity and capabilities to efficiently and effectively generate and use statistical information in planning and decision making
- Review of national legislation for statistics to enhance the management and coordination of the National Statistical System

- Organizational and institutional development of Bureau of Statistics to enable it to effectively manage and coordinate the National Statistical System
- Human resource development in Statistics to increase numbers of skilled personnel for production, supply, and efficient and effective use of statistics
- Provision of adequate financial resources to support production, supply and use of statistics in community, district and national development projects and programmes
- Statistical infrastructure development to support production and dissemination of statistics
- Technological infrastructure development to facilitate use of information technology in statistics
- Decentralisation of the management and coordination of statistical work to Districts to support development and implementation of programmes at district and community levels
- Standardization of data collection, analysis, and processing methods and techniques to harmonise production, supply and use of statistics across the entire National Statistical System
- Data development and management to ensure data products reach all stakeholders in the most appropriate and user-friendly formats
- Coordination of Censuses and Surveys
- Monitoring and Evaluation of the NSDS

3.2.2 Key outputs

The key outputs that will follow from pursuing these Strategic Objectives include:-

- ***Social statistics:*** These include statistics on population and demography, migration, cultural statistics, gender disaggregated statistics, vital statistics, labour statistics, geographic information, education statistics, health statistics, poverty statistics, and crime statistics
- ***Economic statistics:*** These include national accounts, tourism statistics, finance and price statistics, import and export statistics, business statistics, agriculture statistics, communication statistics and transport statistics and industrial statistics.
- ***Other statistics:*** These include environmental statistics; land statistics; forestry statistics; water and sanitation statistics; energy statistics; meteorology data; natural disasters data; infrastructure statistics;
- ***Efficient and effective NSS:*** A well-organized statistical system that is effectively coordinated and adequately resourced;
- ***Semi-autonomous BOS:*** A semi-autonomous body operating under an independent Board backed by a revised legal framework (Statistics Act).

3.3 Challenges

The fourteen challenges addressed in the National Strategy for Development of Statistics are:

1. Promoting usage of statistics in national development planning
2. Mainstreaming of statistics in national development projects and programmes to facilitate and promote evidence-based development planning
3. Organizational and institutional development of MDAs to enable them develop capacity and capabilities to efficiently and effectively generate and use statistical information in planning and decision making
4. Reviewing of national legislation for statistics to enhance the management and coordination of the National Statistical System
5. Organizational and institutional development of the Bureau of Statistics to enable it to effectively manage and coordinate the National Statistical System
6. Human resource development in statistics to increase numbers of skilled personnel for production, supply, and efficient and effective use of statistics
7. Providing of adequate financial resources to support production, supply and use of statistics in community, district and national development projects and programmes
8. Statistical infrastructure development to support production and dissemination of statistics
9. Technological infrastructure development to facilitate use of information technology in statistics
10. Decentralizing of the management and coordination of statistical work to Districts to support development and implementation of programmes at district and community levels
11. Standardizing of data collection, analysis, and processing methods and techniques to harmonise production, supply and use of statistics across the entire National Statistical System
12. Data development and management to ensure that statistical products reach all stakeholders in the most appropriate and user-friendly formats
13. Coordinating of Censuses and Surveys
14. Monitoring and Evaluation of the NSDS

3.4 NSDS Objectives, Strategies and Activities

Strategies describe overall methods to be used for achieving Objectives and the vision. This section presents strategic objectives, strategies and main activities of the NSDS. Attainment of the objectives forms the main thrust of the NSDS.

A logical framework matrix (sometimes called the log frame) is presented in Annex 4. It presents a logical interrelationship among the above elements. It is a highly effective planning tool for defining inputs, outputs, timetables, success assumptions and performance indicators. It provides a structure for specifying the components of an activity and for relating them to one another. The log frame is a tool that helps in planning, monitoring and evaluation.

Using this approach, the vertical logic is the hierarchy of objectives of the strategy. For a given level of objective (equivalent to a horizontal row of cells) the horizontal logic describes: how the achievement of the objective will be measured or verified, how this information will be obtained and what external factors could prevent the project manager and staff from achieving the next level objective.

In order to achieve each objective, key strategies and corresponding activities have been identified.

The Objectives, Strategies and Main Activities of the NSDS are:

There are 14 objectives, 17 strategies and associated activities for the NSDS as follows:

Strategic Objective 1: Promote usage of statistics in national development planning
Strategy 1: Advocate for and promote awareness and appreciation of the use of statistics in development planning
Activities ▪ Develop and implement an awareness/advocacy campaign programme to promote use of statistics in Government Ministries, Public and Private Sector Institutions, Donor Agencies, Non-Governmental Organizations, and Community Based Organizations ▪ Demonstrate the use of statistical data for planning and decision making ▪ Campaign for the importance and support of specific national statistical landmark activities (such as population censuses and household surveys) in providing data for formulation of economic and social programmes
Strategy 2: Utilize the media to popularize use of statistics in planning and decision making
Activities ▪ Organize and hold media publicity campaigns to disseminate information on the importance of using statistics in planning and decision making ▪ Organize media houses to publicize results of important statistical landmark events and occasions
Strategic Objective 2: Mainstream statistics in national development projects and programmes to facilitate and promote evidence-based development planning
Strategy 1: Guide sectors on how to use statistics in planning and decision making
Activities ▪ Prepare and disseminate guidelines for integrating statistics into sector planning ▪ Educate sectors on using the guidelines in planning and decision making ▪ Incorporate the PRS team into the NSDS process ▪ Monitor and evaluate effectiveness of the guidelines in enabling evidence-based sector planning and decision making
Strategic Objective 3: Strengthen the organizational and institutional capacities of MDAs to enable them develop and use appropriate and relevant statistical information in planning and decision-making
Strategy 1: Improve the statistical capacity of MDAs
Activities ▪ Undertake a capacity needs assessment survey in all MDAs to determine their

respective organizational and institutional capacity constraints in relation to production, supply and utilization of statistics ▪ Develop a comprehensive capacity building plan for the MDAs ▪ Mobilise funding for individual MDAs to upscale their respective capacities in statistics as identified in the capacity building plan ▪ Strengthen coordination mechanisms within and across sectors ▪ Improve communication within and across sectors ▪ Establish Statistics outfits in the various MDAs ▪ Monitor effectiveness of use of statistical information by the sectors
Strategic Objective 4: Strengthen the management and coordination of the National Statistical System
Strategy 1: Review the legal framework governing the operations of the National Statistical System
Activities ▪ Review the terms of reference of the Statistics Council to ensure the body's appropriateness and relevance for governing semi autonomous Bureau of Statistics ▪ Amend the Statistics Act 2001 to grant Bureau of Statistics operational autonomy to enhance its effectiveness in managing and coordinating statistical activities in the country ▪ Review and align all relevant laws of other agencies to make them consistent with the revised Statistics Act
Strategic Objective 5: Strengthen BOS organizational capacity to enable it to effectively manage and coordinate the NSS
Strategy 1: Improve the technical, management, and coordination capacities of the Bureau of Statistics
Activities ▪ Undertake a capacity needs assessment study of BOS to determine its organizational development capacity constraints that need to be addressed in strengthening its effectiveness ▪ Develop a comprehensive capacity building plan for BOS ▪ Mobilise funds to implement the plan ▪ Implement the capacity building plan ▪ Monitor and evaluate the effectiveness of the capacity building plan
Strategic Objective 6: Reduce the shortage of statisticians in the public sector
Strategy 1: Increase number of qualified personnel for production, supply, and effective and efficient use of statistics in all sectors
Activities ▪ Develop and implement policies for professional statistical personnel covering recruitment, redeployment, deployment, career progression, and conditions of service ▪ Develop and implement a NSS-wide statistical human resource development plan ▪ Develop and implement professional development short-term training programmes for statistical personnel operating at various levels of the NSS ▪ Enroll statistics personnel in relevant statistics training programmes at the

National University of Lesotho and in other institutions of higher learning in the region
Strategic Objective 7: Provide adequate financial resources to maintain the National Statistical System, support production, supply and use of statistics in community, district and national development projects and programmes
Strategy 1: Budget for statistical work in each MDA financial year
Activities - Identify statistical activities to be undertaken in each sector during each financial year - Incorporate the activities in each MDA annual operational plan - Incorporate the cost of the activities in the annual budget of each MDA - Implement the activities - Regularly monitor progress
Strategic Objective 8: Provide adequate physical infrastructure in the various sectors to support production and dissemination and safe storage of statistics
Strategy 1: Procure appropriate infrastructure to house statistical work in the various MDAs
Activities - Conduct an assessment of the physical infrastructure needs of each sector to enhance production and dissemination of statistical information - Develop a comprehensive capacity building plan for statistical infrastructure development in each sector - Mobilise funding to implement the capacity building plan in key MDAs that produce and disseminate vital statistical information. - Provide needed physical infrastructure in each MDA
Strategic Objective 9: Provide adequate ICT infrastructure to facilitate use of information technology in statistics
Strategy 1: Procure appropriate ICT infrastructure for Statistics in each sector
Activities - Conduct an assessment of the ICT infrastructure needs of sectors and complement where necessary. - Develop a comprehensive capacity building plan for ICT infrastructure development in each sector - Mobilize funding to implement the capacity building plan in all MDAs and other stakeholders - Procure and install an integrated ICT infrastructure system
Strategy 2: Utilize ICT equipment effectively in each sector
Activities - Develop standard guidelines to support an effective use of ICT to promote high quality data and reduce costs - Train statistical personnel to use the guidelines - Establish ICT connectivity of all MDAs - Monitor and evaluate the effectiveness of the standard guidelines
Strategy 3: Maintain the ICT equipment in all sectors
Activity Develop and implement an ICT maintenance policy
Strategic Objective 10: Decentralize the management and coordination of statistical

work to districts to ensure harmonization of statistics produced and its accessibility to users at district and community levels
Strategy 1: Build capacity for management and coordination of statistical work at district and community levels
Activities: ▪ Review the roles played by District Statistics Offices to include management and coordination of statistical work in each respective district ▪ Provide district offices with technological and human resource capacities to address the expanded responsibilities ▪ Provide district statistics personnel with appropriate skills
Strategic Objective 11: Establish and maintain consistency in the production of statistics across the entire National Statistical System
Strategy 1: Standardize data collection, analysis and dissemination methods and techniques within the National Statistical System
Activities: ▪ Establish a compendium of statistical standards and terms for compliance by producers and users ▪ Develop guidelines for data collection, analysis, and dissemination of statistical outputs in collaboration with producers and users ▪ Disseminate the policy to all producers and users of statistics nationwide ▪ Monitor implementation and evaluate the effectiveness of the policy
Strategic Objective 12: Improve the effectiveness and efficiency of statistical data development and management systems
Strategy 1: Establish reliable data development and management systems within and across statistical sectors
Activities: ▪ Identify data gaps in the existing data management systems in the various sectors ▪ Develop new data development systems where they are non-existent ▪ Strengthen the existing data management systems by filling the identified data management gaps in each respective sector ▪ Strengthen coordination mechanisms for inter-sector data production processes through establishment and implementation of standards and methodologies throughout the entire NSS ▪ Provide statistical personnel with appropriate skills and competencies in data management
Strategic Objective 13: Strengthen the management and coordination of national censuses and surveys
Strategy 1: Regulate the management and coordination of statistical work in the country
Activities: ▪ Develop and implement guidelines for coordination of statistical work by all sectors ▪ Provide BOS with adequate capacity and resources to effectively perform its administrative and technical roles in the management and coordination of national censuses and surveys ▪ Strengthen collaboration and cooperation between BOS and key players in the

national censuses and surveys, clearly spelling out the rights and obligations of each party in the NSS ▪ Develop and implement policy guidelines for coordination of national surveys undertaken by various bodies in the country ▪ Disseminate the policy to all institutions and organizations that undertake national surveys ▪ Monitor effectiveness and evaluate implementation of the policy
Strategic Objective 14: Undertake Monitoring and Evaluation of the National Statistics Development Strategy (NSDS)
Strategy 1: Develop and implement an M&E framework for the NSDS
Activities ▪ Develop M&E plan for the NSDS in collaboration with sector committees, NMES secretariat and other relevant stakeholders ▪ Mobilise resources for the M&E plan ▪ Implement the plan ▪ Monitor and evaluate effectiveness of the M&E plan

3.5 Sector Challenges, Strategies and Key Outputs

The development of the Lesotho NSDS involved mainstreaming 15 sectors, 10 sectors during the first phase and 5 sectors during the second phase. As a result Sector Strategic Plans (SSPs) were developed for each of these sectors. The Challenges, Strategies and Key Outputs that were identified in each sector are presented in Annex 5 of this document.

Although only the Challenges, Strategies and Key Outputs are the minimum information presented in this document for the sectors, for each sector the following were also developed: Vision, Mission, Core values, Strategic Objectives and Strategies. The Logical Framework Matrix was also developed for each sector that was included in the design phases 1 and 2.

CHAPTER 4

IMPLEMENTATION, MONITORING, EVALUATION AND REPORTING

4.0 Implementation

Designing a good NSDS will not necessarily lead to improvement of the National Statistical System. NSDS is a capacity building strategy, as such there is need to pay adequate attention to its implementation plan. The guide to designing NSDS published by PARIS21 secretariat states that, *“the ability to execute strategy is more important than the quality of the strategy itself”* (Robert S. Kaplan & David P. Norton, year). It is therefore important to have appropriate plans in place for the strategy to be successfully implemented otherwise all the efforts made to prepare the strategy will have been wasted.

4.1 Implementation plans

The implementations plans of the NSDS in Lesotho will focus on achievement of the strategic objectives as detailed in chapter 5:

i) Promote usage of statistics in national development planning

The production of NMES indicators by Ministry of Finance and Development Planning of which 10 of the 21 indicators list the BOS as the principal or secondary source for the indicator will fulfill this objective. Advocacy is a continuous activity that involves identification of stakeholders, holding briefing sessions, dissemination of newsletters and fliers, holding workshops covering various statistics subjects, etc.

ii) Mainstream statistics in national development projects and programmes to facilitate and promote evidence-based development planning

Mainstreaming of statistics in the preparation of National Development Plans and also in Sector Plans has been emphasized throughout the preparation of the NSDS. This is one way of facilitating and promoting evidence-based development planning. Statistics should be used during the preparation of plans and subsequently the monitoring and evaluation of those plans. Mainstreaming of statistical information in the preparation of the National Development Plan and the production of the NMES indicators by the Ministry of Finance and Development Planning will ensure proper monitoring and evaluation of the plan.

iii) Organizational and institutional development of MDAs to enable them develop capacity and capabilities to efficiently and effectively generate and use statistical information in planning and decision making

The MDAs of the Government of Lesotho are characterized by:

- existence of Planning Units in some of the MDAs. These Planning Units are staffed with Statisticians and/or Economists. Many of the MDAs have no Statisticians working with Planners. Therefore, there is need to create statistics units in all the MDAs to ensure a one-stop-shop in each Ministry for the production of statistics;
- legislations that govern their production of statistics, however, some do not have any
- usage of administrative records as their primary data source. Secondary data are obtained from other MDAs including the BOS to ensure meaningful analysis of their data;
- lack of Statistical Information Management Systems (SIMS); in MDAs is yet to be developed;
- lack of expertise in data analysis; and

Under the NSDS, majority of MDAs have developed Sector Strategic Plans for Statistics with the exception of Ministry of Health and Social Development which developed its own Sector Plan without the assistance of the NSDS.

In view of the above, the importance of strengthening Statistical Information Management Systems (SIMS) in MDAs cannot be overemphasized. SIMS will:-

- ensure coordination of statistics production,
- provide a one-stop-shop for statistics in the MDA,
- assist in minimizing resource requirements for production of statistics,
- eliminate duplication in data collection, and
- harmonise methods, standards, classifications, concepts and definitions.

iv) Review of national legislation for statistics to enhance the management and coordination of the National Statistical System

BOS Statistics Act (2001) states that in the exercise of its functions the Director should consult and cooperate with other lead agencies having related duties or objectives to those of BOS. The Act states that “the Director shall liaise or collaborate with line Ministries in the production of official statistics. No specific mention was made on the coordination mechanisms such as inter-agency committees, task forces, etc.

The Statistics Act (2001) also stipulates the establishment of a National Statistical Council to advise the Minister on statistical policies and programmes. Through this Act the Council is also empowered to advise BOS on statistical priorities evaluate and monitor the work of BOS and ensure that duplication of statistical work is avoided. The BOS Director is designated ex-officio and Secretary of the Statistical Council. The Statistical Council started its operations in 2009.

The review of the national legislation should ensure:

- alignment of the new organizational structure with the Act
- that the Fundamental Principles of Official Statistics are taken into account;
- review of the terms of reference and functions of the National Statistical Council;
- that the NSS and its roles are well defined;
- the working relationships of BOS and MDAs are strengthened particularly with regard to the coordination of statistical development activities; and
- that surveys undertaken by MDA’s in the public sectors are approved by BOS and that BOS is a repository of all results of these surveys.

v) Organizational and institutional development of Bureau of Statistics to enable it to effectively manage and coordinate the National Statistical System

As part of the implementation of this Strategy, BOS is expected to undertake additional functions including: coordinating the technical work of the NSS, undertaking advocacy for statistics, building capacities of the NSS in statistics, improving communication and ways of working together with MDAs through for example, Memoranda of Understanding (MoU). These activities will - require change of organizational structures to take into account this new role, status and its challenges. Consequently, there is need to establish additional units in the NSO organizational structure to ensure that the work processes are adequately undertaken with sufficient numbers of staff and resources.

