

THE LESOTHO NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS 2022/23-2026/27



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Foreword

Statistics are an important element that provides users with the ability to formulate better policies, informed decisions and accountability for their actions. The Government of Lesotho is implementing NSDP II, which serves as a blueprint for all development efforts in the country including implementation of the SDGs and the African Union Agenda 2063.

The Lesotho Government is fully cognisant of the need for quality statistics in policy formulation and monitoring and evaluation of the national, regional and global development agenda. The NSDS II will therefore provide a framework that guides users, producers and suppliers of data to achieve better coordination and harmonization of their activities to produce timely and relevant statistics. The NSDS II will also serve as a tool for monitoring implementation of the development agenda. It is my intention to ensure that this strategy is a success.

I would like to acknowledge the valuable coordination and leadership of the department of Bureau of Statistics and participation by all stakeholders in the development of the Strategy. Finally let me avail myself of the opportunity to thank PARIS21 for the valuable support they have provided through consultants towards the successful development of NSDS II.



Hon. Selibe Mochoboroane
Minister of Development Planning



Preface

The second National Strategy for the Development of Statistics (NSDS II) for the period 2022/2023 – 2026/2027 is a comprehensive strategic document that facilitates the development of statistics and enhances their use for evidence-based decision making.

This Strategy responds to current development challenges in Lesotho which include the need to monitor progress towards the objectives of the National Development Plan, the UN Agenda 2030, African Union Agenda 2063 and the commitment to mainstream gender into all data collection to ensure no one is left behind. In this regard, the NSDSII will support policy-making by ensuring key data are produced and used to guide development efforts in the future.

The NSDSII provides a vision for the National statistical system of Lesotho in the medium-term by identifying five higher-level goals, their strategies and the activities needed to make the aimed vision a reality. It further acts as a vehicle for mobilizing resources for advancing statistics by unveiling existent data gaps and priority activities to be funded in the next five years.

I would like to express my appreciation to the staff of the Bureau of Statistics (BOS) and participating Ministries, Departments and Agencies (MDAs) who made this Strategy possible. Their commitment to the implementation of the strategies hereby delineated will be crucial to the success of this endeavour. BOS would also like to express its appreciation to PARIS21 who provided technical and financial assistance during the NSDS development.



Ms. Malehloa Celina Molato
Director of the Lesotho Bureau of Statistics

Acknowledgments

A lot of hard work goes into developing a strategy document of this nature. The work was spearheaded by the NSDS Design team: Ms. Celina Molato, Director of BOS, Ms. Nyefolo Seboka, Senior Statistician at BOS, and Ms. Pauline Makopela, Chief Statistician at BOS, supported by the rest of the staff of the Bureau.

The Lesotho Bureau of Statistics (BOS) would like to acknowledge the valuable advice provided by PARIS21. A particular mention to Mr. Charles Machinjili, PARIS21 international consultant, Ms. Mothoweso Lefosa, PARIS21 national consultant and Mr Katiso Ramalebo, PARIS21 ADAPT consultant who worked closely with BOS in the NSDS development.

Finally, the work would not have been successful without the involvement of all Ministries, Departments and Agencies, Development partners, and Civil Society Organisations whose contributions, despite the COVID-19 pandemic, proved indispensable.

ABBREVIATIONS & ACRONYMS

ADAPT	Advanced Data Planning Tool
AU	African Union
BOS	Bureau of Statistics
CBL	Central Bank of Lesotho
CEDAMA	Committee on Environmental Data Management
CMS	Continuous Multipurpose Household Survey
COMESA	Common Market for Eastern and Southern Africa
CRVS	Civil Registration and Vital Statistics
CSO	Civil Society Organizations
COW	Commission for Water
DHS	Demographic and Health Survey
DMA	Disaster Management Authority
DOM	Department of Marketing
EMIS	Education Management Information System
EU	European Union
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GIS	Geographic Information System
GoL	Government of Lesotho
HMIS	Health Management Information System
HRMIS	Human Resource Management Information System
ICT	Information and Communication Technology
IT	Information Technology
ICLS	International Conference on Labour Statistics
ILO	International Labour Organization
IOM	International Organization on Migration
KPA	Key Priority Areas

MOF	Ministry of Finance
MJL	Ministry of Justice and Law
MFRSC	Ministry of Forestry Ranges and Social Conservation
MoDP	Ministry of Development Planning
MPS	Ministry of Police and Public Safety
MoSD	Ministry of Social Development
MoTI	Ministry of Trade and Industry
MTEC	Ministry of Tourism, Environment and Culture
MOU	Memorandum of Understanding
MOPW	Ministry of Public Works
MoWA	Ministry of Water Affairs
NISSA	National Information for Social Assistance
NGO	Non-Governmental Organization
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
NSDP	National Strategic Development Plan
NSO	National Statistics Office
NUL	National University of Lesotho
PARIS21	Partnership in Statistics for Development in the 21st Century
PHC	Population and Housing Census
PSIC	Public Sector Investment Committee
RSDS	Regional Strategy for Development of Statistics
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern African Development Community

1. Executive Summary

The demand for accurate and quality statistics has been rising over time to provide a sound basis for the design and monitoring of the national and global development agendas. This has placed immense pressure on the National statistical systems (NSS) across the globe to improve the quality, coverage and use of official statistics through greater effectiveness, efficiency, better coordination and increased data literacy. The National Strategy for the Development of Statistics (NSDS) presents a holistic and strategic approach to meet data demand and strengthen statistical development.

In this respect, the Government of Lesotho (GoL), through the Bureau of Statistics (BOS), developed and implemented its first NSDS from 2006/07 to 2015/16. Assessments conducted between 2013 and 2019 supported the need for a successor NSDS. Owing to capacity constraints at BOS and the MDAs the first NSDS took time to take off.

However, towards the end a number of activities were accomplished which included the completion of the Lesotho Statistical Quality Assessment Framework (LeSQAF) and the Compendium of Concepts and Definitions. Formulation of the successor NSDS II, delineated here, started in August 2020 and was completed in November 2021 following a multi-stakeholder approach involving BOS, MDAs, private sector, Civil Society Organisations (CSOs), academia and development partners.

The NSDSII sets a strategic framework for the NSS for the next five years that aims *“To be a trusted NSS in the production and dissemination of official statistics by responding to diverse user demands, with strong partnerships among stakeholders”*.

Thus, the five strategic goals focus on strengthening coordination of the statistical system, improving human and financial resources, ensuring quality statistics, mainstreaming gender in data production and analysis to leave no one behind, and shifting to a demand-driven production of statistics. These five goals are explained below.



1-Effective coordination of the national statistical system within a wide and robust data ecosystem

The main challenge for the national statistical system in Lesotho, and BOS as its head, is coordination among producers of statistics, and the relationship with new data actors. At the moment, BOS is not well-positioned or structured to deliver on its mandate as the NSS coordinator and steward for statistics. The solution entails putting in place a sound policy and legislative framework for the NSS, strengthening of the coordination, consultation and collaboration between BOS and other stakeholders.



2-Improve infrastructure and human resources to ensure the production of quality statistics in the NSS

Adequate technological and human resources are crucial to ensure the NSS can deliver on its mandate and accomplish the vision of the NSS. Currently, BOS and MDAs are suffering from the lack of technical professionals that can undertake the functions of data producers and disseminators. This has translated in inefficiencies that are apparent in the coordination of the NSS and the lack of human capacity to ensure quality statistics. Additionally, the infrastructure in which some of the NSS entities work is lacking in terms of technological tools (for example, a stable connection to the internet) and a safe space to work. This goal focuses on strengthening the technical skills of NSS staff and providing a work space conducive to the NSS mission.



3-Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards

Despite efforts by the NSS to report the development indicators identified in the National Strategic Development Plan (NSDP II) and Agenda 2030, there are still large data gaps that have need to be addressed. For the NSDP II framework, which includes 180 indicators, only 113 (63%) are available. Meanwhile, from the 152 SDG indicators Lesotho has committed to report on, only 101 (66%) have data readily available. Thus, a major priority for the NSS in the next 5-years is to reduce data gaps and ensure statistics are produced following international standards. The goal aims to provide more and better data by improving the current data collection at the NSS, and exploring new data sources that can provide lacking information.



4-Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind

Gender equality is a development priority for the GoL and gender statistics are needed to monitor these commitments. However, currently, attention to gender statistics still remains relatively low due to low recognition and appreciation of gender mainstreaming in policies, programs and plans, and to inadequate skills.

Although gender has been mainstreamed as a cross – cutting factor into the Government of Lesotho's (GoL) NSDP II, out of 71 gender indicators identified in the plan, only 15 are gender relevant. This goal in the NSDS II aims to bring visibility and emphasis to the need of gender statistics to leave no one behind and develop capacities to produce and use gender statistics.



5-Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships

Along the need to produce more and better statistics, the NSS faces the challenge of bringing visibility to the importance of statistics and building technical skills in users to understand and benefit from data. In this sense, BOS and the NSS need to strengthen statistical literacy and communication with users, which has been minimal in the past, and create opportunities for collaboration with national and international partners who can support the production and use of statistics in Lesotho.

This is particularly important in the current context where, despite the Covid-19 pandemic that has reduced capacities and resources at BOS and the NSS, the demand for data has increased even more for decision making. This goal targets the current relationship between BOS, MDAs and non-NSS users of statistics, focusing on establishing formal and regular mechanisms for collaboration and communication between data producers and users. The exchange between both groups can help strengthen technical skills, and gather political and financial support for statistics.

In order to successfully implement the vision and goals outlined above, BOS and the NSS institutions have adopted a systematic and coordinated approach in dealing with the challenges before them. The NSDS II is comprised of five goals and eighteen strategies and a costed implementation plan over the next five years which delineates the roles and responsibilities of the NSS in achieving the NSDSII, as well as identifying priorities for investment in statistics.

2. Introduction

The importance of statistics comes from the need to monitor progress in achieving national development targets and to support policy-makers in reaching different categories of population groups. Statistics on gender, climate change, health, education, employment, and National Accounts provide an array of information that allows for a holistic diagnosis of the situation in the country, as well as the identification of existent development needs.

Lesotho has defined a National Strategic Development Plan (NSDP II) 2018/19-2022/23 which focuses towards the implementation of national development goals. The Plan has identified four Key Priority Areas (KPAs) related to economic growth, human capital, infrastructure, and governance and accountability, all of which require data for monitoring progress over a five-year planning period. In addition, there are cross-cutting areas that will also be monitored which include: Environment, Youth, Children, Disability and Gender. Additionally, the GoL has committed to international development agendas such as the United Nations SDGs and the Agenda 2063 by the African Union. In this regard, the role of the NSS of Lesotho is crucial as it allows for the monitoring and evaluation of these development commitments and provides tools for better policy-making and increased accountability.

2.1 The need for an NSDSII

Lesotho implemented its first NSDS from 2010/11 – 2015/16. Following expiry of NSDS I, a final evaluation was done in June 2019. The evaluation concluded that there was significant progress made in some areas, including the development of the Lesotho Data Portal, the Compendium of Concepts and Definitions, and the LeSQAF. However, it also diagnosed persistent capacity constraints at BOS and the MDAs to fully respond to their mandate as data producers and users. These constraints are addressed in this successor NSDSII 2022/23-2026/27.

As the need for data continues to increase with the adoption of more development commitments by the GoL, the NSDSII sets a plan for developing capacity to produce, disseminate and mainstream the use of statistics. The NSDSII is in line with the national development plans, and other international and regional data requirements, ensuring that the development of statistical capacity in the country responds to the national priorities in policy making.

Additionally, the NSDS II aims to ensure that statistics produced by the NSS are in compliance with international standards for quality statistics, including the following frameworks and strategies:

- United Nations Fundamental Principles of Official Statistics
- Strategy for the Harmonization of Statistics in Africa (SHaSA)
- African Charter on Statistics
- SADC Regional Indicative Development Plan and
- COMESA Statistics Strategy

These frameworks require the availability of produced harmonized, good-quality and timely statistics, which is the main focus of the final goal of the NSDSII.

2.2 NSDSII design

The design of the NSDSII took place from 2020 and followed the NSDS Life Cycle approach developed by PARIS21. Emphasis was put on making the process as participatory as possible, despite the prevailing COVID-19 pandemic.

The preliminary stage of the NSDS II process involved setting up an enabling environment for the work to be done. This was done in a participatory manner by engaging with stakeholders comprising planners and statisticians in MDAs; Civil Society Organizations (CSOs), Development Partners (DPs), Parastatal bodies, academia and Private sector. Official commitment was sought from the GoL through the Principal Secretary of the Ministry of Development Planning.

The design stage involved the assessment of the National statistical system and the development of the NSDSII strategic framework including costing of activities. The capacity challenges identified in the assessment led to the formulation of a new vision, mission and the identification of goals and strategies to be followed in NSDS II. The exercise involved consultations with the following MDAs:

Ministry of Water, Ministry of Trade and Industry, Ministry of Gender, Youth Sports and Recreation, Ministry of Energy and Meteorology, Ministry of Forestry Range and Soil Conservation, Ministry of Police and Public Safety, Ministry of Justice and Law, Ministry of Tourism, Environment and Culture, Ministry of Agriculture and Food Security, Ministry of Labour and Employment, Disaster Management Authority, Ministry of Health, Ministry of Social Development, Ministry of Public Works, Bureau of Statistics, Ministry of Local Government, The District Administration Office, Ministry of Home Affairs (National Identity & Civil Registration and Vital Statistics), Ministry of Finance, Central Bank of Lesotho, National University of Lesotho, Lesotho Revenue Authority, Lesotho Tourism, Development Corporation, Women and Law in Southern Africa, Gender Links, Lesotho, National Council of Roads Directorate, The European Union, UNDP, UNICEF, IOM and ILO.

At the design stage each MDA developed its own action plans on the basis of sectoral agenda and in line with the requirements of the NSS. The sectoral action plans were then consolidated into the NSDS.

3. Current State of the Lesotho National Statistical System

This section provides an overview of the current state of the national statistical system, which was used to guide the construction of the NSDSII strategies. The diagnosis was carried out in 2020 through stakeholder consultations, a data gaps assessment and a desk review to identify the capacity challenges existent in the statistical production and data use in Lesotho.

The Lesotho NSS is built on a centralized organizational structure with the Bureau of Statistics (BOS) at the core providing operational leadership. The BOS is responsible for censuses and major household/enterprise-based surveys, as well as coordination of the NSS and dissemination of official statistics. Additional to BOS, a number of government ministries departments and agencies (MDAs) handle administrative data that are generated from their operations. Some of these include records at health facilities, schools, police stations and revenue/taxes collecting posts. In addition, mobile network operators are custodians of Big Data.

The BOS, as the custodian of the Master Sampling Frames, provides technical support to MDAs that wish to undertake surveys by assisting in survey design, as well as sampling. The Bureau is the custodian of the Compendium of Statistical Concepts and Definitions and the LeSQAF which are meant to guide MDAs and assess quality of data produced in the NSS. The main users of official data in Lesotho include:

Table 1. Main data users in Lesotho

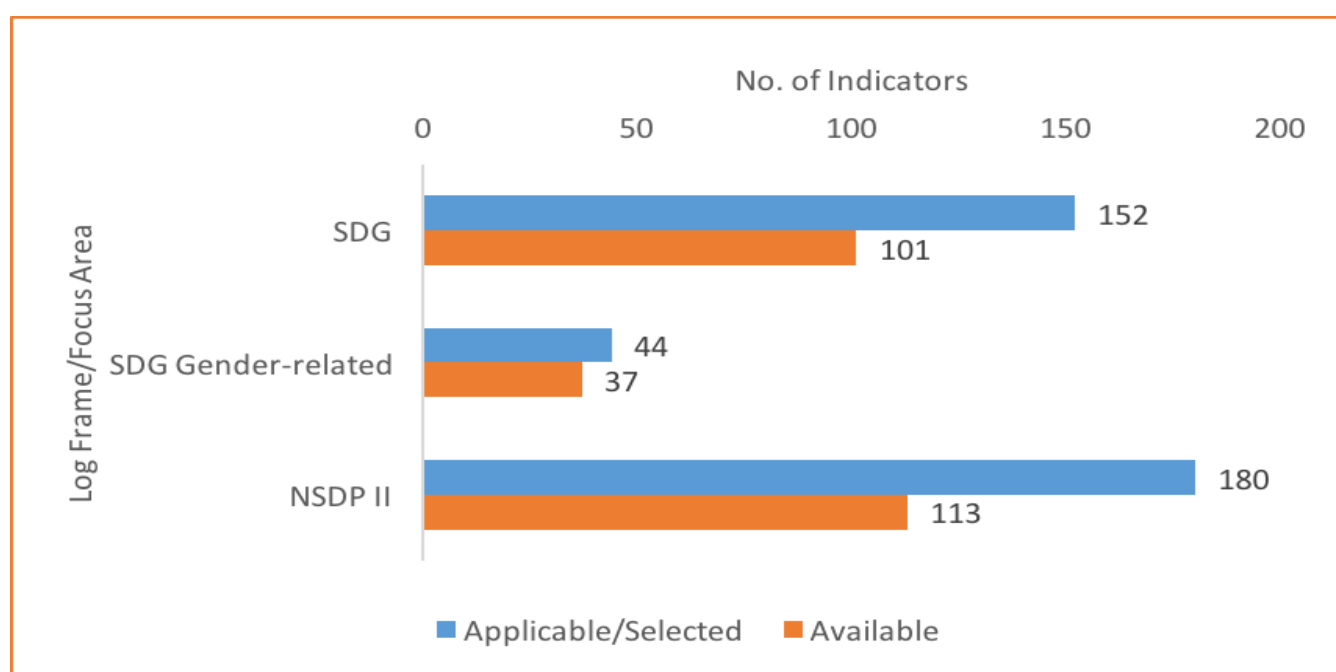
	Data User	Type of Use
1	MDAs	Policy formulation, planning, accountability.
2	Politicians	Monitoring the budget and national development.
3	Non-governmental institutions (NGOs)	Development of programmes, managing and evaluating their activities. Holding GoL accountable
4	Media	To inform and report on developments in the country.
5	Economic agents	Informed business decisions.
6	Research and training institutions	Research and analysis
7	Regional and continental bodies	Regional integration and development.
8	International bodies	Provide technical and financial support and its effectiveness.
9	The public	Informed decision-making and holding GoL accountable

3.1 Data Gaps in the Lesotho Statistical System

In order to develop the NDSII, the Data Gaps Study analysed data challenges in relation to the NSDP II and the SDGs, with a particular focus on gender statistics. The objective of the analysis was to identify data gaps limiting reporting on the indicators of these frameworks and setting priorities on data collection for the NDSII.

