STRATEGIC PLAN
(2017/18 - 2021/22)

June 2017

**Namibia Statistics Agency**

Contents

Acronyms

ADCC	Advance Data Collection Calendar
AfDB	African Development Bank
ASSD	African Symposium for Statistical Development
BSC	Balanced Scorecard
CAPI	Computer Assisted Personal Interviewing
CRVS	Civil Registration and Vital Statistics
COMESA	Common Market for Eastern and Southern Africa
CPD	Continuing Professional Development
CPI	Consumer Price Index
DQAF	Data Quality Assessment Framework
EU	European Union
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
HPP	Harambee Prosperity Plan
IMF	International Monetary Fund
IPPR	Institute of Public Policy Research
MDGs	Millennium Development Goals
MIS	Management Information System
NDP	National Development Plan
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisations
NQF	Namibia Qualifications Framework
NSA	Namibia Statistics Agency
NSDI	National Spatial Data Infrastructure
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
OECD	Organization for Economic Cooperation and Development
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
REDs	Regional Electricity Distributors
SACU	Southern African Customs Union
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SG	Statistician-General
SHaSA	Strategy for the Harmonisation of Statistics in Africa
UN	United Nations

Strategic Plan Foreword By The Minister
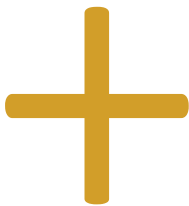
The important role played by accurate, consistent and timely statistics in informing our socio-economic development planning process is well recognised by Government. Reliable statistics informs public policy debates, analysis and the setting of priorities and facilitates the monitoring and evaluation of performance. It is also important to note that statistics must be understood not to mean a routine collection and storage of numbers, but rather as credible and scientifically derived evidence intended to evaluate the impact of policymaking.

In order to enhance the development, credibility and impartiality of official statistics, the Namibia Statistics Agency (NSA) was established in 2011 as an entity outside of Government by an Act of Parliament, Statistics Act, 2011 (No. 9 of 2011) with the following key functions :

1) to constitute the central statistical authority for the State;

2) to collect, produce, analyse and disseminate official and other statistics in Namibia;

3) to facilitate the capture, management, maintenance, integration, distribution and use of spatial data;

4) to develop and coordinate the National Statistics System and the National Spatial Data Infrastructure (NSDI);

There has been an increased demand for reliable statistics driven by local, regional, continental and global commitments to equitable and sustainable development. The implementation of our development priorities outlined in the Fifth National Development Plan (NDP5), the Haramnbee Prosperity Plan (HPP) and various other continental and international sustainable development agendas, including the UN Agenda 2030 for Sustainable Development (SDGs), has created renewed demand for credibility and timely statistics that enables evidence-based monitoring and evaluation and the continuous tracking of our progress.

The formulation of the NSA's second Strategic Plan, which coincided with the launch of NDP5, places a strong emphasis on the NSA and the entire National Statistical System (NSS) to reposition themselves to meet new demands for relevant and high quality statistics that are required to track, monitor and evaluate achievement of our development agenda.

The inclusion of statistics in the NDP5, which will result in the integration of statistics within the national policy, planning and budget processes to generate performance indicators, is a clear demonstration of the commitment of Government to the development of statistics.

The commitment to the development of statistics was reinforced by the passage, by the African Union (AU) member states in 2009, of the African Charter on Statistics, which provides the framework for the African Statistical System. The implementation of the charter was given effect with the passage of the Strategy for the Harmonisation of Statistics in Africa. The United Nations followed suit with the adoption of the United Nations Fundamental Principles of Official Statistics.

As Government, we remain committed to the process of strengthening the National Statistical System to ensure improvement of statistics in the country.

Tom K. Alweendo, MP
Minister of Economic Planning and Director General
National Planning Commission

Preface by the Chairperson

> **We would like to take this opportunity to offer our sincere gratitude to all those who have contributed to the various stages of the formulation of this Strategic Plan, and call on the continued support of the entire statistics community to make this Plan a success.**

The outstanding journey of the Namibia Statistics Agency (NSA) in producing demand-driven statistics has been fully demonstrated following its conversion from the Central Bureau of Statistics, which was a department in the National Planning Commission, to an autonomous state-owned entity.

Moreover, our distinctive position was further cemented by compliance with good corporate governance through the production of regular annual reports that contain unqualified audited financial statements for four consecutive years since the inception of the Namibia Statistics Agency (NSA).

As we move forward into our five-year strategic expedition, it is an opportune time for us to consolidate our strengths and identify opportunities for further development, in order to steer the Agency to the next level of excellence.

After extensive consultations with various stakeholders of the National Statistics System (NSS), a new strategic plan for 2017/2018 to 2021/2022 has been formulated. The demand for fit-for-purpose data becomes an imperative in the context of changing global trends and increasing focus towards the need to accelerate the implementation of past and existing continental and international initiatives for growth and sustainable development.

To be able to meet this demand, the NSA and other data producers must be strengthened in terms of capacity building, infrastructure development and development of tools. This capacitation will also include the need for adequate funding by the government.

It is important for us to go beyond this Strategic Plan and design a National Strategy for the Development of Statistics (NSDS) in order for the NSS to improve its overall performance within each of the NSS components.

While the first Plan targeted institutional establishment, the current Plan extensively covers the improvement of the NSS. Top priority will thus be given to increasing coordination, integration and synchronisation of statistical activities, which are carried out by both public and private institutions within the national statistical system framework.

We would like to take this opportunity to offer our sincere gratitude to all those who have contributed to the various stages of the formulation of this Strategic Plan, and call on the continued support of the entire statistics community to make this Plan a success.

Finally, we would like to express our profound appreciation to the African Development Bank, as well as the Government of the Republic of Namibia for providing the necessary support in the development of this plan.

Ms Florette Nakusera
Chairperson of NSA Board

Executive summary

The second NSA Strategic Plan for the period 2017/2018 to 2021/2022, sets the strategic direction and a "road map" for raising the profile of statistics in Namibia and building capacity to provide a broad range of statistical data and services to stakeholders in an efficient and user-focused manner.

This Plan presents six strategic goals that will enable the NSA to be a high performance institution in the delivery of quality statistics. The six strategic goals are:

Goal 1
Promote a national culture of evidence-based policy, planning and decision-making at all levels

Goal 2
Achieve an efficient and effective statistical system

Goal 3
Realise a spatially-enabled society

Goal 4
Enhance organisational efficiency and effectiveness

Goal 5
Realise sustainability in funding for statistics

Goal 6
Achieve development of human capital and professional capacity

In addition, there are 18 strategic objectives with prioritised initiatives and detailed action plans that are set in order to attain these goals.

Leveraging on the initial strategic plan that was successful in building the institution and establishing the NSA, the 2017/2018 to 2021/2022 strategic plan is more outward looking. It aims at mainstreaming statistics into national development processes, better coordination of the NSS, improving administrative data sources, and positioning the NSA to play a greater role in the international statistical system.

The Plan was designed in a consultative manner with both internal and external stakeholders involved in the diagnosis of what has gone wrong with production of official statistics in the previous plan and agreeing on the way forward to improve production of statistics.

Broad-based stakeholder session on strategic management was held, followed by more focused one-on-one meetings with critical stakeholders in soliciting more inputs to address different aspects of the Plan. This approach created opportunities for stakeholders, staff empowerment, participation, and ownership of both the process and the product (Plan).

In addition, a needs assessment was carried out to determine current and future data needs of main stakeholders and to find out how the NSS should uplift itself in terms of organisation, capacity and data collection in order to be able to satisfy the users' needs within the limitations imposed by resource constraints. The needs assessment involved discussions with main data users and producers. The assessment was guided by relevant documents including the NDP4 and NDP5, Harambee Prosperity Plan (HPP), Vision 2030 strategy and plan, the Statistics Act (Act No.9 of 2011) and the previous Strategic Plan (2012/13 - 2016/17) as well as other international statistical framework documents.

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Introduction by the SG

The 2017/2018 to 2021/2022 Strategic Plan focuses on consolidating an effective and efficient National Statistical System (NSS). The national statistical system includes the ensemble of statistical organisations and units (together with data users) within Namibia that collect, process and disseminate statistics of which NSA has the mandate to certify as official statistics. While focusing on the NSS, the second Strategic Plan builds on the solid foundation established by the first Strategic Plan and will be running in tandem with the NDP5. The first strategic plan coincided with the fourth National Development Plan (NDP4).

The central objective of enhancing the effectiveness and efficiency of the National Statistical System is to increase the implementation of classification standards, concepts and definitions. A further objective is to highlight measurements, and statistical codes of practice, which are universal in every statistical collection supported by the latest information technology for statistical advancement.

> **While focusing on the NSS, the second Strategic Plan builds on the solid foundation established by the first Strategic Plan and will be running in tandem with the NDP5.**

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As indicated earlier, the new Strategic Plan presents 6 Goals and 18 Strategic objectives aiming at reaching the afore-stated goals.

The Initiatives of this High Level Action Plan, which includes measures and objectives, gives impetus to the Annual Work Plans for the next five years. At the same time, the Goals, Strategic Objectives and the Action Plan aim to:

- promote a statistical culture within the country through an effective and efficient statistical system, and,

- embeds the geospatial data into statistics which can be achieved by a sound organisation managed with a strong good governance culture.

The purpose of this Strategic Plan is, therefore, to improve on the data quantity, quality and timeliness. This is one of the ways to remain relevant to the users in this dynamic world where official statistics are competing with readily available Big Data. The improvement on the data quantity, quality and timeliness calls for the enhancement of the statistical infrastructure which are the NSS data producers, administrative records, registers such as the National Population Register, classifications, and development of the National Data Quality Assurance Framework as urged by the UN Statistical Commission.

Furthermore, the Strategic Plan aims to improve statistical capacity across the entire statistical value chain for the technical and soft skills. An improved statistical capacity will also result in an improved World Bank Statistical Capacity Indicator Rating which is a measure of a number and consistency of certain key statistics produced by a country.

Administrative Data will also play a defining role during the timeframe of this Strategic Plan. It is for this reason that the National Population Register at the Ministry of Home Affairs and Immigration, which will be fed by data from the e-birth notifications, e-death notifications and the Civil Registration and Vital Statistics (CRVS), will also give input into the Population projections updates as well as planning for the 2021 Census.

Mr Alex Shimuafeni
The Statistician-General

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Data Demand And Supply Chain

1.1   Introduction
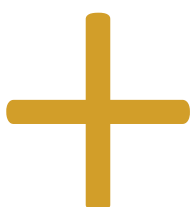
There has been a tendency to view the challenge of statistical development and results measurement in Africa purely as one of data supply with attendant supply related solutions. However, it is now well recognised that data challenges revolve around both data demand and supply, with the two linked in a mutually-supporting loop where strong data demand to support development processes leads to better resources for statistics in the form of budgets, skilled and motivated staff, financial and technical assistance; and this in turn leads to increased investment in statistics, eventually leading to improved performance of the National Statistical System. This data demand and supply chain is elaborated in the following sections.

"What steam was to the 19th century, and oil has been to the 20th, data is to the 21st. It's the driver of prosperity, the revolutionary resource that is transforming the nature of social and economic activity, the capability that differentiates successful from unsuccessful societies." **Royal Statistical Society**

"Information has become the strategic technological platform of our time.... In the near future, the societies that have full command of the new information technologies will have a comparative advantage in pursuing their development", **Dr. Carlos M. Jarque, former President of the Mexico Statistical Office and later Minister for Social Services (1998).**
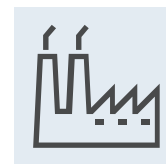
1.2 Data demand

Data demand is about making evidence-based policies, plans and decisions. It is about putting the best available evidence at the heart of policy, planning and decision-making processes. This requires that, "wherever possible, public policy decisions should be reached after an open debate which is informed by careful and rigorous analysis using sound and transparent data" (Chris Scot, 2005). Demand for data is not only the raison d'être for the production of official statistics but it is also essential for the sustainability of the National Statistical System.

There are many data users and data uses have proliferated. Demand for data is at different levels including national and sub-national, regional, continental and international levels.

1.2.1   National and sub-national demand for data

Data demand by state actors

In 2004, Namibia introduced its long-term national development agenda - Vision 2030 - which aims to improve the quality of life of its people to the level of their counterparts in the developed world, by 2030. Namibia adopted five-year national development plans (NDPs) as medium-term frameworks for the implementation of Vision 2030. In driving the NDPs with an emphasis on inclusivity, the Namibian government has introduced the Harambee Prosperity Plan (HPP), which is a targeted plan to accelerate development and which lays the basis for attaining prosperity in Namibia (Office of the President, 2016).

The strategic planning and implementation of the NDPs, HPP and other national, regional and sectoral development plans have increased the demand for quality and timely data and information. There is an urgent need for evidence-based decision-making to support sub-national, national and global development initiatives. The increase in demand for more and better statistics has brought to the fore the importance of statistics as a strategic resource for national and international development. Therefore, the compilation of high-quality, timely, reliable and disaggregated data has been increased at all levels of the development process to inform decision-making, track progress and make the necessary adjustments to ensure transparency and mutual accountability.

Both administrative and primary data on economic and socio-economic as well as spatial data are needed to enable the government to develop evidence-based, appropriate policies, manage economic and social development processes and monitor improvements in the living standards of the Namibian people. Therefore, users that are responsible for national development should have access to quality, timely and relevant data in the right format and at the right time.

Such data should support management tools that inform and guide strategic direction to make informed decisions during development, evaluation and monitoring of NDPs. Kiregyera (2015) points out that *"an essential component of any development planning is data. Without data, a country's efforts to plan for future growth and welfare of its people cannot be grounded in reality and therefore may be severely flawed"*

Data demand by non-state actors

It is important to state that data demand is not only from policy and decision-makers in government but also from non-state actors involved in national development including:
i.   the private sector,
ii.   the civil society sector including the non-governmental organisations (NGOs) and the media,
iii. researchers and analysts,
iv.   politicians,
v.   the general public,
vi.   development partners.

Among these non-state actors, the demand for data by the development partners has also increased, due in part, to the Paris Declaration on Aid Effectiveness, which recognises the need for better statistics for more effective aid. All this has put statisticians on the spot to meet the needs of a diverse array of data users and to *"demystify and democratise data"*. Never before in the history of the continent has the demand for statistical data and information been greater; never before have the users and uses of statistics been so many, diverse and demanding; never before have statistical challenges and opportunities for statistical development been greater; and never before have the policy environments been more conducive to statistical work and development than they are now.

1.2.2   Demand for data at regional, continental and international levels

Data demand at regional level

Namibia is a member of the Southern African Development Community (SADC), a regional grouping made up of 15 Member States in Southern Africa. The consolidation of regional integration in the form of the customs union, a common market, monetary union and smooth implementation of various SADC treaties, protocols, development strategies and programmes requires availability of accurate, reliable, timely, harmonised and comparable data across SADC for policy, planning, monitoring and evaluation purposes.

As part of SADC, Namibia also subscribes to the Regional Indicative Strategic Development Plan (RISP) which is a comprehensive development and implementation framework guiding the Regional Integration agenda of SADC. The ultimate objective of the plan is to deepen integration in the region with a view to accelerating poverty eradication and the attainment of other economic and non-economic development goals.

Data demand at continental level

At continental level, the Heads of State and Governments adopted Africa Agenda 2063 - The Africa We Want – in January 2015 to provide a vision and action plan for *"building a prosperous and united Africa based on shared values and a common destiny"*. The agenda has 7 aspirations, 16 goals and 102 targets and these have been domesticated into NDP5. There is a lot of demand for quality, timely, harmonised and comparable data to measure progress in implementation of this agenda.

Data demand at international level

At international level, Agenda 2030 on Sustainable Development Goals (SDGs) (successor to Millennium Development Goals (MDGs)) was adopted in September 2015 at the UN Special Summit of World Leaders to deal with unfinished business of MDGs, and transform our world *"leaving no one behind"*. It provides *"a road to dignity by 2030"* and came into effect on 1 January 2016. The SDGs have already been domesticated in Namibia.

Agenda 2030 has 17 goals, 169 targets and 230 indicators that need to be monitored. Measurement of progress towards attainment of the SDGs will require a lot more high-quality data, which is more timely, reliable, and disaggregated than before. For reporting on SDGs, statisticians are expected to disaggregate data by the following domains: income, sex, race, ethnicity, migratory status, disability and geographic location. Statisticians need to integrate statistical and geo-spatial information, make use of new and non-traditional data sources and use innovative technologies for data collection, processing and dissemination.

1.3 Data supply

1.3.1 Statistical reforms

The Namibian government undertook statistical reform in 2011 that included enactment of a unique but also modern Statistics Act by Parliament. Realizing that almost 80% of official data has a spatial or locational component, government incorporated spatial data into the Statistics Act (Act No. 9 of 2011), making the Statistics Act one of the few Statistics Acts in the world that integrate statistical information and spatial information. This opened a new era of prioritising spatial data as another vital information component for planning. The prioritisation of spatial data resonates well with SDGs that aim to transform our world "leaving no one behind".

The Act provides for the establishment and coordination of both the National Statistics System (NSS) and National Spatial Data Infrastructure (NSDI). The two legs form the foundation of the Statistics Act (Act No. 9 of 2011) and are implemented in a similar manner. The NSDI is applicable to all government spatial data, whether fundamental or thematic data. It also provides for the establishment of the Namibia Statistics Agency (NSA) as an autonomous Agency of government that is fully funded by government with the core mandate to be the central repository for all statistics produced in Namibia.