The activities that have been proposed under this strategy include the preparation of a capacity needs assessment study of BOS to determine its organizational development capacity constraints. These constraints need to be addressed in strengthening its effectiveness including the development of a comprehensive capacity building plan for BOS and mobilization of funds to implement the capacity building plan.

The structure of BOS has nine divisions headed by seven Chief Statisticians, one Chief Cartographer and one Data Processing Manager as follows: Agriculture and Food Security Statistics, Environment and Energy statistics, Population Statistics, Socio-economic Statistics, National Accounts & Enterprise Statistics, Foreign Trade and Price statistics, Survey Methodology and Cartography, Field Organization, Information and Communications Technology. BOS staff compliment is summarized in the Table 4.1.

Table 4.1: BOS Staff Compliment

Number	Description of Post
1	Director
9	Chief statistician, Data Processing Manager, Chief Cartographer
27	Senior statistician, Senior Cartographer, Database Administrator, Senior Analyst Programmer
24	Statistician, Cartographer, Senior Systems Support Officer,
41	Assistant Statistician, Senior Support Officer Assistant Administration Officer, Analyst Programmer
21	Statistical officer, senior field officer, Computer Operator, Senior Executive Officer
29	Assistant statistical officer, Assistant librarian, field officer, equiv. Data Capturing Operator , Transport Officer
59	Senior statistical clerk, field assistant I, printing assistant, Assistant Executive Officer, driver
159	Statistical clerk, field assistant II, Driver
17	Office assistant
387	Total

This structure will be reviewed to be aligned with the NSDS strategy.

vi) Human Resource Development in Statistics to increase numbers of skilled personnel for production, supply, and efficient and effective use of statistics

The Human Resource Development involves a number of activities including training of the sub-professional and professional staff to ensure a critical mass of skilled staff, staff motivation, and introduction of on-the-job mentoring programme for young professionals.

A critical mass of staff is required to ensure that activities identified under each strategy are implemented. The creation of statistical units in the MDAs will create demand for more statistical staff. At the same time the complexities of the statistical function demand that statistical staff should be multi-talented with a variety of skills including statistics, demography, economics, sociology, information and communications technology, cartography, management, marketing etc. The staff mix of the statistical office should take into account these skills. There is therefore need to continue training of staff through on the job training, workshops, formal training at tertiary institutions including the National University of Lesotho (NUL).

Needs assessment: It would therefore be a good idea to undertake a needs assessment of training needs in all the stakeholders to enable formulation of a *Human Resource Development Strategy*. Mounting recruitment campaign at NUL, other institutions of higher learning would assist in increasing the number of lower and middle level staff as and when required.

Staff motivation is an inspirational mechanism for both the organization and individuals used to improve staff performance as well as staff retention: This motivation ensures that individual needs are satisfied (or met) to inspire staff to complete the tasks assigned to them. Depending on how motivated the staff are, it may further determine the effort they put into the work of the organization and therefore improve the quality of the output. Concerning factors that determine motivation of employees in a work place, most staff member would mention high salary as the most important factor for motivation. While this may be true in many instances, others may not fill fully satisfied with salary increase alone but in addition, other non financial factors are also important for motivation. These other factors may for example include more responsibility at the work place.

Motivation has an effect on the output of an organization and concerns both quantity and quality. An organization relies heavily on the efficiency of production and user-needs responsiveness to its customers (users in the case of statistics). Staff are the greatest asset for an organization, regardless how efficient the technology and equipment may be.

The different forms of staff motivation are as follows:-

Financial motivation - Money and the way it is paid is a very important motivator which managers have to bear in mind in designing programmes to motivate their staff. Payment systems usually include allowances, overtime, bonuses, loyalty bonus (to retain staff) and where appropriate include also “perks” or payment in kind e.g. free uniforms, etc).

Non-financial motivation - These include some of the following: **Recognition**: If staff members are recognized for the work done, they will be motivated to work harder. **Job enrichment**: giving workers more interesting, challenging and complex tasks. Workers can test themselves

and use their full range of ability. **Job enlargement:** this means simply giving workers more tasks to do of a similar nature or complexity. Job rotation is part of this and involves having a wider variety of tasks to do, perhaps rotating jobs with other members in the team, but not increasing the challenge of the job. **Team working:** this is where employees work in groups or teams. This can meet a worker's social needs as a person can more easily build friendships and feel a sense of belonging to a unit or group and hopefully to the business as a whole. This means they can cover any absences and can quickly adapt to a new production technique. **Empowerment:** this is like delegation. For empowerment to be successful, workers must have adequate training and/or good skill levels in order to be trusted to make the correct decisions.

Scheme of service - It is important that staff appointments and progression in the service be clearly defined for the statistical service. This is for both the professional cadre and the sub-professional cadre. This definition of the career path and progression is referred to as the scheme of service. The scheme of service can motivate staff to aspire for a career in the statistics field.

On-the-job-Mentoring: Introduction of on-the-job mentoring programme for young professionals is also one of the ways of human resource development. One way to develop professionalism of young statisticians at BOS would be to introduce the mentoring programme. Mentoring is about assisting young statisticians to develop their careers once they join the work force and it is now being introduced in some programmes offered at universities*. It is therefore the duty of older and experienced statisticians to mentor young professionals. Thabane et al. (2006) state that there are two main types of on-the-job mentoring programmes, namely, natural mentoring and planned mentoring. Natural mentoring may be done through an established friendship, collegiality, teaching, coaching, etc., while planned mentoring is done through established and structured programmes in which mentors and mentees are selected and matched. The paper further advocates for the establishment of structured mentoring programs to help young statisticians who are joining the workforce to acquire important survival skills.

vii) Provision of adequate financial resources to support production, supply and use of statistics in community, district and national development projects and programmes

In addition to a critical and motivated mass of human resources, the provision of adequate financial resources is equally critical for the success in the production, supply and use of statistics in national projects and programmes. In this case the donor community in supporting government programmes to alleviate poverty could as well provide and ensure that financial resources are allocated for statistics.

The Country Statistical Profile that was undertaken by the African Development Bank in Lesotho in April 2010 revealed that "...assistance of development partners for statistical development and related activities in Lesotho are modest and delivered largely in the form of capacity building. There has been no significant assistance to the Bureau of Statistics (BOS) and MDAs. Most of its recent major activities, such as, the Population census (2006) and on-going Agricultural census are financed largely by government resources. Some donors' assistance extended at the sector levels are program oriented and designed to provide data to serve the

* Lehana Thabane, Oliver Chinganya, and Chenglin Ye, Training Young Statisticians for the Development of Statistics in Africa, The African Statistical Journal, Volume 7, November 2008

needs of respective donor operational priorities”. There is therefore need for a coordinated approach by development partners in providing assistance for the development of statistics in Lesotho.

viii) Statistical infrastructure development to support production and dissemination of statistics

Introduce. Improving statistical infrastructure implies developing a national business register, improving statistical methodology, further development of the GIS and any other infrastructure required for production of statistics.

(a) *Developing a National Business Register*

In many countries, Business Register development has occupied the work of statisticians for a long time due to the dynamics involved in business operations. The purpose of a Business Register is to build a sampling frame for undertaking business surveys and other related surveys from time to time as required. A Business Register is a list of operational businesses that include those engaged in the production of goods and services. It covers all sectors of the economy including commercial, non-profit, religious, governments or institutional activities.

For the Business Register to be useful for statistical purposes there is a need to keep them continuously updated. An update of this frame would be useful for users if it is done annually. Updating the list involves including new registered businesses, removing from the list those that have closed down. Businesses are usually classified as Large, Medium and Small either on the basis of number of employees or turnover.

(b) *Improving statistical methodology*

Statistical methodology covers the collection, processing, analysis and dissemination of data. New methods of data collection now exist including the use of hand-held computers to collect information in the field. Also, the use of Geographic Information Systems (GIS) to capture, present, analyse and disseminate data is becoming commonly used in most statistical offices.

The Geographic Information System (GIS) is a system of computer hardware, software and procedures designed to support the capture, management, analysis, modelling and display of geographically referenced data for decision making. A GIS combines the graphic abilities of a computer-aided design system with the information-storing capacity of a database. GIS allows production of a model from which decisions can be made concerning the real world. BOS started integrating GIS in its operations before 2006 Census.

Traditionally, the Population and Housing Census frame had been the most comprehensive and reliable sampling frame for household surveys. Continuous development of the GIS system can provide an alternative and more up-to-date household sampling frame. However, it cannot be used to sample individual household members due to insufficient information collected during update exercises.

ix) Technological infrastructure development to facilitate use of information technology in statistics

Information technology infrastructure includes the level of computerization covering physical hardware, software, databases, Intranet, Internet, Websites, Local Area Network (LAN) and communication technologies. Information technology (IT) is the study, design, development, implementation, support or management of computer-based information systems particularly software applications and computer hardware. IT deals with the use of computers and software to convert, store, protect, process, transmit and retrieve information (data management).

The objective for using IT is to maximize benefits that accrue to its application. These benefits include transforming the way statistical work is undertaken by strengthening work processes (e.g. speeding up data processing), facilitating complex data analyses and standardizing work processes (e.g. publications).

The IT infrastructure at BOS was assessed during the design phase of the NSDS and it revealed that BOS had inadequate IT and related equipment for effective functioning.

Table 4.2: Bureau of Statistics IT Equipment

Computers

Description	Make
Desktop & Tower Computers	Dell, IBM, Acer, HP Compaq, Gigabyte
Screen	Acer & IBM
Laptops	Acer, Dell & 3 x HP
Printers	HP LaserJet
Printer Scanners	Canon, HP LaserJet, Office Jet
Scanners	Fujitsu
Photocopiers	Kyocera
Keyboards	IBM, Acer & Other models
Server (Local)	Novell (EUROTRACE), Windows Server (Domain Controller), Windows Server (APS), Mikrotik (Internet Gateway), Windows Server (DHCP & Print Sever) Web Server (MCST Ministry), Mail Server (MCST Ministry)
Projectors	Acer
Fax Machines	Samsung Fax Machines, Panasonic

Printing Equipment

Description	Make
Binding machines(manual)	Rexel
Binding machines(manual)	Renz
Electric stapler	Rapid 110
Color Printer	HP
Color photocopier	HP
Long arm staplers	kangaroo
Risograph	Risograph

Guillotine	Polar Mohr
Collators	Duplo
Photocopiers	Canon
Photocopiers	Toshiba

Software Used for Productivity

Field	Purpose
Trade statistics Eurotrace	- Input/query/retrieve trade and customs data - Validation/managing trade database and customs Data
National Accounts statistics Microsoft Excel/Access	- Database design - Data in excel format
Information Technology - Micro Media - Adobe Acrobat - Microsoft Access	- Website design and editing - Graphics - Graphics/brochure design - Create/organize PDF files for publication - Database design
Census/Surveys/GIS - Arc GIS - SPSS - STATA - CSPPro	- GIS, data management, spatial analysis, mapping - Analytical Software, data mining - Population Projections - Analytical Software - Population Projections - Input of data gathered from surveys

While the BOS has reasonable quantities in terms of equipment, there is need to be vigilant and make an assessment from time to time particularly as situations continue to change. This is likely to be even more important at the MDAs.

x) Decentralisation of the management and coordination of statistical work to Districts to support development and implementation of programmes at district and community levels

The management and coordination of statistical work to support development and implementation at district and community levels will have to be decentralized. For efficiency purpose these activities should not be centralized. During implementation of the NSDS, BOS should ensure the achievement of this decentralization. The district and community levels will continue to rely on BOS to provide the needed technical support for their work including the

development of their human resources to undertake various statistical activities involving administrative records, data collection, processing, analysis and dissemination.

xi) Standardization of data collection, analysis, and processing methods and techniques to harmonise production, supply and use of statistics across the entire National Statistical System

The harmonization of production, supply and use of statistics across the entire NSS is one of the important tasks to be undertaken by t BOS. This is the only way data produced by different stakeholders can be made comparable. However, BOS will have to prepare a manual on concepts and definitions for all stakeholders to use in the production of their statistics.

xii) Data development and management to ensure data products reach all stakeholders in the most appropriate and user-friendly formats

The dissemination of data products to all stakeholders in the most appropriate and use-friendly formats is the responsibility of BOS and other data producing stakeholders. Data products can reach stakeholders through many ways including the Internet, Website, paper media, etc. The appropriate method will be chosen for each product.

xiii) Coordination of Censuses and Surveys

Coordination of Censuses and surveys has a lot of advantages including ensuring that user needs are satisfied and that there is no duplication of data collection exercise. At the time of designing surveys, adequate consultation should be undertaken. The same is true at the time of data dissemination. BOS as head of the NSS will have to ensure that this is achieved through committees it will establish.

During the last ten years BOS undertook the following censuses and surveys:

Table 4.3 List of Censuses and Surveys Undertaken by BOS since 2000

Title	Date
Agricultural Survey	1999/2000
Lesotho Demographic Survey	2001
Household Budget Survey	2002/03
International Comparison Programme (ICP)survey	2005
Post Enumeration Survey (PES)	2006
Population and Housing Census	2006
Agricultural Census	2009/10
Labour Force Survey	2008
Foreign Trade Survey	2009/10
International Comparison Programme (ICP) survey	2009/10
Continuous Multi Purpose Household Survey (CMS)	Quarterly
Agricultural Production Survey	Yearly

The Censuses and surveys that are planned to be conducted by BOS in the next five years of this Strategic Plan:

Table 4.4: List of Censuses and Surveys Planned by BOS (2010/11-2016/16)

Title	Date
Lesotho Demographic Survey	2011
Business Enterprise Survey	2012/13
International Comparison Program (ICP) Survey	2011
Household Budget Survey	2015/16
Population and Housing Census	2016

xiv) Monitoring and Evaluation of the NSDS

a) Why monitor implementation

Clearly the development of a strategic plan is only half the battle. Getting it implemented is the harder part. An important part of strategy implementation is monitoring i.e. taking a periodic look at how it is going.

Monitoring the implementation of the NSDS is important for a number of reasons: (i) First, it helps to assure that the plan is on track; (ii) the objectives are being achieved; (iii) allows for corrective action in case there are problems before things get worse; (iv) as part of the control process, monitoring encourages improved performance; and (v) most importantly, monitoring provides the essential link between the written plan and the actual activities of the implementation.

Clearly, through monitoring, managers will have the opportunity of discussing the way implementation is going and whether the overall objectives will be achieved eventually. Monitoring will also provide information that is required for accountability purposes.

b) Monitoring indicators

There are a number of monitoring indicators. The most obvious ones are the IMF's Data Quality Assessment Framework and the PARIS21 Consortium Statistical Capacity Building Indicators. Both qualitative and quantitative indicators covering the external environment, the statistical processes including managerial and technical inputs and outputs will be used to monitor and measure performance/progress. In particular, system-wide indicators will be used to provide an overview of the statistical production across the NSS; agency-related indicators will be used to provide a pointer to the breadth and depth of statistical activities undertaken within the NSS while output indicators will provide an overview of the internal capacity of agencies producing them. The following are some proposed indicators:

(i) System related indicators

- African Statistics Day celebrated

- number of requests for data, number of visits to BOS web site, etc.
- increased use of data for evidence-based policy and decision-making
- statistical legislation consistent with the UN Fundamental Principles of Official Statistics is in place and operational
- number of meetings of coordination committees
- duplication of data collection among agencies is eliminated at national level
- awareness of and application of international standards in statistical work across the NSS
- User surveys are undertaken periodically
- Increase in funding from government for statistical activities

(ii) Agency related indicators

- number of qualified and skilled staff is sufficient
- reduced staff turnover
- existence of organised management information systems
- In-service training programme introduced
- sampling frames adequate
- cost effective and efficient methods used for statistical operation
- Statistical infrastructure improved
- ICT infrastructure is well maintained

(iii) Data related indicators

- targeted surveys and censuses conducted and results disseminated
- targeted sectoral statistics produced
- application of internationally accepted standards and methodologies in data production and management
- sound and well-accepted statistical techniques are used for data collection, compilation, and validation
- statistical outputs released within time limits of relevant GDDS recommendations
- accessible databases developed and maintained
- statistical reports which give metadata

(iv) Assistance related indicators

- beneficiary institutions
- statistical areas covered
- amount of financing
- type of assistance
- type of financing
- other technical/financial donors involved

For meaningful monitoring, however, only a few selected indicators on each of the above groups will be monitored. In addition, these indicators will be supplemented by information from other sources, including surveys of users of statistical products and independent assessments of statistical products against the NSDS.

BOS will also undertake a *benchmarking exercise* i.e. make systematic comparisons in specific areas either within an organization or with other relevant organizations and especially with those organizations with best performance. The aim is to determine areas where improvements can be made. The benchmarking will form a basis for assessing performance in different work areas.