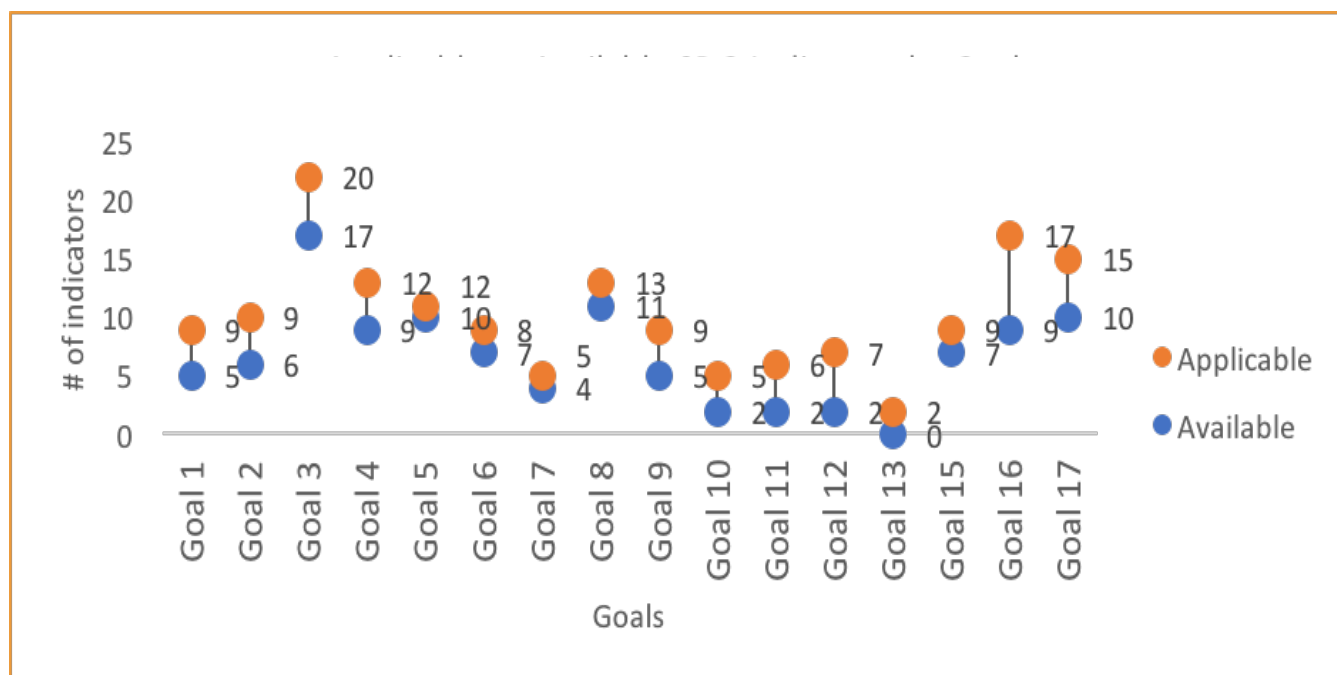
Lesotho identified 152 SDG indicators to report on, of which 101 (66%) have the data readily available. Further assessed on gender representation, 44 SDGs are gender relevant and 37 (84%) have data available. In addition, the NSDP II framework includes 180 indicators, of which 113 (63%) have confirmed data available as shown in Figure 1 below.

Figure 1. Available SDG and NSDP II indicators



Based on the confirmed data availability, overall proportions amount to 66 percent for SDGs and 63 percent for NSDP II logframes, while within frameworks, the data availability on the SDG indicators ranges from 0 percent to 88 percent depicting an uneven distribution across the goals as shown in the figure below.

Figure 2. Applicable vs available SDG indicators by goals



Note: Applicable indicators refer to the 152 SDG indicators identified for reporting by Lesotho. Available indicators refer to those that have data to report on.

Similarly, data availability across NSDP II objectives range between 44 percent and 100 percent as shown below.

Table 2: NSDP II indicators evaluated on applicability and availability

Objective		Applicability		Availability		Applicability VS Availability
		Count	%	Count	%	
	Job Creation and Inclusive Growth	12	7	12	11	100
KPA1		30	17	21	19	70
KPA2		45	25	24	21	53
KPA3		43	24	30	27	70
KPA4		39	22	17	15	44
		11	6	9	8	82
	Total	180		113		63

KPAs:

KPA1: Promoting inclusive and sustainable economic growth and private sector-led job creation

KPA2: Strengthening human capital

KPA3: Building an enabling infrastructure

KPA4: Strengthening governance and accountability systems

The BOS, the Ministry of Health (MOH), and the World Bank are the three main producers of available data. Data collection challenges have become more apparent particularly with the recent COVID-19 pandemic rendering traditional data collection approaches inadequate. In recent times there have been moves to adopt computer assisted data collection tools (CAPI) but these have only been partial. It is therefore necessary in NSDS II to move towards using more administrative data and alternative data sources such as mobile phones, web-scraping and Big Data.

There have also been gradual gains in the production of statistics and skills in the use of guidelines, handbooks, manuals and recommendations. The BOS has in place the LeSQAF and the Compendium of Concepts and Definitions. These manuals have not been used extensively to assess data quality particularly that from administrative records and Geospatial information.

The findings lay evidence of the capability of the country to report on both frameworks if the investment in the current data sources is maintained and the coverage of indicators is increased. It is also important to plan for frequent and regular data collection that allow for a time series analysis of progress on the indicators and ensure data are timely and do not become obsolete. Key issues include the need for statistics on climate change, pollution, erosion, bio-diversity, water and sanitation. All of these should allow for a gender-sensitive analysis of the situation by providing sex-disaggregated data as a minimum.

3.2 Capacity challenges in the NSS

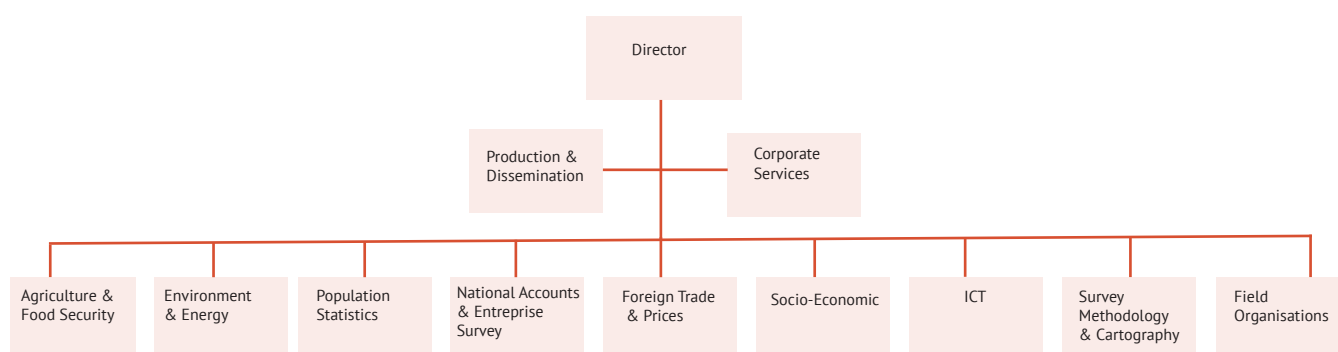
Lack of an enabling environment

The Bureau of Statistics (BOS) is a Government Department under the Ministry of Development Planning (MoDP). It operates under the 2001 Statistics Act.

The Act mandates it to review and approve all data collection initiatives planned by the MDAs to ensure adherence and compliance with international standards. Part 111 section 4. (1) of the Act stipulates that: "the BOS is responsible for coordinating, monitoring and supervising the National Statistical System..." In practice, however, owing to its lower status in the Government hierarchy, BOS faces challenges to perform its mandate. The Bureau is headed by a director who is at par with directors of Planning Units hence enforcement of coordination is compromised. As a Government Department, BOS is funded through the recurrent and capital budgets of GoL.

The current organizational structure of BOS is depicted in Figure 3 below. There are nine major Divisions and two Units attached to the office of the Director. The Production and Dissemination Unit is where NSS coordination and NSDS implementation are housed.

Figure 3. Organizational structure of BOS



The main drawback from this setting is the lack of a division for NSS coordination. BOS is mandated to oversee and assure quality of the NSS statistics but it lacks a division on its organizational structure to perform this function. The Production and dissemination unit that currently takes on this role is not adequately staffed, lacks financial resources and it is not high enough in the organization's hierarchy to perform this task. Another obstacle BOS faces to perform its role as NSS coordinator is the lack of statistical focal points in MDAs. The MDAs that participated in the NSDSI were supposed to establish statistical units to facilitate coordination. However, to-date, not all of them have these units in place.

To strengthen the role of the BOS, the Statistical Legislation needs to account for the challenges and create an independent Statistical Bureau with the hierarchy, resources and staffing to achieve its mandate. The review of the Statistical Legislation started during implementation of the NSDSI. The review's scope should be widened to cover the composition of the National Statistics Council which is the ultimate body in the coordination of the NSS. Section 6 (1) (c) identifies only eight government ministries that form the Statistics Council. It is therefore necessary to review the Act to include representation from the Private Sector, Civil Society Organizations, the Academia and the Ministry of Gender.

Communication and advocacy need to be enhanced to improve the visibility of BOS through the use of the 2018 Communication, Advocacy and Dissemination Strategy. Leadership within BOS need skills in Management to be able to communicate more effectively.

Low support to statisticians

There has been a gradual decrease in government and donor support to statistics and less use of monitoring and evaluation systems in the country. This has been due to low advocacy for statistics in decision during the previous NSDS. However, there is an opportunity for BOS and the NSS to benefit from the push towards reforming the public sector and the strengthening of governance and accountability systems as highlighted in the NSDP II.

The NSS will have to enhance its data literacy interventions to policy makers, the media and the general public if they want to gain more support to statistics and promote its use. The COVID-19 pandemic has provided visibility to the importance of data which creates an opportunity to continue the push for more and better data in the country. Moreover, disparities in the well-being of socio-economic groups have given rise to the need for more disaggregated data by gender and location which can be capitalized for the future.

The staff available for statistical work in MDAs is not only insufficient in numbers but also lack key skills on the production and use of data. It is imperative that an assessment of staffing needs for the entire NSS be conducted and a training plan be put into place.

Similarly, data literacy, that covers the knowledge to read, write and interpret statistics for informed decision-making, has been found lacking among policy-makers, planners, members of parliament, councillors, journalists and the general public. It will be necessary to enhance sensitization and advocacy for use of data, formation of thematic forums on data usage, introduction of statistics related short courses and also in the school curriculum.

Inadequate infrastructure

The BOS is currently located in old buildings on the periphery of Maseru which are not very visible to most data users. Office space is inadequate and the institution has grown over the years in terms of numbers of staff and additional functions without getting enough space for this expansion. The GoL should provide funding for the acquisition of a suitable site and office structure to house all Divisions currently at Headquarters and others who are renting space in other buildings.

Additionally, much of the ICT equipment at BOS is obsolete and inadequate for BOS to perform its mandate. The internet is accessed through the Ministry of Communications by all MDAs which is slow and unreliable. About 40% of BOS staff do not have internet and only 10 % have laptops. It is evident on the ICT side that there is a need to acquire more modern equipment to facilitate i) better data collection and storage, and ii) faster and more reliable communication and dissemination of data among BOS and the MDAs.

3.3 Gender statistics in Lesotho

The primary role of Gender statistics is to measure and monitor changes in society from the gender equality perspective to support the implementation of policies towards inclusive development. The National, Regional and International instruments on gender equality and equity, including economic and political empowerment of women, men, boys and girls have triggered the demand for gender-sensitive statistics for the main purpose of tracking performance of identified indicators and their impact on development outcomes. To meet this need for disaggregated data, the NSS has mainstreamed gender across the NSDSII, ensuring that gender statistics are a priority during the design and implementation of the NSDS, and identifying the role of the different sectors in closing gender data gaps.

The strengthening of gender statistics through the NSDS II provides an opportunity to make data more relatable to users. Gender has been identified as a cross-cutting issue in the four Key Priority Areas of Lesotho's NSDP II and throughout the SDGs. However, there are still challenges to ensure appropriate data disaggregation and regular gender data collection, particularly when it comes to specialized surveys. In this regard, BOS is the main source of official gender statistics through Population and Housing Censuses and Household based surveys. In addition, the Ministries of Health, Education and Training, Social Development, Gender and Youth, Sports and Recreation, Police as well as Labour and Employment are also responsible for gender specific indicators through the Lesotho Demographic Health Survey (DHS), Education Statistics and administrative records respectively.

The analysis of NSS capacity challenges identified eight major issues that need to be addressed in NSDSII in regard to gender statistics. Table 3 below shows the areas and the actions to be taken during implementation of NSDS II.

Table 3. Capacity challenges and action to be taken for gender statistics

	Challenge	Action
1	Coordination	<ul style="list-style-type: none"> • Appointment of gender focal persons • Operationalization of GBV Coordination Forum • Regular stakeholder meetings between BOS and MGYSR • BOS establish MOUs with MDAs on gender data sharing
2	Data Production	<ul style="list-style-type: none"> • Prioritization of sex-disaggregated data • MGYSR and BOS to agree on priority gender data needs • BOS and MGYSR to standardise concepts and methods on gender data and orient gender focal points
3	Data Communication	<ul style="list-style-type: none"> • Increase use of websites, pamphlets, infographics and workshops for all producers • BOS to conduct regular user needs satisfaction surveys • BOS and MGYSR to undertake mapping of producers and key users of gender statistics through consultative process
4	Harmonization	<ul style="list-style-type: none"> • MGYSR and MOH to expedite finalization of harmonised GBV data collection tool
5	Training	<ul style="list-style-type: none"> • BOS, MGYSR and NUL should organise tailor-made short courses on gender mainstreaming and other aspects of gender statistics
6	Resources	<ul style="list-style-type: none"> • More funding to statistical units in MDAs to include funding for ICT equipment and digitization of data collection

3.4 Summary SWOT analysis

The SWOT analysis provides a summary of key issues identified from the NSS Assessment exercise. The NSDSII provides an opportunity for the NSS to exploit the existing strengths, use the opportunities, solve the identified weaknesses and ward off the risks to the system. The following table presents an analysis of the identified strengths, weaknesses, opportunities and threats to the NSS.

Table 4. NSS SWOT analysis

Strengths		Weakness	
1.	Statistical legislation establishing the BOS as coordinator of the NSS	1.	Dormant National Statistics Council and advisory/technical Committees
2.	Experience from the design and implementation of the NSDSI	2.	No donor/partner Group
3.	Dedicated staff at BOS	3.	Poor coordination among the NSS, no sector statistics strategies for some MDAs
4.	Assured funding from GoL	4.	Inadequate trained statistical staff in the MDAs, lack of statistical units in some of them
5.	Existence of BOS District Offices	5.	Existence of data gaps in some indicators
6.	Some MDAs already have Statistical Units	6.	Insufficiently disaggregated data, no focal points on gender statistics or regular training
		7.	No regular user needs/satisfaction surveys
		8.	Low visibility of the BOS at national level
		9.	Insufficient infrastructure in terms of buildings, ICT and transport- lack of dedicated budget
Opportunities		Threats	
1.	Strong demand for data as NSDP II requires more quality statistics, same with Agenda 2030 and Agenda 2063	1.	Statistics not widely used for policy making, low data literacy
2.	Strong will by BOS management to bring about change and strengthen capacity	2.	Economic slump worldwide due to the COVID-19 pandemic likely to lead to reduction in resources available to statistical programs
3.	Recognition of importance of gender statistics and granular data	3.	Reliance on data from sources other than BOS by international bodies, creating double-reporting/lack of coordination
4.	Data gaps clearly identified to guide the development of strategies		
5.	Technology innovation advances to working remotely increased through the Covid-19 period		



4. NSDSII Strategic Framework

This Chapter describes the strategic framework of the national statistical system (NSS). The vision statement covers the medium-term overall goal of the NSS which is described and detailed in the NSDS II. The vision represents the overall solution to the key problems faced by the NSS identified in the assessment presented above. The NSS vision is linked directly to the national development goals and is time-bound and implementable in the next five years.