The main objective of establishing an autonomous statistics Agency was to produce statistics in an independent manner, free from any pressure from political or other interest groups, particularly with regard to the selection of techniques, definitions and methodologies best suited to the attainment of the objectives as set out.

This would also promote the ability to independently determine what to publish, when to publish and the authority to approve publications. These characteristics, related to the independence of official statistics, are defined in the United Nations Handbook of Official Statistics.

The NSA reports to the Minister for Planning, who, in this instance also has the portfolio of the Director-General of the National Planning Commission, through the NSA Board of Directors. The Act provides for a seven-member board of directors to administer and control the affairs of the NSA. The Minister appoints members of the board who possess skills specified in the Statistics Act (Act no. 9 of 2011 after consultation with the President. The members of the board are independent non-executive directors except for the Statistician-General who is also the Chief Executive Officer of the NSA. The board appoints the Statistician-General with the approval of the Minister.

The Act also provides for formulating Namibia's National Statistics Policy in accordance with the United Nations Fundamental Principles of Official Statistics, and ensuring its implementation, monitoring and periodic evaluation. It further provides for formulating Namibia's NSDI Policy, and a Code of Practice setting out professional and ethical standards applicable to statistics producers in the National Statistical System.

1.3.2   National Statistical System

National Statistical System defined

The Organisation for Economic Cooperation and Development (OECD) glossary of statistical terms identified the NSS as being an ensemble of statistical organisations and units within a country that jointly collect, process and disseminate official statistics on behalf of the national government (OECD, 2004). Furthermore, the Statistics Act, No. 9 of 2011, provides for the development of the NSS with the purpose of undertaking statistical collections and the compilation, production, analysis and dissemination of official and other statistics. The specific objectives of the NSS are to:

- build a coordinated and sustainable capacity for the collection, production, analysis and dissemination of statistics in accordance with the United Nations Fundamental Principles of Official Statistics;

- ensure the protection of the confidentiality of information provided by a respondent, and,

- promote the use of statistics for evidence-based planning and decision-making, policy design, and monitoring and evaluation of policies and decision-making.

Components of the National Statistical System

The Statistics Act (Act No.9 of 2011) identifies the following components of the NSS:

i.   users of statistics

ii.   statistics producers

iii.   respondents

iv.   research institutions

v.   training institutions

In addition to government bodies, data users include private sector (economic agents), parliamentarians, civil society organisations such as non-governmental organisations (NGOs) and the media, research and training organisations such as universities, sub-regional organisations, international organisations and agencies, and the wider public.

Data producers ensure that there is a continuous flow of data covering a wide range of socio-economic-demographic and environmental data required by users for a host of purposes. Data producers mainly include government bodies as defined in the Statistics Act (Act No. 9 of 2011)

Respondents are the providers of the raw data and research institution are those institutions at all levels that add value to the microdata to aid decision-making and planning also in the pursuit of knowledge. Training institutions are those institutions that impart knowledge and will need data for teaching purposes.

Namibia Statistics Agency

The Namibia Statistics Agency, a producer of data, was established by the government in terms of the Statistics Act (Act no. 9 of 2011) to constitute the central statistical authority for the State to collect, produce, analyse and disseminate official and other statistics in Namibia; facilitate the capture, management, maintenance, integration, distribution and use of spatial data; to develop and coordinate the National Statistics System and the National Spatial Data Infrastructure (NSDI). As was mentioned above, the NSA is a State Owned Enterprise (SOE). The NSA has a staff complement of about 140 permanent staff of which about 50% are females. Temporary staff are hired as the need arises, especially to work as enumerators during surveys. The NSA has 14 regional offices across the country to mainly facilitate data dissemination in the regions.

The NSA is organised into subject-matter departments and divisions as depicted by the following high level organogram:

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NSA Departments and Divisions
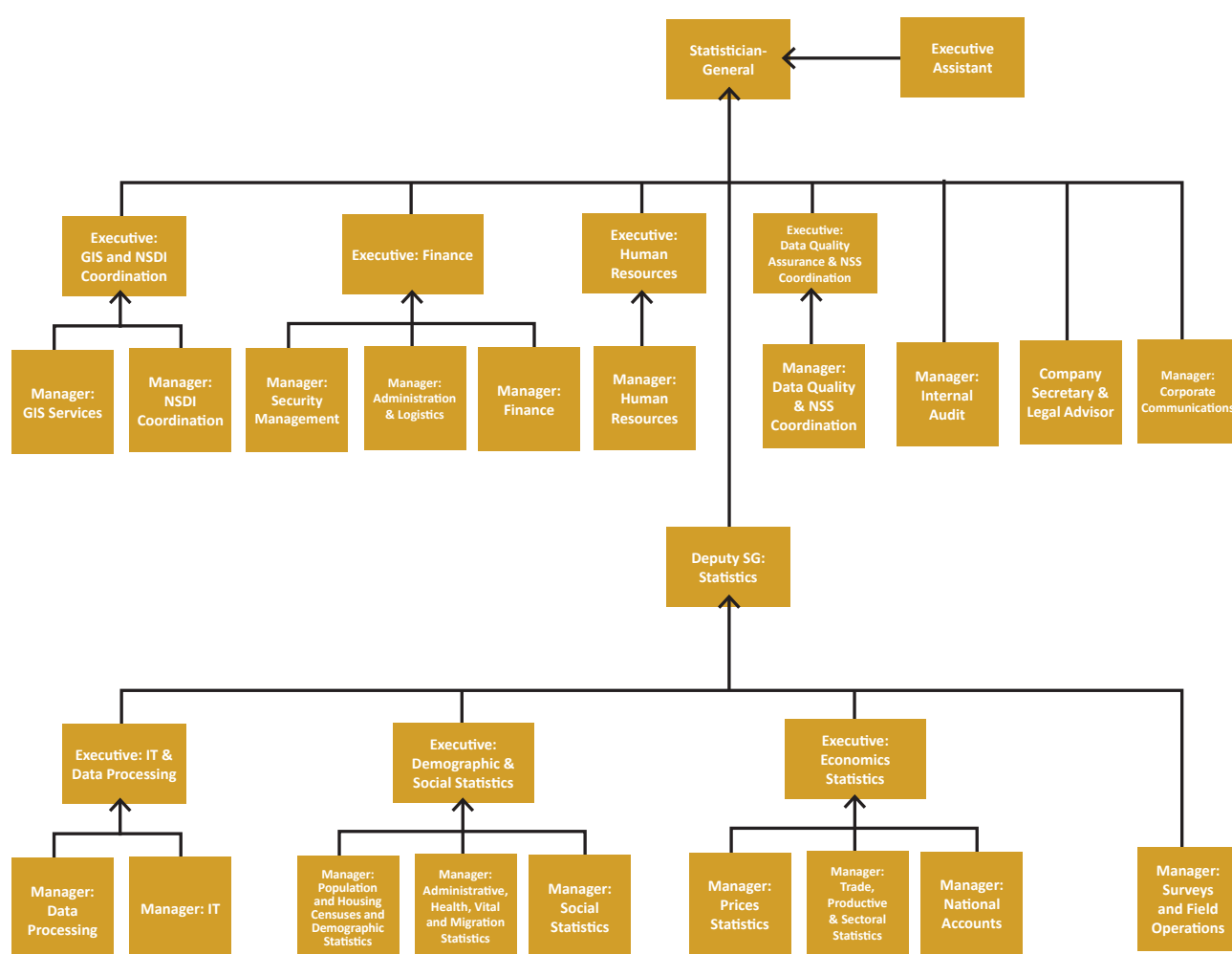
Namibia has finalised the formulation of the NDP5 which has four pillars: economic progression, social transformation, environmental sustainability and good governance. Relevant and high quality statistics are required to monitor and evaluate achievement of development outcomes under each pillar.

The following table maps the alignment of NSA high level products to the outcomes of NDP5 pillars. The H symbol used in the table shows the level of impact the NSA products have on the NDP5 pillars. It indicates high impact.

[2]Environmental statistics is a new area, which NSA will be covering by compiling mainly from secondary sources on environmental parameters such as water supplies, forestry, fisheries, mining, land/soil and fauna/ flora. It will set up and manage an environment statistics database, strengthen environment statistics user focus (availability and accessibility), analyse environment statistics in relation to other development indicators, and compile environmental satellite accounts.

[3]Governance statistics is an important 'new domain' of official statistics that aims to produce data that helps to ensure that the relationship between the State and its citizenry is transparent and accountable. Dimensions of governance statistics include: Voice and Accountability, Political Stability and Lack of Violence, Government Effectiveness, Regulatory Quality, Rule of Law, and Control of Corruption.

Table 2: A mapping of NSA high level products and NDP5 pillars

NSA high level products	NDP5 Pillars			
	Economic progression	Social transformation	Environmental sustainability	Good governance
National accounts and sectoral statistics	H	H	H	H
Trade and price statistics	H	H	H	H
Income and expenditure statistics	H	H	H	H
Labour force statistics	H	H	H	H
Population dynamics and demographic profiles	H	H	H	H
Social statistics	H	H	H	H
Geographic information databases (NSDI)	H	H	H	H
Environmental statistics[2]	H	H	H	H
Governance statistics[3]	H	H	H	H

In addition to the high level products, NSA offers the following high level services to the NSS.

NSA high level services
1. Statistical commissioned work
2. Technical support to NSS and NSDI providers
3. National sampling frames
4. Clearinghouse functions

The statistical commissioned work comprises the following: survey methodology, data collection undertakings, processing, analysis, rental of facilities and equipment, digitalisation of products and any other special requests. Technical support to NSS and NSDI providers includes all services provided to the NSS with no charge in the area of survey methodology, data management, ICT services, data analysis and data requests.

With respect to the services provided on the national sampling frames, the NSA maintains a national sampling frame for household-based surveys. The national sampling frame depicts the demographic characteristics on the ground and provides a means for choosing a particular member of the target population that is to be interviewed in a survey. The frame is provided free of charge. Similarly, the NSA also offers clearinghouse functions (where we verify the methodology used or verify the quality of data already collected) for both statistical and spatial data provisions nationally. As per the Statistics Act (Act No. 9 of 2011), the NSA constitutes the central repository of government for statistics in the country. NSA must be consulted before any national statistical or spatial data collection is undertaken. This is to ensure that all statistical and spatial data meet the gazetted data quality standards as per our DQAF and NSDI standards respectively. This function will also ensure that data gaps are addressed and to avoid duplication of government resources in the collection of this data.

Furthermore, the NSA is mandated to coordinate the NSS. Accordingly, it has produced and promoted a Code of Practice that aims to help improve trust and confidence in the quality of official statistics produced across the NSS. It sets out professional and ethical standards applicable to producers of official statistics across the statistical system and is anchored in the UN Fundamental Principles of Official Statistics.

Likewise, work on production of a Compendium of Main Concepts, Definitions and Classifications is ongoing. This compendium will serve as a tool for technical coordination across the NSS.

Pre-requisites for an effective National Statistical System

It is critical that Namibia has an effective NSS that focuses on improving the quality of statistics, enhancing the comparability of statistics and minimising unnecessary overlaps or duplication in the collection or publication of statistics among different organs of the State. The following are pre-requisites for an effective NSS:

i. user focus

ii. enabling infrastructure

iii. statistical capacity

iv. statistical coordination

v. national statistical development plan

vi. effective governance

vii. government commitment

1.3.3 Data sources

There are three traditional data sources - administrative records, censuses and surveys, which need to be developed and coordinated:

Administrative records

Administrative records are the simplest and cheapest source of official data that are provided routinely as by-products of administrative processes in Offices, Ministries and Agencies (OMAs). These records are a rich source of statistical information mainly for sector-specific policies and programmes but also for monitoring and reporting on national and international development.

NSA also uses administrative records as sources of secondary data for compiling different indicators such as GDP. In spite of the importance of this data source, generally administrative data in Africa including Namibia has generally tended to be incomplete, inconsistent, out-of-date and insufficiently reliable to be used with a high degree of confidence. There will be renewed emphasis in the new plan to improve administrative data sources.

Censuses and Surveys

Unlike administrative records, which are compiled basically for administrative purposes, censuses and surveys are statistical operations undertaken to collect primary data on a complete enumeration basis (censuses) and sample basis (sample surveys). Because censuses and surveys are designed and executed by statisticians, they tend to be more accurate and reliable. However, they are more expensive to plan and execute, and are typically undertaken by NSA or in collaboration with NSA.

The main censuses undertaken in the country are the Population and Housing Census (last held in 2011), and the Agricultural Census (last held in 2014). They are held decennially because of high cost and complexity in organisation and execution. Sample surveys are held more regularly as they are cheaper to undertake than censuses. Main surveys undertaken by NSA include:

i.   Annual Labour Force Survey

ii.   Annual Agricultural Survey

iii. Namibia Intercensal Demographic Survey

iv.   Namibia Income and Expenditure Survey

v.   Annual Informal Cross-border Survey

vi.   Economic Surveys

There are many other surveys in the pipeline including an establishment survey and a financial inclusion survey.

In order to meet new data requirements for measuring progress towards the SDGs, statisticians have been urged to not only strengthen existing data sources but also to explore new sources of data.

1.3.4   Data quality

It cannot be over-emphasised that not any data will do. Users should be given quality data as data quality enhances the credibility of data and the credibility of the institution producing it, and increases its potential use and the benefits to be derived from it. The International Monetary Fund (IMF) has developed a comprehensive Data Quality Assessment Framework (DQAF) that identifies prerequisites for data quality as well as five main dimensions of data quality, which are given in the following table.

Table 3: Data quality dimensions

| Quality dimension	Pointers for assessing data quality
1. Integrity	This dimension captures the notion that statistical systems should be based on adherence to the principle of objectivity in the collection, compilation, and dissemination of statistics. The dimension encompasses institutional arrangements that ensure three elements, namely: (i) professionalism in statistical policies and practices, (ii) transparency, and (iii) ethical standards.
2. Methodological soundness	This dimension captures the notion that the methodological basis for the production of statistics should be sound and that this can be attained by following international standards, guidelines and agreed practices.
3. Accuracy and reliability	This dimension relates to the notion that source data and compilation techniques must be sound if data is to meet users' needs. For most users, accuracy and reliability is the most sought out quality dimension.
4. Serviceability	This dimension relates to the need to ensure that data is produced and disseminated in a timely fashion, with an appropriate periodicity; provide relevant information; is consistent internally and with other data sets; and follows a predictable revision policy. This dimension is also of great concern to users.
5. Accessibility	This dimension relates to the need to ensure that clear data and metadata (information about the data) is easily available, and assistance to data users is adequate.

The United Nations Fundamental Principles of Official Statistics, the African Charter on Statistics and international frameworks (see figure 1) provide guidance on how to achieve data quality.

It is important that these dimensions are well understood and promoted across the NSS and that they are used in assessing the quality of statistics. It is also important that data users are provided with information to assess data quality.

1.3.5   NSS interface with regional, continental and the international statistical systems

The Namibian NSS is a part of wider statistical systems that include regional, continental and international statistical systems and its development is impacted by statistical developments at these various levels.

It is, therefore, crucial to appreciate and develop the NSS in the context of these systems, taking advantage of opportunities they present for knowledge transfer, peer learning and benchmarking on best practices.

The following figure presents the cascading of statistical principles, frameworks and strategies from the international level, to continental, regional and finally to the national level.

Figure 1: A map of statistical principles and frameworks cascaded from the international   down to national level
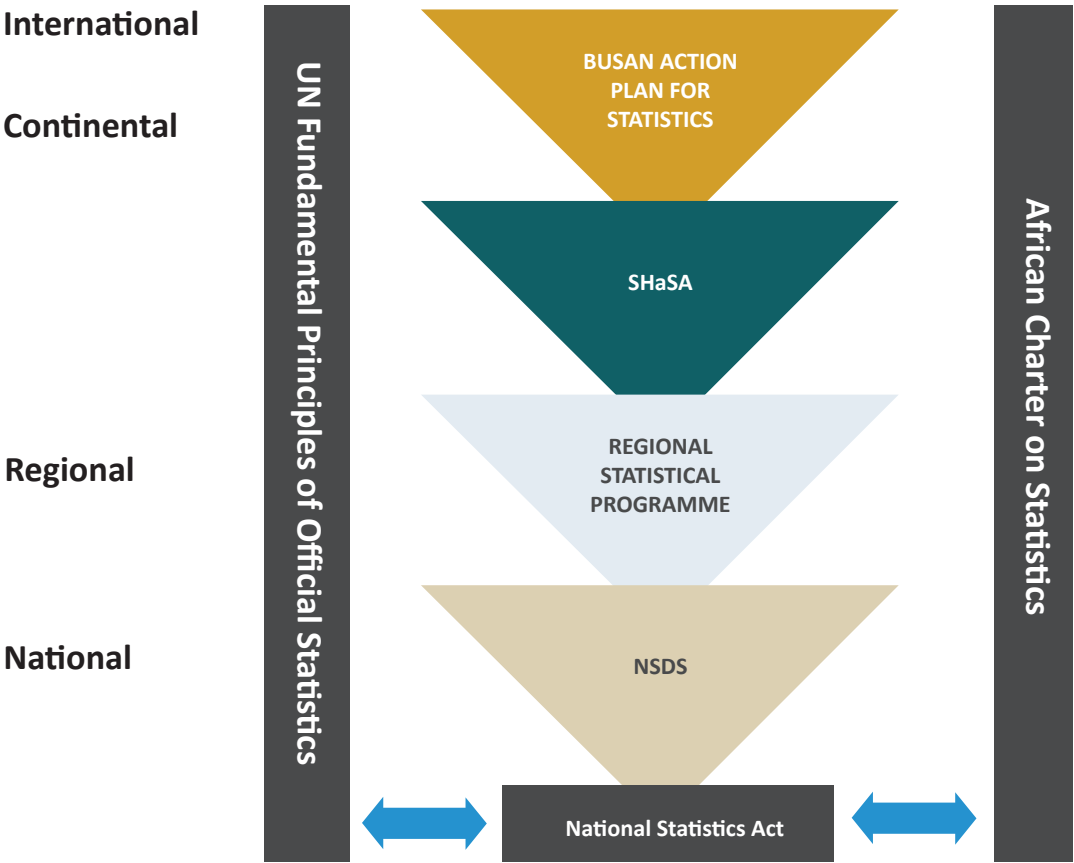
Principles

At international level, the UN Fundamental Principles for Official Statistics are the overarching standards for official statistics across countries and for the global statistical system. The Principles were adopted by the UN Statistical Commission in 1994 and endorsed by the UN General Assembly in January 2014. They provide a compass and point of reference for all official statistical work and operations in all countries. As such, statistical personnel engaged in official statistics are expected to know them well and to apply them religiously in their work.