Monitoring will be ineffective unless there are actions taken in response to what is measured and reported. There will be a need to learn from insights and experiences. For instance, if monitoring shows that a particular intervention is on a wrong path, corrective measures will be taken or the implementation strategies will be revised. Monitoring will also be essential for providing information that is required for accountability purposes. It is, therefore, important that reports are written for key stakeholders following monitoring exercise as follows:

xv) Monitoring and Evaluation of Government Frameworks

The Government of the Kingdom of Lesotho is in the process of developing the National Development Plan. To ensure adequate monitoring and evaluation of this plan, statistics and indicators should be mainstreamed in the plan.

Currently the Government has prepared the Monitoring and Evaluation Framework of the National Monitoring and Evaluation System (NMES) for which 21 Core National Indicators have been defined. These indicators demand a substantial amount of information from the activities of BOS covering several subjects such as GDP growth rate, Poverty indicators, unemployment rate, cereal crop production, under five mortality, proportion of under five who are undernourished, maternal mortality, birth attended by skilled health personnel, education statistics (cohort survival rate (primary)), access to safe drinking water by households, empowerment of women, crime rate, HIV prevalence and orphanage.

4.2 Reports on NSDS Implementation

As part of the monitoring framework, there should be a reporting mechanism in the form of committees or distribution of periodic reports, mid-term report and final reports, specifying who is to prepare, distribute and receive which report and when, and what actions are expected from recommendations in the reports.

4.2.1 Quarterly Progress Report

Provision should be made in the Revised Statistics Act that BOS will prepare and present to BOS Council, a Quarterly Progress Report (QPR) covering all statistical activities undertaken during the quarter, constraints and successes, and highlighting plans for the next quarters.

4.2.2 Annual Review

In addition to the QPR, there will be a need for an annual process of monitoring the implementation of the NSDS, with mechanisms for changing activities and targets, if this proves necessary. The Annual Review (AR) will be undertaken by dedicated government departments/agencies

4.2.3 Mid-term Review

The Mid-term Review (MTR) is a more formal process that will be undertaken to ensure that the NSDS is still relevant and for agreeing on changes in both the strategy and work programmes, where these are needed and justified. In addition, the mid-term review will reallocate resources according to performance and needs. This review will be undertaken by a consultant appointed by the Ministry of Finance.

4.2.4 Terminal Review

At the end of the NSDS period, there will be an external evaluation, Terminal Review (TR), which will also be undertaken by an independent consultant hired by the Ministry of Finance

CHAPTER 5

ACTION PLAN AND BUDGET FOR NSDS IMPLEMENTATION

5.0 Introduction

The NSDS provides a clear situation analysis of where the NSS is and a way forward. It outlines the strategic objectives and the strategies for achieving those strategic objectives. In order to implement the plan, there is a need for day-to-day implementation strategies. These are called annual work plans or business plans.

5.1 Action Plan

Action plan is about results and improving the organization. The contents of the plan should match the objectives. It enables the organisation to look ahead, allocate resources, focus on key points, and prepare for problems and opportunities. Most of the National Statistical Offices (NSOs) prepare annual work plans to enable them to manage the organization, inform users on key outputs and also to solicit support from government and development partners. The essential elements of an action plan are:

- definition of annual objectives,
- guidance on resource allocation,
- focusing on activities towards meeting strategic objectives,
- establishment of priorities and outlining indicators for measuring progress, and
- serving as a major instrument for setting standards of performance and for monitoring and evaluating progress towards achieving long-term goals and objectives.

Each department or section will be required to develop its own annual objectives. In an action plan the implementation details should be outlined i.e.

- responsibilities should be assigned,
- dates of each activity/output delivery should be stated,
- budget for each activity/output should be indicated,
- follow-up with those responsible, and
- track results (through monitoring and evaluation e.g. quarterly).

Every effort should be made to ensure that the annual objectives and the action plans are consistent with the overall goals and objectives of NSDS. Each individual staff will need to know what they are supposed to do and how their performance will be assessed.

5.2 Elements of Action Plan

The managers will need to be assured of the resources needed to achieve the set goals and targets as detailed in Annex 6 which outlines the elements of the Implementation/Action Plan for NSDS as follows:

Expected Outputs

Key outputs are generated by the objectives of the NSDS. They represent achievements and are important for the NSDS. The key outputs are important because they:

- lead to satisfaction of users/customers,
- promote the image of the organization,
- motivate staff by creating a sense of achievement,
- can be used to measure the performance of the organization,
- will be useful when it comes to staff appraisal,
- facilitate the control of organization's operations,
- facilitate monitoring and evaluation, and
- set benchmarks for others to copy.

Key activities and responsible parties

The activities are defined on the basis of the output to be delivered. The responsible department or section to undertake the activities is also identified. This is crucial for monitoring and evaluation purposes.

Time frame and estimated cost

The period in which to undertake a particular activity has been specified. In some cases activities have a limited period for delivery while in other cases, activities may be ongoing. There are also activities that are completely new in the organization and have to be recognized as such. One problem that generally arises is overloading of the programme, sectional activities or individual staff activities. All attempts should be made to ensure that those to undertake activities are sufficiently consulted at all levels. The estimated cost of each activity is also important and has to the extent possible been provided.

Resource allocation

There are four types of resources that organizations require for producing outputs: Financial, Human, Physical and Technological. Resources have three main characteristics: utility, quantity and use. Effective resource allocation leads to balance in the outputs of the organization. Factors that tend to affect resource allocation negatively at the expense of outputs include: organizational politics, reluctance to take risks, lack of sufficient knowledge, etc.

Budget

The budget for an organization usually includes capital expenditure and operations expenditure. Government incurs most of the expenditure while development partners mostly provide technical assistance. . The Government Ministries/Departments will be advised to include in their recurrent budgets provision for statistical activities and to enable evidence-based policy making, planning and decision-making. The implementation plan for the NSDS with cost estimates for the production of the outputs is provided in Annex 6.

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ANNEX 1

ORGANISATIONS AND PERSONS INVOLVED

NAME	ORGANISATION
<i>International Consultants</i>	
Dr. Oladejo O. Ajayi	AfDB
Mr. Hermann Habermann	World Bank
Mr. Enock Ching'anda	AfDB
<i>National Consultants</i>	
Associate Professor Tiisetso Makatjane	Mokorotlo Financial Services
Mr. Khoai Matete	Mokorotlo Financial Services
<i>Development Partners</i>	
Ms. Ahunna Eziakonwa-Onochie	UNDP
Ms. Victoria Diarra	UNDP
<i>BOS Senior Management Team</i>	
Ms. Liengoane Lefosa	BOS Director
Ms. Matsotang Tsietsi	Head- Population Statistics Division
Ms. Masentle Malebo	Head- Socio- Economic Statistics Division
Mr. Thabo Thobei	Head- Environment and Energy Division
Ms. 'Matlokotsi Makoa	Head- Foreign Trade and Price Statistics Division
Mr. Thabo Sophonea	Head- Agriculture and Food Security Division
Mr. Thabang Mpeka	Head- Field Organisation Division
Ms. Malehloa Molato	Head- National Accounts and Enterprise Statistics Division
Mr. Emisang Tšosane	Head- Information and Communications Technology
Mr. Tšiu Litšiba	Head- Survey Methodology and Cartography
Ms. Mathato Masemene	Senior Statistician in the office of the Director
Ms. Nyefolo Seboka	Senior Statistician
Ms. Mamatela Nkukana	Financial Controller
Ms. Palesa Mohasoa	Human Resource Officer
Ms. Teboho Pule	Assistant Administration Officer
<i>NSDS Committee</i>	
Ms. Nyefolo Seboka	NSDS Coordinator
Ms. Teboho Ramonono	NSDS Committee member
Mrs Mathato Masemene	NSDS Committee member
Mr. Potjo Tsoene	NSDS Committee member
Mr. Teboho Makhalane	NSDS Committee member
Mr. Bereng Mokoara	NSDS Committee member
Mrs Palesa Mohasoa	NSDS Committee member

ANNEX 2

OFFICIAL STATISTICS

Definition of Official Statistics

The term Official Statistics refers to statistics produced or compiled by government ministries, departments and agencies. For example, in the case of Lesotho, the Bureau of Statistics, Central Bank of Lesotho, Ministry of Local Government and Chieftainship, Ministry of Health and Social Welfare, Ministry of Agriculture and Food Security, Ministry of Home Affairs and Public Safety, Ministry of Labour and Employment, Ministry of Justice and Human Rights, Ministry of Law, Constitutional and Parliamentary Affairs, Ministry of Education and Training, Ministry of Tourism, Environment and Culture, Ministry of Gender, Youth Sports & Recreation, etc. The term has been redefined in Statistics Acts of some countries¹¹ to include statistics designated by the head of the National Statistical Office in the country as Official Statistics.

At national level, official statistics can be characterized by the following¹²:

- are produced and disseminated in compliance with the UN Fundamental Principles of Official Statistics,
- conceptually, they are produced in cognizance of internationally adopted standards of Official Statistics,
- quality in terms of accuracy, timeliness, etc. is ensured through applying professionally sound methodologies of data collection and processing, as well as through a regular quality assurance process, and
- elements of modelling are allowed, but all assumptions have to be verified periodically for compliance with good statistical practice and transparency.

Fundamental Principles of Official Statistics

The Fundamental Principles of Official Statistics originate from the Conference of European Statisticians in the 1980s. At that time there was need for a complete transformation of the national statistical system in European countries. Part of this transformation process was about redefining the role of official statistics as well as making it clear to governments and other users of statistics that a good system must meet certain general criteria. They were developed to assist heads of National Statistics Offices to defend the position of their institutes. Statisticians in the world began to realize that the principles developed by the Conference of European Statisticians had a wider significance. In that context, international discussions led to the adoption of the Fundamental Principles of Official Statistics by the United Nations Statistical Commission, the highest statistical authority in the World in 1994.

The United Nations Fundamental Principles of Official Statistics

The following are the United Nations Fundamental Principles of official Statistics:

¹¹ For example, South Africa Statistics Act No. 6 of 1999

¹² UNECA (2008): Reforming National Statistical Systems in Africa-A case for making the National Statistics Offices autonomous, Statistical working papers series, African centre for Statistics, August 2008)

1. Official statistics provide an indispensable element in the information system of a democratic society, serving the government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlements to public information.
2. To retain trust in official statistics, the statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.
3. To facilitate a correct interpretation of the data, the statistical agencies are to present information according to scientific standards on the sources, methods and procedures of the statistics.
4. The statistical agencies are entitled to comment on erroneous interpretation and misuse of statistics.
5. Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. Statistical agencies are to choose the source with regard to quality, timeliness, costs and the burden on respondents.
6. Individual data collected by statistical agencies for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.
7. The laws, regulations and measures under which the statistical systems operate are to be made public.
8. Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.
9. The use by statistical agencies in each country of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.
10. Bilateral and multilateral cooperation in statistics contributes to the improvement of systems of official statistics in all countries.

UN Fundamental Principles of Official Statistics “... *give a set of fundamental values and principles, which NSOs and indeed other data producers should have/observe in order for the public to have trust in official statistics they produce*”¹³.

¹³ UNECA (2008): Reforming National Statistical Systems in Africa-A case for making the National Statistics Offices autonomous, Statistical working papers series, African centre for Statistics, August 2008)

Coverage of the Fundamental Principles of Official Statistics

The Fundamental Principles of Official Statistics cover four elements: independence, relevance, credibility and respondent relations. These are defined below:

Independence of the National Statistical Office in order to protect the credibility and integrity of official statistics;

Relevance, which refers to the appropriateness of comprehensiveness of statistical products;

Credibility, which refers to the professionalism, transparency and ethical standards that help to create a brand name and define independence and separation from political influence; and

Respondent relations, which cover suppliers, including private sector, users of statistics and involve advocating for statistics among policy-makers and profiling statistical products to the public.

ANNEX 3

ASSESSMENT QUESTIONNAIRES

QUESTIONNAIRE ON ASSESSMENT OF DATA PRODUCERS

MINISTRY/ORGANISATION _____

Name and Designation of the Interviewed Official

Name _____

Designation _____

1. Statistical Environment

1.1 Is your organisation a Government Department?

1 Yes 2 No

1.2 Does your organisation receive funds from government and account for spending them as opposed to a government ministry procuring all services and supplies for itself?

1 Yes 2 No

1.3 What is the position of the person heading your organisation?

Director	
Head of Department	
Other (specify)	

1.4 Is there any written Law/Legislation governing statistical operations in the Lesotho?

1 Yes

2 No → go to 1.8

3 I do not know → go to 1.8

1.5 Is this Law/Legislation sufficiently conducive to the operations of your organisation/department?

1 Yes 2 No → go to 1.8

1.6 Have you had problems applying the Law/Legislation?

1 Yes 2 No

1.7 If the answer to 1.6 is **Yes**, what were the problems?

.....

.....

1.8 Is there a National Statistical Council or a similar body in Lesotho?

- 1 Yes
2 No → go to 1.10
3 I do not know → go to 1.10

1.9 If the answer to 1.8 is **Yes**, does it have powers to determine the structure of Statistics Section of your organisation/department, recruit staff and determine remuneration levels?

- 1 Yes 2 No

1.10 How would you rate the profile of statistics in the Lesotho? (Circle the appropriate response)

- 1 High 2 Not so high 3 Low

1.11 What coordination mechanisms exist in Lesotho? (Tick as appropriate)

Mechanism	
National Data User-Producer Committee	
National Data Producer-Producer Committee	
National Statistical Plan (NSDS) covering all sectors	
National Statistical Board	
Documentation of agreed main concepts, definitions, classifications and norms	
National Socio-economic Database	
Geographic Information System	
Bureau/Department of Statistics	
I do not know/ I am not aware if there are any	
None	

1.12 On the basis of Q1.11, how do you rate the coordination of the National

Statistical System?

[Enter 4: for highly developed, 3: for developed, 2: for largely Underdeveloped and 1: for underdeveloped]

2. Knowledge of national development processes and international standards**2.1 Are key professional staff in your organisation/department familiar with the following national development processes? (Tick as appropriate)**

Development framework	Yes	No
Poverty Reduction Strategy (PRS)		
Millennium Development Goals (MDGs)		
Vision 2020		
National Strategy for the Development of Statistics (NSDS)		

2.1 Are key professional staff familiar with the following regional and international guidelines/systems? (Tick as appropriate)

Regional and International Guidelines/Systems	Yes	No
Addis Ababa Plan of Action for Statistical Development		
Fundamental Principles of Official Statistics		
General Data Dissemination System (GDDS)		

3. Capacity**3.1 Sources of funds for statistical work**

FINANCIAL YEAR	Government Funds in Maloti	
	Approved	Released
2002/03		
2003/04		
2004/05		
2005/06		

2006/07		
---------	--	--

3.1 Who have been the main donors? (list them)

.....

.....

.....

3.3 Staffing situation

(a) Regular staff

Type of staff	Relevant training*	Established posts	Filled posts	Required New Posts
Statistical Staff	University graduate			
	Diploma holders			
	Others: School Cert.			
Data Processing Staff	University graduate			
	Diploma holders			
	Others: School Cert.			

* Statistical, demography, mathematics, computer science, economics.

(b) Staff turnover (% of staff in relevant category) in the last three years:

Type of staff	Staff turnover as a percentage of staff category		
	2004/05	2005/06	2006/07
Professional (with degree)			
Sub-professional (with diplomas)			

(c) Technical assistance:

Agency 1 (Name)

Number of person months.....

Agency 2 (Name)

Number of person months

3.4 ICT equipment and use

PC in use (number)

Are these PCs enough? 1 Yes 2 No

What percentage of the staff in 3.3 can effectively use computers?

Local Area Network 1 Yes 2 No

Internet Connectivity 1 Yes 2 No

Internet dissemination 1 Yes 2 No

Website address

Which main computer packages do you use for:

Statistical Analysis.....

Database management

4. Data Sources, Management and Release

4.1 What is the main source of data you produce?

Surveys

Administrative sources

4.2 Do you have any backlog of unprocessed or unpublished data?

1 Yes 2 No

4.3 Do you have a comprehensive socio-economic database?

1 Yes 2 No

4.4 Main regular publications

Name of Main Regular Publication	Frequency of publication (Enter Monthly, quarterly, annually, decennially)	Date last published
1.		
2.		
3.		

4.		
5.		
6.		
7.		
8.		
9.		
10.		

5. Data quality

Use the following criteria and scale to rate the data you use. (*Enter 4: for highly developed, 3: for developed, 2: for largely underdeveloped and 1: for underdeveloped*)

Criteria	Own-production	From other sources
Prerequisites (staff and expertise, infrastructure, organizational focus on data quality)		
Integrity (independence of statistical operations, culture of professional and ethical standards)		
Methodological soundness (international/regional standards)		
Accuracy and reliability (source data adequacy, response monitoring, validation of administrative data, validation of intermediate and final outputs)		
Serviceability (user consultation, timeliness of statistical outputs, periodicity of statistical outputs)		
Accessibility (effectiveness of dissemination, updated metadata)		

6. Other

6.1 List the critical training needs of the staff

1.....

2.....

3.....

4.....

5.....

6.....