The strategic framework also comes with a mission and core values. The mission statement is the expression of the collective organizational mandate and functions of the NSS towards achieving the vision. The mission is based on the primary role of the NSS as defined in the Lesotho Statistics Act. Meanwhile, the core values are the relevant, shared fundamental principles and ethical standards that guide and govern the functioning of the NSS. The core values are consistent with existing relevant global frameworks such as the UN Fundamental Principles of Official Statistics and Open Data.

4.1 Vision, Mission and Core Values of the NSDSII

Vision

To be a trusted national statistical system in the production and dissemination of official statistics by responding to diverse user demands, with strong partnerships among stakeholders.

Mission

To coordinate among the national statistical system, and with users, in an effective and efficient manner that ensures the integration of the national data ecosystems and the inclusion of a gender perspective in the production and dissemination of official statistics to drive the development agenda.

Core values

User-responsive, participation and inclusiveness	A NSS that is participatory and demand-driven to ensure response to specific user needs and priorities, and to leave no one behind.
Independence	Production and dissemination of statistics in an objective and independent manner.
Quality	Regular and consistent production of high-quality statistics, including a strong focus on gender-sensitivity, that conforms to international standards and best practice.
Efficiency and sustainability	Emphasis on teamwork, networking, cooperation, motivation, responsibility, creativity, innovation and resource management, focusing on strong planning of statistical activities to ensure their sustainability, financially and technically.
Accessibility and confidentiality	Statistical information that is accessible to all but that safeguards people's confidentiality and ensures data protection.
Integrity and Transparency	Production of official statistics that are unbiased, transparent and accountable, and that adhere to high statistical standards.

Together, the vision, mission and core values form the strategic philosophy for the NSDS. The assessment of the NSS provided the information on the current state of statistics in Lesotho, which became the foundations for identifying the vision to the future and the strategies to get there. These strategies, described below, exploit the existing strengths of the NSS, use the opportunities of the current circumstances; while aiming at solving the identified weaknesses of the System and warding off the risks in the future. The ultimate result expected is the production and delivery of agreed-on statistical data by the NSS.

4.2 Goals and strategies of the NSDSII

In order to successfully implement the mission of the NSS and reach its vision, five goals and eighteen strategies have been identified to be implemented through the NSDSII. The five strategic goals focus on strengthening coordination of the statistical system, improving human and financial resources, ensuring quality statistics, mainstreaming gender in data production and analysis to leave no one behind, and shifting to a demand-driven production of statistics.

- Goal 1: Effective coordination of the national statistical system within a wide and robust data ecosystem
- Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS
- Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards
- Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind
- Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships

These five goals are explained below.



1- Effective coordination of the national statistical system within a wide and robust data ecosystem

A main challenge for the national statistical system in Lesotho, and BOS as its head, is the coordination among producers of statistics, and the relationship with new data actors. At the moment, BOS is not well-positioned or structured to deliver on its mandate as the NSS coordinator and steward for statistics. The solution entails putting in place a sound policy and legislative framework for the NSS, strengthening of the coordination, consultation and collaboration between BOS and other stakeholders.

Following what was already started in the NSDSI, it is important to finalize the review of the statistical legislation to ensure BOS has the needed independence and hierarchical position to coordinate the NSS and liaise with new data actors. BOS and the NSS would benefit from becoming a semi- autonomous body that is intended to protect the credibility and integrity of official statistics, while at the same time upholding professionalism, transparency and ethical standards in compliance with the Fundamental Principles of Official Statistics.

To improve coordination, focus should be on reviving and strengthening the coordination structures which comprise the National Statistics Council and the Advisory/Technical Committees, as well as the establishment of the NSS Coordination Divisions at BOS, Statistical Units in MDAs and filling of vacant positions.

Three strategies were identified to achieve this goal.

- Strategy 1: Review statistical legislation for effective coordination within the Lesotho data ecosystem
- Strategy 2: Create NSS coordination structure
- Strategy 3: Facilitate creation of statistics units in MDAs

The table below describes the expected outcomes, strategies and activities expected under Goal 1.

Table 5. Expected outcomes, strategies and activities under Goal 1

Goal 1: Effective coordination of the national statistical system within a wide and robust data ecosystem		
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation	Activity 1.1.1: Amend Statistics Act
		Activity 1.1.2: Develop Statistics Act Regulations
		Activity 1.1.3: Review and align all relevant laws of other agencies
		Activity 1.1.4: Review TORs for the Statistics Council
	Strategy 1.2: Create NSS Coordination Structure	Activity 1.2.1: Establish NSDS/NSS Division at BOS
		Activity 1.2.2: Develop a structure & functions of new Division
		Activity 1.2.3: Enact structure of new Division
		Activity 1.2.4: Formulate job descriptions/specifications
	Strategy 1.3: Facilitate creation of statistical units in MDAs	Activity 1.3.1: Develop the functions of the Statistics Units
		Activity 1.3.2: Design structure for the Statistics Units
		Activity 1.3.3: Enact structure for the new Units
		Activity 1.3.4: Formulate job descriptions/specifications for the Units



2- Improve infrastructure and human resources to ensure the production of quality statistics in the NSS

Adequate technological and human resources are crucial to ensure the NSS can deliver on its mandate and accomplish the vision of the NSS. Currently, BOS and MDAs are suffering from the lack of technical professionals that can undertake the functions of data producers and disseminators. This has translated in inefficiencies that are prominent in the coordination of the NSS and the lack of human capacity to ensure quality statistics. Additionally, the infrastructure in which some of the NSS entities work is lacking in terms of technological tools (for example, a stable connection to the internet) and a safe space to work. This goal focuses on strengthening the technical skills of NSS staff and providing a work space conducive to the NSS mission.

There is a need for BOS and MDAs staff to undergo a continuous cycle of training and upgrading skills to respond to the changing data ecosystem and the complexity of statistical work. It is therefore necessary to create a training plan for statistical staff and appoint a Training Unit/Officer to coordinate this activity. This will also entail filling statistical positions that are vacant in the MDAs and that were created in the NSDSI implementation. Similarly, to promote staff retention and improve the working environment of NSS staff, an upgrade of the current infrastructure and technological solutions used by the NSS is needed. This will encourage staff well-being and ensure staff have the appropriate tools to deliver on the NSS/BOS mandates.

The strategies identified under this Goal include:

- Strategy 1: Establish and fill vacant positions in the BOS and MDAs
- Strategy 2: Establish Training Unit at BOS
- Strategy 3: Improve working environment for staff
- Strategy 4: Modernise ICT to support data collection, analysis and dissemination

The table below describes the expected outcomes, strategies and activities expected under Goal 2.

Table 6. Expected outcomes, strategies and activities expected under Goal 2

Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS		
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in BOS and MDAs	Activity 2.1.1: Recruit statisticians to fill the vacant positions
		Activity 2.1.2: Establish legal position and other relevant expertise for BOS
		Activity 2.1.3: Develop and implement policies for professional personnel
		Activity 2.1.4: Develop and implement a comprehensive human resource development policy
	Strategy 2.2: Establish Training Unit at BOS	Activity 2.2.1: Develop the functions of the Unit
		Activity 2.2.2: Formulate job descriptions and specifications
		Activity 2.2.3: Design and enact structure for the Unit
		Activity 2.2.4: Undertake training needs assessment
		Activity 2.2.5: Develop a comprehensive training program
	Strategy 2.3: Improve working environment for staff	Activity 2.3.1: Undertake staff motivation programs including short term training in skills
		Activity 2.3.2: Build office park for BOS
		Activity 2.3.3: Provide statistical infrastructure for MDAs
		Activity 2.3.4: Mobilise funding for statistical infrastructure and office needs for BOS & MDAs
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 2.4.1: Extend automated data collection
		Activity 2.4.2: Training on GIS Integration
		Activity 2.4.3: Procure & maintain an integrated ICT system
		Activity 2.4.4: Procure and use Geo-media smart client
		Activity 2.4.5: Collaborate with mobile network operators for data collection and analysis



3- Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards

Despite efforts by the NSS to report the development indicators identified in the National Development Plan (NSDP II) and Agenda 2030, there are still large data gaps that have not been solved. For the NSDP II framework, which includes 180 indicators, only 113 (63%) are available. Meanwhile, from the 152 SDG indicators Lesotho has committed to report on, only 101 (66%) have data readily available. Thus, a major priority for the NSS in the next 5-years is to reduce data gaps and ensure statistics are produced following international standards. The goal aims to provide more and better data by improving the current data collection at the NSS, and exploring new data sources that can provide lacking information.

BOS has developed frameworks and tools to ensure quality data collection and international methods and standards as outlined in the UN Fundamental Principles of Official Statistics. However, these tools are not widely known and used in the NSS. The increased use of statistical guidelines, such as Compendium of concepts and Definitions and the Lesotho Statistical Quality Assessment Framework (LeSQAF), will ensure data is better produced and analysed to provide timely quality statistics that meet national policy demands. This will also ensure continuous data improvements by adhering to international best practices.

The strategies identified under this Goal include:

- Strategy 1: Enforce use of statistical methods and standards in censuses and surveys
- Strategy 2: Strengthen data collection through censuses and surveys
- Strategy 3: Improve the production of statistics from administrative records and non- traditional data sources

The table below describes the expected outcomes, strategies and activities expected under Goal 3.

Table 7. Expected outcomes, strategies and activities expected under Goal 3

Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards		
Outcomes	Strategies	Activities
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards Strategy	Activity 3.1.1: Develop guidelines & manuals for undertaking censuses & surveys
		Activity 3.1.2: Improve master-frames
		Activity 3.1.3: Review, Implement and enforce quality assessment
		Activity 3.1.4: Implement Compendium of Concepts & Definitions
		Activity 3.1.5: Adopt and Implement national and international statistical standards and harmonization of data
		Activity 3.1.6: Create metadata for all indicators produced by the NSS
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 3.2.1: Collect data on National Accounts
		Activity 3.2.2: Collect data on Businesses Register
		Activity 3.2.3: Collect data on external trade
		Activity 3.2.4: Collect data on civil registration and vital statistics
		Activity 3.2.5: Collect data on prices/ Volumes for Index Numbers
		Activity 3.2.6: Conduct Economic Census
		Activity 3.2.7: Conduct Continuous Multipurpose household survey
		Activity 3.2.8: Conduct Business Survey on Creative Industries
		Activity 3.2.9: Conduct sector energy consumption survey
		Activity 3.2.10: Conduct household energy consumption survey
		Activity 3.2.11: Conduct Agriculture Cost of Production Survey
		Activity 3.2.12: Conduct Structure Survey
		Activity 3.2.13: Conduct Agriculture Production Survey
		Activity 3.2.14: Conduct Agriculture Post Harvest Loss Survey
		Activity 3.2.15: Conduct Farm Gate Prices Survey
		Activity 3.2.16: Conduct Industrial Statistics Survey
		Activity 3.2.17: Conduct Labour Force Survey (LFS)
		Activity 3.2.18: Conduct Household Budget Survey (HBS)
		Activity 3.2.19: Conduct Demographic and Health Survey (DHS)
		Activity 3.2.20: Conduct COVID 19 Survey
		Activity 3.2.21: Conduct specialized Gender Survey
		Activity 3.2.22: Conduct Rapid Assessment on Worst Forms of Child Labour
		Activity 3.2.23: Undertake Mapping for the 2026 PHC
		Activity 3.2.24: Conduct 2026 Population and Housing Census
		Activity 3.3.25: Review and improve compilation of administrative data
		Activity 3.3.26: Identify public policies and indicators that need to be monitored and use them to guide data collection
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 3.3.1: Review and improve compilation of administrative data
		Activity 3.3.2: Explore new data sources
		Activity 3.3.3: Adopt and implement national and international statistical standards and harmonization of data



4 - Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind

Gender equality is a development priority for the GoL and gender statistics are needed to monitor these commitments. However, currently, attention to gender statistics still remains relatively low due to low recognition and appreciation of gender mainstreaming in policies, programs and plans, and to inadequate skills. Although gender has been mainstreamed as a cross –cutting factor into the Government of Lesotho’s (GoL) NSDP II, out of 71 indicators identified in the plan, only 15 are gender relevant. This goal in the NSDS II aims to bring visibility to the need of gender statistics to leave no one behind and develop capacities to produce and use gender statistics.

This goal serves to ensure that the concept of gender statistics is understood within the NSS and mainstreaming of gender is done at all levels of data collection, analysis and dissemination. The establishment of gender focal points in MDAs and a collaboration with MGYR will help the increase of gender data, and strengthen the skills to understand and measure gender equality. Additionally, it focuses on finding data sources to close current information gaps.

The strategies identified under this goal include:

- Strategy 1: Establish gender focal points in MDAs
- Strategy 2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive
- Strategy 3: Improve statistical literacy on gender statistics
- Strategy 4: Formalize the collaboration with MGYR to work on the gender statistics agenda

The table below describes the expected outcomes, strategies and activities expected under Goal 4.

Table 8. Expected outcomes, strategies and activities under Goal 4

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind		
Outcomes	Strategies	Activities
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 4.1.1: Designate gender focal points in the MDAs
		Activity 4.1.2: Orient gender focal points on gender stats
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 4.2.1: Review data collection tools on gender stats in MDAs
		Activity 4.2.2: Add a gender tag to current stats products
		Activity 4.2.3: Update gender gaps assessment exercise
	Strategy 4.3: Improve statistical literacy on the gender statistics agenda	Activity 4.3.1: Organise training for producers/users of gender statistics
		Activity 4.3.2: Identify gender stats user profiles
		Activity 4.3.3: Undertake mapping of key producers/users of gender data
	Strategy 4.4: Formalize collaboration with the MGYR to work on the gender statistics agenda	Activity 4.4.1: Establish MOU with MGYR and other relevant MDAs



5- Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships

Along the need to produce more and better statistics, the NSS faces the challenge of bringing visibility to the importance of statistics and building technical skills in users to understand and benefit from data. In this sense, BOS and the NSS need to strengthen communication with users, which has been minimal in the past, and create opportunities for collaboration with national and international partners who can support the production and use of statistics in Lesotho. This is particularly important in the current context in which despite the Covid 19 pandemic, that has reduced capacities and resources at BOS and the NSS, the demand for data still continues to rise for decision making. This goal targets the current relationship between BOS, MDAs and non-NSS users of statistics, focusing on establishing formal and regular mechanisms for collaboration and communication between data producers and users. The exchange between both groups can help strengthen technical skills, and gather political and financial support for statistics.

One of the main concerns of this goal is to systematize a satisfaction survey for statistical users that can guide the production of data and statistical products. The strengthened communication with users will also provide an opportunity to improve statistical literacy of the different partners, and create collaborations that help alleviate capacity gaps. The end impact targeted by this goal is to improve decision-making through the availability of relevant statistical products that respond to user needs and fostering data skills in key actors. Additionally, by establishing collaboration with national, regional and global partners, the knowledge base for statistical production and use in Lesotho will be widened.

The strategies identified for this goal include:

- Strategy 1: Improve the communication with users to ensure uptake and use of statistics
- Strategy 2: Establish agreements around data production and data sharing with national and international partners
- Strategy 3: Collaborate with regional and global institutions to strengthen data production and use
- Strategy 4: Ensure adequate and sustained funding from national and global partners

The table below describes the expected outcomes, strategies and activities expected under Goal 5.

Table 9. Expected outcomes, strategies and activities under Goal 5

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships		
Outcomes	Strategies	Activities
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 5.1.1: Undertake regular user/producer surveys
		Activity 5.1.2: Popularise and implement Communication Advocacy and Dissemination Strategy
		Activity 5.1.3: Develop a capacity building plan on statistical literacy and use for users
		Activity 5.1.4: Organise regular use-producer forums
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 5.2.1: Identify institutions that support data production
		Activity 5.2.2: Identify institutions that are responsible for data production
		Activity 5.2.3: Develop and sign MOUs with relevant partners
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 5.3.1: Participate in meetings, forums, conferences and seminars
		Activity 5.3.2: Initiate and strengthen communication channels with national and global partners
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 5.4.1: Lobby with GoL on more and sustained funding
		Activity 5.4.2: Ensure adequate and sustained funding through regular meetings with global donor partners

5. NSDSII Implementation

The success of the NSDSII rests on how well the MDAs, under the leadership of BOS, can coordinate the activities and mobilize technical and financial support to achieve the activities under each goal. To support the implementation, MDAs have prepared annual action plans that cover the activities from the NSDSII and identifies the responsible entities (See Annex 1.1 – 1.14). The plans were developed through consultative processes and indicate detailed sub-activities, targets, timetables and budgets based on the available resources.