At continental level, there is the African Charter on Statistics, which was endorsed by the 12th Ordinary Session of the Assembly of Heads of State and Government of the African Union in February 2009.

The Charter, which builds on the Fundamental Principles, works as a tool for statistical advocacy at the highest level of government and commits countries to develop statistics in a manner consistent with best practice and international standards; to use statistics for policy development, planning and decision-making at all levels; and for African governments to scale up support to statistics.

At national level, there is the Statistics Act that regulates statistical production and development in the country. It builds on both the Fundamental Principles and the Charter on Statistics.

Frameworks

The Busan Action Plan for Statistics is the international framework for statistical development. The plan was adopted at the 4th High-Level Forum on Aid Effectiveness, held in Busan, Korea in 2011. It updates the priorities and works of the Marrakech Action Plan for Statistics (MAPS) and provides direction for statistical development in the decade ahead. The Busan Action Plan fully integrate statistics in decision-making, promote open access to statistics and increase resources for statistical systems.

The Strategy for the Harmonisation of Statistics in Africa (SHaSA) has been adopted by the African statistical community as the general framework for statistical development on the continent.

The Joint Conference of African Ministers for Finance and Economy endorsed the strategy in 2010. It aims to provide harmonised and quality statistics for the design and implementation, as well as monitoring and evaluation of integration and development policies in Africa.

The National Strategy for the Development of Statistics (NSDS) is internationally recognised as the best framework for building statistical capacity across the entire NSS and for dealing with a plethora of statistical challenges in developing countries. In Africa, the NSDS is expected to be aligned to the Busan Action Plan and the SHaSA as well as being anchored in national development processes especially the National Development Plans.

Statistical bodies

In addition to the above principles and frameworks, there are statistical bodies at regional, continental and international level in which Namibia should play an active role. The bodies are:

i.   The SADC Statistics Committee, which is responsible for the provision of policy and strategic guidance regarding development of statistics in the region. The Committee comprises Heads of National Statistical Offices of SADC Member States.

ii. The Statistical Commission for Africa (StatCom-Africa) is the apex inter-governmental body established by the Conference of African Ministers of Finance, Planning and Economic Development in 2006 to oversee and coordinate statistical development in Africa. It comprises Heads of National Statistical Offices from African countries.

iii. The UN Statistical Commission (UNSC), which was established in 1947, is the highest body of the global statistical system. It brings together the Chief Statisticians from Member States from around the world. It is the highest decision-making body for international statistical activities especially the setting of statistical standards, the development of concepts and methods and their implementation at the national and international level.

Latest global statistical developments

There have been a number of global statistical developments in the recent past that must be taken into account in designing the new plan. Two such initiatives, which have been endorsed by the UN Statistical Commission, are prominent. They are:

i.   The Data Revolution, which was called for by the United Nations to support the post-2015 international sustainable development agenda. The data revolution is basically about unlocking the power of data and delivering the "right data to the right people in the right format and at the right time".

ii. The Transformative Agenda for Official Statistics, which is a collaborative initiative for the modernisation and transformation of official statistics. This agenda emphasises five themes that must be addressed for the NSA and official statistics to be improved, namely:

a)   coordination at and between global, regional and national statistical systems,

b)   communication and advocacy;

c)   integrated statistical systems for data collection, processing and dissemination;

d)   innovation and modernisation through standards-based statistical business architecture, and,

e)   training and capacity building.

1.4 Need for a second Strategic Plan

The first NSA Strategic Plan ended in March 2017, culminating in the development of this Strategic Plan covering the period 2017/18 – 2021/22. This plan therefore sets to consolidate the achievements made and resolve the remaining challenges in the production and delivery of statistical data and information especially for public policy and decision-making at every level. The new Strategic Plan builds on the Agency's strength and aims to address weaknesses. It also seeks to take advantage of the many opportunities which have availed themselves for statistical production and to avoid or reduce the impact of threats.

While the first plan was inward looking, focusing on institution building and branding of NSA, this new plan is more outward looking, aiming at mainstreaming statistics into national development processes, better coordination of the NSS and improving administrative data sources, and positioning the NSA to play a greater role in the international statistical system. This is planned to be done while at the same time ensuring business continuity and greater accountability of the Agency to stakeholders.

This Strategic Plan also aims to galvanise the Agency to better respond to new data requirements arising from new policy agendas at national, continental and international levels. It also leads the Agency and the nation into the next Population and Housing Census scheduled for 2021. The collective resolve of Africa, as pronounced at the 12th African Symposium for Statistical Development (ASSD)[4] held in Tunisia in November 2016, is that African countries should undertake electronic censuses during the UN 2020 census round in order to achieve cost effectiveness, collect higher quality data and achieve timeliness. The Plan, therefore, provides for galvanising the Agency towards the use of electronic questionnaires for cost saving as well as efficiency and the production of quality data.

[4]**The African Symposium for Statistical Development (ASSD) is a country-led initiative that was started in 2006 and is implemented with support from Pan-African organisations to champion statistical development in Africa. Initially it focused on Africa's participation in the 2010 round of censuses and later championed improvement in civil registration and vital statistics. Its current theme is improvement of economic statistics in Africa as well as preparation for the 2020 round of censuses.**

02

Assessment of the Current Situation
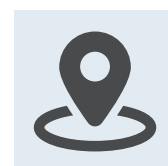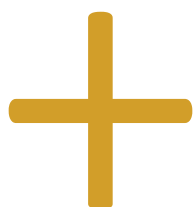
2.1 Introduction

Best practice in Strategic Planning requires that an assessment of the current situation is undertaken to provide a basis for formulating the strategic direction. It is important that such an assessment is deep, realistic, objective, independent and critical, and inclusive of the user perspective. It should take into account ongoing improvement programmes, best practice and international standards and frameworks as appropriate. Therefore, an assessment was made to determine, inter alia:

i.   the external environment in which the NSA operates;

ii. legal and institutional framework for production of official statistics;

iii. determination of current and future user needs;

iv. linkages and coordination arrangements among producers and between producers and users of statistics;

v.   existing capacity (organisational, infrastructural, technical and resources) to meet user needs and fill existing data gaps;

vi. how statistics are produced - methods and procedures, adherence to international standards, challenges and constraints, etc.;

vii. how statistical data is processed, archived, analysed and disseminated; and

viii. role of ICT in statistical work and programmes.

The assessment was guided by relevant documents including the NDP4 and drafts of NDP5, Harambee Prosperity Plan (HPP), the Statistics Act (Act no.9 of 2011) and the current Strategic Plan (2012/13 - 2016/17). Other relevant documents consulted were the international statistical frameworks such as the Fundamental Principles of Official Statistics and associated African Charter on Official Statistics; the IMF's Data Quality Assessment Framework (DQAF) that provides a structure for assessing the existing practice against best practice and internationally accepted methodologies.

In addition, the IMF's General Data Dissemination System (GDDS) that focuses on improving the quality of macroeconomic, financial, and socio-demographic data and its evaluation using internationally agreed frameworks was also used. The PARIS21 framework that promotes effective dialogue among producers and users of development statistics; the Busan Action Plan for Statistics; the Strategy for the Harmonisation of Statistics in Africa in support of regional integration and the Code of Practice complete the list of documentation that guided the assessment.

2.2 How the assessment was done

2.2.1 Review of performance of current plan

The review of the Strategic Plan (2012/13 - 2016/17) was conducted by the Strategic Plan design team assisted by a consultant from the African Development Bank. The objective of the review was to establish to what extent the plan has achieved its overarching objective of building a firmer foundation and anchor for the NSA. Hence the review focused on the "big picture", providing both a retrospective view of the effectiveness of the plan and a prospective view of defining characteristics and supportive priorities to be considered for inclusion in the next plan.

According to the assessment, the plan has been successful in building a firm foundation and anchoring the NSA in terms of building an institutional culture, establishing governance structures for the NSA to operate as an autonomous Agency of government, partnerships including stakeholder consultations and infrastructure for statistical productions. In particular, the following were achieved:

i.   A new culture of strategic thinking, planning, action, assessment, and accountability has been built. This new culture was marked by widespread connectivity with NSA's stakeholders although much needs to be done especially with regard to NSS coordination;

ii. Institutional Establishment: The hallmark of progress toward the goal of institutional establishment has been the creation of NSA's organisational structure, operational policies and frameworks, regional offices, a modern Data Processing Centre and migration from a paper-based data collection to Computer Assisted Personal Interviewing (CAPI);

iii. The development and operationalisation of the NSDI;

iv. Stakeholder engagement included:

   a) Organising stakeholder workshops and other engagements

   b) Operationalising regional offices staffed by qualified Regional Statisticians to be the bridge between the Agency and Regional Councils and communities as well as the implementation of annual User-Producer Workshops to stay in touch with data user demands and needs.

   c) Producing key statistical indicators were produced in response to user requirements and in accordance with international standards and best practice. The indicators include, but are not limited to:

   (i)   Consumer Price Index (CPI) on a monthly basis
   (ii)   Gross Domestic Product (GDP) on an annual basis
   (iii) Labour statistics on an annual basis
   (iv)   Quarterly GDP
   (v)   Quarterly Trade
   (vi)   Annual Trade
   (vii) Agriculture census
   (viii) Informal Cross Border Trade survey on an annual basis
   (ix)   Namibia Households and Income Expenditure on a five-year basis

The main challenges faced and the unfinished businesses from the first Plan were identified and are addressed in this Plan. These include:

(a) A gap in NSA leadership when the NSA did not have a substantive Statistician-General for about one and a half years.

(b) Insufficient funds that affected statistical activities, building statistical capacity and infrastructure at NSA and in government bodies, and professional activities e.g. attending critical conferences outside the country.

(c) Inadequate staffing of NSA. It was reported that 64 positions or about 30% of positions on the approved establishment are vacant, and this low level of staffing has affected some critical departments e.g. the department responsible for the coordination of the NSS.

(d) Inadequate coordination of the NSS. This has resulted in continued low statistical capacity in government bodies, production of low quality administrative data and in some cases production of conflicting data.

(e) Access to some administrative data by NSA has not been seamless.

2.2.2   Stakeholder consultations

Realising the need to give the new Strategic Plan an outward focus, the leadership of NSA (Board and management) decided to extensively consult stakeholders in three phases:

Phase 1 included consultations with external stakeholders. The consultations included stakeholder group meetings in which presentations were made followed by extensive discussions on the state of statistics in the country and how it can be improved. The institutions consulted included:
i.   Government ministries

ii.   State agencies

iii.   Private sector institutions

iv.   Civil society institutions including NGOs and the press

v.   Training and research institutions.

vi.   International Development partners (including UNFPA)

In addition, one-on-one consultations were made with the Minister of Economic Planning and the Director-General of the National Planning Commission (parent ministry) with some of his senior officials, the Deputy Minister for Economic Planning, the Economic Adviser to the President at the Office of the President, the Deputy Governor of the Bank of Namibia with his senior officials, senior officials of the Ministry of Poverty Alleviation, senior officials of the Ministry of Home Affairs and Immigration, and senior officials of the Ministry of Urban and Rural Development.

Phase 2 and 3 included consultations with internal stakeholders, with Phase 2 focusing on the NSA management and staff and phase 3 targeting the NSA board members. The modes of engagement were courtesy calls, and group and individual stakeholder consultations. Furthermore, questionnaires were administered among the stakeholders to get more considered inputs from them.

2.2.3   Scanning the internal and external environment

Both internal and external environments affect the performance of NSA, therefore the assessment of the current situation also included environmental scanning. The aim of scanning the internal environment was to identify those controllable activities and events within NSA, which are performed especially well (Strengths) or poorly (Weaknesses) in functional areas. The scanning interrogated the adequacy of existing capacity for statistical production (including infrastructural, organisational and technical); adequacy of resources (including policies, communication, funding, leadership and management); how data is produced (methods and procedures, adherence to international standards and best practice, constraints and problems to statistical collections; how statistical data is processed, analysed, archived (IT policies, databases), disseminated (dissemination policies and practices) and user support.

On the other hand, the external environment scan covered external factors and events, which are largely beyond the control of a single organisation. These are generally referred to as PESTEL (Political, Economic, Social, Technological, Environmental and Legal) factors, which are favourable to NSA, its development and success (Opportunities) or which can pose a challenge to the realisation of NSA's vision (Threats). Therefore, Strengths and Weaknesses relate to the internal environment while Opportunities and Threats relate to external environment.

The scan and the related SWOT (Strengths, Weaknesses, Opportunities and Treats) analysis enabled NSA to find the best match between environmental trends (Opportunities and Threats) and internal capabilities (Strengths and Weaknesses). From the analysis, some strengths identified in the first Plan have been retained while others turned into opportunities and others were excluded due to the changed environment. New opportunities have also presented themselves. The weaknesses that were not sufficiently addressed during the first Plan were carried forward into this Strategic Plan. Additionally, some threats that no longer apply were excluded and newly-identified ones were brought on board. The following table presents summarised results of the SWOT analysis.

Table 5: SWOT analysis table

S STRENGTHS	W WEAKNESSES
1. Good brand	1. Inadequate statistical advocacy and stakeholder engagement
2. Effective governance	2. Low morale of NSA team members
3. Enabling policies, plans and programmes	3. Inadequate staffing (number and skills e.g. in-depth data analysis, sampling, data management, system development, project management)
4. Sizable infrastructure (Field, IT, Statistical)	4. Inadequate office accommodation for NSA
5. Good stakeholder relations	5. No business processes mapping in place
6. Young and vibrant workforce	6. Lack of an integrated business register for economics and establishments
7. Integration of statistics and spatial information	7. Lack of a national Data Quality Assurance Framework
8. Availability of standards for statistics and NSDI	8. Inadequate metadata documentation
	9. Weak coordination of the NSS

O OPPORTUNITIES	T THREATS
1. Increased demand for data to support national and international development	1. Inadequate funding from government
2. Recognition of inadequate statistical and geographic information system capacity in government	2. Rapid changes in technologies
3. Enabling legal framework	3. Scarcity of critical skills
4. Shareholder support	4. Big data phenomenon
5. Peer review and peer learning	5. Over-reliance on consultants
6. Existence of local and international training facilities and expertise	6. Weak statistical capacity in NSS
7. Advances in innovative technologies	7. Response fatigue
8 New emphasis on improving administrative data sources	
9. Existence of regional and international bodies that support statistical development	
10. Existence of international standards, classifications and methodologies	
11. Data revolution (big data, data mining, open data)	
12. Establishment of the reserve fund of the NSA	
13. Generating and mobilising of funds for NSA	

The strategic foundation and trajectory presented in chapter three builds on the identified strengths. It also provides for the mitigation or elimination of identified weaknesses, and exploitation or taking advantage of opportunities while avoiding or reducing the impact of threats.

03

Design of the Strategic Plan

This chapter presents the strategic foundations, strategic direction, risks, mitigation measures and critical success factors. It also presents arrangements for Plan implementation, monitoring and evaluation.

3.1   Strategic foundations

Strategic foundations include a vision, mission and core values:

Vision

"To be a high performance institution in quality statistics delivery"

Mission

"Leveraging on partnerships and innovative technologies, to produce and disseminate relevant, quality, timely statistics and spatial data that are fit-for-purpose in accordance with international standards and best practice"

Core Values

Integrity	We conduct our work according to the highest ethical and technical standards, making decisions according to strictly professional considerations, maintaining confidentiality of individual and corporate information and maintaining the public trust [a whole person – adherence to moral principles, ethics, honesty, truthfulness, uprightness, sincerity].
Excellent Performance	We are geared towards promoting production of high-quality statistical products and services that meet the standards of relevance, consistency, accuracy, completeness and accessibility, and are delivered on time.
Accuracy	We strive to produce statistics in a reliable manner with minimal inaccuracy.
Team work	We work as a team and always show willingness to work together as a group of people in order to achieve a common aim. As a team, we will always try to cooperate, using our individual skills and providing constructive feedback, despite any personal conflict between us as individuals.
Accountability	We act accountably by fulfilling the obligation to account for our own activities, accept responsibility for them, and to disclose the results in a transparent manner. This also includes responsibility for money or other entrusted property.
Transparency	We strive to create and maintain public trust and confidence in official statistics by proactively promoting transparency in the data production and dissemination.