7.....

6.2 Further comments

.....

.....

THANK YOU VERY MUCH FOR YOUR COOPERATION

QUESTIONNAIRE ON ASSESSMENT OF DATA USERS

1. MINISTRY/ORGANISATION_____

Category of User Institution/Agency_____

(See list of categories below)

Name of Institution_____

Name and Designation of the Interviewed Official

Name _____

Designation_____

Category of User Institution/Agency	
1. Sector Line Ministry	6. Regional Organization
2. Public Sector	7. International Organization
3. Private Sector	8. Research and Training Organization
4. NGO and Other Civil Society	9. The Press
5. Donor	

2. ROLE OF DATA USER

The following questions are about the role your institution plays in the national statistical system.

2.1 Does your institution/agency play an active role in the development of national statistical programmes?

1 Yes 2 No → go o 2.3

2.2 If answer to Q2.1 is **yes**, how does it play the role? *(Circle as appropriate)*

1. Member of data User-Producer Committee → go o 3.1

2. Consulted before launching of major statistical programmes → go o 3.1

3. Initiator of special data requests → go o 3.1

2.3 If answer to Q2.1 is **No**, explain why. _____

3. DATA NEEDS AND HOW THEY ARE MET

(The following questions are about your needs and the adequacy of existing data).

3.1 Which main data do you need for your operations?

Type of data	Tick
Economic	
Social	
Demographic	
Environmental	
Other (specify)	

3.2 Which are the main sources of the data that you use?

Source of Data	Tick
National Statistical Office (Bureau of Statistics)	
Own sources	
Government Ministries	
Public Sector	

	Other (specify)			
3.3	Are data you require readily available?	1	Yes	2 No
3.4	Do you usually get data in the form you need it?	1	Yes	2 No
3.5	How do you mainly get the data you require?			
	How to get data	Tick		
	Publications			
	Electronically			
	CD and Diskettes			
	Internet			
	Visit the data producer for specified data			
	Visit the data producer to collect them			
3.6	In which area do you find main data gaps?			
	Type of data	Tick		
	Economic			
	Social			
	Demographic			
	Environmental			
	Other (specify)			
4.	ASSESSMENT OF THE NATIONAL STATISTICAL SYSTEM			
4.1	Is the role of statistics in national development well understood in the country?			
	1	Yes	→ go to 4.2	
	2	No		
	3	I do not know	→ go to 4.2	
	If the answer to 4.1 is no, what more needs to be done? _____			

4.2 Which of the following mechanisms can best promote statistical awareness in the country? *(rank them from 1: most effective to 4: least effective)*

Mechanism	Rank
Africa Statistics Day celebrations	
User-producer workshops	
Special workshops/seminars for policy makers	
Special workshops/seminars for parliamentarians	
Media workshops	
Feature articles in national newspapers	
Airing TV documentaries on statistical activities	

4.3 Is the National Statistical Office (Bureau of Statistics) and its role well understood?

- 1 Yes → go to 4.5
 2 No
 3 I do not know → go to 4.5

4.4 If the answer to 4.3 is no, what more needs to be done? _____

4.5 Have you come across cases of conflicting data from different sources in your work?

- 1 Yes 2 No → go to 5.1

4.6 If Yes, what did you do about it?

5. ASSESSMENT OF DATA QUALITY

5.1 Use the following scale to rate the quality of data you get from the main source(s).
(Enter 4: very good, 3: good, 2: fairly good and 1: poor)

Quality indicator	Rate data from
-------------------	----------------

		BoS	Other sources (e.g. line ministries)
	Relevance		
	Accurate		
	Complete		
	Consistent		
	Timely		
	Sufficiently disaggregated		
	Easy to access		

5.2 Do you give a feedback to data producers about the data you receive?

1 Yes 2 No

5.3 Compared to 5 years ago, has the availability and quality of data in the country improved?

1 Yes
2 No
3 cannot say, have recently joined the organisation

5.4 What do you see as **good practice** by main data producers?

5.5 What **FOUR** main improvements in data production would you suggest?

1.

2.

3.

4.

THANK YOU FOR YOUR COOPERATION

ANNEX 4

LOGICAL FRAMEWORK MATRIX FOR THE NSDS

Strategic Objective 1: Promote usage of statistics in national development planning			
Strategy 1.1: Advocate for and promote awareness on and appreciation of the use of statistics in development planning			
<i>Activities</i>	<i>Verifiable Indicators</i>	<i>Means of verification</i>	<i>Important Assumptions</i>
Develop and implement an awareness/advocacy campaign programme to promote use of statistics in Government Ministries, Public and Private Sector Institutions, Donor Agencies, Non-Governmental Organizations, and Community Based Organizations.	Number of awareness campaigns held; List of organizations using statistics in their development activities	Statistics awareness campaign reports Plans and periodic progress reports of various bodies/organizations	Budget support for the campaigns Cooperation by the various bodies/organizations
Demonstrate the use of statistical data for planning and decision making among sectors	List of organizations using statistics in their development programmes and activities	Plans and periodic progress reports of various bodies/organizations	Cooperation by the various bodies/organizations
Campaign for the importance and support of specific national statistical landmark activities [such and population censuses and household surveys] in providing data for formulation of economic and social programmes	Number and details of public awareness campaign activities held	Public awareness campaign plans and reports	Cooperation by the various stakeholders
Strategy 1. 2: Utilize the media to popularize use of statistics in planning and decision making			
Organize and hold media publicity campaigns to disseminate information on the importance of using statistics in planning and decision making	Number and details of media publicity campaigns held	Media campaign report	Cooperation by media houses
Organize media houses to publicize results of important statistical landmark events and occasions	Number and details of publications made	Newspaper articles and radio and TV broadcasts	Cooperation by media houses

Strategic Objective 2: Mainstream statistics in national development projects and programmes to facilitate and promote evidence-based development planning			
Strategy 2.1: Guide sectors on how to use statistics in planning and decision making			
<i>Activities</i>	<i>Verifiable Indicators</i>	<i>Means of verification</i>	<i>Important Assumptions</i>
Prepare and disseminate policy guidelines for integrating statistics into sector plans	Approved policy guidelines for mainstreaming statistics into sector plans	Minutes of Cabinet	Cooperation by MDAs
Educate sectors on using the policy guidelines in planning and decision making	List of MDAs trained in using the policy guidelines; List and details of MDAs using statistics in their programmes and activities	MDAs Training reports; MDAs annual reports	Cooperation by MDAs
Incorporate the PRS team into the NSDS process	List of PRS team members participating in NSDS activities	NSDS reports	Cooperation by PRS team leader
Monitor and evaluate effectiveness of the guidelines in enabling evidence-based sector planning and decision making	Details of achievements and constraints in using the policy guidelines by the various sectors	MDAs M&E reports	Cooperation by MDAs
Strategic Objective 3: Strengthen the organizational and institutional capacities of MDAs to enable them develop and use appropriate and relevant statistical information in planning and decision making			
Strategy 3.1: Improve the statistical capacity of MDAs			
<i>Activities</i>	<i>Verifiable Indicators</i>	<i>Means of verification</i>	<i>Important Assumptions</i>
Undertake a capacity needs assessment survey in all MDAs to determine their respective organizational and institutional	Details of statistical capacity needs of MDAs in the various	MDAs capacity needs	Availability of capacity needs

capacity constraints in relation to production, supply and utilization of statistics	sectors	assessment reports	assessment skills Availability of funds Cooperation by MDAs
▪ Develop a comprehensive capacity building plan for the MDAs	Details of statistical capacity building interventions for each MDA	MDAs capacity building plans	Availability of capacity needs assessment skills
▪ Mobilize individual MDAs to upscale their respective capacities in statistics as identified in the capacity building plan	List of funded capacity building interventions in MDAs	MDAs annual budgets for statistical work in the MDAs	Cooperation the Ministry of Finance Commitment of MDAs to statistics
▪ Strengthen coordination mechanisms within and across sectors	Established procedures for coordinating statistical work inside sectors and between sectors	MDAs manual of guidelines for statistic development	Cooperation by the various MDAs
▪ Improve communication within and across sectors	Established and functional inter-sector communication guidelines	MDAs manual of guidelines for statistic development	Cooperation by the various MDAs
▪ Establish Statistics outfits in the various MDAs	Dedicated and resourced statistics personnel in each MDA	Establishment lists of MDAs	Availability of resources
▪ Monitor and evaluate effectiveness of use of statistical information by MDAs in the various sectors	Details of achievements and constraints with respect to the use of statistics in the various sectors	MDAs M&E reports	Cooperation by MDAs
Strategic Objective 4: Strengthen the management and coordination of the National Statistics System			
Strategy 4.1: Review the legal framework governing the operations of the National Statistics System			
Activities	Verifiable Indicators	Means of verification	Important Assumptions

Review the terms of reference of the Statistics Council to ensure the body's appropriateness and relevance for governing an autonomous Bureau of Statistics	Established and independent statistics governing	Revised Statistics Act	Support by MFDP
Amend the Statistics Act 2001 to grant Bureau of Statistics operational autonomy to enhance its effectiveness in managing and coordinating statistical activities in the Country	Amendments/revisions to Statistic Act 2001	Government gazette granting BOS autonomy	Commitment of the leadership of MFDP to supporting statistics development
Review and align all relevant laws of other agencies to make them consistent with the revised Statistics Act	Revisions to relevant sector laws to align them with the revised Statistical Act	Parliamentary records	Cooperation by relevant MDAs

Strategic Objective 5: Strengthen BOS' organizational capacity to enable it to effectively manage and coordinate the NSS.

Strategy 5.1: Improve the technical, managerial, and coordination capacities of the Bureau of Statistics

<i>Activities</i>	<i>Verifiable Indicators</i>	<i>Means of verification</i>	<i>Important Assumptions</i>
Undertake a capacity needs assessment of BOS to determine its organizational and institutional development capacity constraints that need to be addressed in strengthening its effectiveness in managing and coordinating the National Statistics System	Details of statistical capacity needs of BOS	BOS capacity needs assessment reports	Availability of capacity needs assessment skills Availability of funds
Develop a comprehensive capacity building plan for BOS	Details of capacity building interventions in BOS	BOS capacity building plan	Availability of capacity needs assessment skills
Mobilize funds to implement the plan	List and details of funded capacity building activities	Approved annual budgets	Commitment of the leadership of MFDP to supporting statistics development
Implement the capacity building plan	List and details of completed capacity building activities	BOS annual progress reports	Commitment of BOS leadership
Monitor and evaluate the effectiveness of the capacity building plan	Details of achievements and constraints in implementing the plan	BOS M&E reports	Commitment of BOS leadership

Strategic Objective 6: Reduce the shortage of statisticians in the public sector

Strategy 6.1: Increase numbers of qualified personnel for production, supply, and effective and efficient use of statistics in all sectors

<i>Activities</i>	<i>Verifiable Indicators</i>	<i>Means of verification</i>	<i>Important Assumptions</i>
Develop and implement policies for professional statistical personnel covering recruitment, deployment, career progression, and conditions of service	Approved human resources management policy for statistical personnel	Minutes of Cabinet	Cabinet commitment to statistical development work
Develop and implement a NSS-wide statistical human resource development strategy	MDAs human resource development plans	Sector statistics strategic development plans	Commitment of MDAs to statistical development work
Develop and implement professional development short-term programmes for statistical personnel operating at various levels of the NSS	List of MDAs statistics personnel that have attended various professional development training programmes per annum	Annual MDAs staff development reports	Commitment of MDAs to statistical development work
Enroll statistics personnel in relevant statistics training programmes at the National University of Lesotho and in other institutions of higher learning in the region	List and profiles of statistics personnel enrolled in various courses	MDAs statistics staff training records	Commitment of MDAs to statistical development work Cooperation by the National Manpower Development Secretariat
Strategic Objective 7: Provide adequate financial resources to maintain the statistical system, support production, supply and use of statistics in community, district and national development projects and programmes			
Strategy 7.1: Budget for statistical work in each MDA financial year			
<i>Activities</i>	<i>Verifiable Indicators</i>	<i>Means of verification</i>	<i>Important Assumptions</i>
Identify statistical activities to be undertaken in each sector	List of sector statistics activities	Sector statistics strategic plans	Commitment of leadership of MDAs to statistics development
Incorporate the activities in each MDA annual operational plan	List of statistics activities	MDAs annual work plans	Commitment of leadership of MDAs to statistics development
Incorporate the cost of the activities in the annual budget of each MDA	List of funded statistics activities	Approved MDAs budget	Commitment of leadership of MDAs to statistics development
Implement the statistics activities	List and details of completed statistics activities per annum	MDAs annual reports	Commitment of leadership of MDAs to statistics development

Regularly monitor progress	Details of achievements and constraints in implementing the plans	MDAs M&E reports	Commitment of leadership of MDAs to statistics development
Strategic Objective 8: Provide adequate physical infrastructure in the various sectors to support production, dissemination and safe storage of statistics			
Strategy 8.1: Procure appropriate infrastructure to house statistical work in the various MDAs			
Activities	Verifiable Indicators	Means of verification	Important Assumptions
Conduct an assessment of the physical infrastructure needs of each sector to enhance production and dissemination of statistical information	List and type of physical infrastructure needs of MDAs	MDAs physical infrastructure needs assessment reports	Availability of physical infrastructure capacity needs assessment skills Availability of funds
Develop a comprehensive capacity building plan for statistical infrastructure development in each sector	Details of physical infrastructure capacity building interventions in each MDA	Sector physical infrastructure capacity building plans	Availability of physical infrastructure capacity needs assessment skills
Mobilize funding to implement the capacity building plan in key MDAs that produce and disseminate vital statistical information.	Details of funded physical infrastructure interventions to be undertaken in each MDA per annum	MDAs annual budget	Commitment of leadership of MDAs to statistics development
Provide needed physical infrastructure in each MDA	List of completed physical infrastructure activities per annum	MDAs annual reports	Commitment of leadership of MDAs to statistics development
Strategic Objective 9: Provide adequate ICT infrastructure to facilitate use of information technology in statistics			
Strategy 9.1: Procure appropriate ICT infrastructure for Statistics in each sector			
Activities	Verifiable Indicators	Means of verification	Important Assumptions
Conduct an assessment of the statistical ICT infrastructure needs of sectors and complement where necessary	List and type of IT needs of MDAs	MDAs IT needs assessment reports	Availability of IT infrastructure capacity needs assessment skills Availability of funds

▪ Develop a comprehensive capacity building plan for statistical ICT infrastructure development in each sector	Details of planned IT infrastructure capacity building interventions in each MDA	Sector IT infrastructure capacity building plans	Availability of IT infrastructure capacity needs assessment skills
▪ Mobilize funding to implement the capacity building plan in all MDAs and other stakeholders.	Details of funded physical infrastructure interventions to be undertaken in each MDA per annum	MDAs annual budget	Commitment of leadership of MDAs to statistics development
▪ Procure and install an integrated ICT infrastructure system	List of completed IT infrastructure activities per annum	MDAs annual reports	Commitment of leadership of MDAs to statistics development
Strategy 9.2: Utilize ICT equipment effectively in each sector			
▪ Develop standard guidelines to support effective use of ICT to promote high quality data and reduce costs	Standard statistical guidelines for IT use jointly developed by MDAs	Manual of guidelines for effective use of IT by MDAs in statistical work	Cooperation of the leadership of MDAs
▪ Train statistical personnel to use the guidelines	List of statistical staff trained in using the IT guidelines List of MDAs using the guidelines in data processing	MDAs Training reports MDAs annual reports	Cooperation of the leadership of MDAs
▪ Establish ICT connectivity of all MDAs	List of MDAs inter-connected	MDAs ICT reports	Cooperation of the leadership of MDAs
▪ Monitor and evaluate the effectiveness of the standard guidelines	Details of achievements and constraints in implementing the guidelines	MDAs M&E reports	Commitment of leadership of MDAs to statistics development
Strategy 9.3: Maintain the ICT equipment in all sectors			
▪ Develop and implement an ICT maintenance policy	Approved ICT maintenance	MDAs ICT policy manual	Cooperation of the leadership of

	policy guidelines		MDAs
Strategic Objective 10: Decentralize the management and coordination function of statistical work to districts to ensure harmonization of statistics produced and its accessibility to users at district and community levels			
Strategy 10.1: Build capacity for management and coordination of statistical work at district and community levels			
Activities	Verifiable Indicators	Means of verification	Important Assumptions
Review the roles of District Statistics Offices to include management and coordination of statistical work in each respective district	Revised terms of reference for District Statistics Offices	Cabinet Minutes	Commitment of leadership of MFDP to statistics development
Provide the district offices with technological, material and human resource capacities to address the expanded responsibilities	Staffing levels of District Statistics Offices; List and specifications of technological equipment installed	District Office Staff records; Office equipment inventory	Commitment of leadership of MFDP to statistics development
Provide district statistics personnel with appropriate skills	List of trained staff and type of training undertaken	Annual training plans District Office annual reports	Commitment of leadership of BOS to statistics development Availability of funds
Strategic Objective 11: Establish and maintain consistency in the production of statistics across the entire National Statistical System			
Strategy 11.1: Standardize data collection, analysis and dissemination methods and techniques within the National Statistics System			
Activities	Verifiable Indicators	Means of verification	Important Assumptions
Establish a compendium of statistical standards and terms for compliance by producers and users	Standard guidelines jointly developed by statistics producers and users	Manual of guidelines for data collection etc	Cooperation of the leadership of MDAs
Develop guidelines for data collection, analysis, and dissemination of statistical outputs in collaboration with sector statistics producers and users	Standard guidelines jointly developed by statistics producers and users	Manual of guidelines for data collection etc.	Cooperation of the leadership of MDAs