The following 14 MDAs are participating in implementation of NSDS II:

Ministry of Water, Ministry of Trade and Industry, Ministry of Gender, Youth Sports and Recreation, Ministry of Energy and Meteorology, Ministry of Forestry Range and Soil Conservation, Ministry of Police and Public Safety, Ministry of Justice and Law, Ministry of Tourism, Environment and Culture, Ministry of Agriculture and Food Security, Ministry of Labour and Employment, Disaster Management Authority, Ministry of Health, Ministry of Social Development and the Bureau of Statistics

5.1 NSDSII implementation plan

BOS and the participating MDAs have developed an initial implementation plan for the 5 years of validity of the NSDSII. This plan presents a timeline for the activities, as well as the responsible entities to ensure every entity is aware of the outcomes that fall under their work. This timeline will be revised during the mid-term evaluation of the NSDSII to ensure the plan reflects the context in the country and the evolution of the COVID-19 pandemic. The table below contains the detailed implementation plan that will be followed by the NSS.



Table 10. NSDSII implementation plan

Outcomes	Strategies	Activities	Implementer					
				2022/23	2023/24	2024/25	2025/26	2026/27
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem								
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation	Activity 1.1.1: Amend Statistics Act	BOS/MJL	X	X	X	X	X
		Activity 1.1.2: Develop Statistics Act Regulations	BOS/MJL		X			
		Activity 1.1.3: Review and align all relevant laws of other agencies	BOS/MJL		X	X	X	
		Activity 1.1.4: Review TORs for the Statistics Council	BOS/MJL	X				
	Strategy 1.2: Create NSS Coordination Structure	Activity 1.2.1: Establish NSS Division at BOS	BOS	X	X			
		Activity 1.2.2: Develop structure & functions of new Division	BOS		X			
		Activity 1.2.3: Enact structure of new Division	BOS		X			
		Activity 1.2.4: Formulate job descriptions/specifications	BOS		X			
	Strategy 1.3: Facilitate creation of statistical units in MDAs	Activity 1.3.1: Develop the functions of the Statistics Units	BOS/MPS/MDAs			X		
		Activity 1.3.2: Design structure for the Statistics Units	BOS/MPS			X		
		Activity 1.3.3: Enact structure for new units	BOS/MPS				X	
		Activity 1.3.4: Formulate job descriptions/specifications for the Units	BOS/MPS				X	

Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS								
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in BOS and MDAs	Activity 2.1.1: Recruit statisticians to fill the vacant positions	BOS/MPS/MOF	X	X	X	X	X
		Activity 2.1.2: Establish legal position and other relevant expertise for BOS	BOS/MJL/MOF	X	X	X		
		Activity 2.1.3: Develop and implement policies for professional personnel	BOS/MoDP/MoPS		X	X		
		Activity 2.1.4: Develop and implement a comprehensive human resource development policy	BOS/MoDP/MoPS		X	X		
	Strategy 2.2: Establish Training Unit at BOS	Activity 2.2.1: Develop the functions of the Unit	BOS/MPS		X			
		Activity 2.2.2: Formulate job descriptions and specifications	BOS/MoDP		X			
		Activity 2.2.3: Design and enact structure for the Unit	BOS			X		
		Activity 2.2.4: Undertake training needs assessment	BOS/MDAs/NUL			X		
		Activity 2.2.5: Develop a comprehensive training program	BOS	X	X	X	X	X

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27
	Strategy 2.3: Improve working environment for staff	Activity 2.2.4: Undertake training needs assessment	BOS/MDAs/NUL			X		
		Activity 2.2.5: Develop a comprehensive training program	BOS/MDAs/NUL				X	X
		Activity 2.3.1: Undertake staff motivation programs including short term training skills	BOS/MDAs		X	X	X	X
		Activity 2.3.2: Build office park for BOS	BOS/MOPW/MOF	X	X	X		
		Activity 2.3.2: Conduct statistical Conduct statistical and infrastructure needs for MDAs	BOS		X	X	X	X
		Activity 2.3.3: Mobilise funding for staistical infrastructure and office needs for BOS &MDAs	BOS/MDAs	X	X	X	X	X
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 2.4.1: Extend automated data collection	BOS/MDAs		X	X	X	X
		Activity 2.4.2: Undertake training in Smart Mapps web GIS for statistics dissemination	BOS/MDAs			X	X	
		Activity 2.4.3: Procure & maintain an integrated ICT system	BOS/MDAs		X	X	X	X
		Activity 2.4.4: Procure and use Geo-media smart client	BOS			X	X	X
		Activity 2.4.5: Collaborate with mobile network operators for data collection and analysis	BOS	X	X	X	X	X

Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards								
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 3.1.1: Develop guidelines & manuals for undertaking censuses & surveys	BOS/MDAs		X	X	X	X
		Activity 3.1.2: Improve master-frames	BOS	X	X	X	X	X
		Activity 3.1.3: Review, Implement & enforce use of Lesotho Statistics Quality Assessment Framework (LeSQAF) and other relevant statistical frameworks	BOS	X	X	X	X	X
		Activity 3.1.4: Implement Compendium of Concepts & Definitions	BOS	X	X	X	X	X
		Activity 3.1.5: Adopt and implement national and international standards and harmonization of data	BOS	X	X	X	X	X
		Activity 3.1.6: Create metadata for all NSS indicators	BOS	X	X	X	X	X
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 3.2.1: Collect data on National Accounts	BOS	X	X	X	X	X
		Activity 3.2.2: Collect data on Businesses Register	BOS	X	X	X	X	X
		Activity 3.2.3: Collect data on External Trade	BOS/LRA	X	X	X	X	X
		Activity 3.2.4: Collect data on civil registration and vital statistics	BOS/MOHA		X		X	
		Activity 3.2.5: Collect data on Prices/Volumes for Index Numbers	BOS	X	X	X	X	X
		Activity 3.2.6: Conduct Economic Census	BOS		X			
		Activity 3.2.7: Conduct Continuous Multipurpose Household Survey	BOS		X		X	
		Activity 3.2.8: Conduct Business Survey on Creative Industries	BOS/MTEC/ LTDC		X	X	X	X
		Activity 3.2.9: Conduct Energy Sector consumption survey	BOS/MEM			X		
		Activity 3.2.10: Conduct Household Energy Consumption Survey	BOS/MEM				X	
		Activity 3.2.11: Conduct Agricultural Cost of Production Survey	BOS/MAFS		X			
		Activity 3.2.12: Conduct Agriculture Structure Survey	BOS/MAFS			X		
		Activity 3.2.13: Conduct Agriculture Production Survey	BOS/MAFS	X	X	X		
		Activity 3.2.14: Undertake Post Harvest Loss Survey	BOS/MAFS			X		
		Activity 3.2.15: Conduct Farm Gate Prices Survey	BOS/MAFS					X
		Activity 3.2.16: Conduct Industrial Statistics Survey	BOS	X	X	X	X	X
		Activity 3.2.17: Conduct COVID 19 Survey	BOS/MOH/ DMA		X			
		Activity 3.2.18: Conduct specialized Gender Survey	BOS/MGYSR		X	X		
		Activity 3.2.19: Conduct Rapid Assessment on Worst Forms of Child Labour	BOS/MOLE			X		

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27
		Activity 3.2.19: Conduct Rapid Assessment on Worst Forms of Child Labour	BOS/MOLE			X		
		Activity 3.2.20: Conduct LFS	BOS/MOLE		X			
		Activity 3.2.21: Conduct HBS	BOS			X		
		Activity 3.2.22: Conduct DHS	BOS/MOH	X				
		Activity 3.2.23 Undertake Mapping and GIS for 2026 PHC	BOS			X	X	
		Activity 3.2.24: Conduct 2026 PHC	BOS					X
		Activity 3.2.25: Identify data needs to ensure closing existing data gaps	BOS	X	X		X	
		Activity 3.2.26: Identify public policies and indicators that need to be monitored and use them to guide data collection	BOS/MDAs	X	X	X	X	X
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 3.3.1: Review and improve compilation of administrative data and build data systems	BOS/MDAs	X	X	X	X	
		Activity 3.3.2: Explore new data sources	BOS/MDAs		X	X	X	X
		Activity 3.3.3: Adopt and introduce innovations in data collection and dissemination	BOS/MDAs	X	X	X	X	X
Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind								
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points	Activity 4.1.1: Designate gender focal points	BOS/MDAs	X		X		X
		Activity 4.1.2: Orient gender focal points on gender stats	BOS/NUL/MDAs	X		X		X
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 4.2.1: Review data collection tools on gender stats in MDAs	BOS/MDAs		X		X	
		Activity 4.2.2: Add a gender tag to current stats products	BOS/MDAs	X				
		Activity 4.2.3: Update gender gaps assessment exercise	BOS/MDAs			X		
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 4.3.1: Organise training for producers/users of gender statistics	BOS/MDAs		X		X	
		Activity 4.3.2: Identify gender stats user profiles	BOS/MDAs	X	X	X	X	X
		Activity 4.3.3: Undertake mapping of key producers/users of gender data	BOS/MDAs	X	X	X	X	X
	Strategy 4.4: Formalize collaboration with MGYSR and other relevant MDAs to work on the gender statistics agenda	Activity 4.4.1: Establish MOU with MGYSR and other relevant MDAs	BOS/MDAs	X	X	X	X	X

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships								
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 5.1.1: Undertake regular user/producer surveys	BOS		X		X	
		Activity 5.1.2: Popularise and implement Communication Advocacy and Dissemination Strategy	BOS	X		X		X
		Activity 5.1.3: Develop and implement capacity building plan on statistical literacy and use for users	BOS/MDAs	X		X		X
		Activity 5.1.4: Organise regular use-producer forums	BOS	X	X	X	X	
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 5.2.1: Identify institutions that support data production	BOS	X	X			
		Activity 5.2.2: Identify institutions that are responsible for data production	BOS			X		
		Activity 5.2.3: Develop and sign MOUs with relevant partners	BOS	X		X		X
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 5.3.1: Participate in meetings, forums, conferences and seminars	BOS/MDAs	X	X	X	X	X
		Activity 5.3.2: Initiate and strengthen communication channels with national and global partners	BOS/MDAs	X	X	X	X	X
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 5.4.1: Lobby with GoL, Private Sector and DPs on more and sustained funding	BOS	X	X	X	X	X
		Activity 5.4.2: Ensure adequate and sustained funding through regular meetings with external donor partners	BOS/MDP/MDAs	X	X	X	X	X

5.2 Risks and assumptions of the NSDSII

This section describes some of the risks that could impact on the implementation of the NSDSII, as well as some of the assumptions and risk mitigation factors that need to be in place for a successful implementation through the sector action plans.

Table 11. Risks and Assumptions in achieving the NSDSII

Goals	Assumptions	Risks	Risk Mitigation
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem	<ul style="list-style-type: none"> Government grants policy clearance for 2001 Statistics Act review process Coordination structure approved by Ministry of Public Service Moratorium on creation of new positions lifted by Government Government appreciates and acknowledges the importance of statistics and provides adequate support for Planning, Policy formulation and monitoring of the Development Agenda 	<ul style="list-style-type: none"> Delays in policy clearance and inadequate political support Coordination structure not approved; lack of political support or financial resources The important role of statistics in planning, policy formulation and monitoring of the Development Agenda is not fully recognized by Government 	<ul style="list-style-type: none"> Lobbying policy makers and senior GoL officials Lobbying senior officials in the Ministry of Public Service Regular meetings with senior officials of the Ministries of the Public Service and of Economic Planning
Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS	<ul style="list-style-type: none"> Authority to establish new positions and funds to fill vacant positions is granted by the Ministry of Public Service Funds for new positions made available and released by Government Budget for training approved and made available by the Ministry of Finance Moratorium on procurement of office furniture and ICT related equipment is lifted and are made available A sustainable multisector funding program in support of the NSDS II in place 	<ul style="list-style-type: none"> Funds to fill vacant positions are not made available and authority for creation of new positions not granted by Government Training budget not approved and released on time Government still imposed a ban on procurement of office furniture and ICT equipment Reluctance to financially and technically support NSDS II implementation by Development Partners and Government 	<ul style="list-style-type: none"> Lobbying with Ministries of Finance and of the Public Service Lobbying with Ministry of Finance Obtain an exemption from Government Lobbying with Development Planners through the Forum on Donor Support to Statistics
Goal 3: Close data gaps by producing more and better statistics that meet international quality standards	<ul style="list-style-type: none"> The BOS's has adequate capacity to effectively and efficiently coordinate the NSS as mandated by the legal provisions The NSS has capacity in terms of numbers and expertise to use statistical methods and standards in census and survey undertakings Statistics produced take into account relevance, sustainability, accuracy, reliability, continuity and timeliness. 	<ul style="list-style-type: none"> Weak coordination of the NSS by BOS or fragmented NSS in general The NSS disregards statistical methods and standards in the production of official statistics Aspects contributing to improved quality of statistics ignored in data collection and analysis due to inadequate capacity across the NSS 	<ul style="list-style-type: none"> Fast track setting up of the NSS Coordination Division at BOS BOS to intensify advocacy on use of the Compendium of Concepts and Definitions BOS to intensify application of the LeSQAF across the NSS
Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind	<ul style="list-style-type: none"> All MDAs ensure that gender focal points are established in their respective institutions All data collection instruments are reviewed to ensure they have a gender perspective Funds for gender-sensitive surveys that will quantify women and girls 'vulnerability and disadvantage' are made available by GoL and DPs Collaboration with MGYR is formalized 	<ul style="list-style-type: none"> Gender mainstreaming in data collection and analysis is not a priority across the NSS Lack of funding and insufficient political commitment in gender mainstreaming 	<ul style="list-style-type: none"> BOS with support from MGYR to intensify advocacy of gender mainstreaming in data collection Lobbying with politicians and MOF for more funding
Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships	<ul style="list-style-type: none"> Stakeholder interest in participating in regular user-producer workshops/meetings Framework for data collection is in compliance with data user needs including the National, Regional and global development agenda 	<ul style="list-style-type: none"> Inadequate funding of user-producer initiatives Irregular participation and involvement of relevant stakeholders 	<ul style="list-style-type: none"> Lobbying with MOF More advocacy with stakeholders on need for compliance with data user needs

6. NSDSII Monitoring and Evaluation

Monitoring and evaluation is a continuous process of collecting and analysing information to assess the quality of the implementation of the NSDS. The outputs and activities of the NSDS II will be monitored regularly to check on progress and, where necessary, to improve implementation processes. The logical framework shown below includes a list of indicators that will be used to monitor progress by individual MDAs and by BOS for the entire NSS. In addition, there will be annual, mid-term and end-term reviews of progress in implementation.

The mid-term review will be undertaken mid-way during implementation of the NSDSII. It will review if the NSDSII is still relevant and determine whether there is need for change in the strategy and work plans. This review could preferably be done by an independent consultant.

At the end of the NSDS II implementation period, an independent consultant will undertake an end-term review to determine whether the objectives/goals of the NSDSII have been met and how to develop a successor strategy.

BOS as the head of the NSS will coordinate the monitoring and evaluation of the NSDSII using the implementation plan from the previous section and the indicator framework specified in table 12.

6.1 Oversight mechanisms for the NSDSII implementation

A crucial factor of the NSDSII implementation refers to the governance mechanisms in place to ensure adequate coordination and collaboration among the participating institutions as implementation starts. Governance here refers to the statistical structures and processes that ensure accountability and transparency throughout the NSDSII implementation.

The following section describes the structures and processes recommended for the NSDS II to function in an optimal manner to produce the desired outcomes.

1. National Statistics Council

The National Statistics Council has oversight responsibility over the implementation of the NSDSII. Its membership is dictated by the Statistics Act. It is generally headed by the Minister responsible for statistics. The BOS Director is Secretary for the Council and the Council should meet at least twice yearly.

2. Technical Advisory Committee

The Technical Advisory Committee comprises representatives from BOS and the MDAs. The Committee is responsible for the day-to-day implementation of the NSDS. It reports to the NSDS Team at BOS through quarterly meetings.

The Technical Advisory Committee prepares a quarterly progress report which is presented at its meetings with the Head of the NSDSII implementation and NSS coordination focal point/Division. The report is cascaded upwards to the BOS Director who presents it to the National Statistics Council at its bi-annual meetings.

3. Sub-committees (Specialized areas)

The Technical Advisory Committee creates specialized technical sub committees whenever necessary e.g., on National Accounts, Prices and Inflation, Gender Statistics etc. These sub committees report to the Technical Advisory Committee and have the role of deciding on specific areas of statistics.

The BOS Director and the BOS team supervise the operational implementation of the NSDS programme and ensures that adequate funds are made available by liaising with the GoL, Ministry of Finance and Development Partners. The Director reports to the National Statistics Council described above.

6.2 NSDS II indicators

The effectiveness of the NSDS II will be continually monitored over its lifetime. The process will make use of the Monitoring and Evaluation Framework shown below.