These values will continue to be inculcated among staff and lived with leadership providing exemplary behaviour. The values will also be incorporated into staff contracts and the performance management system.

3.2 Strategic direction

3.2.1 Use of the Balanced Scorecard approach

The Balanced Scorecard (BSC), which was introduced by Kaplan and Norton[5] in the 1990s has been used to organise the strategy. The BSC is a cutting-edge strategic management system for information-age organisations. It helps to manage the strategy by (a) focusing the Agency on value drivers for superior long-term performance, (b) aligning the executive team, business units, human resources, IT and financial resources to the Agency's strategy, and (c) measuring performance of the strategy. The BSC is being introduced in this Plan at corporate level. With time, however, it will be rolled out to NSA departments and divisions.

The four perspectives of the BSC are:

i.   Customer

ii.   Business processes

iii. Learning and Growth

iv.   Financial

3.2.2 Strategic goals and objectives

Based on the assessment of the current situation, six goals and 18 strategic objectives were identified for the four BSC perspectives to achieve the above vision and mission for the NSA as can be seen below. The strategic objectives are SMART (Specific, Measurable, Achievable, Relevant, Time-bound). The objectives are presented in the strategy map and expounded below. **Annex 2** provides identified initiatives under each strategic goal.

Goals and strategic objectives

Goal 1: **Promote a national culture of evidence-based policy, planning and decision-making at all levels**
Strategic objective 1.1: Increase statistical awareness
Strategic objective 1.2: Improve data dissemination and communication
Strategic objective 1.3: Increase data user satisfaction

Goal 2: **Achieve efficient and effective statistical system**
Strategic objective 2.1: Make business processes more efficient and effective
Strategic objective 2.2: Build statistical capacity across the NSS
Strategic objective 2.3: Improve coordination of the NSS to ensure
                                        harmonisation in statistical production
Strategic objective 2.4: Improve production of quality statistics

Goal 3: **Realise a spatially-enabled society**
Strategic objective 3.1: Enhance a nation-wide infrastructure of digital spatial data, tools and services
Strategic objective 3.2: Improve statistical integration with spatial data

Goal 4: **Enhanced organisational efficiency and effectiveness**
Strategic objective 4.1: Strengthen information capital
Strategic objective 4.2: Strengthen organisational capital
Strategic objective 4.3: Strengthen Business Logistics and Security
Strategic objective 4.4: Strengthen Good Corporate Governance
Strategic objective 4.5: Stewardship of resources
Strategic objective 4.6: Enhance risk management and internal audit

Goal 5: **Realise sustainability in funding for statistics**
Strategic objective 5.1: Increase funding for statistics

Goal 6: **Achieve development of human capital and professional capacity**
Strategic objective 6.1: Strengthen human capital
Strategic objective 6.2: Improve staff performance

[5]**Kaplan Robert S. and Norton David P., The Strategy-focused Organization, Harvard Business School Press, Massachusetts, 2001**

The following strategy map presents the strategic objectives organised by the Balanced Scorecard perspectives.

Figure 2: Strategy map for NSA

	Goal 1: Promote a national culture of evidence-based policy, planning and decision-making at all levels	Goal 2: Achieve efficient and effective statistical system	Goal 3: Realise a spatially enabled society	Goal 4: Enhance organisational efficiency and effectiveness	Goal 5: Realise sustainability in funding for statistics	Goal 6: Achieve Development of the Human Capital and Professional Capacity
BSC Perspective			Strategic Objectives			
1. Customer	1.1 Increase statistical awareness across society	1.2 Improve data dissemination and communication	1.3 Increase user satisfaction			
2. Business Process	2.1 Make business processes more efficient and effective	2.2 Build statistical capacity across the NSS	2.3 Improve coordination of the NSS to ensure harmonisation in statistical production			
	2.4 Improve production of quality statistics	3.1 Enhance nation-wide infrastructure of digital spatial data, tools and services	3.2 Improve statistical integration with spatial data			
	4.4 Strengthen good corporate governance	4.6 Enhance risk management and internal audit				
3. Leaning and Growth	4.1 Strengthen information capital	4.2 Strengthen organisational capital	4.3 Strengthen business logistics and security			
	6.1 Strengthen human capital	6.2 Improve staff performance				
4. Financial	4.5 Stewardship of resources	5.1 Increase funding for statistics				
Partnership						

GOAL 1: Promote a national culture of evidence-based policy, planning and decision-making at all levels

What is the goal about?

It is critical that in the information age, there is a culture of extensive use of data in running the State and society as a whole. In particular, policy-making, planning and decision-making are evidence-based as a matter of course.

Evidence-based policy has been variously defined as an approach that helps *"make well informed decisions about policies, programmes and projects by putting the best available evidence at the heart of policy development and implementation"*. This approach stands in contrast to opinion-based policy, which relies heavily on either the selective use of evidence or on the untested views of individuals or groups, often inspired by ideological standpoints, prejudices, or speculative conjecture. Increasingly African governments and institutions are embracing evidence-based policy making, planning and decision-making to deepen results-based management, good governance, accountability and democracy. In a word, the goal is about *"better statistics for better development outcomes"*.

This goal aims to ensure that (a) policy-makers at every level are aware of the role and importance of data to development and to society; understand that policy outcomes are crucially affected by the use of data; are empowered to access, understand, interpret and finally use data, and (b) data production is driven by policy needs (for relevance); data producers understand the policy cycle and how it can be supported with data without compromising the independence of official statistics; high quality data with integrity is produced efficiently and made accessible to all as a public good.

Strategic objectives

This goal has three strategic objectives, namely increasing statistical awareness across society, improving data awareness and communication, and increasing user satisfaction.

Objective 1.1   Increase   statistical   awareness across society

This objective will be met by implementing a number of initiatives including scaling up statistical advocacy and promoting use of statistics for evidence-based policy and decision-making:

Scaling up statistical advocacy to:
- create greater statistical awareness or numeracy in society;

- democratise and promote wide use of statistics in society as one of the essential life skills, which every citizen should have;

- make the general case for the importance and role of statistics in the wider context of development;

- cultivate statistic champions to make a case for specific statistical activities e.g. the Population and Housing Census;

- campaign for mainstreaming statistics into national policy and budget processes;

- mobilise and effectively use national and international resources for statistics; and

- promote statistical planning and coordinated investment in developing statistical capacity.

The Partnership in Statistics for Development in the 21st Century (PARIS21), has developed appropriate advocacy tools and messages that will be adapted to the Namibian context. In addition, the International Statistical Institute (ISI) established in 1991 a statistical literacy project to raise levels of statistical literacy by creating awareness of the public about the importance of data in everyday life. NSA will seek to participate and benefit from this project.

Objective 1.2: Improve data dissemination and communication

Data dissemination and communication is a critical stage in the data production cycle. It serves to justify the existence of the NSA because if its outputs are widely used and manifestly valuable, government will be more inclined to continue to fund statistical production and development.

More crucially, since data is produced at public expense, the public has a right to expect data from the NSA, for own use. It has been argued that data dissemination acts as a vital barometer of the NSA's efficiency and effectiveness. Therefore, if the data it produces is used to good purpose, then it demonstrates its worth. It is also important for the NSA to "give back information to society" from whom primary information is collected. The following initiatives will be used to improve data dissemination and communication:

Metadata documentation

Data dissemination and communication will be improved through better packaging and ensuring that all data releases are accompanied by metadata.

"I collected my figures with a purpose in mind, with the idea that they could be used to argue for change. Of what use are statistics if we do not know what to make of them? What we wanted at that time was not so much an accumulation of facts, as to teach the men who are to govern the country the use of statistical facts." Florence Nightingale

Metadata, which is information about the data, helps data users to understand what the data is measuring and how it has been collected and managed.

Develop simplified information visualisation tools

This initiative will ensure that data is disseminated in such a way as to reinforce its importance and objectivity; and make it interesting, understandable and usable.

Data visualisation will be extensively used including infographics (information graphics), dials and gauges, geographic maps and easy-to-read but detailed bar and pie charts. Spatial atlases will be developed for every national survey and census as a means to provide an easier spatial overview of the results.

Create statistical information centres/kiosks and online services

To ensure widespread dissemination of statistical and spatial data nationally, statistical information centres/ kiosks will be established in selected areas of the country during the strategic period.

Partnerships with other government institutions such as the Ministry of Education, Arts and Culture and tertiary and vocational institutions will be formulated to ensure extensive dissemination of national statistics through already established library centres.

Furthermore, NSA will develop online services for both statistical and spatial data. In this regard, statistical and national geographic portals hosting both metadata and data will be developed for fast online communication of statistics and spatial data. In addition, NSA will develop a simple mobile application (NSA App) for mobile phones to bring statistics to the fingertips of the user.

Objective 1.3:   Increase data user satisfaction

Data users are the clientele of data production systems and clearly the most important component of the NSS. Official statistics are produced because they are demanded and it is widely acknowledged that demand for data is essential for sustainability of statistical systems. In addition, some of the data users such as policy makers in ministries of finance/planning are responsible for dispensing resources. It is, therefore, important that users are satisfied with the data they are getting in terms of scope, quality and timeliness. This will be ensured by implementing the following initiatives:

From consultation to engagement with data users

Data users are usually consulted when new data collection such as a surveys or censuses are to be undertaken and when the results of such collection are being disseminated.

Data users are very central to the NSS so much so that they should not only be consulted but also be engaged and should play proactive roles in the development of the NSS.

Such engagement, which should be ongoing will enable data producers to better assess and track changing data needs of users, monitor user expectations, and get users to appreciate statistical processes and indicators as well as challenges that are faced in data production. It will also enable provision of user support to access, understand and use data.

Improve data collection, processing, analysis and interpretation

Data does not have much value in and by itself. Its value derives from the fact that it can be processed, analysed, interpreted and disseminated to those who need, understand and use it. Data analysis is about adding value to data by establishing underlying relationships and trends, and by extracting information from a mass of data. This initiative, therefore, aims to enhance the capacity of NSA to create more value out of data holdings by going beyond basic data analyses and doing more detailed analyses.

This is expected to help better illuminate development issues, inform policy design and programme development, and form a basis for advocacy. Such analyses will also help to meet specific needs, interests and perspectives of well-targeted users to create impact.

Since NSA does not have much capacity for such analyses, it will do this through collaboration with other institutions (for example, the universities and Institute for Public Policy and Research) and experts/researchers in different development areas including but not limited to gender, environment, energy, and governance.

There is also a need to improve the collection and processing of quality data from surveys and the administrative system. A sound and coordinated statistical infrastructure is there required to harmonise data collection, processing, and improve data sharing.

Undertake User Satisfaction Surveys

Data user satisfaction is used to measures how products or services supplied meet or surpass user expectations. Such satisfaction (or lack thereof) is established by undertaking a User Satisfaction Survey that provides a metric that can be an important input into improving data production, management and dissemination to users.

The specific objectives of the survey would be to determine the level of user satisfaction with the services currently provided by NSA and to determine the degree of importance to users of the services currently provided by NSA. It will also help identify particular areas of dissatisfaction and identify areas where improvements can be made, and gather data that could be used in future years to enable longitudinal analysis.

Such a survey would cover the main users of a range of information produced by NSA including reports, publications, data and services such as technical assistance provided to stakeholders. The main users are researchers, training institutions, government ministries, local governments, non-governmental institutions, private sector and other academic institutions.

GOAL 2: Achieve an effective and efficient statistical system

This goal is about achieving effectiveness (doing the right things) and efficiency (doing the right things well) of the statistical system in terms of process cycle time, quality and productivity, resulting into delivery of the *"right data to the right people in the right format at the right time".* The goal will be achieved by realising the following strategic objectives:

- making business processes more efficient and effective,

- building of statistical capacity across the NSS,

- improve the coordination of National Statistical System to ensure harmonization in statistical production, and,

- improve the production of quality statistics.

Objective 2.1: Make business processes more effective and efficient

This objective aims to produce coherent data sets, comparable over time and across the Agency, and also ensuring cost-effectiveness of data production processes. It is about improvement of existing processes, investing in new processes and innovating to create value (new value-added products and services) that will meet the emerging needs of current and future data users. The following initiatives will be undertaken to achieve this objective:

Business process mapping

A process map identifies key activities to be undertaken, shows who will be responsible for undertaking them and their sequencing throughout the entire project life cycle from conception to data dissemination.

Business process mapping therefore aims to, inter alia, strengthen the integration and effectiveness of different functional groups in the Agency.

Through linking time and quality indicators to each step in the process, the business process maps facilitate the measurement of the individual employee's performance at each step of the process, thereby significantly enhancing the performance management process.

Business mapping also defines the nature of interaction between subject matter departments and the enablers to ensure that centralised functions are rationalised and not duplicated to create inefficiencies. Mapping, therefore, removes the need for duplication of technical, statistical and support services within subject-matter groups, and brings more coherence and consistency in design and methodology applications, deployment, execution, data analysis and dissemination across the whole Agency.

Mapping encourages the establishment of cross-functional teams for specific initiatives and reduces emergence of "silos" that prevent cross-fertilisation of ideas, skills and analyses.

For statistical projects e.g. household surveys, mapping enables cross-departmental coordination between subject matter departments, allowing for better cross-survey data analyses. It also leads to all-encompassing integrated surveys by ensuring better planning and coordination of the surveys from the outset.

Improve infrastructure for statistics

One of the weaknesses of the African NSSs is the generally weak, inadequate and vulnerable infrastructure for statistical production and management. This is because most resources for statistics are dedicated to data production with fewer resources directed towards infrastructure and capacity development. The Strategic Plan will, therefore, aim to improve infrastructure for statistics to make the NSA an effective and efficient institution.

The following infrastructure will be improved:
i. physical infrastructure, including a more suitable home for the NSA,

ii. statistical infrastructure, including field organisation (regional offices), sampling frame for household-based surveys, an integrated business register for establishment-based surveys, methodologies, classifications, metadata,

iii. IT infrastructure, including hardware, software, live ware (people), Intranet, Internet and web site,

iv. Competencies, which are intangible assets required to enhance institutional performance and success. They are characteristics of employees that contribute to successful job performance and achievement of institutional results, and include relevant knowledge, skills, abilities, and attributes such as motivation, initiative, integrity and self-management.

v. Library services are an essential infrastructural component of a statistical institution. A library is used as the main repository of books and other reference materials e.g. UN guideline documents and reports; statistical journals, periodicals and magazines and spatial products like maps.

Currently, NSA has no library and during the plan period, a digital library will be established together with the attendant statistical and spatial information repository policy and guidelines, information materials, a catalogue of statistical and spatial information and appropriate facilities including computers and photocopying facilities.

Build and maintain an integrated business register

A business register is a comprehensive database holding information on registered business establishments in a country. It usually contains structural information about each business, including name, location, economic activity, employment, year establishment started operating, type of ownership, and annual turnover. It is a basis for collecting reliable economic statistics in the country. Furthermore, a business register is used to select samples for establishment-based censuses, surveys and economic research. The frame can also be used to coordinate and integrate establishment–based surveys.

There is currently no comprehensive and coherent central business register. Rather, several business registers are maintained in different government Offices, Ministries and Agencies (OMAs) for administrative, regulatory or statistical purposes. For instance, the NSA, Bank of Namibia, Ministry of Industrialisation, Trade and Small and Medium Enterprise Development, Ministry of Labour and Industrial Relations and Employment Creation maintain their own business registers. Data production using different business registers is neither efficient nor cost effective, and does not lead to production of reliable data. NSA aims to establish and maintain a central business register.

Objective 2.2: Build statistical capacity across the NSS

This objective will be met by implementing the following initiatives:

Strengthen the NSS coordination function

As part of its mandate, the NSA is responsible for the coordination of the NSS. This coordination is aimed at ensuring that the data producers are producing data and statistics in line with the standards set out in the Data Quality Assessment Framework (DQAF), Data Collection Processing and Dissemination Policy and Practice, and the Code of Practice.

These are professional and ethical standards applicable to statistics producers and which follow international best practice. This will instil confidence in the users of statistics. The coordination is further aimed at ensuring that duplication of efforts and wastage of resources (both material, financial and manpower) resulting from different producers engaged in the same data collection is minimised and to a larger extent eliminated.

Therefore, in order to effectively coordinate the NSS, the department responsible for NSS at the Agency requires strengthening in terms of more human resources.
Currently the department comprises of two staff members only, an unrealistic situation given that standard practice dictates a minimum of 10 staff members to effectively coordinate the massive NSS.

Design and implement a National Strategy for the Development of Statistics

One pathway to improve statistical capacity across the NSS is by designing and effectively implementing a National Strategy for the Development of Statistics (NSDS).

The NSDS is a robust, comprehensive and coherent framework for statistical capacity building across the whole NSS and for responding to key user needs. It is also a framework for statistical advocacy, assessing and tracking user needs, addressing data limitations including aligning data demand with supply, mobilising and prioritising use of resources for statistics, integrating statistics within national development policy processes and introducing and managing change.

It also provides a trajectory defining where the NSS as a whole should be in the medium-term along with a "road map" and milestones for getting there. The NSDS covers all sectors and users. This is crucial since the "data revolution" for SDGs entails increasing the scope, quantity and quality of data from different sources. The NSDS also introduces modern and proven management principles in the management of official statistics and provides a framework around which development partners can harmonise or align their support to statistics.