▪ Disseminate the policy to all producers and users of statistics nationwide	List of MDAs using the guidelines	Periodic MDAs statistics development progress reports	Cooperation of statistical staff in the MDAs
▪ Monitor implementation and evaluate the effectiveness of the guidelines	Details of achievements and constraints in using the guidelines	M&E reports	Commitment of leadership of MDAs to statistics development
Strategic Objective 12: Improve the effectiveness and efficiency of statistical data development and management systems			
Strategy 12.1: Establish reliable data development and management systems within and across statistical sectors			
Activities	Verifiable Indicators	Means of verification	Important Assumptions
▪ Identify data gaps in the existing data management systems in the various sectors	Details of data deficiencies in the MDAs existing data management systems	MDAs data management system assessment reports	Cooperation of the leadership of MDAs
▪ Strengthen the existing data management systems by filling the identified data gaps in each respective sector	Error-free MDAs data management activities	Data management records	Cooperation of the leadership of MDAs
▪ Strengthen coordination mechanisms for inter-sector data production processes through establishment and implementation of standards and methodologies throughout the entire NSS	Jointly developed standard data management guidelines	Data management files	Cooperation of the leadership of MDAs
▪ Provide statistical personnel with appropriate skills and competencies in data management	List of statistical staff trained in data management using the guidelines List of MDAs using the data management guidelines	MDAs Training reports MDAs annual reports	Cooperation of the leadership of MDAs
Strategic Objective 13: Strengthen the management and coordination of national censuses and surveys			
Strategy 13.1: Regulate the management and coordination of statistical work in the country			
Activities	Verifiable Indicators	Means of verification	Important Assumptions

Develop and implement guidelines for coordination of statistical work by all sectors	List of MDAs using guidelines to coordinate statistical work	MDAs progress reports	Cooperation of the leadership of MDAs
Provide BOS with adequate capacity and resources to effectively perform its administrative and technical roles in the management and coordination of national censuses and surveys	Identified capacity needs of BOS for effective management and coordination of national censuses and surveys List of capacity building activities undertaken	Capacity needs assessment report BOS Capacity building reports	Commitment of leadership of MFDP to statistics development
Strengthen collaboration and cooperation between BOS and key players in the national censuses and surveys, clearly spelling out the rights and obligations of each party in the NSS	List of collaborative activities undertaken by BOS with stakeholders	BOS bi-annual statistical reports	Cooperation by the leadership of BOS and MDAs
Develop and implement policy guidelines for coordination of national surveys undertaken by various bodies in the country	List and details of national surveys conducted by MDAs per annum that comply with the policy	BOS national statistical survey records	Cooperation between the leadership of BOS and MDAs
Strategic Objective14: Undertake Monitoring and Evaluation of the National Statistics Development Strategy [NSDS].			
Strategy 14.1: Develop and implement an M&E framework for the NSDS			
Develop M&E plan for the NSDS in collaboration with sector committees, NMES and other relevant stakeholders	List of approved indicators	NSDS progress reports	Availability of M&E
Mobilize resources for the M&E plan	List of funded M&E activities	NSDS annual budget	Commitment of the leadership of MFDP
Implement the plan	List of completed M&E activities	NSDS annual reports	Availability of M&E skills
Monitor and evaluate the effectiveness of the M&E plan	Details of achievements, constraints and proposed changes to the M&E plan	NSDS M&E reports	Availability of M&E skills

ANNEX 5

CHALLENGES, STRATEGIES AND KEY OUTPUTS FOR MDAs

Phase One Institutions

CHALLENGES	STRATEGIES	KEY OUTPUTS
BUREAU OF STATISTICS		
• Establishment of BOS as a semi-autonomous body • Capacity building of BOS (Staff capacity, infrastructure, ICT) • Development of a new structure for BOS including a staffing plan • Attraction and retention of professional staff in BOS • Coordination and harmonization of the National Statistical System. • Establishment of an archiving system • Development and implementation of an advocacy strategy • Inadequate funding of statistical activities • Establishment of monitoring and evaluation mechanisms • Development of an ICT strategy for BOS • Development of Data Dissemination Strategies • Production of high quality and timely statistics satisfying user needs. • The HIV and AIDS epidemic	• Review and revise Statistics Act 2001 to grant BOS operational autonomy • Develop regulations for implementing the revised statistics act. • Advocate for speedy establishment and operationalization of the Statistics Board • Conduct capacity needs assessment of BOS in human resource development, infrastructure development, and ICT at central and district levels • Develop and implement a capacity building plan • Conduct an organization processes and effectiveness assessment of BOS • Develop and implement an organizational development plan • Revise the existing structure of BOS • Develop and implement a staffing plan • Develop and implement a robust recruitment and selection policy • Develop a competitive remuneration package for BOS staff • Establish a conducive environment for BOS staff • Develop and implement an effective and efficient performance management system	• Social statistics: These shall include population characteristics and demographic statistics, gender statistics, vital statistics, labor statistics, education statistics, health statistics, tourism statistics, correctional services statistics and crime statistics. • Economic Statistics: These shall include national accounts statistics, price statistics, foreign trade statistics, enterprise statistics, transport and communication statistics, industrial statistics and poverty statistics. • Agricultural statistics: These shall include livestock statistics, crops statistics and environmental statistics. • Other Statistics: These shall include national censuses, household budget surveys, continuous multi-purpose survey, land statistics, water and sanitation statistics, energy statistics, infrastructure statistics and geographic data.

CHALLENGES	STRATEGIES	KEY OUTPUTS
	• Develop a workplace HIV and AIDS prevention and support programme • Conduct an assessment of management and coordination needs for statistical activities at central, district and community levels • Develop and implement a plan to effectively manage and coordinate statistical activities at central, district and community levels • Identify programmes that require HIV and AIDS statistics • Develop and disseminate guidelines for compilation of HIV and AIDS statistics to relevant organizations • Standardize methodologies of data collection, analysis and dissemination of statistical products for users and producers • Develop a reference manual for statistical concepts, classifications and definitions to guide all those engaging in statistical work • Conduct an assessment of the archiving needs of the NSS • Develop and implement a plan to establish an effective system of archiving for the NSS • Establish electronic channels for accessing information from the library • Develop guidelines to assist users access information from the library • Develop and implement an	

CHALLENGES	STRATEGIES	KEY OUTPUTS
	Information, Education and Communication (IEC) strategy to promote usage of statistics in development projects and programs. • Develop and implement a marketing and publicity strategy for the NSDS • Prepare cost estimates for the implementation of NSDS • Develop and implement a financing plan for the NSDS • Conduct an assessment of statistical ICT needs for implementing the NSDS • Develop and implement a comprehensive ICT strategy for the NSS • Review the existing statistics information development and dissemination/publication systems within BOS • Develop and implement a plan to enhance data development and dissemination systems • Engage qualified statistical personnel for production of statistical information • Develop standards to control quality of statistical products produced by all stakeholders • Engage in regular consultations with users and producers to identify their needs and expectations • Develop and adhere to an annual publication schedule for all statistics products • Develop and implement a rigorous	

CHALLENGES	STRATEGIES	KEY OUTPUTS
	monitoring and evaluation strategy and plan for the NSDS	
CENTRAL BANK OF LESOTHO		
• Inadequate statistical capacity in the Research Department • Limited coverage and frequency of the data compiled by CBL • Inadequate cooperation and coordination with external data providers in terms of data accuracy, reliability, completeness, precision, integrity and timeliness as well as coverage • Inadequate funding for statistical work	• Enroll Research Department personnel in relevant statistics training programmes • Establish a statistics unit within Research Department • Improve staff benefits and conditions of services • Design and introduce a career development policy for statistical staff • Identify areas that require improvement of coverage and/or frequency in consultation with external data sources • Agree on type of cooperation • Design plans for improvements and implement them. • Develop a data base for use by all sections producing data for ease of data exchange • Develop and agree on common standards of data provided by BOS • Develop and agree on common standards of data provided by external providers • Share publications of statistics with the providers.	• Financial statistics reports: These include monetary statistics; interest rates; treasury bills, market data; etc • Balance of Payments reports: These include statistics on the current account; capital and financial accounts • Survey reports: These include statistics on Private Capital Flows; Credit; etc.

CHALLENGES	STRATEGIES	KEY OUTPUTS
	• Involve external providers in dissemination seminars of released statistical reports • Develop a clear communication channel with data providers • Develop an operational plan to enhance production and utilization of statistics in the Bank • Provide a budget annually to enhance statistical work at the Bank	
DISASTER MANAGEMENT AUTHORITY		
• Capacity building of DMA at NEWU and district offices in statistical information management. • Up scaling dissemination of information to districts and communities • Enhancing information sharing within DMA departments/sections and between DMA and other stakeholders • Establishment of a data base for the Authority • Developing data base management capacity within the Authority • Reducing over-dependence on external donor assistance	• Identify capacity gaps in statistical information management among district staff • Design and implement on-the-job training program • Intensify collaboration with BOS field staff in data collection • Identify statistics capacity gaps within NEWU • Design and implement a statistics capacity building strategy • Assess existing information dissemination strategies to districts and communities • Design and implement new and effective strategies • Identify statistical information needs of DMA and stakeholders	• NEWU Bulletins: These include statistics on weather reports and outlook, food security issues (Food Balance Sheets), crop shortage and condition etc. • Vulnerability Assessment (LVAC) reports: These comprise social, economic, and environmental statistics to guide action on communities that are highly exposed to disasters. • Community and Household Surveillance (CHS) reports: These entail statistics on family households education, health and poverty • Other new outputs: These will include database on past records

CHALLENGES	STRATEGIES	KEY OUTPUTS
	• Develop and implement an information sharing policy jointly with stakeholders • Revitalize existing sectoral committees • Conduct a data needs assessment • Popularise the data base • Design and implement a data base • Identify data base management requirements of DMA • Develop and implement a data base management plan • Design and implement policy guidelines for sustainability of externally-funded projects within the Authority	of emergencies, disasters, interventions etc.; as well as Risk Mapping
MINISTRY OF AGRICULTURE AND FOOD SECURITY		
• Solicitation of support for statistics within the Agricultural Sector • Human resource development in statistics to increase numbers of skilled personnel for production, supply and efficient and effective use of statistics • Capacity building in statistics at district and national levels • Mainstreaming statistics in national development projects and programmes to facilitate and promote evidence based	• Develop an advocacy strategy for integration of statistics in agricultural programmes • Facilitate integration of statistics in all departmental plans • Increase number of qualified personnel for production, supply, and effective and efficient use of statistics at central and district level • Undertake capacity needs assessment for statistical staff at district and national levels. • Develop and implement a capacity	• Annual Agricultural Statistical Situation Report- The report brings together information on the agricultural sector from variety of sources • Quarterly Department of Livestock Services (DLS) News Bulletin- Gives general information on Livestock Production, Health and other Livestock issues

CHALLENGES	STRATEGIES	KEY OUTPUTS
development planning • Statistical infrastructure development and data management system to support production and dissemination of statistics • Provision of adequate financial resource to support production, supply and use of statistics in community, district and national project and programmes • Promoting cooperation and collaboration with respect to statistical development • Monitoring and Evaluation of Sector Statistics strategic Plan(SSSP)	building plan • Develop guidelines for agricultural departments to integrate statistics in planning and decision making • Conduct needs assessment for ICT infrastructure and data management system • Procure appropriate ICT infrastructure for statistics in MAFS • Develop and implement a data management system network across all districts • Provide an annual budget for statistical work in MAFS. • Develop and implement inter-departmental statistical work plans • Develop and implement cooperation and collaboration plans with other statistics providers • Establish working statistical committees with internal and external data providers • Design and implement committee work plans • Develop and implement an Monitoring and Evaluation framework for the SSSP	
MINISTRY OF FINANCE AND DEVELOPMENT PLANNING		
• Inadequate use of existing data in planning, policy analysis,	• Undertake refresher training for pilot ministries on Medium Term	• Annual Budget • Population Data sheet

CHALLENGES	STRATEGIES	KEY OUTPUTS
monitoring and evaluation • Inadequate technology to support effective use of statistics in the Ministry • Inadequate support for statistics by the Government of Lesotho (GOL) • Inexistence of a Database on Government Finance Statistics that is compliant with International Standards	Expenditure Framework (MTEF) and initial training for new ministries • Develop and implement a training plan for use of statistics in policy analysis, planning and budgeting • Develop capacity of sectors to develop programme plans that make use of statistical information • Evaluate the efficiency and effectiveness of government expenditure activities through National Monitoring and Evaluation System • Build capacity of key stakeholders to prepare sectoral reports on agreed performance indicators • Establish operational sectoral M&E units • Harmonize indicators for national development programmes • Develop Monitoring and Evaluation guidelines • Build technological capacity in the Ministry (hardware and software) • Develop and implement a procurement plan • Advocate for budget provision for statistical activities in all sector programmes.	• Fiscal Quarterly Review • Quarterly Economic Monitor • PRS Annual Progress report • Quarterly & Annual Project Monitoring Report • MDG Country Report

CHALLENGES	STRATEGIES	KEY OUTPUTS
	• Sensitize sectors on the importance of statistics/data • Review and harmonise Government Finance Statistics classifications in line with International Standards • Maintain General Data Dissemination System (GDDS) statistical practices	
MINISTRY OF GENDER AND YOUTH SPORTS AND RECREATION		
• Inadequate use of information in gender and youth, sports and recreation activities amongst Basotho • Inadequate access to information on gender, youth, sports and recreation issues • Lack of coordination on statistical data for youth and gender issues • Inadequate Capacity in the Ministry in statistical information management base for the Ministry	• Sensitize stakeholders in gender, youth, sport and recreation facilities nationwide about the importance of statistics in planning, development, and decision making • Mobilize support and commitment of management in the Ministry for statistical activities • Utilize the media (radio, television, and newspapers) extensively to disseminate statistical data on gender, youth, sports and recreation issues • Regularly hold workshops in the districts and among communities to disseminate important statistical products and activities • Establish partnerships with relevant stakeholders working with youth, women and men's social and economic groups	• Youth organizations bulletin • Sports Associations bulletin • Women and men Associations bulletin • Gender-based violence cases information • Youth graduates statistics from Vocational Youth Centres • Athletes Professionals statistics • Bulletin on Identification of young talent in sports

CHALLENGES	STRATEGIES	KEY OUTPUTS
	• Develop guidelines for collection of data on youth, women and men's social and economic groups • Disseminate the guidelines to all relevant stakeholders nationwide • Conduct a capacity needs assessment • Design and implement capacity building plan • Conduct a data needs assessment • Design and establish a data base	
MINISTRY OF LABOUR AND EMPLOYMENT		
• Ineffective Labour Market Information system • Capacity building in statistics • Enhancing usage of statistics for evidence-based planning in the Ministry • Inadequate financial resources to support production, supply and use of statistics • Poor conditions of service for staff and absence of career progression • Statistical infrastructure development to support production and dissemination of statistics • Technological infrastructure development to facilitate use of information technology in statistics	• Assess training needs of the staff • provide staff (central and districts) with skills on data collection methods • Standardize /modify data collection tools • Modify the database • Establish good working relations with BOS • Conduct statistical capacity needs assessment in the sector • Develop and implement a capacity building plan • Recruit and retain staff for the unit • Capacitate the existing staff with relevant skills at central and district levels • Develop an advocacy strategy • Conduct advocacy campaigns in collaboration with BOS for	Economic statistics: Statistics on employed and unemployed population; type of industries available; establishment register; migrant labour; administrative statistics; job seekers statistics, occupation categories, wage statistics, and labour related statistics

CHALLENGES	STRATEGIES	KEY OUTPUTS
	appreciation of the importance of statistics in decision making at all levels • Utilize the media to popularise provision of labour and employment statistics • Develop an operational plan to enhance production and utilization of labour and employment statistics • Provide an annual budget for statistical work • Develop an operational plan to enhance production and utilization of labour and employment statistics • Provide an annual budget for statistical work • Review the conditions of service for staff • Design and introduce a career development policy • Continually expose statistical staff to professional upgrading courses • Assess infrastructural needs for statistics in the Ministry • Procure appropriate infrastructure to house statistical work • Assess technological infrastructure needs for statistics in the Ministry • Procure appropriate ICT infrastructure for statistics	