Table 12. Monitoring and Evaluation Framework for the NSDS II

Outcomes	Strategies	Activities	Indicators	Outputs	Implementer
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem					
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation	Activity 1.1.1: Amend Statistics Act	Updates on Parliamentary Legal Committee review	Amended Act	BOS/MIL
		Activity 1.1.2: Develop Statistics Act Regulations	Progress report on Statistics Act Regulations	Updated Statistics Act Regulations	BOS/MIL
		Activity 1.1.3: Review and align all relevant laws of other agencies	Progress report on re-aligning of Laws of other agencies	Re-aligned Laws of other agencies	BOS/MIL
		Activity 1.1.4: Review TORs for the Statistics Council	Updates on Review Report	Updated TORs for Statistics Council	BOS/MOJ

Outcomes	Strategies	Activities	Indicators	Outputs	Implementer
	Strategy 1.2: Create NSS Coordination Structure	Activity 1.2..1: Establish NSDS/NSS Division at BOS	Updates on Establishment meetings with MoDP	NSS Coordination Division at BOS in place	BOS/MPS
		Activity 1.2..2: Develop structure & functions of new Division	Updates of Establishment meetings with MoDP	NSS Coordination Division structure in place	BOS/MPS
		Activity 1.2..3: Enact structure of new Division	Updates of meetings with MOJ	New Division in place with legal backing	BOS/MPS
		Activity 1.2..4: Formulate job des/specifications	Progress minutes of meetings with MoDP	Job descriptions in place	BOS/MPS
	Strategy 1.3: Facilitate creation of statistical units in MDAs	Activity 1.3..1: Develop the functions of the Statistics Units	Progress minutes of meetings with MoDP	Report on functions of MDAs	BOS/MPS/MDAs
		Activity 1.3..2: Design structure for the Statistics Units	Progress of meetings with MoDP	New Statistical Units in place	BOS/MPS/MDAs
		Activity 1.3..3: Enact structure for the new Units	Record of meetings with MOJ	New Statistical Units in place with legal backing	BOS/MPS/MDAs
		Activity 1.3..4: Formulate Job descriptions/Specifications for the Units	Progress minutes of meetings with MoDP	Job descriptions	BOS/MPS/MDAs
Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS					
Outcomes	Strategies	Activities	Indicators	Outputs	Implementer
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in BOS and MDAs	Activity 2.1..1: Recruit statisticians to fill the vacant positions	Number of positions filled	Establishment Reports	BOS/MDAs/MOF
		Activity 2.1..2: Establish legal position and other relevant expertise for BOS	Progress minutes of meetings with MOJ	Legal position document for BOS in place	BOS/MPS/MIL/MOF
		Activity 2.1..3: Develop and implement policies for professional personnel	Progress minutes of meetings with MoDP	Policies for professional personnel document in place	BOS/MoDP/MPS
		Activity 2.1.4: Develop and implement a comprehensive human resource development policy	Updates on meetings with MoDP	Human resource development policy document	BOS/MoDP/MPS
	Strategy 2.2: Establish Training Unit at BOS	Activity 2.2.1: Develop the functions of the Unit	Updates of meetings with MoDP	Report on functions of Training Unit	BOS/MPS
		Activity 2.2.2: Formulate job descriptions and specifications	Updates of meetings with MoDP	Report on job descriptions of officers of Training Unit	BOS/MPS
		Activity 2.2.3: Design and enact structure for the Unit	Updates of meetings with MoDP	Training Unit Structure in place	BOS/MPS
		Activity 2.2.4: Undertake training needs assesement	Update meetings with MDAs/ NUL	Finale Reportof Training need	BOS/MDAs/NUL
		Activity 2.2.5: Develop a comprehensive training program	Updates of meetings with MDAs	Training Program Document	BOS/MDAs/NUL
	Strategy 2.3: Improve working environment for staff	Activity 2.3.1: Undertake staff motivation programs including short term training in skills	Number of programs done	Performance Reports	BOS/MDAs
		Activity 2.3.2: Build office park for BOS	Progress reports on construction	Office Park completed	BOS/MOW/MOF
		Activity 2.3.3: Provide statistical infrastructure for MDAs	Number/quantity of statistical infrastructure	Statistical infrastructure Report	BOS/MDAs
		Activity 2.3.4: Mobilise funding for statistical infrastructure and office needs for BOS & MDAs	Number of successful fundraising initiatives	Funding Report	BOS/MDAs/MOF
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 2.4.1: Extend automated data collection	Updates on ICT modernization	Report on ICT modernisation	BOS/MDAs
		Activity 2.4.2: Training in Smart M app-S Web-GIS for stats dissemination	Progress reports on number of officers trained	Training Report	BOS/MDAs
		Activity 2.4.4: Procure & maintain an integrated ICT system	progress reports on number if ICT pieces procured	Integrated ICT Procurement Report	BOS/MDAs/MCST
		Activity 2.4.4: Procure and use Geo-media smart client	Progress reports on Mart Client procurement	Geo-media Report	BOS
		Activity 2.4.5: Collaborate with mobile network operators on data collection modalities	Record of meetings	Signed MOU	BOS/Mobile network operators

Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards					
Outcomes	Strategies	Activities	Indicators	Outputs	Implementer
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 3.1.1: Develop guidelines & manuals for undertaking censuses & surveys	Updates on meetings with MDAs	Quality Statistical Reports	BOS/MDAs
		Activity 3.1.2: Improve master-frames	Updates on meetings with MDAs	Quality Statistical Reports	BOS
		Activity 3.1.3: Review, Implement & enforce quality assessment	Progress reports on implementation of LeSQAF	Improved data quality	BOS
		Activity 3.1.4: Review and implement Compendium of Concepts & Definitions	Progress reports on implementation of Compendium of Concepts & Definitions	Improved data quality	BOS
		Activity 3.1.5: Adopt and implement national and international statistical standards and harmonization of data	Number of surveys/data collection activities adopting international standards	Quality Reports from harmonized statistics	BOS/MoDP
		Activity 3.1.6: Create metadata for all indicators produced by the NSS	Number of indicators with metadata	More users able to understand statistics	BOS/MDAs
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 3.2.1: Collect data on National Accounts	Quarterly and Annual GDP estimates	GDP estimates Report	BOS
		Activity 3.2.2: Collect data on Businesses Register	Monthly number of business updates	Business Register	BOS
		Activity 3.2.3: Collect data on External Trade	Monthly updates	External Trade Report	BOS/LRA
		Activity 3.2.4: Collect data on civil registration and vital statistics	Monthly updates	CRVS Report	BOS/MOHA
		Activity 3.2.5: Collect data on Prices/Volume for Index Numbers	Monthly updates	Inflation Report	BOS
		Activity 3.2.6: Conduct Economic Census	Frequency of data collection	Economic Census Report	BOS
		Activity 3.2.7: Conduct CMS Household Survey	Annual updates	Annual Continuous Multipurpose Survey Report	BOS
		Activity 3.2.8: Conduct Business Survey on Creative Industries	Frequency of data collection	Survey Report	BOS/MTEC/LTDC
		Activity 3.2.9: Conduct Energy sector consumption survey	Frequency of data collection	Survey Report	BOS/MEM
		Activity 3.2.10: Conduct Household Energy Consumption Survey	Frequency of data collection	Survey Report	BOS/MEM
		Activity 3.2.11: Conduct Agriculture Cost of Production Survey	Survey implementation strategy	APS Report	BOS/MAFS
		Activity 3.2.12: Conduct Agriculture Structure Survey	Survey implementation strategy	Survey Report	BOS/MAFS

Outcomes	Strategies	Activities	Indicators	Outputs	Implementer
		Activity 3.2.13: Conduct Agriculture Production Survey	Survey implementation Strategy	Survey Report	BOS/MAFS
		Activity 3.2.14: Undertake Post Harvest Loss Survey	Survey implementation Strategy	Survey Report	BOS/MAFS
		Activity 3.2.15: Conduct Farm Gate Prices Survey	Survey implementation Strategy	Survey Report	BOS/MAFS
		Activity 3.2.16: Conduct Industrial Statistics Survey	Survey implementation Strategy	Survey Report	BOS
		Activity 3.2.17: Conduct COVID 19 Survey	Frequency of data collection	Survey Report	BOS/MOH/DMA
		Activity 3.2.18: Conduct Specialised Gender Survey	Frequency of data collection	Survey Report	BOS/MGYR
		Activity 3.2.19: Conduct Rapid Assessment on Worst Forms of Child Labour	Updates on Assessments	Assessment Report	BOS/MOLE
		Activity 3.2.20: Conduct Labour Force Survey	Survey implementation Strategy	LFS Report	BOS/MOLE
		Activity 3.2.21: Conduct HBS	Survey implementation Strategy	HBS Report	BOS
		Activity 3.2.22: Conduct DHS	Survey implementation strategy	DHS Report	BOS/MOH
		Activity 3.2.23: Undertake Mapping and GIS For 2026 PHC	Fieldwork updates	Cartographic maps	BOS
		Activity 3.2.24: Conduct 2026 PHC	Fieldwork updates	PHC Census Report	BOS
		Activity 3.2.25 Identify data needs to ensure closing priority data gaps	Magnitude of data needs and gaps	Data needs report	BOS/MDAs
		Activity 3.2.26 Identify public policies and indicators that need to be monitored and use them to guide data collection	Frequency of meetings with policy makers	Better public policies	BOS/MDAs
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 3.3.1: Review and improve compilation of administrative data	Updates on extent of use of administrative records and adoption of new approaches	Quality Statistical Reports	BOS/MDAs
		Activity 3.3.2: Explore new data sources	Number of new sources identified	Improved coverage	BOS/MDAs
		Activity 3.3.3: Adopt and introduce innovations in data collection and dissemination	Number of statistical series adopting innovations	Quality statistics	BOS/MDAs

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind

Outcomes	Strategies	Activities	Indicators	Outputs	Implementer
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 4.1.1: Designate gender focal points in the MDAs	Number of focal points established	Report on coordination and management of Gender Statistics	BOS/MDAs
		Activity 4.1.2: Orient gender focal points on gender stats	Number of focal points oriented on gender	Better understanding of gender statistics	BOS/NUL/MDAs
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 4.2.1: Review data collection tools on gender stats in MDAs	Number of MDAs reviewed	Report of the Review	BOS/MDAs
		Activity 4.2.2: Add a gender tag to current stats products	Number of statistical products with a gender tag	Reports with a Gender tag	BOS/MDAs
		Activity 4.2.3: Update gender gaps assessment exercise	Progress reports	Report of Assessment	BOS/MDAs
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 4.3.1: Organise training for producers/users of gender statistics	Number of producers/users trained	Training Report	BOS/MDAs
		Activity 4.3.2: Identify gender stats user profiles	Number of Profiles identified	User profile reports	BOS/MDAs
		Activity 4.3.3: Undertake mapping of key producers/users of gender data	Mapping progress reports	Report of key user/producer	BOS/MDAs
	Strategy 4.4: Formalize collaboration with MGYR and other relevant MDAs	Activity 4.4.1: Establish MOU with MGYR and other relevant MDAs	Number of MOUs established	Better collaboration with MGYR on gender statistics	BOS/MDAs

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships					
Outcomes	Strategies	Activities	Indicators	Outputs	Implementer
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 5.1.1: Undertake regular user/producer surveys	Frequency of surveys	Survey report	BOS
		Activity 5.1.2: Popularise and implement Communication Advocacy and Dissemination Strategy	Number of advocacy/ dissemination workshops	Workshop Reports	BOS
		Activity 5.1.3: Develop a capacity building plan on statistical literacy and use for users	Number of statistical literacy workshops	Workshop Reports	BOS/MDAs
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 5.2.1: Identify institutions that support data production	Number of institutions identified	Report of Institutions supporting data production	BOS
		Activity 5.2.2: Identify institutions that are responsible for data production	Number of institutions identified	Report of Institutions responsible for data production	BOS
		Activity 5.2.3: Develop and sign MOUs with relevant partners	Number of MOUs signed	Report of Data sharing	BOS
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 5.3.1: Participate in meetings, forums, conferences and seminars	Number of meetings, workshops, seminars attended	Meetings/workshops/seminars Reports	BOS/MDAs
		Activity 5.3.2: Initiate and strengthen communication channels with national and global partners	Number of exchange visits/ attachments	Reports of exchange visits/ attachments	BOS/MDAs
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 5.4.1: Lobby with GoL, Private Sector and DPs on more and sustained funding	Monthly Transfers on recurrent and capital accounts	Budget Document	BOS
		Activity 5.4.2: Ensure adequate and sustained funding through regular meetings with external donor partners	Quarterly meetings with external partners on support to statistics	Minutes of the meetings	BOS/MDAs/ MDP





7. NSDSII Costing

For the operationalization of this plan, it is important to manage the available financial, human and physical resources carefully, and to monitor and evaluate progress in order to overcome obstacles to implementation. The multi-year funding plan described in this section presents the costs of the action plans for the NSDS over the five-year period. The budget is expected to be financed with funds mainly from the Government of Lesotho with support from Development Partners. The funding plan enables the improvement of the governance of the NSS, the reduction in data gaps, mainstreaming of gender into statistics and the dissemination and use of quality statistics.

The cost of implementing the NSDS II over the five-year period is estimated to be approximately 873.6 million Maloti (US \$55.3 million). The following table shows the expected budget shares between MDAs over the five-year implementation period (2022/23-2026/27).

Table 13. NSDS II Budget by MDA by year of implementation (in Maloti)

	MDA	2022/23	2023/24	2024/25	2025/26	2026/27	Total	%
1	BOS	45108559	121035784	150461008	249482935	147073448	713161734	81.6
2	MOLE	385964	3801541	1372502	4443178	1357532	11360717	1.3
3	MAFS	395000	1453800	1813400	1954100	1664900	7281200	0.8
4	DMA	161000	715224	4252384	994072	1159468	7282148	0.8
5	MOWA	184125	1054250	5572120	1061616	3072653	10944764	1.3
6	MOTI	180000	421000	1610249	4495804	1457408	8164461	0.9
7	MIL	220000	335000	851724	1302892	1188180	3897796	0.4
8	MOH	13656320	31799864	8732932	1856190	4533732	60579038	6.9
9	MPS	480000	2201200	1660000	1220000	1130600	6691800	0.8
10	MOTEC	68250	310487	12377344	804880	602756	14163717	1.6
11	MOET	310000	495500	487125	485000	380000	2157625	0.2
12	MGYSR	229125	3673060	709896	1152423	966019	6730523	0.8
13	MoFRSC	268000	569896	12181620	4697228	615908	18332652	2.1
14	MoSD	135000	764164	669748	852518	480296	2901726	0.3
	Total	61781343	168630770	202752052	274802836	165682900	873649901	100.0
%	7.1	19.3	23.2	31.5	19.0	100		

Table 13 indicates that BOS accounts for 81.6 percent of the budget share while the rest of the MDAs take up 18.4 percent over the period. Among the MDAs the bulk of the budget is taken up by the Ministry of Health with an allocation of 7.0 percent. This is mainly due to the conduct of the Demographic and Health Survey (DHS) during the period of NSDS II implementation.

The distribution of the budget in terms of years of implementation starts from a low of 7.1 percent during the first year of implementation as most activities would not have kicked off to a high of about 31 percent in year four.

In terms of the distribution of funding Table 14 (below) indicates that the bulk of budget has been allocated to Goal 3 (59.4 percent). This is on account of the emphasis being placed on improving the quality of data and reducing data gaps in the NSDS II. The next priority is Goal 2 (38.1 percent) which provides resources for recruiting statistical staff to work in the newly created Statistical Units in the MDAs and also their training and infrastructure required for the production of quality statistics.

Table 14. Relative Budget shares of NSDS II MDAs by Goal (in Maloti)

	MDA	Goal1	Goal 2	Goal 3	Goal 4	Goal 5	Total	%
1	BOS	2080480	260525422	449031687	1296880	227265	713161734	81.6
2	MOLE	323602	8525508	1187835	225000	1098772	11360717	1.3
3	MAFS	0	2771200	3100000	1010000	400000	7281200	0.8
4	DMA	0	6279148	125000	230000	648000	7282148	0.8
5	MOWA	0	9804389	500000	410000	230375	10944764	1.3
6	MoTI	0	6877161	410000	470000	407300	8164461	0.9
7	MJL	0	2417796	450000	520000	510000	3897796	0.4
8	MOH	0	4703246	48592042	1942150	5341600	60579038	6.9
9	MPS	0	4066800	1790000	555000	280000	6691800	0.8
10	MOTEC	0	1505000	11962920	200000	495797	14163717	1.6
11	MOET	0	589825	380000	645000	542800	2157625	0.2
12	MGYSR	0	5684663	0	695000	350860	6730523	0.8
13	MoFRSC	0	17319652	350000	150000	513000	18332652	2.1
14	MoSD	0	1838726	650000	200000	213000	2901726	0.3
Total		2404082	332908536	518529484	8549030	11258769	873649901	100.0
%		0.3	38.1	59.4	1.0	1.3	100.0	

The distribution of the budget allotted to the different MDAs by goal can be found in Table 15 below. It shows that the bulk of BOS's budget (63.0 percent) goes to Goal 3 which covers mainly data collection during this period. The NSDS II implementation period will see a higher investment in the conduct of a number of major surveys and censuses including the Continuous Multipurpose Survey, Labour Force Survey, Agriculture Structure and Cost of Production Surveys and the Population and Housing Census. There is also the push into new areas of statistical coverage particularly in relation to gender and exploring new data sources. Major surveys have been planned to be undertaken within the NSDS II implementation period particularly the Demographic and Health Survey and the Specialized Gender Survey.

Table 15. Summary Budget of NSDS II implementation by relative allocation within BOS and within MDAs (in Maloti)

	BOS	%	MDAS	%	Total
1	2080480	0.3	323602	0.201636	2404082
2	260525422	36.5	72383114	45.1	332908536
3	449031687	63.0	69497797	43.3	518529484
4	1296880	0.2	7252150	4.5	8549030
5	227265	0.0	11031504	6.9	11258769
Total	713161734	100.0	160488167	100	873649901
	81.6		18.4		

For the MDAs, almost similar amounts have been allocated to Goals 2 and 3 (45.1% and 43.3% respectively). This accounts for the need to operationalise their statistical units and expand the scope of their coverage.