The NSDS is a system-wide national strategy and plan of action to break the "vicious cycle" of statistical under-resourcing and under-performance. In essence, the NSDS is also a catalyst for change and an approach is needed that amounts to a paradigm shift in the development of statistics away from the ad hoc, piecemeal, short-term, uncoordinated and donor-driven approach that has characterised statistical development in developing countries in general to a holistic, country-owned and driven, coordinated and sector-wide approach to national statistical development.

In response to the low and declining score on the World Bank statistical capacity indicator, the NSDS will be designed in the country during 2017/2018.

Develop and promote a National Data Quality Assurance Framework

In response to a request by the United Nations Statistical Commission at its 41st session in 2010, the expert group on the National Quality Assurance Framework (NQAF) developed a template for a generic NQAF and its implementing guidelines to help the National Statistics Offices (NSOs) develop and strengthening their individual frameworks. The framework describes the generic approach to be used by NSOs in ensuring that their statistical productions and the data and statistics produced by the producers in the NSS are of the highest quality possible.

To date the NSA has developed and gazetted the Data Quality Assessment Framework (DQAF), which is a framework that guides how data and statistics are assessed for quality and their possible designation as official statistics. However, the overarching National Quality Assurance Framework (NQAF), which is supposed to guide how quality is assured throughout the NSS is lacking.

Therefore, during the first two years of this Strategic Plan, the NSA will develop, gazette and promote the National Quality Assurance Framework (NQAF) in line with the recommendations of the UN Statistical Commission. In the same spirit, a review of the Data Quality Assurance Framework (DQAF) will be undertaken to ensure its complete alignment to the Assurance Framework.

Collaborate with other institutions to produce statistics

Due to its reputable name, the NSA will often be approached by other research institutions to collaborate in the production of statistics. It is for this reason that the NSA should always be ready to enter in such collaborations for projects that are of national interest. Such relationships are normally cemented by signing Memoranda of Understanding (MoUs).

World Bank Statistical Capacity Indicator:

In order to improve on the Statistical Capacity Indicator, the following data collection (as per the World Bank Statistical Capacity Indicator) needs to be initiated, improved and/or maintained in the following three areas as prescribed by the World Bank:

Methodology

i.   Consumer Price Index Base year (there was an improvement in the rating of 2016 after the re-basing was done in 2014. The rating requirement is a base year not older than 10 years) (Source: NSA)

ii. External debt reporting status (Source: Ministry of Finance)

iii. Government finance accounting (Source: Ministry of Finance)

iv. Industrial production index (Source: NSA)

v.   Special Data Dissemination Standards (SDDS) (Source: NSA)

Source Data

i.   Agricultural census (there was an improvement in 2016) (Source: NSA)

ii. Poverty Survey (Source: NSA)

iii. Vital Registration System Coverage (Source: Ministry of Home Affairs)

Periodicity

i.   Child malnutrition (Source: Ministry of Health)

ii. Gender equality in education (Source: Ministry of Education)

iii. Income poverty (Source: NSA)

iv. Maternal health (Source: Ministry of Health and Social Services)

v.   Primary completion (Source: Ministry of Education)

Objective 2.3: Improve coordination of National Statistical Systems to ensure harmonisation in statistical production

Comparability and quality of data from different data sources is currently lacking. To ensure quality and comparability of statistics across the national statistical system, there is a need for development of harmonised concepts, definitions and classifications, and methodologies to be used in the specific subject matter area and ensure their application by all statistical producers in the NSS. A coordination structure for specific subject matter areas is key in this regard and there is thus a need to strengthen such a coordination and maintenance of its operations.

Improve administrative data sources and registration systems

Administrative data sources and civil registration play a very important role in the provision of output data required for monitoring national development. In Namibia, and indeed, in most African countries, these sources of data have not been given much attention in national statistical development

such as surveys and censuses. Under this Plan, a number of actions are planned to improve these two sources of data.

Administrative data sources: These sources will be improved through:

i.   scaling up statistical advocacy especially among high level policy and decision-makers in government bodies, including the establishment of statistics units where they do not exist in the government bodies or strengthen those that already exist;

ii. with the establishment of statistics units in government, the NSA can provide a template architecture and terms of reference for such units, increase the scope of data and build capacity through training of staff that collect and/or compile data in government bodies so that more comprehensive, accurate, consistent and real-time data can be collected/compiled following international standards, practices and best practice;

iii. promoting use of international standards, methodologies and classifications as well as the Namibia Code of Practice across the government bodies;

iv. reviewing of existing instruments and methodologies for data collection in government bodies;

v.   undertaking periodic audits of administrative data systems and resulting datasets;

vi. promoting better management of administrative data, including storage, database development, data analysis and reporting;

vii. harmonising concepts and definitions to ensure improved quality of administrative data.

Civil registration: Civil registration is essential for building a modern public administration, promoting decentralisation and democratisation of policies and programmes as well as for proper measurement and monitoring of development policies, plans and initiatives.

It is also essential for compiling vital statistics (civil registrations are the most direct and conventional source of information on vital events) and development indicators as well as establishing and protecting identities, citizenship and property rights of individuals. Civil registration systems in Africa have not received the attention they deserve.

However, two important initiatives have been embarked on at continental level in the last ten years to kick-start civil registration systems in Africa. They include:

i.   the convening of a Ministerial Conference on Civil Registration to build up political will and support for civil registration systems on the continent, and,

ii. the development of a major initiative, the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics System, which has been endorsed by the said Ministerial conference. As part of this initiative, an assessment of the state of civil registration was undertaken in the country followed by the design of a strategic plan to improve civil registration data. The NSA will work closely with the Department of Civil Registration within the Ministry of Home Affairs and Immigration to ensure improved datasets on civil registration in the country.

Labour Market Information System (LMIS)

To effectively measure the performance of the labour market, there is a need for a functional Labour Market Information System (LMIS) that provides quality, relevant, reliable and updated information on the labour market. It is also essential that this LMIS is easily accessible to the data users in this database.

Some key information to be included in the LMIS is core labour force and market data, demand data (labour, skills etc.), education and training information as well as labour laws and policies. A set of Labour Market Information indicators was compiled in 2016, however there is a need to develop an integrated information system for information sharing, access and maintenance. This database, when linked to data suppliers, will ensure continuous updates of information on different indicators.

Health Information System (HIS)

There is a health information system at the Ministry of Health and Social Services which provides data up to health district levels. However, the data generated in this system needs to be improved in order to ensure effective planning and decision-making processes. This data quality improvement in the system will be geared to easily processing and producing quality health statistics that are accessible to users and ensures the monitoring and evaluation of national plans and programmes.

Other data sources for administrative data

There are currently various systems that provide data to measure the performance of the economy and social sectors of the country. Most of the systems need improvements to generate quality and easily accessible statistics. NSA needs therefore to play a critical role in coordinating the NSS to ensure the improvement of different systems for the production of quality administrative data.

Objective 2.4: Improve production of quality statistics

The NSA produces core statistics to respond to statistical needs for monitoring national development programs, however there is still a need to improve the quality of statistics in accordance with the Statistics Act and international standards and best practice.

Data quality enhances the credibility of statistics that are being produced as it increases user confidence and trust in the statistics and the credibility of the Agency producing them. The NSA has developed a comprehensive Namibia Data Quality Assessment Framework (NDQAF) in line with the international standards such as the Fundamental Principles of Official Statistics, African Charter on Official Statistics, the IMF's Data Quality Assessment Framework (DQAF) that provides a structure for assessing the quality of statistics and certifying statistics as "official statistics" in line with best practice and internationally accepted methodologies. It is therefore important that statistics be produced in line with quality elements in NDQAF.

Produce innovative statistical products & services

Societies have grown more heterogeneous, dynamic and complex. Therefore, production of official statistics need to take into account this reality. This means that the NSA should go beyond producing statistics to answer questions on "how many?" or "how much?" and "where?". The statistics should also answer questions of "what is going on?", "what new relevant phenomena are emerging?", "what interdependencies play a role?", and "which processes are driving changes in society?"

Fundamental changes in our societies and the SDGs have created new information needs requiring new statistical collections, new analyses and innovative statistical work programmes. Therefore, NSA should not just produce relatively simple statistical data which are only answering the question "how many?" but data that should answer questions of "where are they" which for development issues like poverty requires production of statistics at the lowest level of administration (small areas). There is also a need to supplement or even replace simple statistical data with more complex statistical information such as composite poverty indicators that seek to measure the various dimensions of poverty. It is also crucial that innovation is exercised in the way statistical products and information are packaged and disseminated to users.

Since users are heterogeneous, it is important for NSA to segment them by their interests and levels of sophistication and to produce tailor made statistical products fit for their domain needs. All this calls for NSA to become a high quality innovative organisation that is able to harness innovative technologies, exercise organisational flexibility, foster creativity and innovation as well as communication skills.

One such innovation by NSA is the Mobile Application, the App that will make it possible for data users, especially high level policy and decision-makers, to easily access official statistics using their mobile phones. This application will be rolled out during the strategic plan period.

It is also expected that Big Data and Open Data initiatives will be leveraged to improve production of official statistics thus generating more interest as well as creating greater awareness on the importance of statistics in the country. Hackathons[6] will also be supported as data can be used in hackathons to provide solutions in everyday situations. One such example of solutions developed through hackathons is the inventing of software programmes to establish/analyse crime statistics in a specific town.

[6]A hackathon is a design sprint-like event in which computer programmers and others involved in software development, including graphic designers, interface designers, project managers, and others, often including subject-matter-experts, collaborate intensively on software projects.

Improve surveys and censuses

Surveys and censuses are the main sources of data and outcome/impact indicators compiled by NSA. They are also flagship activities of the Agency that define its public image and credibility as well as user satisfaction with NSA statistical and spatial products. This plan seeks to improve surveys and censuses by:

i. undertaking a new generation of surveys called high frequency surveys to satisfy the "need to know in time" thereby enabling timely policy/decision responses. This new generation of surveys takes advantage of the connectivity revolution (wireless technology) to capture required information from the field in real time. This process has started and will be accentuated during the plan period,

ii. improving survey processes through process mapping to collect higher quality data (quality in all its various dimensions) and business process integration,

iii. reducing turnaround time for survey processes to meet user needs in a timely manner especially for public policy design and monitoring,

iv. designing and implementing an Integrated Household Survey Programme (IHSP). This is a multi-purpose, multi-topic and multi-round programme of household surveys to collect integrated and inter-disciplinary data on a continuing basis. IHSP rationalises undertaking of household surveys, avoids ad hoc surveys and leads to both improvements in the quality of survey data from different rounds of the programme as well as reducing the cost of each survey,

v. designing and implementing a longer-term survey and census programme that feeds into government policy and planning processes to ensure immediate relevance of data they collect. The programme will be used as a tool for advocacy and resource mobilisation for statistics. It will also be shared widely with stakeholders so that they can know when to expect specific data.

2021 Population and Housing census

In accordance with international best practice, countries are required to conduct at least one Population and Housing Census at ten-year intervals. The 2020 World round of Population and Housing Census programme (2015 to 2024) was approved by the Statistical Commission at its 46th session and adopted by the UN Economic and Social Council through resolution E/RES/2015/10.

The census programme recognises the Population and Housing Census as one of the primary sources of a complete population count, and for formulating, monitoring and evaluation of national programmes and policies aimed at inclusive socio-economic development and environmental sustainability. For good governance and policy implementation, countries are required to conduct at least one Population and Housing Census during the 2020 round of World Population Census programmes. The Population and Housing Census provides age and sex disaggregated data, demographic and socio-economic data at the lowest geographic levels that help to measure progress in the achievement of Agenda 2030 for sustainable development goals, Africa's Agenda 2063, and national development goals in the NDPs.

Namibia has been committed in conducting its Censuses on a decennial basis since the year 1991. The last Population and Housing Census was conducted in 2011 and therefore the next Census is due in 2021.

Compendium of main concepts and definitions

There has been numerous drives and promotions for the harmonisation of statistics at continental as well as SADC level including the BUSAN Action Plan for Statistics and the Strategy for the Harmonisation of Statistics in Africa in support of regional integration. In line with the said initiatives, the Agency is compiling a Compendium of Statistical Concepts and Definitions to harmonise statistical concepts and definitions necessary for the production of data and statistics within the NSS. This will ensure that uniform, consistent, comparable and non-conflicting results of official and other statistics in the country are achieved. It will also promote ease of understanding to the statistics users due to consistent use of similar concepts and definitions across all data collection methodologies.

The Compendium is being compiled through a consultative process with key stakeholders within the NSA as well as key data producers in the NSS. Such collaboration will ensure complete coverage of all statistical concepts and definitions used in Namibia. The Compendium will be updated annually to ensure new and emerging concepts and definitions with revisions captured on time. The annual updating will also ensure that the Compendium remains relevant and up-to-date at all times.

Standards for certification of official statistics

The Statistics Act (Act No. 9 of 2011) empowers the NSA to coordinate the National Statistical System (NSS) and the Statistician-General (SG) to designate statistics as "official" statistics. This ensures that quality statistics are produced for better evidence-based planning and decision-making, policy design, and monitoring and evaluation of policies and decision-making.

In order to fulfil its responsibilities of designating statistics as official statistics, the NSA has developed and gazetted the Namibia Data Quality Assessment Framework (DQAF) in 2014 to provide a rational framework for quality assessment of statistics in Namibia.

Statistics produced in Namibia (whether produced by NSA or other data producers) will be designated as "official" statistics if they comply with the practices listed in the DQAF. However, due to the absence of the quality assessment standards and guidelines, the process has not yet started. It is on that basis that the NSA will develop the standards for designation of statistics in line with the DQAF, and to socialise it with all the data producers before its implementation.

GOAL 3: Realise a spatially-enabled society

Research from the 1990s indicated that as much as 80 percent of all government data includes a location attribute, e.g. a place name, address, map reference, coordinates or similar. Countless government agencies, at all levels of government in scores of countries, have benefited from better decision-making based on the integration of statistics with spatial information in disciplines as disparate as transport and land use planning, locating health and education infrastructure to simply providing better information to citizens that improves their daily lives.

Today spatial data is digital with the location element linked to an increasingly larger set of attributes. Generally, for planning and monitoring purposes, it is important to know where something is, its current status, requirements and other associated statistical attributes. With technological developments and the high cost of producing government data, the need for effective and efficient management of spatial data from production to use has emerged. This need has grown further at global level to the fundamentals of creating a global statistical geospatial framework for effective planning and reporting.

In Namibia, the need for spatially-enabled society has received high priority from policy makers as the recognition to establish a national infrastructure of spatial data alongside the development of statistics was incorporated into the Statistics Act.

The Act mandated the NSA to establish and coordinate a national spatial data infrastructure (NSDI) alongside the development of statistics. This puts the agency at the forefront of establishing a statistical geospatial framework that supports evidence-based planning, policy formulation and effective decision-making. A five-year national SDI Strategic Plan was developed in 2015 building on a holistic approach to developing and managing spatial information in Namibia.

Strategic Objectives

Objective 3.1: Enhance a nation-wide infrastructure of digital spatial data, tools and services

The approach to be followed prioritises institutional arrangements for developing spatial information, requirements for creating and maintaining spatial information, building mechanisms for making spatial information accessible and available and strategic development of data, technology and applications that emboldens a spatially-enabled society. To realise this strategic objective, the following initiatives will be undertaken:

Develop a responsive NSDI coordination framework

Production of national spatial data and development and operation of the infrastructure for spatial information will be carried out in an inclusive, cooperative and collaborative manner within the current policy and legal frameworks, under the leadership of the NSA.

The Agency will create a network of well-coordinated government institutions for effective maintenance and management of government spatial data. Different collaborative platforms focusing on stakeholder institutions and users will be established. Regular stakeholder engagement and capacity building mechanisms will be implemented to strengthen relationships and capacity among all role players in the infrastructure.

Spatial data production and management

This initiative will facilitate the collection, documentation and maintenance of government's fundamental datasets by official government data custodians. Fundamental spatial datasets typically have national coverage, and are widely needed, for a variety of purposes, by many users for planning and monitoring. They are typically produced and funded by government (or donors) and are considered public goods.

In Namibia, these national datasets are generally outdated, thus not fit to provide effective spatial planning to many sectors. The lack of coordination in data collection has resulted in duplication and increased wastage of government resources and the circulation of poor quality data, which impacts planning.

As a result, an environmental scan will be conducted to quantify government investment in data and a national advance data collection calendar (ADCC) developed and monitored for effective production and management of spatial data. Documentation and archiving of government fundamental datasets will be prioritised. Generation of metadata, in accordance with NSDI standards, as part of the compliance programme will be coordinated by the NSA, while information about the status of national datasets will be communicated to the public on a regular basis through established systems.

Develop data dissemination tools and services to users and conduct advocacy work

In order to promote the use and sharing of spatial data in support of spatial planning, socioeconomic development and related activities, mechanisms must be established for a widely accessible infrastructure of digital spatial data nationally.

The NSA will develop a metadata online catalogue which will be a central repository of metadata of government fundamental datasets. The catalogue will provide links to official metadata and spatial data with simplified visualisation and online analysis mechanisms. The metadata catalogue will be scaled-up to a full national geographic portal with online interactive map functionalities. The initiative will also support the development of government sector-based online map services in order to increase the consumption of spatial information. Support to the production of geographic information services and technologies that provides near-real time to real-time monitoring and dissemination of information (statistical or spatial) for national early warning systems will be promoted.