CHALLENGES	STRATEGIES	KEY OUTPUTS
MINISTRY OF LOCAL GOVERNMENT AND CHIEFTAINSHIP		
• Inadequate guidance, commitment and support from leadership for statistics development • Weak and ineffective coordination of statistical activities in the Ministry • Inadequate resources to strengthen capturing of data needed for planning • Insufficient data capturing at district level • Insufficient information sharing within the Ministry • Retention of Statistics Staff • Ineffective monitoring and evaluation of planned statistical activities	• Sensitize Local Authorities on the role and importance of statistics in planning, development, and decision making • Mobilize support and commitment from management for statistical activities • Establish a statistics coordination structure within the Ministry • Design and disseminate coordination guidelines for vertical and horizontal coordination • Monitor compliance to the guidelines • Improve the statistics resource capacity in the Ministry • Procure and install ICT equipment • Assess management capacity needs for statistical work in each district • Develop and implement a statistics management capacity building plan for each district • Establish a well-managed reference point/documentation centre for statistical products • Publish statistical products in the local media • Review the conditions of service	• Land registration bulletin • Cadastral and Topographic data [Specificity] • Vital statistics • Housing Information [Specify - Information on human settlements] • Community and District Council Profiles • Village list (gazetted)

CHALLENGES	STRATEGIES	KEY OUTPUTS
	for staff. • Design and introduce a career development policy. • Continuously expose statistical staff to professional upgrading courses • Develop and implement an M&E framework for statistical activities of the Ministry	
MINISTRY OF EDUCATION AND TRAINING		
• Sensitization of decision making authorities on the importance of using statistical information in decision making • Strengthening of education statistical system and • Enhancement of database management system	• Conduct advocacy campaigns in collaboration with BOS on the importance of statistics in national development programmes • Share statistical reports and other relevant publications with decision-making authorities • Undertake an inventory of existing statistical infrastructure and identify statistical infrastructure needs • Develop a procurement plan • Budget and procure the necessary equipment • Recruit new ICT personnel for the Statistics Unit • Establish an electronic data base network linked to the Districts Resource Centres • Develop and implement a maintenance plan for the system	Educational Statistics on: • Net enrolment total number of students enrolled in a year (IECCD, Primary, Secondary and Tertiary) • Repetition rate: the percentage of students repeating a class in a particular year • School teacher pupil ratio: average number of students per teacher in particular school • Dropout rate: percentage of students who quit school in any class before completion • Completion rate: percentage of students completing a class in a given cohort PSLC, JC and COSC • Number of qualified teachers: total number of teachers who have acquired necessary teaching certificates in a given level

CHALLENGES	STRATEGIES	KEY OUTPUTS
		• Pass rate: percentage of students who passed in a given a year, e.g. PSLC, JC and COSC • Number of schools: total number of schools in the country, by proprietor at all levels
MINISTRY OF TOURISM, ENVIRONMENT AND CULTURE		
• Organisational and institutional development of the unit to enable it develop capacity and capabilities to efficiently and effectively generate and use statistical information in planning and decision making • Standardization of data collection, analysis, and processing methods and techniques to harmonise production, supply and use of statistics • Mainstreaming of statistics in the MTEC's development projects and programmes to facilitate and promote evidence based development planning • Decentralisation for the management and coordination of statistical work to District to support development and implementation of programmes at district and community levels	• Prepare and implement a resource mobilization plan for establishing the statistics unit • Standardise statistical data collection, analysis and dissemination methods and techniques in collaboration with BOS • Guide departments and agencies on how to use statistics in planning and decision making • Build capacity for management and coordination of statistical work at district and community level • Provide an annual budget for statistical work • Procure appropriate ICT infrastructure for statistics • Utilise ICT equipment effectively and efficiently • Maintain the ICT equipment • Establish reliable data development and management	• Environmental statistics: these include statistics on pollution, biodiversity, conservation areas, land degradation, environmental impact assessment and environmental information. • Tourism statistics: these include statistics on arrivals, accommodation, restaurant, catering, and liquor establishments. • Cultural statistics: these include statistics on categories on artist, heritage sites and institutions, number of visitors to the heritage sites and institutions, number of artifacts • Library and Archives statistics: these includes statistics on membership, book loaning, reading competitions, library and archives users

CHALLENGES	STRATEGIES	KEY OUTPUTS
• Provision of adequate financial resources to support production, supply and use of statistics in community, district and national development projects and programmes • Technological infrastructure development to facilitate use of information technology in statistics • Data development and management to ensure data products reach all stakeholders in the most appropriate and user friendly formats • Monitoring and evaluation of MTEC's SSSP	systems within MTEC • Develop and implement an M&E framework for MTEC's statistical strategy	

Phase Two Institutions

CHALLENGES	STRATEGIES	KEY OUTPUTS
MINISTRY OF FORESTRY AND LAND RECLAMATION		
• Limited capacity of statistics in the Ministry	• Establish a statistics unit in the Ministry • Man the statistics unit with qualified statisticians • Procure appropriate equipment for the statistics unit • Establish a system for data collection, processing, analysis, and dissemination • Raise awareness about the	• Forestry statistics report(Gives departmental information on the number of forest and fruit trees planted, tree seedlings produced from GOL nurseries, tree seedlings bought from private nurseries, volume of honey harvested) • Range Resources Management statistics report(Provides departmental information on the

CHALLENGES	STRATEGIES	KEY OUTPUTS
	importance of statistics in development projects and programmes among management and other non-statistical personnel	area of land under proper range management, number of grazing associations mobilized and formed, area of land reseeded, rangeland assessment, development of grazing management plans) • Soil and Water Conservation statistics report(Provides departmental information on the area of land rehabilitated through Stone collection, volume silt traps, diversion furrows, gully structures, tanks, dams and check dams constructed
MINISTRY OF HOME AFFAIRS, PUBLIC SAFETY AND PARLIAMENTARY AFFAIRS		
• Limited appreciation of the importance of statistics in national development • Ineffective management and co-ordination of statistical data within the Ministry of Home Affairs and Public Safety	• Raise awareness about the importance of statistics in development projects and programmes among management and non-statistical personnel • Strengthen the capacity of the statistical unit • Provide funding for statistical activities • Undertake a comprehensive registration of livestock nationwide • Disseminate statistical information to all relevant stakeholders	• Crime statistics reports (Gives departmental information on the number of crimes ,information management and emergency services - Crime reports - monthly quarterly and annually - Road traffic reports – weekly, monthly, quarterly and annually - Stock theft reports - weekly, monthly, quarterly and annually - Serious Crime reports -

CHALLENGES	STRATEGIES	KEY OUTPUTS
		weekly, monthly, quarterly and annually - Aliens control and deportation report – quarterly and annually • Immigration statistics report (Provides departmental information on movement of people in and out of Lesotho. - weekly, monthly, quarterly and annually • Passport services (Provides departmental information on the number of passport produced and other travel documents.- weekly, monthly, quarterly and annually • Police complaints authority Provides report complaints about police and report to the police authority, for appropriate action. • Livestock registration and marking statistics provides statistical information on registered livestock owners and marked livestock. - monthly, quarterly and annually • Registration of births and deaths – weekly, monthly, quarterly and annual

CHALLENGES	STRATEGIES	KEY OUTPUTS
MINISTRY OF TRADE AND INDUSTRY, COOPERATIVES AND MARKETING		
- Limited statistical capacity in the Ministry - Weak cooperation with external sources of data	- Establish a statistics unit in the Ministry - Employ qualified statisticians to man the Unit - Procure appropriate equipment for the statistics unit - Provide a budget for statistical activities - Raise awareness about the importance of statistics in development projects and programmes among management and non-statistical personnel - Develop effective working relations with external sources of statistical data	Agricultural Monthly Price bulletin - This includes the wholesale prices of agricultural commodities that are collected weekly and analysed monthly. Trade Monthly Bulletin – Assessment of the potential impacts of the negotiated agreements. Quarterly Manufacturers Statistics – The number of operating manufacturers, the number of their employees and their output, quarterly.
LESOTHO REVENUE AUTHORITY		
- Inefficient system of production of statistical data - Weak cooperation with licensing bodies and the Registrar of companies (Law Office) within the country	- Develop an Integrated Business Management System which will produce prudent/comprehensive statistical data/reports - Expand the database to include data from all relevant stakeholders - Develop effective working relations with data sources	- Customs and Excise Duties Collections - Income Tax collections (all the Tax Type) - Value Added Tax (VAT) collections - Trade Data Statistics (Export and Imports statistics including local traders)Collections
MINISTRY OF PUBLIC WORKS AND TRANSPORT		

CHALLENGES	STRATEGIES	KEY OUTPUTS
- Inadequate statistical capacity in the Ministry - Inadequate cooperation within DTT sections	- Increase staff compliment of statisticians in the ministry - Provide statistical staff with relevant skills - Expand computerization of traffic data to cover all districts - Develop effective working relations between the statistical section and other sections - Raise awareness among DTT heads of sections about the importance of statistics in development projects and programs.	- Annual Transportation & Construction Report/Bulletin (Air, rail, roads, road crashes and transport statistics) - Monthly Rail Bulletin (Cargo/freight) - Monthly Air Transport Bulletin (Passengers and flights statistics) - Monthly Traffic and Transport Bulletin (Permits, Routes , licenses and Bus Freight) - Monthly Road Crashes Reports (Minor and serious injuries, fatalities) - Quarterly Blind Spots Bulletin (Dangerous spots)
MINISTRY OF PUBLIC WORKS AND TRANSPORT-ROADS DIRECTORATE		
Inadequate statistical capacity in the Roads Directorate	- Establish a statistics unit in the Directorate - Employ qualified statisticians to man the Unit - Procure appropriate equipment for the statistics unit - Provide a budget for statistical activities - Raise awareness about the importance of statistics in development projects and programmes among engineers	- Annual roads statistics report- number of paved, unpaved, earth roads and their condition also number of bridges and footbridges - Road condition survey reports- potholes, rutting, roughness and drainage condition on the road. - Bi-annual Traffic counts- number of vehicles and their classifications using the roads

CHALLENGES	STRATEGIES	KEY OUTPUTS
	and other non-statistical personnel • Provide GIS training to staff in relevant department	

ANNEX 6

IMPLEMENTATION PLAN FOR THE NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS

The NSDS will be implemented through carrying out a series of sub-activities to implement each main activity and henceforth achieve each strategic objective. This section presents a five-year plan to implement the NSDS. The time frame and estimated cost (in Maloti) is presented below.

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
1	An awareness and appreciation of the use of statistics in development planning advocated and promoted	1.1 Develop and implement an awareness/advocacy campaign programme to promote use of statistics in Government Ministries, Public and Private Sector Institutions, Donor Agencies, Non-Governmental Organizations, and Community Based Organizations			2010	
		▪ Identify sector organizations and institutions to be targeted during statistics awareness campaigns	BOS Director with Coordinators of Sector Statistics Committees	Human/internal Stationery Communication	2010	2 000.00
		▪ Prepare campaign materials	BOS Director with Coordinators of Sector Statistics Committees	Human/internal 3-day workshop for 40 participants Stationery	2010	185 600.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
				Campaign materials		
		Prepare a campaign programme	BOS Director with Coordinators of Sector Statistics Committees	Human/internal 1-day workshop for 40 participants Stationery	2010	9 400.00
		Conduct statistics awareness campaigns in sectors	BOS Director with Coordinators of Sector Statistics Committees	Human/internal Awareness sector meetings Stationery Communication Transport	2011	18 000.00
						215 000.00
		1.2 Demonstrate the use of statistical data for planning and decision making among sectors			2011	
		Prepare demonstration materials for using statistical data for sector planning and decision making	BOS Director with Coordinators of Sector Statistics Committees	Human/internal 1-day workshop for 40 participants Stationery	2011	9 400.00
		Prepare a demonstration programme for targeted sectors	BOS Director with Coordinators of Sector Statistics Committees	Human/internal Stationery	2011	5 500.00
		Hold demonstration workshops in the various targeted sectors	BOS Director with Coordinators of Sector Statistics Committees	Human/internal 1-day sector workshops Stationery Communication	2011	32 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
				Transport		
						46 900.00
		1.3 Campaign for the importance and support for specific national statistical landmark activities [such as population and housing censuses and household surveys] in providing data for formulation of economic and social programmes				
		Identify sector organizations and institutions to be mobilized for supporting national statistical landmark activities	BOS Director with Coordinators of Sector Statistics Committees	Human/internal Stationery Communication Transport	2010	10 000.00
		Prepare awareness campaign materials for national statistical landmark activities	BOS Director with Coordinators of Sector Statistics Committees	Human/internal Stationery Communication Campaign materials	2010	60 000.00
		Prepare a campaign programme	BOS Director with Coordinators of Sector Statistics Committees	Human/internal Stationery 1-day meeting of sector representatives	2010	7 000.00
		Conduct awareness	BOS Director with Coordinators of	Human/ internal Transport	2011	473 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		campaigns	Sector Statistics Committees	Stationery Campaign materials		
		Celebrate events signifying the importance of statistics in national and international development such as the World Statistics Day	BOS Director with Heads of MDAs	Human/internal Transport Event celebration materials	2011-ongoing	228 000.00
						778 000.00
Total Cost: Strategy 1						1 039 900.00
2	Media utilised to popularise use of statistics in planning and decision making	2.1 Organize and hold media publicity campaigns to disseminate information on the importance of using statistics in planning and decision making				
		Prepare publicity materials and messages	BOS Director with Heads of MDA	Human/internal Stationery Meetings- NSDS Coordinating Committee & Publicity Committee	2010	36 000.00
		Identify media houses to be utilized	BOS Director with Heads of MDA	Human/internal Stationery Communication	2010	2 000.00
		Engage media houses in disseminating	BOS Director with Heads of MDA	Human/internal TV, Radio, Newspaper advertisements	2010	426 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		statistical information		Stationery Communication		
						464 000.00
Total Cost: Strategy 2						464 000.00
3	Sectors guided on how to use statistics in planning and decision making	3.1 Prepare and disseminate policy guidelines for integrating statistics into sector plans				
		Identify sector development areas that require use of statistics in their operations	Coordinators of Sector Statistics Committees with BOS Director	Human/internal Stationery Sector meetings	2011	12 150.00
		Prepare a manual of guidelines for integrating statistics into sector planning	Coordinators of Sector Statistics Committees with BOS Director	Human/internal 2-day workshop sector committees Stationery Printing	2011	27 000.00
						39 150.00
		3.2 Educate sectors on using the guidelines in planning and decision making			2011	
		Coach relevant sector personnel on how to prepare and implement plans that utilize statistics	Coordinators of Sector Statistics Committees with BOS Director	Human/internal 2-day workshop Stationery Communication	2011	25 000.00
		Undertake regular reviews of implementation of	Coordinators of Sector Statistics Committees with	Human/external consultant 1-day Sector review	Bi-annually from 2012	41 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		the plans	BOS Director	meeting Stationery Communication		
						66 000.00
		3.3 Incorporate the PRS team into the NSDS process				
		Invite the PRS team to attend all activities of the NSDS process	NSDS Coordinator with BOS Director	Human/internal Stationery Communication	2010	15 000.00
						15 000.00
		3.4 Monitor and evaluate effectiveness of the guidelines in enabling evidence-based sector planning and decision making				
		Identify indicators for effective use of the guidelines	Coordinators of Sector Statistics Committees with BOS Director	Human/external consultant 1-day meeting of sector committees Stationery Communication	2011	40 000.00
		Prepare a monitoring and evaluation tool	Coordinators of Sector Statistics Committees with BOS Director	Human/external consultant 1-day meeting of sector committees Stationery	2011	40 000.00
		Regularly administer the tool among	Coordinators of Sector Statistics Committees with	Human/internal Stationery Sector monitoring	2011	70 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		sectors	BOS Director	meetings Communication		
		Use feedback obtained to enhance evidence-based planning and decision making	Coordinators of Sector Statistics Committees with BOS Director	Human/internal Stationery Communication	2011	35 000.00
						185 000.00
Total Cost: Strategy 3						305 150.00
4	Statistical capacity of MDAs improved	4.1 Undertake a capacity needs assessment survey in all MDA to determine their respective organizational and institutional capacity constraints in relation to production, supply and utilization of statistics				
		Develop a capacity needs assessment tool	Coordinators of Sector Statistics Committees with BOS Director	Human/external consultant Stationery Transport Meetings – NSDS Coordinating Committee	2011	33 325.00
		Administer the tool among MDA in the various sectors	Coordinators of Sector Statistics Committees with BOS Director	Human/internal Stationery Sector meetings Communication Transport		12 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		Prepare a capacity needs assessment report with recommendations	Coordinators of Sector Statistics Committees with BOS Director	Human/external consultant Stationery Communication	2011	25 000.00
						70 325.00
		4.2 Develop a comprehensive capacity building plan for MDA				
		Prepare a comprehensive statistics capacity building plan for all sectors	BOS Director with Coordinators of Sector Statistics Committees	Human/external consultant Stationery Sector meetings	2011	50 000.00
		Obtain Cabinet approval and support for the sector statistics capacity building plan	PS-MFDP with BOS Director	Human/internal Stationery Communication	2011	2 000.00
		Prepare the cost of implementing the capacity building plan in each sector	Coordinators of Sector Statistics Committees with BOS Director	Human/external consultant Stationery 3-day workshop of 20 persons	2011	45 500.00
						97 500.00
		4.3 Mobilize funding for individual MDA to upscale their respective capacities in statistics as identified in the capacity building plan			2011	