Annexes

Annex 1. Costed action plans for MDAs

Annex 1.1 Costed action plan Bureau of Statistics

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation	Amend the Statistics Act 2001	BOS/MOJ	1685480	0	0.0	0	0	1685480
		Develop Statistics Act regulations	BOS/MOJ	0	0	0.0	0	0	0
		Review and align all relevant laws of other agencies	BOS/MOJ	0	0	0.0	0	0	0
		Review the TORs for Statistics Council	BOS/MOJ	0	0	0.0	0	0	0
	Strategy 1.2: Create NSS Coordination Structure	Establish NSDS/NSS Division at BOS	BOS/ MPS	395000	0	0	0	0	395000
		Develop structure and functions of new Division	BOS/ MPS	0	0	0	0	0	0
		Enact structure of the new Division	BOS/MPS	0	0	0	0	0	0
		Formulate job descriptions/ specifications	BOS/MPS	0	0	0	0	0	0
	Strategy 1.3: Facilitate creation of statistical units in MDAs	Develop the functions of the Statistics Units	BOS/ MDAs/ MPS	0	0	0	0	0	0
		Design structure for the Statistics Units	BOS/MDAs/ MPS	0	0	0	0	0	0
		Enact structure for the new Units	BOS/MADs/ MPS	0	0	0	0	0	0
		Formulate job descriptions/ Specifications for the Units	BOS/ MPS/ MDAs	0	0	0	0	0	0
Total Goal 1				2080480					2080480

Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in BOS and MDAs	Recruit statisticians to fill the vacant positions	BOS/ NMDS/ MDAs	1911852	2007445	0.0	2213208	2323868	8456373
		Establish legal position and other relevant expertise for BOS	BOS/MJL	0	1747296	0.0	1926394	2022714	5696403
		Develop and implement policies for professional personnel	BOS	0	0	0.0	0	0	0
		Develop and implement a comprehensive human resource development policy	BOS	0	0	0.0	0	0	0
	Strategy 2.2: Establish Training Unit at BOS	Develop the functions of the Unit	BOS/MoDP	0	320000	0.0	0	0	320000
		Formulate job descriptions and specifications	BOS/MoDP	0	0	0.0	0	0	0
		Design and enact structure for the Unit	BOS	0	451296	0.0	0	0	451296
		Develop comprehensive training program	BOS/MDA/NUL	0	0	0.0	0	0	0
		Conduct a training needs assessment	BOS	0	0	0	0	0	0
		Outsource statistical training	BOS	0	0		0	0	0
	Strategy 2.3: Improve working environment for staff	Construct office park for BOS	BOS/ MOWA	0	20000000	80000000	141000000	0	241000000
		Conduct stats & physical infrastructure needs for MDAs	BOS/MoDP	0	150000	0	0	0	150000
		Mobilize funding for stats & physical infrastructure needs for BOS & MDAs	BOS	50000	50000	50000	50000	25000	225000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Extend automated data collection	BOS	0	0	0.0	0	0	0
		Training in Smart M Apps Web-GIS for stats dissemination	BOS	0	150000	0	0	0	150000
		Procure & maintain an integrated ICT system	BOS	0	3627000	259350	0	0	3886350
		Procure and use Geo-media smart client	BOS	0	95000	0	95000	0	190000
		Collaborate with mobile network operators for data collection and analysis	BOS	0	0	0	0	0	0
Total Goal 2				1961852	28598037	80309350	145284602	4371582	260525422

Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	total
outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Develop guidelines & manuals for undertaking censuses & surveys	BOS	0	60000	0.0	0	0	60000
		Improve master frames	BOS	0	400000	0.0	0	0	400000
		Identify data needs to ensure closing existing data gaps	BOS	0	0	0	400102	1224000	1624102
		Local trainings on ICLS resolutions	BOS/MOLE	0	0	0	0	0	0
		Harmonization of ICLS definitions and concepts with relevant stakeholders (MDAs and Academia)	BOS/MOLE	0	220500	0	0	0	220500
		User-producer sensitization workshop on agreed ICLS definitions and concepts	BOS/MOLE	0	45000	0	0	0	45000
		Engage consultant on training of ICLS concepts and definitions	BOS/MOLE	0	0	50000	0	0	50000
		Consultancy for designing and structuring of proper functioning of CMS	BOS	300000	0	0	0	0	300000
		Review, implement & enforce use of Lesotho Statistical Quality Assessment Framework (LeSQAF) and other relevant frameworks	BOS	0	200000	0.0	0	0	200000
		Review and implement the use of Compendium of Concepts and Definitions	BOS	0	180000	150000	157500	165375	652875
		Identify public policies and indicators that need to be monitored and use them to guide data collection	BOS	0	53375	0.0	0	0	53375

Outcomes	Strategy	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/2027	Total
	Strategy 3.2: Strengthen data collection through censuses and surveys	Collect data on National Accounts	BOS	129000	129000	135450	144222	149333	687005
		Conduct Economic Census	BOS	0	28658800	0	0	0	28658800
		Collect data on External Trade	BOS/LRA	130000	130000	135000	135000	135000	665000
		Collect data on Civil Registration and Vital Statistics	BOS/MOH	130000	130000	140000	140000	145000	685000
		Collect data on Prices/Volumes for Index numbers	BOS	150000	150000	155000	155000	160000	770000
		Collect data for Business Register	BOS	19293790	130000	135000	135000	140000	19833790
		Conduct Continuous Multipurpose Survey	BOS	9806466	10031839	10798381	11338300	11905215	53880200
		Conduct Business Survey on Creative Industries	BOS/ MOTEC/ LTDC	0	3883875	284445	298667	0	4466987
		Conduct Sector Energy Consumption Survey	BOS/MEM	0	0	7097213	0	0	7097213
		Conduct Household Energy Consumption Survey	BOS/MEM	0	0	0	12826279	0	12826279
		Conduct COVID- 19 Survey	BOS/MOH/ DMA	0	0	0	0	12000000	12000000
		Conduct specialized Gender Survey	BOS/MGYSR	0	2000000	6000000	0	0	8000000
		Labour Force Survey Undertaking	BOS/MOLE	10872491	33075	0	0	0	10905566
		Agricultural Cost of Production	BOS/MAFS	0	25476020	0	0	0	25476020
		Agricultural Structure Survey	BOS/MAFS	0	0	26000000			26000000
		Agricultural Production Survey	BOS/MAFS	0	5432569	5432569	5432569	5432569	21730276
		Post-Harvest Losses	BOS/MAFS	0	0	5900000	5900000	5900000	17700000
		Farm Gate Prices Survey	BOS/MAFS	0	0	0	10245000	10245000	20490000
		Household Budget Survey	BOS	0	285000	3511200	880200		4676400
		Industrial Statistics	BOS	0	138000	144900	152145	159752	594797
		Undertake Mapping and GIS for 2026 PHC	BOS	0	0	10000000	0	0	10000000
		Conduct 2026 Population & Housing Census (PHC)	BOS	0		560000	47507200	91960000	140027200
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Review and Improve compilation of administrative data	BOS	0	1842350	0	953584	1534150	4330084
		Explore new data sources	BOS	0	721250	0	0	0	721250
		Adopt and introduce innovations in data collection and dissemination	BOS	0	2130750	0	6300000	0	8430750
Total Goal 3				40811747	84572393	77141658	104026495	142479394	449031687

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategy	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/2027	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Designate gender focal points	BOS/MDAs	0	0	0	0	0	0
		Orient gender focal points on gender stats	BOS/MDAs/NUL	0	562400	0	64480	0	626880
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Review data collection tools on gender stats in MDAs	BOS	90000	90000	0	0	0	180000
		Add a gender tag to current stats products	BOS	0	50000	0	0	50000	100000
		Update gender gaps assessment exercise/survey	BOS/MDAs	0	50000	0	0	60000	110000
	Strategy 4.3: Improve statistical literacy on gender statistics	Organise training for producers/users of gender statistics	BOS	60000	60000	0	50000	50000	220000
		Identify gender stats user profiles	BOS	5000	0	0	0	5000	10000
		Undertake mapping of key producers/users of gender data	BOS	50000	0	0	0	0	50000
	Strategy 4.4: Formalize collaboration with MGYR and other relevant MDAs	Establish MOU with MGYR and other relevant MDAs	BOS/MDAs	0	0	0	0	0	0
Total Goal 4				205000	812400	0	114480	165000	1296880

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Undertake regular user/producer surveys	BOS	4800	5040	0.0	5559	5834	21233
		Popularise and implement Communication Advocacy and Dissemination Strategy	BOS	10080	22584	0.0	24899	13892	71454
		Develop and implement capacity building plan on statistical literacy and use for users	BOS	10000	0	10000	0	10000	30000
		Organise regular user/producer forums	BOS	14600	15330	0.0	16901	17746	64578
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Identify institutions that support data production	BOS	0	0	0.0	0	0	0
		Identify institutions that are responsible for data production	BOS	0	0	0.0	0	0	0
		Develop and sign MOUs with relevant partners	BOS	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Participate in meetings, forums, conferences and seminars	BOS	10000	10000	0.0	10000	10000	40000
		Initiate and strengthen communication channels with national and global partners	BOS	0	0	0.0	0	0	0
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Lobby with GoL, Private Sector and Development Partners on more and sustained funding	BOS	0	0	0	0	0	0
		Ensure adequate and sustained funding through regular meetings with external donor partners	BOS/MDP/MDAs	0	0	0	0	0	0
Total Goal 5				49480	52954	10000	57359	57472	227265
All Goals Total				45108559	114035784	157461008	249482935	147073448	713161734

Annex 1.2 Costed action plan Ministry of Agriculture and Food Security

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation								0
	Strategy 1.2: Create NSS Coordination Structure								0
	Strategy 1.3: Facilitate creation of statistical units in MDAs								0
Total Goal 1				0	0	0	0	0	0
Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions	Activity 1.1: Establish & fill position for Chief statistician	MOTEC	0	0	274164	275648	292800	842612
		Activity 1.2: Establish & Fill position for Assistant statistician	MOTEC	0	0	0	150432	154956	305388
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on statistical training needs	MOTEC/BOS	0	0	0	0	0	0
	Strategy 2.3: Improve working environment for staff	Activity 1: Procure office furniture for staff	MOTEC	0	27000	30000	0	0	57000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Procure ICT infrastructure	MOTEC	0	0	0	30000	0	30000
		Activity 2: Purchase statistical packages and licences (Stat graphics, SPSS)	MOTEC	0	10000	0	0	0	10000
		Activity 3: Resuscitate Lesotho On-line Tourism Information System (LOTIS)	MOTEC	0	0	0	0	170000	170000
Total Goal 2				0	127000	304164	626080	447756	1505000
Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Use statistical methods and standards in data collection	MOTEC/BOS	0	0	0	0	0	0
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Collect routine data for monitoring the Strategic Plan for Agriculture, and rural statistics (SPARS)	MOTEC	0	30000	0	0	0	30000
		Activity 2: Compile Tourism Satellite Account (STA)	MOTEC	0	0	11932920	0	0	11932920
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 1: Design and implement a visitor's data collection tool to capture important variables such as purpose of visit, length of stay, age, gender etc.	MOTEC	0	0	0	0	0	0
Total Goal 3				0	30000	11932920	0	0	11932920

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint gender focal point/s	MOTEC, MGYSR	0	0	0	0	0	0
		Activity 2: Facilitate training for gender focal point/s	MOTEC/ MGYSR/BOS	0	0	0	0	0	0
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Review Administrative data collection tools on gender	MOTEC/ MGYSR/BOS	0	0	0	0	0	0
		Activity 2: Quantify women and girls' involvement decision making in the Tourism sector	MOTEC/LTDC	0	0	0	0	0	0
		Activity 3: Quantify women and girls; participation in planning and implementation of environment programs/projects	MOTEC	0	0	0	0	0	0
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Facilitate training for gender focal points in gender mainstreaming in data collection	MAFS, MGYSR/ BOS	0	50000	50000	50000	50000	200000
	Strategy 4.4: Formalize collaboration with MGYR to work on the gender statistics agenda	Activity 1: Collaborate with BOS and MGYSR to attach gender specific modules relevant to the tourism sector on the CMS	MOTEC/MGYR/ BOS	0	0	0	0	0	0
		Activity 1: Sign a MOU with MGYR	MAFS, MGYR	0	0	0	0	0	0
Total Goal 4				0	50000	50000	50000	50000	20000

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Organise user-producer meetings	MOTEC/LTDC	0	25000	0	25000	0	50000
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 1: sign MOU on data sharing arrangements with producers of tourism sector statistics	MOTEC/LTDC	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 1: Participate in UNWTO meetings	MOTEC/LTDC	68250	78487	90260	103800	105000	445797
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Lobby with GoL and other partners on funding	MOTEC	0	0	0	0	0	0
Subtotal				68250	103487	90260	128800	105000	495797
All Goals				68250	310487	12377344	804880	602756	14163717

Annex 1.3 Costed action plan Ministry of Energy and Meteorology

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation			0	0	0	0	0	0
	Strategy 1.2: Create NSS Coordination Structure			0	0	0	0	0	0
	Strategy 1.3: Facilitate creation of statistical units in MDAs			0	0	0	0	0	0
Total Goal 1				0	0	0	0	0	0

Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in the Ministry of Health	Activity 1: Seek authority to establish 10 Statistician positions for the districts	MOH/NMDS	0	0	0	0	0	0
		Activity 2: Recruit and deploy 10 statisticians	MOH/NMDS	0	558180	558180	372120	372120	1860600
		Activity 3: Fill 3 vacant assistant statistician positions at district level	MOH/NMDS	0	300864	150432	0	0	451296
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on training needs	MOH/BOS	0	0	0	0	0	0
	Strategy 2.3: Improve working environment for staff	Activity 1: Provide offices with newly recruited district statisticians	MOH	0	25000	27000	28000	29000	109000
		Activity 2: Procure office furniture for districts statisticians	MOH	0	40000	35000	30000		105000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Interface the Health Management Information System to a web-based/networked system (server expansion)	MOH	0	195000	224825	0	0	589825
		Activity 2: Procure IT (10 laptops, 10 printers and 10 hard drives) equipment for newly recruited statisticians	MOH	0	97500	97500	78000	78000	351000
Total Goal 2				0	2288544	868112	508120	1038470	4703246

Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Review of routine data collection tools	MOH/BOS	0	0	234000	0	24300	46800
		Activity 2: Review HMIS	MOH/BOS	0	0	450000	0	0	450000
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Train districts on the use of data collection tools	MOH	0	0	310200	0	375342	450000
		Activity 2: Provide support to district during set down trainings	MOH	0	0	597000	0	597000	1194000
		Activity 3: Provide supportive supervisions of districts to ensure proper data recording and capturing	MOH	0	0	241500	241500	241500	724500
		Activity 4: Conduct Lesotho Demographic Health Survey (LDHS)	MOH	12600000	28350000	4050000			45000000
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 2: Explore new data sources	MOH/BOS		70000				70000
Total Goal 3				12600000	28420000	5882700	241500	380000	48592042

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint gender focal point/s	MOH, MGYSR	0	0	0	0	0	0
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Identify and profile administrative records that need to be reviewed	MOH/BOS/MGYSR/MPS/MJL	0	50000	50000	80000	80000	260000
		Activity 2: Work together with relevant stakeholders to review data collection tools	MOH/BOS/MGYSR/MPS/MJL	0	50000	50000	50000	60000	210000
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Nominate appointed focal points to attend training on gender mainstreaming techniques in data collection	MOH/BOS/NUL	0	0	0	0	0	0
	Strategy 4.4: Formalize collaboration with MGYR to work on the gender statistics agenda	Activity 1: Sign a MOU with MGYR to formalize collaboration	MOH	0	0	0	0	0	0
	Strategy 4.5: Standardize and harmonize gender concepts and definitions	Activity 1: Review data collection tools to ensure they are gender-sensitive	MOH/BOS/MGYSR/MPS/MJL						
		Activity 2: Collaborate with stakeholders to finalise and adopt the Gender-based violence data collection tools	MOH/BOS/MGYSR/MPS/MJL			296100		320000	616100
Total Goal 4				0	175000	100000	230000	140000	645000
Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Sustain continuous dialogue with relevant users of statistics relevant to the sector through user-producer sessions	MEM	0	0	0	0	0	0
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 2: Sign MOU relevant producers of statistics on data sharing modalities	MEM	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 3: Participate in meetings, conferences organized by national, regional and global bodies	MEM	70000	75500	82300	85000	90000	402800
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Organize resource mobilization initiatives with Government, Private Sector and Development Partners to raise funds for sector statistics implementation	MEM	70000	0	0	70000	0	140000
Total Goal 5				140000	75500	82300	155000	90000	542800
Total All Goals				310000	495500	487125	485000	380000	2157625

Annex 1.4 Costed action plan Ministry of Tourism, Environment and Culture

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation								0
	Strategy 1.2: Create NSS Coordination Structure								0
	Strategy 1.3: Facilitate creation of statistical units in MDAs								0
Total Goal 1				0	0	0	0	0	0

Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions	Activity 1.1: Establish and fill position for Chief statistician	MOTEC	0	0	274164	275648	292800	842612
		Activity 1.2: Establish and fill position for Assistant statistician	MOTEC	0	0	0	150432	154956	305388
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on training needs	MOTEC, BOS	0	0	0	0	0	0
	Strategy 2.3: Improve working environment for staff	Activity 1: Procure Office furniture for staff	MOTEC		27000	30000	0	0	57000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Procure ICT equipment	MOTEC	0	0	0	30000	0	30000
		Activity 2: Purchase statistical packages and licenses (Stat graphics, SPSS)	MOTEC	0	100000	0	0	0	100000
		Activity 3: Resuscitate Lesotho On-line Tourism Information System (LOTIS)	MOTEC	0	0	0	170000	0	170000
Total Goal 2				0	127000	304164	626080	447756	1505000

Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Use statistical methods and standards in survey undertakings	MOTEC, BOS	0	0	0	0	0	0
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Engage services of a consultant to develop Tourism Statistical Manual and Guidelines	MOTEC	0	30000	0	0	0	30000
		Activity 2: Compile Tourism Satellite Account (STA)	MOTEC			11932920			11932920
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 1: Design and implement a visitor's data collection tool to capture important variables such as purpose of visit, length of stay, age gender etc.	MOTEC	0	0	0	0	0	0
Total Goal 3				0	30000	11932920	0	0	11962920

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint gender focal point/s	MOTEC, MGYSR	0	0	0	0	0	0
		Activity 2: Facilitate training for gender focal point/s	MOTEC, MGYSR, BOS	0	0	0	0	0	0
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Review administrative data collection tools on gender	MOTEC BOS, MGYSR	0	0	0	0	0	0
		Activity 3: Quantify women and girls' involvement in decision making in the Tourism sector	MOTEC, LTDC	0	0	0	0	0	0
		Activity 3: Quantify women and girls; participation in planning and implementation of Environment programs/ projects	MOTEC	0	0	0	0	0	0
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Facilitate training of gender focal points in gender mainstreaming in data collection	MOTEC, BOS, MGYSR	0	50000	50000	50000	50000	200000
	Strategy 4.4: Formalize collaboration with MGYSR to work on the gender statistics agenda	Activity 1: Collaborate with BOS and MGYSR to attach gender specific modules relevant to the Tourism Sector on the CMS	MOTEC, MGYSR, BOS	0	0	0	0	0	0
		Activity 2: Sign a MOU with MGYSR	MOTEC, MGYSR	0	0	0	0	0	0
Total Goal 4				0	50000	50000	50000	50000	200000

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Organize user-producer meetings	MOTEC, LTDC	0	25000		25000		50000
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 1: Sign MOU on data sharing modalities with producers of tourism sector statistics	MOTEC, LTDC	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 1: Participate in UNWTO meetings	MOTEC, LTDC	68250	78487	90260	103800	105000	445797
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Lobby with GoL and other partners on funding	MOTEC	0	0	0	0	0	0
Total Goal 5				68250	103487	90260	128800	105000	495797
Total All Goals				68250	310487	12377344	804880	602756	14163717

Annex 1.5 Costed action plan Ministry of Health

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation								0
	Strategy 1.2: Create NSS Coordination Structure								0
	Strategy 1.3: Facilitate creation of statistical units in MDAs								0
Total Goal 1				0	0	0	0	0	0

Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in the Ministry of Health	Activity 1: Seek authority to establish 10 Statistician positions for the districts	MOH, NMDS						0
		Activity 2: Recruit and deploy 10 statisticians	MOH, NMDS		558180	558180	372120	372120	1860600
		Activity 3: Fill 3 vacant assistant statisticians' positions at district level	MOH, NMDS		300864	150432			451296
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on training needs	MOH, BOS	0	0	0	0	0	0
	Strategy 2.3: Improve working environment for staff	Activity 1: Provide offices for newly recruited district statisticians	MOH		25000	27000	28000	29000	109000
		Activity 2: Procure office furniture for district statisticians	MOH		40000	35000	30000		105000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Interface the Health Management Information system to a web-based/ networked system (server expansion)	MOH		1267000			559350	1826350
		Activity 2: Procure IT (10 laptops, 10 printers and 10 hard drives) equipment for newly recruited statisticians	MOH		97500	97500	78000	78000	351000
Total Goal 2				0	2288544	868112	508120	1038470	4703246

Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Review of routine data collection tools	MOH, BOS			234,000		234,000	468000
		Activity 2: Review of HMIS	MOH, BOS			450000			450000
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Train Districts on the use of data collection tools	MOH			310,200		375,342	685542
		Activity 2: Provide Support to district during step down trainings	MOH			597,000		597,000	1194000
		Activity 3: Provide supportive supervisions to districts to ensure proper data recording and capturing	MOH			241,500	241,500	241,500	724500
		Activity 4: Conduct Lesotho Demographic Health Survey (LDHS)	MOH	12,600,000	28,350,000	4,050,000			45000000
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 1: Explore new data sources	MOH, BOS		70000				70000
Total Goal 3				12600000	28420000	5882700	241500	1447842	48592042

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint gender focal point/s	MOH, MGYSR	0	0	0	0	0	0
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Identify and profile administrative records that need to be reviewed	MOH, BOS, MGYSR, MPS, MJL		25000	27500	30250	35000	117750
		Activity 2: Work together with relevant stakeholders to review data collection tools	MOH, BOS, MGYSR, MPS, MJL			296100		296100	592200
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Nominate appointed focal points to attend training on gender mainstreaming techniques in data collection	MOH, BOS, NUL	0	0	0	0	0	0
	Strategy 4.4: Formalize collaboration with MGYR to work on the gender statistics agenda	Activity 1: Sign MOU with MGYR to formalize collaboration	MOH	0	0	0	0	0	00
	Strategy 4.5: Standardize and harmonize gender concepts and definitions	Activity 1: Review data collection tools to ensure they are gender-sensitive	MOH, BOS, MGYSR, MPS, MJL	0	0	296100	0	320000	616100
		Activity 2: Collaborate with stakeholders to finalize and adopt the Gender-based violence data collection tools	MOH, BOS, MGYSR, MPS, MJL			296100		320000	616100
Total Goal 4				0	25000	915800	30250	971100	1942150

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Participate in user-producer sessions organized by BOS	MOH, BOS						
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 1: Sign MOU on data sharing modalities with relevant stakeholders in the health sector	MOH, BOS and relevant MDAs	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 1: Participate in meetings, forums, conferences and seminars	BOS/MOH	50000	60000	60000	70000	70000	310000
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Develop a systematic exit strategy for donor funded projects leading to government taking over the responsibility of paying salaries of 80 data entry clerks	MOH	1006320	1006320	1006320	1006320	1006320	5031600
Total Goal 5				1056320	1066320	1066320	1076320	1076320	5341600
Total All Goals				13656320	31799864	8732932	1856190	4533732	60579038

Annex 1.6 Costed action plan Ministry of Gender, Youth, Sports and Recreation

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation								0
	Strategy 1.2: Create NSS Coordination Structure								0
	Strategy 1.3: Facilitate creation of statistical units in MDAs								0
Total Goal 1				0	0	0	0	0	0
Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions	Activity 1: Recruit statisticians: Chief statistician	MGYSR, NMDS, BOS		186060	190 800	195540	200848	582448
		Senior Statistician				226896	232560	285648	745104
		Statistician					274164	278688	552852
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on statistical training needs	MGYR, BOS	0	0	0	0	0	0
	Strategy 2.3: Improve working environment for staff	Activity 1: Provide more office furniture	MGYR		50000	60000	70000		180000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Procure IT equipment and statistical packages	MGYSR,			170000	187000		357000
		Activity 2: Develop a web-based information management system	MGYSR		3267000		259		3267259
Total Goal 2				0	3503060	456896	959523	765184	5684663
Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Use statistical methods and standards in surveys	MGYR, BOS	0	0	0	0	0	0
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Collaborate with BOS on major surveys on gender	MGYR, BOS	0	0	0	0	0	0
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 1: Review tools for administrative data collection	MGYR, BOS	0	0	0	0	0	0
Total Goal 3				0	0	0	0	0	0

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Sensitize MDAs on establishment of gender focal points	MGYR	50000	50000	60000	60000	60000	280000
		Activity 2: Facilitate training of Gender focal points	MGYR, BOS, MDAS	50000	80000	80000	80000	80000	370000
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive Strategy 4.3: Improve statistical literacy on gender statistics Strategy 4.4: Formalize collaboration with MGYR to work on the gender statistics agenda	Activity 1: Finalize design of GBV data collection tool in collaboration with relevant stakeholders	MGYR, BOS, MOH, MOP	45000	0	0	0	0	45000
		Activity 1: Identify and engage with gender statistics users and producers	MGYR, Users	0	0	0	0	0	0
		Activity 1: Sign a MOU with BOS	MGYR, BOS	0	0	0	0	0	0
Total Goal 4				145000	130000	140000	140000	140000	695000

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Participate in user-producer workshops	MGYSR, BOS	0		0	0	0	0
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 2: Sign MOU with appropriate stakeholders on data sharing modalities	MGYSR	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 1: Participate in regional and global meetings, seminars and trainings	MGYSR	34125	40000	46000	52900	60835	233860
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Undertake regular resource mobilization drives with Government, Private Sector and Development Partners	MGYSR	50000	0	67000	0	0	117000
Goal 5 Total				84125	40000	113000	52900	60835	350860
All Goals Total				229125	3673060	709896	1152423	966019	6730523

Annex 1.7 Costed action plan Ministry of Trade and Industry

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation								0
	Strategy 1.2: Create NSS Coordination Structure								0
	Strategy 1.3: Facilitate creation of statistical units in MDAs								0
Total Goal 1				0	0	0	0	0	0
Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions	Activity 1: Recruit statisticians: Chief	MTI, BOS, MPS	0	0	274161	278688	285648	838497
		Senior Statistician		0	0	226896	232560	238428	697884
		Statistician		0	0	186060	190800	195540	572400
		Statistical Clerk		0	0	150432	154756	159642	464830
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on statistical needs	MoTI, BOS	0	0	0	0	0	0
	Strategy 2.3: Improve working environment for staff	Activity 1: Procure furniture and more office space	MoTI	50000	100000	100000	50000	0	300000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Procure IT equipment	MoTI	0	30000	31200	0	0	61200
		Activity 2: Set up a network infrastructure that connects to a data centre or central data bank and the internet	MoTI	0	0	0	3267000	295350	3562350
		Activity 3: Set up an IT based data management system, that includes scanning technology for data processing	MoTI	0	0	380000	0	0	380000
Total Goal 2				50000	130000	1348749	4173804	1174608	6877161
Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Adapt statistical methods and standards in survey undertakings	MoTI, BOS	0	0	0	0	0	0
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Collaborate more with BOS on Enterprise Surveys	MoTI, BOS	0	0	0	0	0	0
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 1: Improve compilation of administrative data	MoTI	50000	80000	80000	100000	100000	410000
		Activity 2: Harmonize data collection tools	MoTI	0	0	0	0	0	0
Total Goal 3				50000	80000	80000	100000	100000	410000

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint gender focal point/s	MoTI, MGYSR	0	0	0		0	0
		Activity 2: Facilitate training for gender focal points	MoTI, MGYSR	0	50000	50000	50000	50000	200000
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Undertake an inventory of administrative records and make an audit of gender data gaps	MoTI	0	50000	50000	50000	50000	200000
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Undertake regular user/producer workshops on gender statistics	MoTI, MGYR	0	30000	0	40000	0	70000
	Strategy 4.4: Formalize collaboration with MGYR to work on the gender statistics agenda	Activity 1: Sign a MOU with MGYR	MoTI, MGYR	0	0	0	0	0	0
Total Goal 4				0	130000	100000	140000	100000	470000

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Participate in user-producer workshops/meetings facilitated by BOS	MoTI, BOS, MoDP	0			0		0
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 1: sign a MOU on data sharing modalities with relevant data producers	MoTI	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity1: Participate in regional and global meetings, conferences, seminars etc.	MoTI	80000	81000	81500	82000	82800	407300
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Take part in resource mobilization by BOS and MoDP targeting GoL, Private Sector and DPs	MoTI, BOS, MoDP		0		0		0
Total Goal 5				80000	81000	81500	82000	82800	407300
All Goals Total				180000	421000	1610249	4495804	1457408	8164461

Annex 1.8 Costed action plan Ministry of Water

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation								0
	Strategy 1.2: Create NSS Coordination Structure								0
	Strategy 1.3: Facilitate creation of statistical units in MDAs								0
Goal 1 Total				0	0	0	0	0	0

Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions	Activity 1: Seek authority to create new positions of statisticians	Mo WA, NMDS, COW	0	0	274164	285648	292800	852612
		Activity 2: Recruit Chief statisticians	MOWA, NMDS			226896	238428	244368	709692
		Activity 3: Recruit statisticians				186060	195540	200485	582085
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on statistical training needs	MOWA	0	0	0	0	0	0
	Strategy 2.3: Improve infrastructure	Activity 1: Protect and secure hydrological data collection equipment (Water loggers)	MOWA		700000	4500000		2000000	7200000
		Activity 2: Sensitize local communities against vandalizing data collection equipment installed in rivers	MOWA	0	40000	45000	45000	30000	160000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Extend automated data collection	MOWA, BOS		100000	100000	50000	50000	300000
		Activity 2: Procure and maintain an integrated ICT system							0
Total Goal 2				0	840000	5332120	814616	2817653	9804389

Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Adopt statistical methods and standards in survey undertakings	MOWA, BOS	0	0	0	0	0	0
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Ensure timely collection and dissemination of hydrological data	MOWA, BOS	50000	50000	50000	50000	50000	250000
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 1: Explore and adopt better administrative and non-traditional sources	MOWA, BOS, COW	50000	50000	50000	50000	50000	250000
Total Goal 3				100000	100000	100000	100000	100000	500000

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint Gender focal point/s	MOWA, MGYSR, COW	0	0	0	0	0	0
		Activity 2: Facilitate training of gender focal points	MOWA, COW, BOS, MGYSR	50000	50000	60000	60000	60000	280000
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Review data collection tools on gender statistics	MOWA, BOS	0	0	0	0	0	0
		Activity 2: Add a gender tag to data collection	MOWA, MGYSR	0	0	0	0	0	0
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Engage with users/producers of gender statistics	MOWA	0	25000	35000	35000	35000	130000
	Strategy 4.4: Formalize collaboration with MGYR to work on the gender statistics agenda	Activity 1: Sign a MOU with MGYR			0				0
Total Goal 4				50000	75000	95000	95000	95000	410000

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Participate in user-producer meetings organized by BOS	MOWA, BOS	0	0	0	0	0	0
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 1: Sign MOU on data sharing modalities with producers of water sector statistics	MOWA	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 1: participate in regional and global meetings, conferences, workshops	MOWA	34125	39250	45000	52000	60000	230375
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Participate in resource mobilization activities initiated by BOS targeting Government, Private Sector and Development Partners	MOWA, BOS, MoDP,	0	0	0	0	0	0
Total Goal 5				34125	39250	45000	52000	60000	230375
All Goals Total				184125	1054250	5572120	1061616	3072653	10944764

Annex 1.9 Costed action plan Disaster Management Authority

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation								0
	Strategy 1.2: Create NSS Coordination Structure								0
	Strategy 1.3: Facilitate creation of statistical units in MDAs								0
Total Goal 1				0	0	0	0	0	0
Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in BOS and MDAs	Activity 1: Recruit Chief statisticians	DMA, BOS, NMDS	0	186060	190800	150432	200484	727776
		Activity 1.2: Recruit Senior statisticians	DMA, BOS, NMDS	0	0	226896	232560	238428	697884
		Activity 1.3: Recruit statisticians	DMA, BOS, NMDS	0	0	0	150432	154756	305188
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on statistical training needs	DMA, BOS	0	0	0	0	0	0
	Strategy 2.3: Improve working environment for staff	Activity 1: Procure additional furniture and more office space	DMA	0	50000	50000	0	0	100000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Establish ICT office	DMA, NMDS	0	274164	278688	285648	292800	1131300
		Activity 2: Procure ICT equipment	DMA	0	50000				50000
		Activity 3: Establish web-based /networked Information Management System	DMA	0	0	3267000	0	0	3267000
Total Goal 2				0	560224	4013384	819072	886468	6279148
Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Use statistical methods and standards in data collection	DMA, BOS	0	0	0	0	0	0
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Engage with BOS on undertaking a rapid results survey	DMA, BOS	0	0	0	0	0	0
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 1: Harness manually compiled administrative data into electronic records	DMA	25000	25000	25000	25000	25000	125000
Total Goal 3				25000	25000	25000	25000	25000	125000

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint gender focal point/s	DMA, MGYSR	0	0	0	0	0	0
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Re-design data collection tools of administrative records to incorporate gender-perspective	DMA, BOS	0	0	0	0	0	0
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Facilitate training of gender focal points, statisticians and planners in gender mainstreaming	DMA, BOS, MGYSR	0	50000	60000	60000	60000	230000
	Strategy 4.4: Formalize collaboration with MGYR to work on the gender statistics agenda	Activity 1: Collaborate with BOS to attach specific gender modules on the CMS	DMA, BOS	0	0			0	0
		Activity 2: Quantify women and girls; vulnerabilities in disaster situations	DMA	0	0	0	0	0	0
Goal 4 Total				0	50000	60000	60000	60000	230000