This initiative will further strength advocacy work and make it more targeted to the different groups as a means to build a spatially-enabled society. Convincing others to support NSA's advocacy work to potentially grow this effort to a larger scale takes time. Thus, joint development and use of country-specific case studies for evidence-based planning will be promoted to different user groups locally and internationally with more emphasis on showcasing the value and benefits of integrating statistics with spatial data. This advocacy work is expected to positively impact on the formal education system from primary to tertiary level education while also influencing the general public to think spatially in their daily lives.

Objective 3.2: Improve statistical integration with spatial data

There is a growing interest in the geo-statistical information field where statistical data is linked to spatial data (geographical data) to enhance development planning and decision-making processes. Statisticians and Geographic Information System Analysts are challenged by the high demand of geo-statistical information and they have therefore developed statistical methods for analysis of spatially referenced data in a wide variety of statistical fields.

Most statistical data has a geographical referenced point, which makes it possible to link statistical and spatial data for better presentation of statistical information. Geo-statistical information gives better view and understanding of different situations on the ground, which enhances evidence-based planning and decision-making processes.

In order to improve statistical integration with spatial data, the following initiatives will be undertaken:

Advocate for common geographies for the dissemination of statistics

One of the challenges of integrating statistical information with spatial data in the country is the lack of harmonised geographic boundaries. Statistical information is collected from geographies that are harmonised with only administrative boundaries despite having other official service boundaries where statistical inferences are made. For instance, health districts and magisterial boundaries are neither aligned to administrative nor enumeration boundaries, making projection difficult.

Therefore, the main aim of this initiative is to advocate for the harmonisation of official/gazetted institutional boundaries to statistical frames for easier population and other projections and reporting. The initiative further advocates for the development and maintenance of national geographical frames (statistical frames) for censuses and surveys, as part of the national infrastructure, for use in any statistical collection undertaking.

Develop a geocoded register of dwellings and other structures in the country

An up-to-date national geocoded register of dwellings and other structures in Namibia will be developed as a means for effective integration of statistical information with spatial data.

A geocoded register provides a means for effective service delivery to semi-urban and rural communities by providing baseline planning data for all sectors of the economy. The register will consist of geo-referenced locations of places where people live, establishments and all the physical structures (buildings) in the country. The development and maintenance of this register is of great interest to various government role players, as an enabler to physical service delivery, emergency response services, billing systems, property valuation rolls and financial services to citizens. At the NSA, the register will be the basis for statistical frame adjustments and sampling, thus reducing response fatigue.

GOAL 4: Enhance organisational efficiency and effectiveness

Strategic objectives

Objective 4.1: Strengthen information capital

Information capital is collective employee knowledge, experience, ideas and how they generate and share information with each other and the wider business. The following initiatives will be undertaken to strengthen the Agency's information capital:

Build professional networks

Many businesses depend on resources and information outside the business. Therefore, in order to get what they need, they reach out and professionally network with others. Professional networks establish and maintain professional contacts as a way to promote professional development and opportunities (e.g. find work) and career advancement. They enable people to engage, share or connect with other professionals.

What makes a professional network different from a social network service is that it is mainly focused on the relationship of a business nature and career building rather than including personal information sharing.

By using professional networking sites, people can easily connect with co-workers and professionals from different locality and fields. In addition, businesses are able to keep all of their networks up-to-date and professional networks help to promote business rather than peoples' personal lives. A notable example of a professional networking medium is LinkedIn. According to LinkedIn Managing Director Clifford Rosenberg in an interview by AAP in 2010, "[t]his is really a call to action for professionals to re-address their use of social networks and begin to reap as many rewards from networking professionally as they do personally".

Under this initiative, NSA will promote building of professional networks and encourage all staff to do the same.

Build an effective integrated MIS

A management information system (MIS) broadly refers to a computer-based system that provides managers with the tools to organise, evaluate and efficiently manage departments within an organisation. In order to provide past, present and prediction information, an MIS can include software that helps in decision-making, data resources such as databases, the hardware resources of a system, decision support systems, people management and project management applications, and any computerised processes that enable the department to run efficiently. Disparate management systems exist and these will be integrated into one system.

Develop a national statistical database

According to the Statistics Act (Act No. 9 of 2011), Namibia Statistics Agency was established to be the "central repository for all statistics produced in Namibia". NSA has and maintains disparate datasets on many subjects.

However, it has not yet developed an integrated database covering many subjects and some line ministries have developed and maintain sectoral databases. Having a multiplicity of databases and updating them tends to thinly spread available resources.

There is a need to develop an integrated national database for monitoring national development by:
(i) consolidating all official statistics from different sources in one location,

(ii) providing powerful, yet easy to use analytical tools,

(iii) helping "tell a story" and thus improving decision-making, and,

(iv) facilitating dynamic publishing and web dissemination to various constituencies.

This initiative is about consolidating disparate databases into one national database (central repository for all statistics) that can act as a one-stop-centre for official statistics in the country.

Objective 4.2: Strengthen organisational capital

Organisational capital is the value deriving from organisational philosophy and systems, which leverage the Agency's capability in delivering goods or services. It, among other things, includes culture, structure and organisational learning.

The following initiatives will be undertaken to strengthen organisational capital and build organisational performance culture:

Promote creativity and innovation

"A culture of innovation can be a company's primary source of competitive advantage and can pay off steadily over the years." 24/7 Innovation: A Blueprint for Surviving and Thriving in an Age of Change (McGraw-Hill, 2002)

With new policy and development agendas - national, continental and international - leading to exponential increase in demand for data and limited resources for producing such data, it is imperative that national statistics offices and statistical systems become creative and innovative if much of the said data demand is to be met.

Creativity and innovation at work are the process, outcomes, and products of attempts to develop and introduce new and improved ways of doing things. The creativity stage of this process refers to idea generation, and innovation to the subsequent stage of implementing ideas toward better procedures, practices or products. Creativity and innovation can occur at the level of the individual, work team, organisation, or at more than one of these levels combined, but will invariably result in identifiable benefits at one or more of these levels-of-analysis[7].

Creativity and innovation are extremely important at the enterprise level.

Solid growth and organisational sustainability depend on new ideas. Organisations should encourage and nurture profitable innovation, a continuing process in which new ideas are generated, business models are enhanced and revised, new markets are discovered and new products are designed and launched. It is important for managers and executives to develop a work force or employee base of creative thinkers, who generate new ideas each day. Within that continual flow of ideas can be found many unique and potentially profitable suggestions.

Strengthen organisational policies and procedures

A policy is a course of action or guidelines to be followed whereas a procedure is the operationalisation of the policy, outlining what has to be done to implement the policy. This initiative is about strengthening organisational policies and procedures. It will ensure that:

i.   policies and procedures are well documented in the form of manuals,

ii. staff members are trained on policies and procedures,

iii. staff members are encouraged to work within institutional policies and procedures,

iv. policies and procedures are regularly reviewed in order to ensure they reflect current good practice and legal requirements,

v.   staff members identify new knowledge and contribute towards the revision of policies and procedures.

Objective 4.3: Strengthen Business Logistics & Security

Enhance Logistics Support to Projects

The planning process, implementation of efficient and effective acquisition, storage of survey materials, and inventory is very important while the flow and transportation of products from the office to regional offices cannot be overemphasised.

Strengthen Fleet Management Services

The NSA spend a large part of its time traveling out in the field especially given the location of regional offices all over the country.

Every mile logged in an NSA car goes against the company's bottom line in the form of fuel expenses and eventual maintenance costs. Therefore, it is vitally important that NSA has a sound business strategy regarding the size and maintenance of its fleet led by a robust system and policies. As a responsible company, the NSA has a responsibility not only to keep its workers safe, but also to provide a measure of protection to others who share the road with our drivers.

Entrenchment of Security in Business Operations

The NSA, by its very mandate, is tasked with the preservation of confidential data that is derived from sensitive sources during surveys/censuses. The NSA also oversees the integrity of administrative data as part of NSS coordination. Therefore, measures, policies and procedures need to be in place for the NSA to safeguard its reputation as the central repository of all official data.

Objective 4.4: Strengthen Good Corporate Governance

As per the King IV report, corporate governance is defined as the exercise of ethical and effective leadership by the governing body (Board) towards the achievement of the following governance outcomes namely: ethical culture, good performance, effective control and legitimacy.

Thus, corporate governance is more than just complying with laws, regulations, standards and codes, it is about creating a culture of good practice. It is also an effective mechanism for encouraging efficiency and combating corruption within the organisation.

The Corporate Governance Code for Namibia ('NamCode') provides details on best practice principles and is based on King III. NamCode is applicable to financial years commencing after 1 January 2014.

Sustainability, corporate social responsibility and good corporate citizenship are an integral part of corporate governance. The NSA has policies in place to respond to these aspects of Good Corporate Governance.

Since commencement of operations of the NSA, unqualified audited financial statements have been reported. A key principle of good governance is financial oversight and reporting of an organisation. This demonstrates the organisation's concepts of accountability and transparency. This means that the NSA needs to be accountable and transparent in its financial systems and reporting including the non-financial information that it reports on.

[7]**Innovation and Creativity in Organizations: A State-of-the-Science Review, Prospective Commentary, and Guiding Framework by Neil Anderson (Brunel University), Kristina Potočnik (University of Edinburgh) and Jing Zhou (Rice University),**

The annual financial statements should be prepared in accordance with and should comply with International Financial Reporting Standards (IFRS) adopted by the International Accounting Standards Board (IASB), and interpretations issued by the International Financial Reporting Interpretations Committee (IFRIC) of the IASB.

An unqualified audit report which is in compliance with IRFS is an indication of effective internal corporate governance culture. This is enhanced more by the fact that audit quality is an independent external governance factor. It is therefore the objective of the NSA to continue with the production of unqualified audited financial statements reports and the following initiatives will put the Agency in that position as well as for an overall objective of good corporate governance Agency-wide:

Strengthen organisational procedures

With the implementation of the refined and approved organisational structure in 20……. and the further refinement of policies, procedures and processes, the introduction of an Enterprise Risk Management system and levels of delegated authority for some of the major challenges with regard to corporate governance have been addressed.

The NSA remains committed to a process of continuous improvement and will ensure that it will always comply with the standards of good corporate governance and ensure that there is accountability for the Agency's performance. The NSA will further be committed to the pillars of corporate governance which are integrity, competency, responsibility, accountability, fairness and transparency.

Build strong relationships with stakeholders and partners

One of the most important principles of good corporate governance is stakeholder engagement and reputation. It is a major corporate asset which needs to be managed through stakeholder relationship. The long term success of the NSA is dependent on a formulation of sound policies and strategies which address ethical behaviour, employee welfare, stakeholders' engagement, social and community issues as well as environmental issues in ensuring that the statistics produced by the NSA meet international and national standards.

As a result of the second strategy plan, the issue of reputation and good corporate governance practices has become even more critical to the NSA business and its sustainability. Through corporate governance, the NSA board and management will ensure that ethical and effective leadership complement and reinforce each other.

IT Governance

In order for the NSA to substantively benefit from the use of technology, information and communications technology should be properly aligned to the business objectives. The information and communication technology governance should be implemented as per the King IV Code by ensuring that information and communication technology is properly managed, appropriately resourced and sufficiently defined as per the IT governance standard ISO 38500 on effective, efficient and acceptable use of IT.

The COBIT IT governance control framework that helps organisations meet business challenges in the areas of regulatory compliance, risk management and aligning IT strategy with organisational goals will be adopted to guide the IT governance endeavours.

Business continuity and disaster recovery plan

A Business Continuity and Disaster Recovery Plan (BCDR or BC/DR) are closely related practices that describe an organisation's preparation for unforeseen risks to continued operations. The trend of combining business continuity and disaster recovery into a single term has resulted from a growing recognition that both business executives and technology executives need to collaborate closely instead of developing plans in isolation.

Business continuity describes the processes and procedures an organisation must put in place to ensure that mission-critical functions can continue during and after a disaster whereas disaster recovery refers to specific steps taken to resume operations in the aftermath of a catastrophic natural disaster or national emergency. In information technology, such steps may include restoring servers with backups as well as re-establishing local area networks (LANs) to meet immediate business needs.

In order to reach the objective of successful governance of IT in an organisation, the following initiatives are imperative:

Improve information security by safeguarding information resources (i.e. servers, databases etc.) because the systems that handle these information resources are critical to the operation of the NSA. Access to reliable information has become an indispensable component of conducting business.

Strengthen IT governance to ensure that the alignment of the business objectives are fully supported by the IT objectives.

Business Continuity and Disaster Recovery is essential for the sustainment of the business operations.

Objective 4.5: Stewardship of Resources

The NSA is mainly funded by the Government of the Republic of Namibia, with a minority of funds received from donors for various projects. In terms of the government funds, there are processes to be followed from the start of allocation of the budget to obtaining and utilisation of the funds. The processes are stipulated in the Statistics Act (Act No. 9 of 2011), the Public Procurement Act and the Public Procurement Regulation of 2015. Donor funds are also required to be managed and utilised as per the donor agreements.

Management is responsible for acquiring and managing resources in terms of these Acts and regulations as well as internal NSA financial procedures. Stewardship and reporting of financial resources is critical to ensure management is provided with accurate and timely information to monitor budgets, make informed decisions and to ensure accountability for resources.

It is important that once funding has been mobilised for statistics, its use is prioritised and rationalised. This will be done by undertaking the following initiatives:

i.   **Develop and implement a cost reduction plan.** This will include, among other things, undertaking of a functional review of the Agency to iron out redundancies and duplication of functions, and combining functions.

ii. **Rationalise field data collection activities.** This includes designing and implementing a longer-term integrated survey programme in which any investment and start-up costs are amortised over a longer period of time.

Objective 4.6: Enhance risk management and internal Audit

Proper risk management and internal control help organisations understand the risks they are exposed to, put controls in place to counter threats, and effectively pursue their objectives. They are, therefore, an important aspect of an organisation's governance, management, and operations.

Good governance is the means of ensuring the Board of the NSA determines the nature and extent of the principles of risk it is willing to take in achieving the strategic objectives, maintain a sound risk management and internal controls systems.

In relation to this objective, the following initiatives will be undertaken:

i.   **Evaluating and improving risk management and internal control within NSA** by facilitation and coordinating with other functions to design, plan, implement, execute, and monitor risk.

ii. **Continue with independent, objective assurance and consulting activities** designed to add value and improve the Agency's operations.

iii. **Implementation of Risk management policy**, which encourages a comprehensive and continuous risk management system resulting in assurance on critical controls by internal audit.

GOAL 5:   Realise sustainability in funding for statistics

Official statistics are now widely recognised as a national "public good" essential for the smooth running of the economy and society. Like other public goods, the production and dissemination of official statistics should be the responsibility of any government that is interested in improving the wellbeing of its people. This goal aims to ensure sustainable funding for statistics, which will be achieved by increasing funding for statistics and making better use of available funds.

Strategic objectives

Objective 5.1:   Increase funding for statistics

While the importance of statistics is well recognised, this has not translated into sufficient resource allocation from governments for statistical production and development. This puts NSA under pressure to produce more and better data with fewer resources. But if the cost of data production is high, the cost of having no data can be higher. This point should not be lost on statisticians as they advocate for more resources from government. Moreover, it has been established by PARIS21 that *"Investment in statistical capacity will pay for itself many times over by improving the efficiency with which governments allocate resources between public services".*

Statistical production and development does not simply require more funding. It needs better funding in terms of predictability. It has been observed that inadequate predictability of funding for statistics from government has been a constraint to statistical development. It is also the case that that increasing government commitment to statistics will send the right signal to development partners that statistics is a priority sector to be developed by government and is worthy of support.

Under this objective, the following initiatives will be undertaken:

i.   **Develop and implement a resource mobilisation strategy.** This initiative will involve high-level advocacy at Cabinet level, along with the National Planning Commission and development partners including multilateral donors, bilateral donors and international organisations.

ii.   **Commissioned work.** NSA will seek to be contracted by government bodies to organise their data and undertake specific surveys. This will enable the Agency to generate some revenue.

iii. **Investigate new sources of external revenue**

   a.   The importance of statistics is underpinned by the fact that the monitoring and evaluation of the SDGs can mostly only be through the production of evidence-based statistics. It is for this reason that funds should be available for the production of statistics as well as for the development of statistics.

   b.   In fact, part of the first year of this Strategic Plan will be dedicated to have a full understanding of the sources of funding as well as to put proposals and requests together.

iv.   In addition, since the NSA is mandated to participate in providing services as **commissioned work**, NSA is better placed to carry out such services due to the experience and the technical knowhow of the Agency.

GOAL 6: Achieve Development of the Human Capital and Professional Capacity

Organisations need to continuously grow, adapt and improve by aligning and converting intangible assets - drivers of long-term growth and improvement - to tangible outcomes. The intangible assets are human capital, information capital and organisational capital.   This goal will be achieved by strengthening these assets as elaborated below:

Strategic objectives

Objective 6.1:   Strengthen human capital

Human capital is the stock of competencies, knowledge, social and personality attributes, including creativity, embodied in the ability to perform labour so as to produce economic value. It is the most important resource in any statistical Agency or system and should, therefore, be treasured, developed and harnessed. This is because the production of good-quality statistical outputs is contingent upon the ability of the   Agency to attract and retain competent and well-trained personnel with appropriate incentive packages. Strengthening human capital involves increasing knowledge, broadening skills, and raising the motivation levels of staff.