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		Provide a budget for implementing the capacity building plan of each MDA each year	Heads of various MDA with Coordinators of Sector Statistics Committees	Human/internal 2-day sector committee meeting Stationery	2011	27 200.00
		Seek alternative funding to support the capacity building plan	Heads of various MDA with Coordinators of Sector Statistics Committees	Human/internal Stationery Communication	2011	42,000.00
						69,200.00
		4.4 Strengthen coordination mechanisms within and across sectors	Heads of various MDA with Coordinators of Sector Statistics Committees	Human/internal Training Office space Office furniture & equipment ICT equipment and Software	2011	1,635 000.00
						1,635,000.00
		4.5 Improve communication within and across sectors	Heads of various MDA with Coordinators of Sector Statistics Committees	Human/internal IT software & maintenance Training Stationery	2011	110 000.00
						110,000.00
		4.6 Establish Statistics outfits in the various MDA	Heads of various MDA with Coordinators of Sector Statistics Committees	Human x 3 statistical personnel Training Office space/rental Office furniture & equipment	2012	2,208, 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)	
				SSPS software &Maintenance			
							2,208,000.00
		4.7 Monitor effectiveness of use of statistical information by the sectors	Coordinators of Sector Statistics Committees with Heads of various MDA	Human/BOS internal Stationery Communication	2013	50 000.00	
							50,000.00
Total Cost: Strategy 4						4 240 025.00	
5	The legal framework governing the operations of the national statistical system reviewed	5.1 Review the terms of reference of the Statistics Council to ensure the body’s appropriateness and relevance for governing an autonomous Bureau of Statistics			2011		
		▪ Revise the terms of reference of the Statistical Council to create a new governing body for an autonomous BOS	PS-MFDP with BOS Director	Human/external consultant Stationery Communication	2011	45,000.00	
		▪ Amend Statistics Act 2001 to incorporate the revised terms of reference	PS-MFDP with BOS Director	Human/internal Stationery Communication	2011	2 000.00	
		▪ Seek Cabinet endorsement for the amendment	PS-MFDP with BOS Director	Human/internal Stationery Communication	2011	2 000.00	

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		Obtain Parliament approval for the amendment	PS-MFDP with BOS Director	Human Stationery Communication	2011	2 000.00
		Recruit and appoint members for the newly constituted governing body	PS-MFDP with BOS Director	Sitting allowances Administrative costs	2012	750 400.00
						801 400.00
		5.2 Amend the Statistics Act 2001 to grant Bureau of Statistics operational autonomy to enhance its effectiveness in managing and coordinating statistical activities in the country				
		Prepare an amendment to the Statistics Act 2001 to grant Bureau of Statistics autonomy to run its affairs	PS-MFDP with BOS Director	Human/external consultant 2x workshops of 90 participants	2011	82 280.00
		Seek Cabinet endorsement and support to the amendment	PS-MFDP with BOS Director	Stationery Communication	2011	2 000.00
		Obtain approval of Parliament for the amendment	PS-MFDP with BOS Director	Stationery Communication	2011/2012	2 000.00
		Publish the amended Statistics	PS-MFDP with BOS Director	Printing Dissemination	2012	323 550.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		Act in a government gazette		workshops in all 10 districts		
		▪ Launch an autonomous Bureau of Statistics	PS-MFDP with BOS Director	Promotion materials Administrative costs	2013	340 000.00
						749 830.00
		5.3 Review and align all relevant laws of other agencies to make them consistent with the revised Statistics Act				
		▪ Identify laws in the various sectors that should be amended to ensure consistency with the revised Statistics Act	Coordinators of Sector Statistics Committees with BOS Director	Human-external consultant Stationery Communication Transport	2011	47 000.00
		▪ Amend the laws accordingly	Heads of various MDA with Coordinators of Sector Statistics Committees	Human- External consultant MDA internal legal officers	2011	2 000.00
		▪ Disseminate the laws to all sectors	Coordinators of Sector Statistics Committees with BOS Director	Human/internal Stationery Communication	2012	2 000.00
						51 000.00
		Total Cost: Strategy 5				
6	The technical,	6.1 Undertake a capacity				

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
	management and coordination capacities of the Bureau of Statistics improved	needs assessment study of BOS to determine its organizational development capacity constraints that need to be addressed in strengthening its effectiveness				
		Develop a capacity needs assessment tool	BOS Director with heads of BOS departments	Human/external consultant Stationery	2011	24 500.00
		Administer the tool within BOS and its branches countrywide	BOS Director with Heads of BOS Departments.	Human/internal Stationery Communication Transport	2011	2 000.00
		Prepare a capacity needs assessment report with recommendation	BOS Director with Heads of BOS Departments.	Human/external consultant Stationery	2011	24 500.00
						51 000.00
		6.2 Develop a comprehensive capacity building plan for BOS				
		Prepare a capacity building plan for BOS	BOS Director with Heads of BOS Departments	Human-external consultant Workshop (2 days x 20 participants) Stationery	2011	29 700.00
		Obtain approval and support of the	BOS Director with Heads of BOS	Stationery Communication	2011	2 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		plan from the Ministry of Finance and Development Planning	Departments			
						31 700.00
		6.3 Mobilize funds to implement the plan				
		Prepare the total cost of implementing the capacity building plan	BOS Director with Heads of BOS Departments	Human/external consultant Workshop (2 days x 20 participants)	2011	29 700.00
		Seek additional funding from external sources to support the capacity building plan	BOS Director with PS-MFDP	Stationery Communication Transport Meetings with donor agencies	2011	50 000.00
						79 700.00
		6.4 Implement the capacity building plan				
		Prepare phased annual implementation plans for building the capacity of BOS	BOS Director with Heads of BOS Departments	Workshops(1-day workshop for 20 participants)	2012	4 100.00
		Budget for the various implementation phases for	Heads of BOS Departments with BOS Director	Workshops(1-day workshop for 20 participants)	2012	8 200.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)	
		capacity building of BOS					
		Implement the phased annual capacity building plans	Heads of BOS Departments with BOS Director	Training workshops etc.	2012	500 000.00	
							512 300.00
		6.5 Monitor and evaluate the effectiveness of the capacity building plan					
		Identify indicators for effective implementation of the capacity building plan	Heads of BOS Departments with BOS Director	Human/external consultant Workshop (2 days x 20 participants)	2013	29 700.00	
		Closely monitor the implementation of the plan	Heads of BOS Departments with BOS Director	Monitoring meetings Stationery Communication	2013	50 000.00	
							79 700.00
Total Cost: Strategy 6						754 400.00	
7	Number of qualified personnel for production, supply and effective and efficient use of statistics in all sectors increased	7.1 Develop and implement policies for professional statistical personnel covering recruitment, redeployment, deployment, career progression, and conditions of service					
		Undertake a review of the	Coordinators of Sector Statistics	Human/external consultant	2013	47 200.00	

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		existing human resources policies of statistics personnel in the various sectors	Committees with Heads of various MDAs	Stationery Communication Transport		
		Use the results of the policy review to develop appropriate new policies on recruitment, redeployment, deployment, career progression and conditions of service of statistics personnel	Heads of various MDA with Coordinators of Sector Statistics Committees	External consultant Policy review workshop (3-day for 20 participants) Stationery	2013	59 500.00
		Implement the policies	Heads of various MDA with Coordinators of Sector Statistics Committees	Human/internal Communication Transport Stationery-policy manual Policy dissemination meetings	2013	36 000.00
		Continuously monitor effectiveness of the policies	Heads of various MDA with Coordinators of Sector Statistics Committees	Monitoring meetings & reports Stationery Communication Transport	2013	50 000.00
						192 700.00
		7.2 Develop and implement an NSS-wide				

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		statistical human resource development plan [Long-term training]				
		Prepare a statistics training needs assessment tool for statistics personnel in all sectors of the NSS	Director-BOS with Coordinators of Sector Statistics Committees	Human/External consultant Stationery Communication	2012	15 000.00
		Administer the tool	Director-BOS with Coordinators of Sector Statistics Committees	Human/internal Transport Stationery Communication	2012	7 200.00
		Develop a NSS-wide statistical human resource development plan	Director-BOS with Coordinators of Sector Statistics Committees	Human/external consultant 1-day workshop for sector committees Stationery Communication	2012	30 900.00
		Prepare the cost of implementing the plan	Director-BOS with Coordinators of Sector Statistics Committees	Human/external consultant 2-day workshop for 20 participants	2012	29 700.00
		Break the implementation of the plan into phases	Coordinators of Sector Statistics Committees with Director-BOS	Human/NSDS Task team Stationery	2012	3 600.00
		Provide annual budgets for implementing the various phases of the plan	Coordinators of Sector Statistics Committees with Heads of MDA	Human/budget meetings Stationery	2012	18 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		Seek external funding sources to provide additional funds for implementing the plan	Heads of MDA with Heads of MDA	Human/internal Stationery Communication Meetings with donors	2012	140 000.00
						244 400.00
		7.3 Develop and implement professional development short-term training programmes for statistical personnel operating at various level of the NSS				
		Prepare a statistics skills development needs assessment tool for statistics personnel in all sectors of the NSS	Director-BOS with Coordinators of Sector Statistics Committees	Human/external consultant Validation meeting	2011/12	26 100.00
		Administer the tool	Director-BOS with Coordinators of Sector Statistics Committees	Administrative costs	2011/12	3 600.00
		Develop a NSS-wide statistical skills development plan	Director-BOS with Coordinators of Sector Statistics Committees	Human/external consultant Workshop (2 days for 20 participants)	2011/12	29 700.00
		Prepare the cost of implementing the plan	Director-BOS with Coordinators of Sector Statistics Committees	Human/external consultant Workshop (2 days for 20 participants)	2011/12	29 700.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		▪ Break the implementation of the plan into phases	Coordinators of Sector Statistics Committees with Director-BOS	Administrative costs-sector committees Stationery	2011/12	5 040.00
		▪ Provide annual budgets for the implementing the various phases of the plan	Coordinators of Sector Statistics Committees with Heads of MDAs	Human/budget meetings Stationery	2011/12	18 000.00
		▪ Seek external funding sources to provide additional funds for implementing the skills development plan	Heads of MDA with Director-BOS	Administrative costs-Sector Committees	2011/12	140 000.00
		7.4 Develop appropriate initial statistics training programmes for persons wishing to follow a career in statistics in collaboration with the National University of Lesotho and other institutions of higher learning in the region				To be costed later
Total Cost: Strategy 7						689 240.00
8	An annual budget for statistical work in	8.1 Identify statistical activities to be undertaken in each sector during each	Coordinators of Sector Statistics Committees with	Human/internal Stationery Communication	2011/12	42 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)	
	each MDA provided	fiscal year	Heads of MDAs	Transport			
							42 000.00
		8.2 Incorporate the activities in each MDA annual operational plan	Coordinators of Sector Statistics Committees with Heads of MDAs	Human/internal Communication Stationery	2011/12	0.00	
							0.00
		8.3 Incorporate the cost of the activities into the annual budget of each MDA	Heads of MDAs with Coordinators of Sector Statistics Committees	Human/internal Stationery Communication	2011/12	0.00	
							0.00
		8.4 Implement the activities	Heads of MDAs with Coordinators of Sector Statistics Committees	Human/internal Stationery Communication	2012/13	0.00	
							0.00
		8.5 Monitor and evaluate effectiveness of the statistical activities	Heads of MDAs with Coordinators of Sector Statistics Committees	Human/internal Stationery Communication	2012/13	84 000.00	
							84 000.00
Total Cost: Strategy 8						126 000	
9	Appropriate infrastructure to house statistical work in various MDAs procured	9.1 Conduct an assessment of the physical infrastructure needs of each sector to enhance production and dissemination of statistical information					
		▪ Prepare an assessment tool	Coordinators of Sector Statistics	Human/external consultant	2011/12	50 000.00	

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)	
		for physical statistical infrastructure needs in all sectors	Committees with Heads of MDAs	Stationery Communication			
		▪ Administer the tool	Coordinators of Sector Statistics Committees with Heads of MDA	Human/internal Transport Printing Stationery Communication	2011/12	28 000.00	
		▪ Prepare a report with recommendations	Coordinators of Sector Statistics Committees with Heads of MDA	Human/external consultant Stationery	2011/12	15 500.00	
							93 500.00
		9.2 Develop a comprehensive capacity building plan for statistical infrastructure development in each sector					
		▪ Prepare a capacity building plan for each sector	Coordinators of Sector Statistics Committees with Heads of MDAs	Human/external consultant 1-day workshop of sector committees Stationery Communication	2011/12	30 900.00	
		▪ Obtain approval and support for the plan from Cabinet	PSs in the various sectors with Heads of MDA	Human Finance Stationery	2011/12	2 000.00	
							32 900.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		9.3 Mobilize funding to implement the capacity building plan in key MDA that produce and disseminate vital statistical information			2011/12	
		Prepare the total cost of implementing the infrastructure capacity building plan in the relevant sectors	Heads of MDA with Coordinators of Sector Statistics Committees	Human/external consultant 2-day workshop of sector committees Stationery Communication	2011/12	36 300.00
		Break the implementation of the plan into phases within each sector	Heads of MDA with Coordinators of Sector Statistics Committees	Human/internal Communication Stationery	2011/12	14 000.00
		Budget for implementing the various phases of the plan annually	Heads of MDA with Coordinators of Sector Statistics Committees	Human/internal Finance Stationery	2011/12	28 000.00
		Seek additional funding from external sources to develop the statistical physical infrastructure in each sector	Heads of MDA with PSs in the various sectors	Human/internal Communication Stationery Meetings with donors	2011/12	140 000.00
						218 300.00
		9.4 Provide needed physical infrastructure in				