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Establish platforms for information dissemination and data sharing	DMA	0	0	0	0	0	0
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 1: sign MOU on data sharing arrangements with relevant stakeholders	DMA	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 1: Participate in regional and global meetings and professional engagements organised by appropriate statistical bodies	DMA	78000	80000	86000	90000	98000	432000
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Organize resource mobilization initiatives with Government, Private sector and Development Partners	DMA	58000		68000		90000	216000
Total Goal 5				136000	80000	154000	90000	188000	648000
All Goals Total				161000	715224	4252384	994072	1159468	7282148

Annex 1.10 Costed action plan Ministry of Justice and Law

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation								0
	Strategy 1.2: Create NSS Coordination Structure								0
	Strategy 1.3: Facilitate creation of statistical units in MDAs								0
Total Goal 1				0	0	0	0	0	0
Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in BOS and MDAs	Activity 1.1: Create and fill statistical positions - Level 1	MJL, BOS, NMDS			274164	278688	258648	811500
		Activity 1.2: Create and fill statistical positions - Level 2	MJL, BOS, NMDS			232560	258648	244368	735576
		Activity 1.3: Create and fill statistical positions - Level 3	MJL, BOS, NMDS				190800	195540	386340
		Activity 1.4: Create and fill statistical positions - Level 4	MJL, BOS, NMDS				154756	159624	314380
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on training needs	MJL, BOS	0	0	0	0	0	0
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Digitize manual administrative data on Legal Aid, Probation and Correctional Services databases	MJL, BOS	0	50000	50000	40000	30000	170000
Total Goal 2				0	50000	556724	922892	888180	2417796
Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards in data collection	Activity 1: Adapt and use statistical methods and standards in data collection	MJL, BOS	0	0	0	0	0	0
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Engage with BOS on strengthening data collection system in the judiciary	MJL, BOS	0	50000	50000	50000	50000	200000
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 1: Harness manually compiled administrative records to be useful for statistical purposes	MJL	50000	50000	50000	50000	50000	250000
Total Goal 3				50000	100000	100000	100000	100000	450000

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint gender focal point/s	MJL, MGYSR	0	0	0	0	0	0
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Review administrative data collection tools to ensure they are gender-sensitive	MJL	0	0	0	0	0	0
		Activity 2: Explore new gender data sources from administrative records	MJL	50000	60000	60000	60000	60000	290000
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Train gender focal points together with statisticians and planners in gender mainstreaming	MJL, BOS, MGYSR	0	50000	60000	60000	60000	230000
	Strategy 4.4: Formalize collaboration with MGYSR to work on the gender statistics agenda	Activity 1: Collaborate with BOS and MGYSR to add gender indicators on the CMS	MJL	0	0	0	0	0	0
Total Goal 4				50000	110000	120000	120000	120000	520000
Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Initiate regular technical and professional interaction with appropriate actors in the statistical legal fraternity	MJL	0	0	0	0	0	0
		Activity 2: Attend regular national, regional and global meetings/seminars on judicial statistical issues	MJL	60000	75000	75000	80000	80000	370000
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 1: Sign MOU with relevant stakeholders on data sharing modalities	MJL	0	0	0	0	0	0
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Organize Donor Conferences targeting GoL, Private Sector and DPs	MJL, BOS, MoDP, MOF	60000	0	0	80000	0	140000
Total Goal 5				120000	75000	75000	160000	80000	510000
All Goals Total				220000	335000	851724	1302892	1188180	3897796

Annex 1.11 Costed action plan Ministry of Social Development

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation								0
	Strategy 1.2: Create NSS Coordination Structure								0
	Strategy 1.3: Facilitate creation of statistical units in MDAs								0
Total Goal 1				0	0	0	0	0	0
Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in BOS and MDAs	Activity 1: Recruit Chief statisticians	MoSD, MPS, BOS	0	274164	278688	286		553138
		Senior statisticians		0		186060	190800	195540	572400
		Statisticians					150432	154756	305188
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on statistical training needs	MoSD, BOS	0	0	0	0	0	0
	Strategy 2.3: Improve working environment for staff	Activity 1: Improve office space	MoSD	0	35000	35000	0	0	70000
		Activity 2: Procure better furniture	MoSD	0	35000	40000	0	0	75000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Procure statistical software packages	MoSD		120000		143000		263000
		Activity 2: Develop a web-based NISSA information management system to facilitate access to data	MoSD	0	0	0	0	0	0
		Activity 3: Procure hand-held data collection equipment	MoSD	0	0	0	0	0	0
Total Goal 2				0	464164	539748	484518	350296	1838726
Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standard									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Adopt use of statistical methods and standards in survey undertakings	MoSD, BOS	0	0	0	0	0	0
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Training by BOS on surveys including adherence to standards, practices and definitions	MoSD, BOS	0	150000	0	150000		300000
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 2: Train staff on statistical software packages, data vetting and analysis	MoSD	0	50000	0	50000	0	100000
		Activity 1: Re-design and harmonize administrative data collection tools including the National Information for Social Assistance (NISSA) Form	MoSD, BOS	50000	50000	50000	50000	50000	250000
Total Goal 3				50000	250000	50000	250000	50000	650000

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint gender focal point/s	MoSD, MGYSR	0	0	0	0	0	0
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Disaggregate issues arising in the NISSA data by sex/gender	MoSD	0	0	0	0	0	0
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Facilitate training of gender focal points, statisticians and planners in gender mainstreaming	MoSD, BOS, MGYSR		50000	50000	50000	50000	200000
	Strategy 4.4: Formalize collaboration with MGYSR to work on the gender statistics agenda	Activity 1: Engage with BOS and MGYSR to improve gender statistics under NISSA	MoSD	0	0	0	0	0	0
Total Goal 4				0	50000	50000	50000	50000	200000

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Engage stakeholders responsible for Social Protection in improving the NISSA Form for better targeting	MoSD	30000	0	30000	0	30000	90000
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 1: Sign MOU on data sharing procedures with relevant stakeholders	MoSD	0	0	0	0	0	0
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Organize Round table sessions as part of resource mobilization with Government, Private Sector and Development Partners	MoSD	55000			68000		123000
Total Goal 5				85000	0	30000	68000	30000	213000
All Goals Total				135000	764164	669748	852518	480296	2901726

Annex 1.12 Costed action plan Ministry of Forestry, Range and Social Conservation

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation								0
	Strategy 1.2: Create NSS Coordination Structure								0
	Strategy 1.3: Facilitate creation of statistical units in MDAs								0
Total Goal 1				0	0	0	0	0	0
Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in BOS and MDAs	Activity 1.1: Recruit 1 Senior statistician	MFRSC, BOS, MPS		226896	232560	238428	244368	942252
		Activity 1.2: Recruit 1 statistician	MFRSC, BOS, MPS			186060	190800	195540	572400
		Activity 2: Avail office space	MFRSC, BOS, MPS		0	0	0	0	0
		Activity 3: Procure office furniture including desks and chairs	MFRSC		35000	37000			72000
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on training needs	MFRSC, BOS	0	0	0	0	0	0
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Purchase electronic hand-held data collection equipment	MFRSC		55000		80000		135000
		Activity 2: Procure ICT infrastructure	MFRSC		18000	20000			38000
		Activity 3: Develop data management system network across districts	MFRSC			11560000	4000000		15560000
		Activity 4: Facilitate functionality and capturing data into Ministry's website	MFRSC	0	0	0	0	0	0
Total Goal 2				0	334896	12035620	4509228	439908	17319652
Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Use statistical methods and standards	MFRSC	0	0	0	0	0	0
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Generate forestry related data	MFRSC	50000	50000	50000	50000	50000	250000
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 1: Orient Ministry's field personnel on proper record keeping	MFRSC	0	0	0	0	0	0
		Activity 2: Automate manual administrative data	MFRSC	50000	50000	0	0	0	100000
Total Goal 3				100000	100000	50000	50000	50000	350000

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint gender focal point/s	MFRSC, MHYSR	0	0	0	0	0	0
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Re-design data collection tools to factor in gender-sensitive indicators	MFRSC	50000	50000	0	0	50000	150000
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Facilitate training for gender focal points in gender mainstreaming in data collection and analysis	MFRSC, BOS, MGYSR	0	0	0	0	0	0
		Activity 2: Collaborate with BOS and MGYSR to standardize and harmonize gender concepts used by the sector	MFRSC, BOS, MGYSR	0	0	0	0	0	0
	Strategy 4.4: Formalize collaboration with MGYR to work on the gender statistics agenda	Activity 1: Hold meetings with MGYR on formalizing working arrangement	MFRSC, MGYR	0	0	0	0	0	0
Total Goal 4				50000	50000	0	0	50000	150000

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Profile institutions that either produce or utilize similar statistics in the sector and coordinate consultative meetings	MFRSC	0	0	0	0	0	0
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 1: Sign MOU on data sharing arrangements with relevant institutions	MFRSC	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 1: Participate in meetings, forums, conferences and seminars	MFRSC	68000	85000	96000	70000	76000	395000
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Organize round table meetings to source funding from GoL, Private sector and DPs	MFRSC	50000			68000		118000
Total Goal 5				118000	85000	96000	138000	76000	513000
All Goals Total				268000	569896	12181620	4697228	615908	18332652

Annex 1.13 Costed action plan Ministry of Police

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation								0
	Strategy 1.2: Create NSS Coordination Structure								0
	Strategy 1.3: Facilitate creation of statistical units in MDAs								0
Total Goal 1				0	0	0	0	0	0
Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in BOS and MDAs	Activity 1: Recruit staff	MOP	0	1131200	0	0	565600	1696800
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Develop functions of Unit	BOS, MDAs						0
	Strategy 2.3: Improve working environment for staff	Activity 1: Purchase 1 vehicle for Crime Statistics and Analysis Unit	MPS		120000				120000
		Activity 2: Improve office space for crime recording officers in 11 districts	MPS		50000	50000			100000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: introduce a web-based information Management System to publish and maintain data	MPS	0	150000	150000			300000
		Activity 2: Purchase 13 desktops and 12 laptop computers for 11 districts and Crime Statistics Unit including 4-in-1 printing equipment	MPS			800000	700000		1500000
		Activity 3: Innovate data dissemination methods such as social media, IEC strategy, web-site etc.	MPS		50000	50000			100000
		Activity 4: Implement the Integrated Case Management Information Management System for the Judiciary sector program	MPS		150000	100000			250000
Total Goal 2				0	1651200	1150000	700000	565600	4066800

Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Use statistical methods and standards in data collection	MPS, BOS	0	50000	0	50000	0	100000
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Strengthen the collection of crime data including unreported and out of court settlement cases and gender-based violence offences	MPS, BOS	250000	250000	250000	250000	250000	1250000
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 1: Digitize records/data collected and compiled manually	MOP	50000	50000	50000			150000
		Activity 2: Supplement administrative data sources by attaching selected modules on the CMS platform to meet all reporting requirements for the development Agenda	MPS	50000	50000	60000	60000	70000	290000
Total Goal 3				350000	400000	360000	360000	320000	1790000

Goal 4: Ensure gender mainstreaming in all data collection, analysis and dissemination to leave none behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint gender focal points	MPS	0	0	0	0	0	0
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Re-design administrative data collection tools to include gender-variables	MPS, BOS, MGYSR	50000	65000	65000	70000	70000	320000
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Facilitate training of appropriate staff in gender statistics	MPS	0	75000		80000	80000	235000
	Strategy 4.4: Formalize collaboration with MGYR to work on the gender statistics agenda	Activity 1: Ensure regular and scheduled meetings of gender focal points across NSS	MPS	0	0	0	0	0	0
Total Goal 4				50000	140000	65000	150000	150000	555000

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Participate in user-producer initiatives organized by BOS	MSP, BOS, MGYSR, NUL	0	0	0	0	0	0
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity 1: Sign MOU on data sharing modalities with relevant stakeholders	MPS	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 1: participate in regional and global meetings, conferences, seminars and workshops	MPS	80000		85000		90000	255000
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Undertake resource mobilization initiatives with Government and Development Partners	MPS		10000		10000	5000	25000
Total Goal 5				80000	10000	85000	10000	95000	280000
All Goals Total				480000	2201200	1660000	1220000	1130600	6691800

Annex 1.14 Costed action plan Ministry of Labour and Employment

Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Goal 1: Effective coordination of national statistical system within a wide and robust data ecosystem									
Outcomes: A sound policy and legislative framework for the NSS and strengthened partnerships, improved collaboration and coordination between stakeholders in the data ecosystem	Strategy 1.1: Review statistical legislation	Put in place legislation for Labour Market Information Management	MOLE/MJL	0	38880				38880
				0	57040	62744	69018	95920	284722
	Strategy 1.2: Create NSS Coordination Structure								0
									0
	Strategy 1.3: Facilitate creation of statistical units in MDAs			0					0
Total Goal 1				0	95920	62744	69018	95920	323602

Goal 2: Improve infrastructure and human resources to ensure the production of quality statistics in the NSS									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Well trained and adequately motivated human resources working with an appropriate infrastructure that is conducive to ensuring quality in the NSS	Strategy 2.1: Establish and fill vacant positions in BOS and MDAs	Activity 1: Establish 10 Labour Assistant statistician positions	MOLE, NMDS, BOS	0		300864	309512	319248	929624
		1 Labour statistician	MOLE, BOS, NMDS	0	186060	190800	195540	200484	772884
	Strategy 2.2: Establish Training Unit at BOS	Activity 1: Engage with BOS on our training requirements	NMDS, BOS	0	0	0	0	0	0
	Strategy 2.3: Improve working environment for staff	Activity 1: Procure office furniture for LMI staff	MoLE	0	317500	39500	79000		436000
	Strategy 2.4: Modernise ICT to support data collection, analysis and dissemination	Activity 1: Procure desk tops, laptops and printers	MoLE			322500	146500	143000	612000
		Activity 2: Procure statistical packages software	MoLE						0
		Activity 3: Develop web-based Labour Management Information System	MoLE		2750000		3025000		5775000
Total Goal 2				0	3253560	853664	3755552	662732	8525508

Goal 3: Generate quality statistics and close data gaps by producing more and better statistics that meet international quality standards									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Timely quality statistics that are in compliance with international standards and meet national and international development needs	Strategy 3.1: Enforce use of statistical methods and standards	Activity 1: Ensure integration of International Conference on Labour Statistics (ICLS) resolutions in LMI studies	MoLE	43524	47897	50000	58000	149340	348761
	Strategy 3.2: Strengthen data collection through censuses and surveys	Activity 1: Creation and maintaining a Labour Market Information System	MoLE, BOS	50000	50000	80000	80000	90000	350000
	Strategy 3.3: Improve the production of statistics from administrative records and non-traditional data sources	Activity 1: Mainstream statistical activities into administrative data collection	MoLE	68440	70000	91094	100000	159540	489074
Total Goal 3				161964	167897	221094	238000	398880	1187835

Goal 4: Ensure gender-mainstreaming in all data collection, analysis and dissemination to leave no one behind									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Better coordination for gender statistics to fill gender data gaps and support the development agenda across the country leave no one behind	Strategy 4.1: Establish gender focal points in MDAs	Activity 1: Appoint gender focal point/s	MoLE, MGYSR	0	0	0	0	0	0
	Strategy 4.2: Review administrative records to fill gender data gaps and ensure data collection tools are gender-sensitive	Activity 1: Review administrative records	MoLE, MGYSR	0	20000	0	20000	0	40000
		Activity 2: re-design data collection tools to incorporate gender perspective in data collection	MoLE, BOS	0	0	50000	0	0	50000
	Strategy 4.3: Improve statistical literacy on gender statistics	Activity 1: Undertake sensitization drives for staff, social partners and the media	MoLE, MGYSR, BOS	0	65000	0	70000	0	135000
	Strategy 4.4: Formalize collaboration with MGYSR to work on the gender statistics agenda	Activity 1: Sign MOU with MGYSR	MoLE, MGYSR, BOS	0	0	0	0	0	0
Total Goal 4				0	8500	50000	90000	0	22500

Goal 5: Strengthen the relationship with users of statistics and set collaborations to improve user-driven data collection, including national, regional and global partnerships									
Outcomes	Strategies	Activities	Implementer	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Outcomes: Improved communication with users of statistics that leads to more support for data production and use, including from national, regional and global partners	Strategy 5.1: Improve the communication with users to ensure uptake and use of statistics	Activity 1: Design user -friendly data dissemination formats	MoLE	0	21164	0	25608	0	46772
	Strategy 5.2: Establish agreements around data production and data sharing with national and international partners	Activity1: Sign MOU on data sharing modalities with relevant stakeholders	MoLE	0	0	0	0	0	0
	Strategy 5.3: Collaborate with regional and global institutions to strengthen data production and use	Activity 1: Participate in ICLS events	MoLE	168000	178000	185000	195000	200000	926000
	Strategy 5.4: Ensure adequate and sustained funding from national and global partners	Activity 1: Organize round table forums with GoL and private /DPs to solicit financial and technical support	MoLE	56000			70000		126000
Total Goal 5				224000	199164	185000	290608	200000	1098772
All Goals Total				385964	3801541	1372502	4443178	1357532	11360717

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