To strengthen human capital, the following initiatives will be undertaken:

Develop and implement a training programme

Human capital will be developed through training implemented in a systematic manner on an ongoing basis. This requires that a well-designed training programme is developed based on a training strategy and comprehensive training needs assessment. The programme should aim to, among other things, build minimum capacity for data collection and management across the public sector and to impart technical skills (e.g., IT, GIS, data analysis, management) as well as soft skills (e.g., communication, presentation, report writing) among staff. Under this programme, regular professional seminars will be organised.

A dedicated Training function will be created to facilitate innovative training solutions as dictated by the needs in the Agency and NSS. Resource and infrastructure needs for training will be allocated to the programme. It will be the responsibility of the training officer to plan a training calendar well in advance, organise internal training including on-the-job training, identify external training opportunities (short courses and long-term training) and judiciously select officers to be trained. Once they complete their training, staff will be assigned to duties that they can perform most efficiently on the basis of the knowledge acquired in their training courses.

For benchmarking purposes, it is important to mention that in its basic form, such a training programme has been the anchor of the NSSs in some SADC countries including Zambia, Zimbabwe and Malawi.

Prior to establishing a nation-wide statistical training programme for all employees who are tasked with the production of statistics in their respective organisations, the Agency will complete the following in-house steps:

i.   Map all business processes of the core statistical departments and compile detailed procedural manuals based on best practice for all statistical processes.

ii.   Equip NSA employees with the required competencies to train fellow employees in their areas of speciality.

iii.   Communicate the required standards related to the production of statistics to all employees tasked with the production of statistics in their respective organisations, and formally request such organisations to identify knowhow and competency deficiencies amongst their own staff.

iv.   Present training courses, and conduct follow-ups to ensure effective skills transfer through the evaluation of outputs, i.e. checking the quality of statistical reports produced.

Institutionalise mentoring

Many young statisticians are left to learn important career skills by trial-and-error once they join the workforce. This takes a long time and results are uncertain. Mentoring can greatly shorten the learning period and improve the process of acquiring skills that are important for career development. Mentoring is "the practice of assigning a junior member of staff to the care of a more experienced person who assists him [her] with his [her] career". There is mounting evidence in the literature which indicates that mentoring is an important element for career development of young scientists. This initiative aims to ensure that the young generation of statisticians at NSA is mentored appropriately to help them acquire the skills needed for the responsibilities that await them[8].

Senior staff members who have achieved a high level of specialisation will be tasked with mentoring junior colleagues. Specific mentorship guidelines and criteria will be developed and enshrined in a mentorship programme. Mentors will be trained in basic mentorship techniques and relevant outputs will be included in the performance agreement.

[8]Lehana Thabane, Marroon Thabane, MLIS and Charles Harry Goldsmith, Mentoring Young Statisticians: Facilitating the Acquisition of Important Career Skills, African Statistical Newsletter, Vol. 2, 2006

Promote continuing professional development

NSA will promote continuing professional development (CPD) for its staff. Under CPD, staff will, among other things, be encouraged to take up different self-study programmes, become members of and participate actively in national and international professional associations, publish professional papers, conduct seminars, and teach selected practical courses at University. NSA will show the way by taking up corporate membership of a number of international statistical associations such as the International Statistical Institute and the Royal Statistical Society.

Develop and implement a career path

An assessment will be done to identify the positions, which would require specialisation with the emphasis being on depth of knowledge, versus those positions that would require generalisation and an accompanying breadth of knowledge.

Within both streams, a series of learning milestones will be identified. These milestones could be linked to academic qualifications and NQF (Namibia Qualifications Framework) levels, experience gained, and proven competencies attained. The different milestones will be expressed through different job levels within a specific position and through different positions (e.g. Statistician – Senior Statistician – Principal Statistician, etc.). Employees will progress from one level to the next within a position upon successfully mastering the competencies of that level. This will be evaluated through a skills audit, competency-based assessments, and supplemented through performance ratings. Movement from one job level to the next will be accompanied by an increase in responsibilities and remuneration. This is in line with the remuneration principle that a higher level of responsibility is accompanied by greater value added.

Movement from one position to a higher position can only occur if the higher position becomes vacant and the employee has been selected as the successful candidate. Selection panels will also take the academic qualifications and NQF levels, experience gained, proof of competencies attained, and performance ratings into consideration.

Training interventions will be identified to accompany each milestone with an emphasis on in-house/in-service training using own employees who have progressed to a higher level of specialisation/position/milestone. Such employees will be assessed through the performance management system on the extent to which they have imparted knowledge and skills to junior colleagues, i.e. specific interventions and targets regarding in-house training will be defined in the senior staff member's performance agreement, and will then be measured accordingly.

Improve staff morale

Employees are the most important asset of the NSA. The following will be done to improve staff morale, which was reported to be low:

i.   **Staff communication:** A system of upward and downward communication which ensures the following:

a.   all employees have a voice and will be encouraged to escalate their concerns upwards, where such concerns are responded to within a certain set time period;

b.   all department heads (executives) will be held accountable through their performance agreements to conduct regular meetings with their employees;

c.   employee satisfaction with their executives and managers will be measured through 360° feedback.

ii. The Statistician-General will continue to communicate with all employees. Two different channels will be used for this purpose, namely:

a.   Quarterly staff meetings with all employees in which the SG will communicate his vision for the NSA to all employees, and respond to overall questions/concerns raised. Minor complaints will be addressed by department heads/managers in their departmental meetings.

b.   Fortnightly or weekly "SG brief" through the Intranet. This will appear as a pop-up on each employee's PC when they log in.

iii. **Consistent application of discipline:** due to the inconsistent addressing of disciplinary infringements and poor performance by department heads, there have been claims of unfairness, favouritism and even victimisation, which negatively impact staff morale.

iv. **Other staff motivators:** The following will also be used to motivate staff:

a.   identification of non-monetary awards for star performers, e.g. additional leave days, granting a Friday off work, etc.

b.   continuation of social activities/functions which require a minimum of funding, e.g. Spring day, Valentine's Day, Independence celebrations etc.

c.   consistency will be ensured when granting financial assistance to employees wishing to further their academic qualifications or to attend training programmes and related developmental interventions. A Training & Study Assistance Committee will be established which will be tasked to evaluate all requests for assistance in accordance with predefined criteria.

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Develop leadership skills

It has been observed that leadership is a scarce resource. Effective leadership thinks and acts strategically, sets the pace, allocates resources, builds engagement, drives accountability, and delivers results. It is crucial to note that leadership starts but does not stop at the top of the pyramid. Indeed, high performing organisations create leaders at every level. The days for leaders acting alone are over. They now need to act collaboratively with their peers and recognise the collective strengths generated through collaboration (Vikram Bhalla et al, 2011)[8].

Vikram Bhalla also argues that the pipeline should be stocked with future leaders whose skills are matched to future needs. High performance organisations have leaders in the wings that have been rotated through many types of positions and roles in many functions and are groomed for success. These organisations identify potential leaders early in their career – and cultivate in them skills and competences that will be needed in future. This is the whole idea of succession planning. This initiative aims to build leadership skills and competencies at every level.

Objective 6.2:   Improve staff performance

High performance remains a focus on the NSA strategy and business plan. Hence, the NSA will continue aligning departmental and individual performance towards achieving agreed upon objectives. In achieving high level of performance, the NSA will develop systems and processes to manage both excellent and poor performance.

This could be achieved by measuring the following:

i.   Overall performance of the Agency to be measured and communicated to all in order to encourage teamwork.

ii.   Departmental performance with emphasis on adherence to the advance release calendar and all other deadlines.

iii.   Individual performance in order to eventually encourage good performers and manage poor performers.

iv.   Performance assessments of all staff to be conducted on time.

v.   Manage Poor performance and nurture good performance.

Objective 6.3:   Improve Organisational Environment

Organisational environment affects the effectiveness of staff and hence the institution in which they work. This objective aimed at improving organisational environment will be realised by:

Improving internal coordination and communication

Both external and internal coordination and communication are critical for purposes of breaking down "silo mentality" or territoriality that stands in the way of sharing data, experiences and knowledge. This will be achieved by doing the following:

i.   enhancing use of the Intranet to improve communication. The Intranet will be used to display general information, share business data and facilitate interactive communication. In particular, the Intranet will be used to distribute memos, regular news bulletins and to exchange and review work in progress;

ii.   holding regular professional seminars that require staff from each department to make presentations about their work;

iii.   integrating business processes, applications and survey instruments to make them consistent and interoperable.

Building an IT culture

Information Technology (IT) has become a driver of organisational success and it needs to be further harnessed to completely revolutionise official statistics work. For this to happen, however, IT should cease to be looked at as just a tool and become part of the institutional culture.

There is thus a need for NSA to deliberately build an IT culture that will make it possible to transform all its operations. This will involve, among other things, raising the profile of IT in the Agency, building IT competences and consciousness across the Agency, designing and implementing IT policies and guidelines, building IT platforms and promoting their extensive use, incorporating IT into staff contracts and the performance management system, improving institutional efficiency by automation/digitisation of all processes, and leveraging advances in IT to enable data accessibility by all.

[8]**Lehana Thabane, Marroon Thabane, MLIS and Charles Harry Goldsmith, Mentoring Young Statisticians: Facilitating the Acquisition of Important Career Skills, African Statistical Newsletter, Vol. 2, 2006**

Develop a central statistical repository architecture solution

In order to improve data management activities and enhance the data revolution-conscious environment at NSA, there is a need to develop a central metadata repository for statistical production. This will be the link and backbone of all statistical systems/applications at NSA. This initiative aims to improve statistical production and integration of necessary tools used in the data life-cycle at NSA.

04

Risk, Mitigation Measures and Critical Success Factors

4.1   Risks and mitigation measures

Risks that could stand in the way of effective implementation of this Strategic Plan were identified to be possible risks as opposed to existing risks. These risks deal only with the implementation of this Strategic Plan and are different from the Agency-wide risk log.

These risks, together with mitigation measures are presented in Table 6.

Table 6: Risks and mitigating measures

Risk	Description/Discussion	Mitigation measures
Unwillingness of some government bodies to be coordinated	• Government bodies believing that efforts to coordinate them aims at taking over their roles	• Effective awareness creation about the importance of coordination of the NSS • Explaining the NSA coordination role as per the Statistics Act • Establish coordination mechanisms
Inability of the NSA to coordinate the NSS	• Lack of resources including staff to effectively coordinate the NSS	• Strengthen the Department of Data Quality Assurance and NSS Coordination
Inadequate funding for statistical activities	• Limited appreciation of the importance of statistics by government • Limited commitment to the Plan by government, the main shareholder	• Undertake extensive advocacy for statistics as a continuing activity among policy and decision-makers • Mainstream statistics in NDP5 and all government development programmes • Create partnerships with various organisations (national and international)
Data insecurity, inadequate data back-up and recovery	• Poor data archiving and back-up • Some government bodies have no sound data recovery plans	• Promote archiving, back-up and recovery programmes in government bodies
Production of poor quality data from government bodies	• Inadequate, inaccurate, and incomplete data in government bodies	• Design and promote standards for data collection and management • Promote these standards across government bodies • Build capacity of government bodies in statistical production

4.2 Critical success factors

The following critical success factors were identified and once executed, will lead to a successful implementation of this Strategic Plan:

i.   effective leadership at institutional, Strategic Plan and project levels;

ii.   ensuring that the Strategic Plan, like the Population and Housing Census, is not just taken as yet another statistical activity but rather as a change-maker;

iii.   sufficient advocacy especially among policy and decision-makers;

iv.   stakeholder participation and co-ownership of the Strategic Plan;

v.   leveraging drivers of strategic success including skilling and reskilling to, inter alia, achieve staff empowerment, innovation, motivation, etc.;

vi.   mind-set change – avoid business as usual;

vii.   mainstream statistics into policy and planning processes at every level;

viii.   cultivate "champions" and "missionaries" for statistics;

ix.   undertake periodic monitoring, evaluation and reporting on plan outcomes, outputs and activities;

x.   government commitment and support of development partners

05

Implementation, Monitoring, Evaluation and Reporting
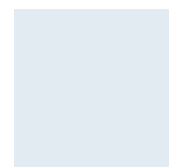
Kaplan Robert S. and David P. Norton. (2001), The Strategy-focused Organization, Harvard Business School Press, Massachusetts, 2001

5.1   Plan implementation

5.1.1   Need for better implementation

Plan implementation is perhaps the most critical aspect of the strategic planning process as this is the stage when plan benefits are delivered. All other stages are, therefore, essentially supportive of the implementation stage. While plan design focuses on effectiveness (doing the right things) requiring good intuitive and analytical skills and coordination among a few people, plan implementation is primarily an operational process that focuses on efficiency (doing right things well) and considerable funds, special motivation and leadership skills, and involves co-ordination among many people. This makes plan implementation harder than plan design. It has been observed that many effectively formulated plans fail because they are not successfully implemented. Robert S. Kaplan and David P. Norton (2001) have undertaken studies, which show that "the ability to execute a plan is more important than the quality of the plan itself". Everything will be done to ensure that this Plan is fully implemented.

The purpose of plan implementation is to:
i.   deliver the results, achieve purpose and contribute effectively to the overall plan goals;

ii.   manage the available resources efficiently; and

iii.   monitor and report on progress to support performance management.

5.1.2   What will plan implementation involve?

Plan implementation will involve mobilising drivers of strategic success as well as facilitating factors including, creating awareness (internally and externally) about the Statistics Act (Act No. 9 of 2011), reviewing and aligning the organisational structure to the plan, creating plan awareness among all staff in the Agency and among key stakeholders, creating and managing change especially in the mind set among staff, promoting teamwork, improving knowledge management, developing IT policies and strategies, developing and improving of management systems and procedures, staff motivation, creating quality consciousness, creating partnerships and collaboration arrangements, and mobilising financial resources and energies.

In order to effectively implement the Strategic Plan, an action plan has been developed to:
i.   serve as a guideline for action and represent the basis for allocating resources,

ii.   serve as standards of performance for NSA and employees as well as the major instrument for monitoring progress towards achieving Strategic Plan objectives, and

iii.   serve as a basis for establishing priorities for the Agency and its units (departments and divisions).

The action plan, which is presented in Annex II, outlines the actions to be taken at which stages in order to achieve NSA's objectives within a budgetary and resource framework. It also provides targets to be met. The selection of initiatives for the action plan includes some quick wins – initiatives that can demonstrate easily and quickly the benefits of the Plan.

Departmental detailed action plans are also developed as Annual Work Plans and form a basis for the performance agreements of the staff members.

5.1.3   Resource allocation

All organisations have at least four types of resources that can be used to achieve desired objectives. These are financial, physical, human and technological resources. Allocation of these resources is a central management activity that allows for plan implementation. Every effort will be made to minimise the factors that commonly prohibit effective resource allocation including too much emphasis on short-run financial criteria, institutional politics, vague plan targets, a reluctance to take risks and a lack of sufficient knowledge .

5.2 Plan monitoring, evaluation and reporting

It is critical that plan implementation is closely monitored on a continuing basis to (i) ensure that stated objectives are being achieved, (ii) track inputs, activities and outputs, (iii) determine if implementation is on course or not, (iv) alert management to problems or potential problems before the situation becomes critical, and (v) take corrective actions to ensure that performance conforms to the plan or that the plan is revised in light of new experiences.

There will be many factors such as ineffectual policies, unexpected turns in the economy, or ineffective initiatives, which can result in unsatisfactory progress towards meeting plan objectives. Problems can also result from ineffectiveness (not doing the right things) or inefficiency (doing the right things poorly).

Monitoring will keep track of these factors and changes and enhance the NSA's ability to adapt successfully to these changes – this is sometimes referred to as corporate agility. Such changes will include for example alterations to the NSA's structure, replacing one or more key individuals, establishing or revising objectives, devising new policies, allocating resources differently or developing new performance incentives. Monitoring will need to be done on a continuous basis to keep close to the pulse of the Agency.

At the end of the Plan period, there will be an evaluation to assess the most significant constraints, the most successful activities and generally, to assess how well the Plan met the set objectives. Evaluation involves comparing expected results with actual results, investigating deviations from plans and measuring individual and organisational performance. Plan evaluation will therefore put emphasis on learning for the future. Both internal and external monitoring and reviews/evaluation are necessary and will be done including:

Quarterly progress reports

A quarterly progress report will be prepared and can be presented to the Minister by the board of directors of NSA. This report will cover statistical and non-statistical activities undertaken during the quarter, constraints and successes, and highlight plans for the next quarter(s). In addition to the Minister, a similar report will be presented to main donors funding statistical activities in the country.

Annual progress reports

In addition to the quarterly progress reports, there is a need for an annual process of monitoring the implementation of the Plan, with mechanisms for changing activities and targets, if this should prove to be necessary. The NSA will undertake the review and consolidate the annual progress report that should be presented to the National Planning Commission through the NSA board of directors.

Mid-term review report

A mid-term review is a more formal process that will be undertaken to ensure that the Plan is still relevant and for agreeing on changes in both the initiatives and work programmes, where these are needed and justified. In addition, the mid-term review will, where necessary, reallocate resources according to performance and needs.

Terminal review report

At the end of the Strategic Plan period, there will be an external evaluation, which can be carried out by an independent consultant and/or development partners supporting statistical development in the country.

Benchmarking

Benchmarking is a method of making systematic comparisons in specific areas with other relevant units and organisations with best performance. The aim is to determine areas where improvements can be made. Two types of benchmarking will be done, namely internal and external benchmarking.