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		each MDA				
		Recruit companies to develop the statistics physical infrastructure	Heads of MDA with PSs in the various sectors	Human/internal Media advertisements Stationery Communication	2014/15	18 000.00
		Engage the most qualifying company(ies) for the job	Heads of MDA with PSs in the various sectors	Human/internal Stationery Communication	2014/15	5 000.00
		Monitor and evaluate progress	Heads of MDA with Coordinators of Sector Statistics Committees	Human/internal M&E meetings Stationery Transport Communication	2015/16	30 000.00
Total Cost: Strategy 9						397 700.00
10	Appropriate ICT Infrastructure for statistics in each sector procured	10.1 Conduct an assessment of the statistical ICT infrastructure needs of sectors and complement where necessary				
		Prepare an assessment tool for ICT statistical needs in all sectors	Coordinators of Sector Statistics Committees with Heads of MDAs	Human/external consultant Stationery	2011/12	15 500.00
		Administer the tool	Coordinators of Sector Statistics Committees with Heads of MDAs	Printing Communication Administrative costs Stationery	2011/12	33 600.00
		Prepare a report with	Coordinators of Sector Statistics	Human/external consultant	2011/12	30 900.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		recommendations	Committees with Heads of MDA	1-day review meeting of sector committees		
						80 000.00
		10.2 Develop a comprehensive capacity building plan for statistical ICT infrastructure development in each sector				
		▪ Prepare a capacity building plan for each sector	Coordinators of Sector Statistics Committees with Heads of MDA	Human/external consultant 2-day ICT Planning meeting of sector committees	2011/12	36 300.00
		▪ Obtain approval and support for the plan from authorities of each MDA	Heads of MDA with Coordinators of Sector Statistics Committees	Stationery Communication	2011/12	5 000.00
						41 300.00
		10.3 Mobilize funding to implement the capacity building plan in all MDA and other stakeholders				
		▪ Prepare the total cost of implementing the ICT capacity building plan in the relevant sectors	Heads of MDA with Coordinators of Sector Statistics Committees	Human/external consultant 2-day Cost preparation workshop for sector committees Stationery Communication	2011/12	36 300.00
		▪ Break the	Heads of MDA	Human/external	2011/12	5 040.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		implementation of the plan into phases within each sector	with Coordinators of Sector Statistics Committees	consultant 1-day Cost preparation workshop Stationery		
		▪ Budget for implementing the various phases of the plan annually	Heads of MDA with Coordinators of Sector Statistics Committees	Human/internal 1-day Sector Committee budget meeting each year Stationery Communication	2011/12	70 560.00
		▪ Seek additional funding from external sources to develop the ICT infrastructure in each sector	Heads of MDA with PSs in the various sectors	Human/internal Stationery Communication Meetings with donors	2011/12	140 000.00
						251 900.00
		10.4 Procure and install an integrated ICT infrastructure system				
		▪ Recruit companies to develop the ICT statistics infrastructure	Heads of MDA with Coordinators of Sector Statistics Committees	Human/internal Media advertisements Stationery Communication	2012/13	18 000.00
		▪ Engage the most qualifying ICT company/ies for the job	Heads of MDA with Coordinators of Sector Statistics Committees	Human/internal Stationery Communication	2012/13	5 000.00
		▪ Monitor and evaluate progress	Heads of MDA with Coordinators of Sector Statistics Committees	Human/internal M&E meetings Stationery Transport	2013/14	30 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
				Communication		
						53 000.00
Total Cost: Strategy 10						426 200.00
11	ICT equipment effectively utilised in each sector	11.1 Develop standard guidelines to support an effective use of ICT to promote high quality data and reduce costs				
		▪ Identify user and producer statistical needs in ICT	Coordinators of Sector Statistics Committees with Heads of MDAs	Re: 8.9.1.1	2011/12	0.00
		▪ Develop a manual of guidelines for the use of ICT in production, supply, and use of statistics	Coordinators of Sector Statistics Committees with Heads of MDA	Human/external consultant Stationery Communication	2011/12	47 000.00
		▪ Disseminate the guidelines to relevant MDA	Heads of MDA with Coordinators of Sector Statistics Committees	Human/internal Printing Stationery Communication	2011/12	10 000.00
						57 000.00
		11.2 Train statistical personnel to use the guidelines				
		▪ Prepare training materials on the use of the guidelines	Coordinators of Sector Statistics Committees with Heads of MDAs	Human/external consultant Stationery Communication	2012/13	27 500.00
		▪ Organize and hold training workshops for statistics	Coordinators of Sector Statistics Committees with	Human/external consultant Stationery	2012/13	110 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		personnel in all sectors that will use the standard guidelines	Heads of MDA	Training workshops		
						137 500.00
		113 Establish ICT connectivity of all MDA				
		▪ Establish a website for statistics	Director-BOS with Heads of MDAs	Done		0.00
		▪ Establish access by MDA to the website	Heads of MDA with Coordinators of Sector Statistics Committees	Done		0.00
		▪ Post statistical information from BOS and MDA on the website	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDAs	Human		0.00
						0.00
Total Cost: Strategy 11						194 500.00
12	ICT equipment in all sectors maintained	12.1 Develop and implement an ICT maintenance policy				
		▪ Develop guidelines for proper maintenance of ICT system	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDAs	Human/external consultant Stationery Communication	2011/12	24 500.00
		▪ Disseminate the guidelines to MDA	Coordinators of Sector Statistics Committees with BOS Director and	Human/internal Printing Stationery Communication	2011/12	10 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
			Heads of MDAs			
		Monitor MDA compliance with the guidelines	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDA	Human/Sector Committee meetings Stationery Communication	2011/12	70 000.00
						104 500.00
Total Cost: Strategy 12						104 500.00
13	Capacity for management and coordination of statistical work at district and community levels built	13.1 Review the roles played by District Statistics Offices to include management and coordination of statistical work in each respective district				
		Revise the terms of reference of district statistics offices to align them with the expanded responsibilities of an autonomous BOS	BOS Director with Heads of BOS Departments	Human/external consultant Stationery Communication 1-day meeting of NSDS Coordination Committee	2011/12	25 500.00
		Obtain approval of the revised terms of reference from the Statistics Council	BOS Director with Heads of BOS Departments.	Administrative costs	2011/12	2 000.00
		Disseminate the revised terms of reference to all	BOS Director with Heads of BOS Departments	Printing Stationery Communication	2011/12	10 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		relevant sectors				
						37 500.00
		13.2 Provide the offices with technological and human resource capacities to address the expanded responsibilities				
		Identify technological and human resource capacity needs of district statistics offices that should be addressed to enable them to effectively address the expanded responsibilities	Heads of BOS Departments with BOS Director	Human/external consultant Coordinating Committee Stationery Communication Transport 1-day validation meeting of NSDS	2011/12	70 000.00
		Develop a technological and human resources capacity building plan	Heads of BOS Departments with BOS Director	Human/external consultant 1-day planning meeting of NSDS Coordinating Committee Stationery Communication	2011/12	26 500.00
		Cost the capacity building plan	Heads of BOS Departments with BOS Director	Human/external consultant 1-day costing meeting of NSDS Coordinating Committee&SMT Stationery	2011/12	26 500.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
				Communication		
		Phase the implementation of the plan over the period of the implementation of the NSDS	Heads of BOS Departments with BOS Director	Human/internal Communication Stationery	2011/12	5 040.00
		Budget for implementing the various phases of the plan annually	Heads of BOS Departments with BOS Director	Human/internal Annual budgeting meetings of NSDS Coordinating Committee & SMT Stationery Communication	2011/12	10 000.00
		Seek additional funding from external sources to support the implementation of the plan	BOS Director with Heads of BOS Departments	Administrative costs Stationery	2011/12	40 000.00
Total Cost: Strategy 13						215 540.00
14	Data collection, analysis and dissemination methods and techniques within the national statistical system standardized	14.1 Establish a compendium of statistical standards and terms for compliance by producers and users				
		Develop a code of conduct for producers and users of statistics	BOS Director with Coordinators of Sector Statistics Committees	Human/external consultant 2-day workshop sector committees Stationery	2011/12	43 400.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
				Communication		
		Prepare a memorandum of understanding to be signed by producers and users of statistics	BOS Director with Coordinators of Sector Statistics Committees	Human/NSDS Coordinating Committee Stationery	2011/12	5 000.00
		Monitor compliance by producers and users	BOS Director with Coordinators of Sector Statistics Committees	Human/sector committees Stationery Communication Transport	2011/12	10 000.00
						58 400.00
		14.2 Develop policy guidelines for data collection, analysis, and dissemination of statistical outputs in collaboration with producers and users			2011/12	
		Conduct a situational assessment of methodologies used in various sectors for data collection, analysis and dissemination of statistics	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDA	Human/external consultant Transport Stationery	2011/12	50 000.00
		Use the results of the assessment to develop policy guidelines to	Coordinators of Sector Statistics Committees with BOS Director and	Human/external consultant 2-day workshop sector committees	2011/12	43 400.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		regularize data collection, analysis and dissemination in all statistics sectors	Heads of MDA	Transport Stationery		
		Obtain approval of the policy from the Statistics governing body	BOS Director with Heads of BOS Departments	Human/internal NSDS coordinating committee Stationery Communication	2011/12	2 000.00
						95 400.00
		14.3 Disseminate the policy to all producers and users of statistics nationwide			2011/12	
		Develop a dissemination plan for the policy guidelines	BOS Director with Coordinators of Sector Statistics Committees	Human/internal 1-day meeting NSDS coordinating committee Stationery	2011/12	2 000.00
		Disseminate the policy to all producers and users nationwide	BOS Director with Coordinators of Sector Statistics Committees	Human/internal Transport Stationery Communication	2012/13	10 000.00
						12 000.00
		14.4 Monitor implementation and evaluate the effectiveness of the policy				
		Identify indicators for effective implementation of	BOS Director with Coordinators of Sector Statistics	Human/internal 1-day meeting sector committees	2013/14	8 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		the policy	Committees	Transport Stationery		
		Closely monitor the implementation of the policy	BOS Director with Coordinators of Sector Statistics Committees	Human/internal Transport Stationery Communication	2013/14	50 000.00
						58 000.00
Total Cost: Strategy 14						223 800.00
15	Reliable data development and management systems within and across statistical sectors established	15.1 Identify and evaluate data gaps in the existing data management systems in the various sectors				
		Develop an assessment tool for identifying gaps in the statistical data management systems of MDA in the various sectors	BOS Director with Coordinators of Sector Statistics Committees	Human/external consultant Stationery Communication	2011/12	24 500.00
		Prepare a data assessment report with recommendations	BOS Director with Coordinators of Sector Statistics Committees	Human/external consultant Stationery Communication	2011/12	12 000.00
		Prepare data management improvement plans for each MDA	BOS Director with Coordinators of Sector Statistics Committees	Human/external consultant 1-day workshop sector committees Stationery	2011/12	20 000.00
		Implement the plans within the respective MDA	Heads of MDA and Coordinators of Sector Statistics	Human/internal Stationery Transport	2012/13	10 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
			Committees	Communication		
						66 500.00
		15.2 Develop new data development systems in MDA where they are non-existent				
		Identify MDA that do not possess data management systems	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDA	Human/internal Stationery	2011/12	2 000.00
		Identify data management needs of each MDA	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDA	Human/external consultant 1-day meeting with Sector committees Stationery Communication Transport	2011/12	30 900.00
		Develop plans to establish new data management systems in the respective MDA	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDA	Human/external consultant 1-day meeting of sector committees Communication Stationery	2011/12	24 900.00
		Budget for establishing the new data management systems within each MDA	Heads of MDA with Coordinators of Sector Statistics Committees	Human/internal 1-day meeting sector committees Stationery Communication	2011/12	10 000.00
		Establish the new data management	Heads of MDA with Coordinators	Human/external consultant	2011/12	50 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		systems	of Sector Statistics Committees	Communication Stationery		
						117 800.00
		15.3 Strengthen the existing data management systems by filling the identified data gaps in each respective sector				
		Identify data development gaps in existing systems in MDA	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDAs	Human/external consultant Communication Stationery Transport	2012/13	30 900.00
		Develop plans to fill the data management gaps	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDAs	Human/external consultant 1-day meeting of sector committees Stationery Communication	2012/13	24 900.00
		Provide a budget	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDAs	Human/internal 1-day meeting sector committees Stationery Communication	2012/13	10 000.00
		Fill in the data development gaps	Heads of MDA with Coordinators of Sector Statistics Committees	Human/external consultant Communication Stationery	2012/13	50 000.00
						115 800.00
		15.4 Strengthen technical coordination mechanisms for inter-sector data				

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		production processes through establishment and implementation of standards and methodologies throughout the entire NSS				
		Conduct a situational assessment of standards and methodologies of data production used in various sectors	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDAs	Human/external consultant Stationery Communication Transport	2011/12	24 500.00
		Use the results of the assessment to develop policy guidelines to regularize data production	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDAs	Human/external consultant 1-day meeting sector committees Transport Stationery	2011/12	30 900.00
		Monitor compliance	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDAs	Human/internal Transport Stationery Communication	2012/13	50 000.00
						105 400.00
		15.5 Provide statistical personnel with appropriate skills and competencies in data management				

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		Conduct a training needs assessment in data management in MDA	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDAs	Human/external consultant Stationery Communication Transport	2011/12	24 500.00
		Develop a training plan	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDAs	Human/external consultant 1-day workshop of sector committees Stationery Communication Transport	2011/12	30 900.00
		Implement the training plan	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDAs	Human/External consultant 2-day training workshops for each sector Transport Stationery Communication	2012/13	170 000.00
Total Cost: Strategy 15						630 900.00
16	The management and coordination of statistical work in the country regulated	16.1 Develop and disseminate guidelines for management and coordination of statistical work by all sectors				
		Conduct a review of methodologies used for management and coordination of	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDA	Human/external consultant Stationery Communication Transport	2011/12	24 500.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		statistical work in the various sectors				
		Use the results of the review to develop policy guidelines for management and coordination of statistical work	Coordinators of Sector Statistics Committees with BOS Director and Heads of MDA	Human/external consultant 1-day meeting sector committees Transport Stationery	2011/12	30 900.00
		Disseminate the guidelines to all sectors	BOS Director with Heads of MDA	Human/internal Transport Stationery Communication	2011/12	10 000.00
		Monitor compliance by MDA	BOS Director with Heads of MDA	Human/internal Stationery Communication	2012/13	50 000.00
						115 400.00
		16.2 Provide BOS with adequate capacity and resources to effectively perform its administrative and technical roles in the management and coordination of national censuses and surveys				
		Conduct a capacity and resource needs assessment of BOS with respect to its management and coordination role	BOS Director with Heads of BOS Departments	Human/external consultant Stationery Communication Transport	2011/12	24 500.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		of national censuses and surveys				
		Develop a capacity building plan	BOS Director with Heads of BOS Departments	Human/external consultant 1-day workshop Heads of BOS Depts. Transport Stationery	2011/12	30 900.00
		Seek funding for the plan	BOS Director with Heads of BOS Departments	Human/internal 2-day costing workshop Communication Stationery	2011/12	7 000.00
		Implement the plan	BOS Director with Heads of BOS Departments	Human/internal Stationery Communication	2012/13	10 000.00
						72 400.00
		16.3 Strengthen collaboration and cooperation between BOS and key players in the national censuses and surveys, clearly spelling out the rights and obligations of each party in the NSS				
		Identify roles to be played by various stakeholders in national censuses and surveys	BOS Director with Coordinators of Sector Statistics Committees	Human/internal 1-day meeting of sector committees Stationery Communication	2011/12	5 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		Prepare guidelines for cooperation and collaboration clearly spelling out roles to be played by all parties in national censuses and surveys	BOS Director with Coordinators of Sector Statistics Committees	Human/internal 1-day meeting of sector committees Stationery Communication	2011/12	5 000.00
		Disseminate the guidelines to all stakeholders	BOS Director with Coordinators of Sector Statistics Committees	Human/internal Communication Transport Stationery	2011/12	5 000.00
						15 000.00
		16.4: Develop policy guidelines for coordination of national surveys undertaken by various institutions in the country				
		Conduct a situational assessment of existing approaches used in various sectors for national surveys	BOS Director with Coordinators of Sector Statistics Committees	Human/external consultant Stationery Communication Transport	2011/12	24 500.00
		Use the results of the assessment to develop policy guidelines to regularize national surveys in all	BOS Director with Coordinators of Sector Statistics Committees	Human/external consultant 2-day workshop of sector committees Transport Stationery	2011/12	30 900.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		statistics sectors				
		Obtain approval of the policy from the Statistics Board	BOS Director with Heads of BOS Departments	Human/internal Communication Stationery	2011/12	2 000.00
						57 400.00
		16.5 Disseminate the policy to all institutions and organizations that undertake national surveys				
		Develop a dissemination plan for the policy guidelines	BOS Director with Coordinators of Sector Statistics Committees	Human/internal Communication Stationery	2012/13	2 000.00
		Disseminate the policy to all producers and users nationwide	BOS Director with Coordinators of Sector Statistics Committees	Human/internal Communication Stationery Transport	2012/13	10 000.00
						12 000.00
		16.6 Monitor implementation and evaluate the effectiveness of the policy				
		Identify indicators for effective implementation of the policy	BOS Director with Coordinators of Sector Statistics Committees	Human/internal 1-day meeting of sector committees Stationery Communication	2013/14	8 400.00
		Closely monitor the implementation of	BOS Director with Heads of MDAs	Human/internal Communication Stationery	2013/14	50 000.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		the policy		Transport		
						58 000.00
Total Cost: Strategy 16						330 600.00
17	M&E framework for NSDS developed and implemented	17.1 Develop M&E plan for the NSDS in collaboration with sector committees, NMES and other relevant stakeholders				
		Identify indicators for monitoring and evaluation of NSDS	BOS Director with Coordinators of Sector Statistics Committees	Human/external consultant 2-day workshop of sector committees Stationery	2011/12	30 900.00
		Develop M&E plan for NSDS	BOS Director with Coordinators of Sector Statistics Committees	Human/external consultant 2-day workshop of sector committees Stationery	2011/12	30 900.00
		Obtain approval and support of the plan from the Ministry of Finance and Development Planning	BOS Director with PS-MFDP	Human/internal Communication Stationery	2011/12	2 000.00
						63 800.00
		17.2 Mobilize funding for the M&E plan				
		Prepare the cost of implementing the M&E plan	BOS Director with Heads of MDA	Human/external consultant 2-day workshop of sector committees	2011/12	36 300.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
				Stationery		
		Budget for M&E activities that are to be carried out each year of the implementation of NSDS	Coordinators of Sector Statistics Committees with Heads of MDAs and BOS Director	Human/internal 1-day sector meetings Stationery	2011/12	10 000.00
						46 300.00
		17.3 Implement the M&E plan				
		Prepare M&E tools	BOS Director with Coordinators of Sector Statistics Committees	Human/external consultant Stationery Communication	2011/12	24 500.00
		Administer the tools across relevant sectors	Coordinators of Sector Statistics Committees with BOS Director	Human/internal Stationery Communication Transport	2011/12	140 000.00
		Prepare M&E reports	Coordinators of Sector Statistics Committees with BOS Director	Human/internal Stationery Communication	2011/12	35 000.00
		Disseminate the reports to relevant stakeholders	Coordinators of Sector Statistics Committees with BOS Director	Human/internal Stationery Communication Transport	2012/13	28 000.00
		Implement recommendations made in the reports	Heads of MDA with Coordinators of Sector Statistics Committees	Human/internal Stationery Communication Transport	2012/13	140 000.00
						367 500.00

STRATEGY	OUTPUTS	ACTIVITIES	RESPONSIBILITY	RESOURCES/INPUTS	TIME FRAME	ESTIMATED COST (IN MALOTI)
		17.4 Monitor and evaluate effectiveness of the M&E plan			2015/16	To be costed later
Total Cost: Strategy 17						477 600.00

SUMMARY OF COSTS

NSDS STRATEGY	IMPLEMENTATION COST
1	1 039 900.00
2	464 000.00
3	305 150.00
4	4 240 025.00
5	1 602 230.00
6	754 400.00
7	689 240.00
8	126 000.00
9	397 700.00
10	426 200.00
11	194 500.00
12	104 500.00
13	215 540.00
14	223 800.00
15	630 900.00
16	330 600.00
17	477 600.00
TOTAL	12 222 285.00

NOTES TO THE BUDGET

1. Calculation of budget estimates for transport, stationery, communication, venues for workshops, office rental etc. have been based on prevailing market prices.
2. Fees for external consultants have been calculated @ M4500.00 per man-day.
3. No fees have been attached to services provided by internal personnel.
4. Cost of 7.4 and 17.4 activities will be added later after implementation of other activities.