Internal benchmarking
This will be done by comparing results from different NSA departments and sections with respect to such things as timeliness of data, data quality, user consultation and user satisfaction. This will make it possible to monitor departments and sections that have high and/or low performance. The benchmarking will form a basis for assessing performance in some departments and sections of the Agency and for improvements.

David, F.R. (1996), Concepts of strategic management, Prentice Hall International, Inc., New Jersey, USA.

External benchmarking

This will be done to compare the NSA's performance with that of high performing National Statistical Offices in the SADC and Common Market for Eastern and Southern Africa (COMESA) sub-regions. This will be done by comparing the adequacy of the NSA's products and services with those of other countries of the sub-region. There will also be room for "peer reviews" which are now being promoted internationally e.g. by New Partnership for Africa's Development (NEPAD), UN Economic Commission for Africa, African Development Bank (AfDB) and PARIS21 as a way of monitoring and enhancing performance.

Annex 1: Action Plan

NSA 2017/18 - 2021/22 STRATEGIC PLAN ACTION PLAN

Goal	Objectives	Measure	Baseline	Target					Target Year	Initiative
				Y1	Y2	Y3	Y4	Y5		
Customer perspective										
1. Promote a national culture of evidence-based policy, planning and decision-making at all levels (better statistics for better development outcomes)	1.1 Increase statistical awareness across society (greater numeracy in society, more demand for & greater use of data, substantial investment in statistical production)	Number of awareness raising events held	0	30	30	30	30	30	Y1-Y5	Scale up statistical advocacy (workshops, media coverage, include statistics in school curricular, etc.)
		Percent increase in National policies using statistics	0	60%	70%	80%	85%	90%	Y1-Y5	Promote use of statistics for evidence-based policy and decision-making (training for data users, user support, etc.)
	1.2 Improve data dissemination and communication	Number of users using NSA online tools and services (e.g Websites, NSDP, NADA Catalogue)	29000	35000	40000	45000	50000	55000	Y1 - Y5	Promote the use of the tools and Online services
		Number of information centers established	0	2	3	4	3	2	Y2 - Y3	Create statistical information centers/ kiosks, tools and online services for data dissemination (using library)
		Advanc Release Calender for NSA outputs released on time	1	1	1	1	1	1	Y1-Y5	Update and disseminate the Advance Release Calender for NSA outputs in March every year
		Number of tools and online services up-to-date	3	4	5	6	8	8	Y1-Y5	Developing and maintenance of all staistical products(Geoportal, Open data portal, RADADAM, NSA Apps, Meta Data)
	1.3 Increase data user satisfaction (ease in accessing, understanding and using data)	Percent user satisfaction	57%	60%	65%	70%	75%	80%	Y1-Y5	Improve assessment & prioritization of user needs Improve data analysis and interpretation Improve data dissemination and communication Undertake User Satisfaction Surveys
Business Processes Perspective										
2. Achieve efficient and effective statistical system	2.1 Make business processes more efficient and effective	Percentage of processes mapped	0	50%	100%				Y1-Y2	Undertake business process mapping
		Number of an Enterpricse Resources Planning (ERP) solutions implemented	0				1		Y4	Improve IT infrastructure (Business process optimization and mordernization)
		Available Functional Business registers	0		1				Y2	Build and maintain an integrated business register Build a culture of data quality consciousness
		Percentage of activities which are on time and on cost	80%	85%	85%				Y1-Y2	Undertake business process integration
	2.2 Build statistical capacity across the NSS	Score on World Bank Statistical Capacity Indicator	58%	60%	65%	70%	75%	75%	Y1 - Y5	Strengthen the NSS Coordination function
									Y3	Design a National Strategy for the Development of Statistics (NSDS)
									Y1 - Y5	Support the establishment/ strengthening of Statistics Units in Goverment bodies

NSA 2017/18 - 2021/22 STRATEGIC PLAN ACTION PLAN

Goal	Objectives	Measure	Baseline	Target					Target Year	Initiative
				Y1	Y2	Y3	Y4	Y5		
									Y2	Develop and promote a National Data Quality Assurance Framework (aligned to international standards and methods)
									Y3	Establish a system-wide statistical training programme
	2.3 Improve coordination of National Statistical System to ensure harmonization in statistical production	Number of functional systems(NSS Institutions) producing quality statistics	1	2	4	4	6	6	Y1 - Y5	Improve administrative data sources and registration systems
		Number of NSS key stakeholders engagement events held	0	7	7	7	7	7	Y1-Y5	Engage NSS key stakeholders (users, producers and suppliers) on an annual basis
		Percentage of new statistical collections by government bodies/private or international organization coordinated by NSA	100%	100%	100%	100%	100%	100%	Y1-Y5	Coordinate new statistical data collection from the NSS as required
		Percent of request for new statistical collections by government bodies/private or international organization approved by NSA	100%	95%	95%	95%	100%	100%	Y1-Y5	Ensure compliance to set standards and procedures for Namibia Official Statistics
		Number of Statistics Day events organised	1	1	1	1	1	1	Y1-Y5	Plan , promote and celebrate World Statistics Day annually
		Number of MoU or partnership entered into	22	3	3	3	3	3	Y1-Y5	Negotiate and enter into agreements/MoUs/partnerships between NSA and NSS producers
		Number of user-producer workshops held	1	1	1	1	1	1	Y1-Y5	Plan and convene a user-producer workshop at least once a year
		Number of report on Statistical information on vital events (especially births, deaths and causes of death)	1	1	1	2	1	1	Y1-Y5	Produce report on vital statistics and causes of death
										Coordinate development of sectoral databases
										Coordinate the implementation of CRV's strategic plan
	2.4 Improve production of quality statistics	Percentage of statistical series released on time	0	85%	85%	85%	85%	85%	Y1 - Y5	Produce innovative statistical products & services
		Compendium of Concepts and definition Gazetted	0		1				Y2	Develop a Compendium of Main Concepts, Definitions and Classifications
		Subscription to the IMF Special Data Dissemination Standards (SDDS)	0					1	Y5	Subscription to the IMF Special Data Dissemination Standards (SDDS)
		Percent of statistical report peer reviewed	0	100%	100%	100%	100%	100%	Y1-Y5	External peer review of all statistical report produced by the NSA
		Number of quality standards developed	1	3	2	2			Y1-Y3	Develop the quality standards and guidelines
		Supply and Use table constructed	0		1				Y2	Construct the Supply and Use Tables
		National Account rebased	1			1			Y3	Rebasing of National Accounts to a more recent base year

NSA 2017/18 - 2021/22 STRATEGIC PLAN ACTION PLAN

Goal	Objectives	Measure	Baseline	Target Y1	Y2	Y3	Y4	Y5	Target Year	Initiative
		Percentage of statistical series with documentation and meta data	10%	20%	50%	100%			Y1-Y3	Develop statistical standards, guidelines, procedures and methodological documentions
		Number of statistical series designated as official statistics	0		2	2	2	2	Y2-Y5	Designate statistics as "official statistics"
		Timely release of major Economic and Demographic and Social Statistics surveys reports	1	1	1	1	1	1	Y1-Y5	Timely undertake and release of the Annual Labor Force Survey report
			0	1	1	1	1	1	Y1-Y5	Timely undertake and release of the Annual Agriculture Survey report
			1	1	1	1	1	1	Y1-Y5	Timely undertake and release of the Annual Informal Cross Border Trade report
			1				1		Y4	Timely undertake and release of the Namibia Income and Expenditure Survey report
		2021 Population and Housing Census undertaken	1					1	Y5	Undertake the 2021 Population and Housing Census
3. Realise a spatially-enabled society	3.1 Enhance a nation-wide infrastructure of digital spatial data	Percentage of measures achieved in the NSDI Strategic Plan	30%	40%	60%	70%	80%		Y1-Y4	Implement the NSDI strategic plan
	3.2 Improve statistical integration with spatial data	Number of geographies harmonised with statistical frames	0		1	1	1		Y2-Y4	Develop common geographies for statistical collections
		Number of country specific geo-statistical case studies shared	1				3		Y4	Develop country specific statistical geo-spatial case studies
		Number of national statistical frames	2			4			Y3	Develop and maintain a functional statistical frames
Business Processes Perspective										
4. Enhanced organizational efficiency and effectiveness	4.1 Strengthen information capital	Number of national statistical and spatial data repositories developed	0	1		1			Y1 and Y3	Develop a national statistical and spatial data respository
		Number of professional networks established	17	3	3	2	2	2	Y1-Y5	Build and maintain professional networks
		MIS system in place	0				1		Y4	Build an effective integrated MIS (ERP)
	4.2 Strenghten organizational capital (create an enabling environment)	Percentage of staff idenfified and trained in project management	0%		60%	70%	80%	90%	Y2-Y5	Enhance project management
		Percentage of Timely and acurate completion of projects	100%	100%	100%	100%	100%	100%	Y1 - Y5	Improve internal coordination and communication
		Established project coordination function	0		1				Y2	Build an IT culture
		Developed central micro and Meta data repository	0		1				Y2	Develop a central statistical repository architecture solution for statistcial production
		NSA house constructed	0					1	Y5	Acquire appropriate office space

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Goal	Objectives	Measure	Baseline	Target Y1	Target Y2	Target Y3	Target Y4	Target Y5	Target Year	Initiative
		Percentage of targets in the annual work plan achieved	80%	80%	80%	80%	85%	90%	Y1-Y5	Strengthen a performance oriented culture
		Percenage of targets in the strategic plan achieved		80%	80%	80%	85%	90%	Y1-Y5	Develop and implement annual plan
		Number of new inventions	1	2	1	2	1	1	Y1-Y5	Promote innovation / Strengthen organizational procedures
	4.3 Strengthen Business Logistics & Security	Zero tolerance on misuse of fleet	0	0		0	0	0	Y1-Y5	Strengthen fleet management services
		Effective Fleet management system in plave	0	1					Y1	Develop and implement of fleet monitoring system
		Zero physical security breach	0	0	0	0	0	0	Y1-Y5	Entrenchment of security in business operations
		Zero breach on information security	0	0	0	0	0	0	Y1-Y5	Improve information security
		Approved Fleet Management policy and procedures in place	0	1					Y1	Develop and Implement fleet managent policy and procedures
	4.4 Strengthen Good Corporate Governance	Unqualified audit financial statements	1	1	1	1	1	1	Y1-Y5	Timely and accurate reporting of the Annual Financial Statements in compliance with International Financial Reporting Standards (IFRS) / Address the matters that are raised in the external and internal audit report / Ensure timely, accurate and complete processing of all transactions on a monthly basis
		Overall Corporate Governance Score according to King IV principles		70	75	80	80	90	Y1-Y5	Ensure NSA comply to King IV Good Corporate Governance Principels
	4.5 Stewardship of Resources	Approved Asset management policy & procedures		1					Y1	Strengthethn asset management / Develop and implement Asset management policy and pocedures
		Percent compliance with procurement policy		80%	80%	80%	80%	80%	Y1-Y5	Ensure procurement procedures are adhered when releasing payments and purchase orders
		Percent budget variance		5%	5%	5%	5%	5%	Y1-Y6	Monitoring financial results in a continuous basis and present management account to the Board / Develop and implement a cost reduction plan / Ensure budgetary discipline
	4.6 Enhance risk management and internal Audit	Updated risk register	2	2	2	2	2	2	Y1-Y5	Undertake comprehensive and continuous risk management and monitoring
		Number of risk assurance report to the Board	4	4	4	4	4	4	Y1-Y5	Support risk management by providing assurance on critical controls
		Number of engagements completed as per Audit plan	8	8	8	8	8	8	Y1-Y5	Undertake independent, objective assurance and consulting activities designed to add value and improve the organisation's operations.

NSA 2017/18 - 2021/22 STRATEGIC PLAN ACTION PLAN

Shareholder or Financial Perspective

Goal	Objectives	Measure	Baseline	Target					Target Year	Initiative
				Y1	Y2	Y3	Y4	Y5		
5. Realise sustainability in funding for statistics	5.1 Increase funding for statistics	Percent of funding gap obtained	0	10%	20%	30%	40%	50%	Y1-Y5	Prioritize statistics as a cross-cutting and enabling sector in the NDP5 and in national budget; Build strong partnerships with stakeholder and development partners; Undertake consultancies; Develop and implement a resources mobilisation strategy; Develop and share with stakeholders forward looking statistical programme; Control costs by rationalization of statistical programmes (e.g. using integrated household survey program)

Learning and Growth Perspective

Goal	Objectives	Measure	Baseline	Target					Target Year	Initiative
				Y1	Y2	Y3	Y4	Y5		
6. Achieve Development of Human Capital and Professional Capacity	6.1 Strengthen Human Capital	Training program developed	0		1				Y2	Develop and implement a training programme (with training officer & attendant resources)
		Employee satisfaction rate	67%	67%		70%		75%	Y1, Y3, Y5	Improve staff morale
		Percentage of staff identified undergoing Continuous Proffessional Development	48%		60%	70%	80%	90%	Y2-Y5	Institutionalize mentoring; Develop leadership skills; Promote Continuing Professional Development (CPD)
		Turn over rate	5%			4%	4%	3%	Y3-Y5	Develop and implement a career path
	6.2 Improve staff performance	Percentage of performance assessments done on time	85%	65%	75%	85%	95%	100%	Y1 - Y5	Include the completion of Performance Assessments as a measurable output in the Performance Agreements of all employees
		Performance management feedback sessions	50%	65%	75%	85%	95%	100%	Y1 - Y5	Include the completion of Performance Feedback sessions as a measurable output in the Performance Agreements of all employees
		Percentage of staff identified needs addressed	0%	50%	60%	70%	80%	90%	Y1 - Y5	Identify in-house capacity building initiatives in all departments and monitor and report on the implementation of such initiatives. Identify capacity building initiatives that could be funded through donors; identify and approach suitable donors; implement, monitor and report on donor-funded development initiatives.

Annex 2: About Namibia

1.   Geography

Namibia is situated in the south western seabed of Africa bordering the South Atlantic Ocean, between Angola and South Africa with a predominantly desert climate (hot, dry with sparse and erratic rainfall). Other neighbouring countries are Botswana, Zambia and Zimbabwe. The country measures more than 824,000 km^2 with a pristine Atlantic coastline stretching more than 1,500 kilometres. The terrain is generally high plateau with the Namib Desert along the coast and the Kalahari Desert in the east.

Namibia's climate is characterised by low humidity, and highly variable rainfall which increases from about 250 millimetres on the southern and western parts of the central plateau to about 500 millimetres in the north-central part and more than 600 millimetres in the north-eastern regions and Otavi Mountains. Because of the highly variable rainfall, droughts are a common occurrence. Heavy inland rainfall and in neighbouring countries of Angola and Zambia intermittently causes floods in the north-central and north-eastern regions of the country.

2. Population

Namibia is the second least densely populated country in the world. The country has a population of 2.113 million (2011 Population and Housing Census) with a population density of 2.6 people per km^2.

A total of 42.8 percent of the population lives in urban areas while about half of the population lives in the northern part of the country. The country's capital city, Windhoek, is centrally located and had a population of 325,858 in 2011.

3. Socio-Economy

Namibia's socio-economic performance since Independence has been more than satisfactory in many respects, and the achievements have been manifold. The real gross domestic product (GDP) growth rate has been positive for the past 10 years. The economy's average annual growth rate for the last 10 years was 4.9 percent, which is quite relatively respectable in the context of sub-Saharan Africa, and in comparison with global growth on average during the same period. The real economy expanded at a stronger rate than the population growth rate, GDP per capita – or income per head – is estimated to be N$44 357.00 on average thereby propelling Namibia into the league of so-called upper-middle-income countries, as classified by the World Bank and United Nations Agencies.

The Namibian economy structure is dominated by the service sector, followed by the extractive sectors and then the processing sectors. The average contribution for the past ten years (2006-2015) by primary industries, comprising agriculture, fishing and mining, stood at 20.2 percent; the contribution of secondary industries – comprising manufacturing, electricity and water, and construction stood at 17.7 percent. Tertiary industries comprising wholesale and retail trade, repairs, hotels and restaurants, transport and communication, financial intermediation, among others registered an average contribution of 55.7 percent to GDP.

The Namibian agriculture sector comprises forestry, livestock and crop farming both in communal and commercial areas. The average contribution of the sector to GDP over the past 10 years was 4.5 percent and it has been declining by an average of 2.0 percent per annum in real value added terms over the same period. Although the contribution of agriculture to GDP is small, more than 80 percent of the Namibian population are dependent on the sector, with about 907,715 people or about 43 percent of the total population directly benefiting from subsistence agriculture.

Another key measure of economic performance is price stability. Without low and stable prices, economic development is difficult – if not impossible. In this regard, Namibia did reasonably well, as the average

annual inflation rate was below 10 percent for the last 10 years.

Political stability, sound economic management, moderate economic growth, and a sustained fiscal commitment to social programs have helped Namibia confront developmental challenges since independence in 1990. Notable progress has been made in reducing poverty albeit with variations across the country's 14 regions. The overall poverty levels have reduced significantly from 37.7% to 28.7% between 2003/04 and 2009/10 surveys; from 28.7% to 18.0% between 2009/10 and 2015/2016 surveys. These improvements in reducing poverty in the country have been supported in part by a comprehensive and entirely government-funded social protection system. The system targets vulnerable citizens, including the elderly, the disabled, orphans and war veterans, as well as national maternity and sick leave, and medical benefit programs to workers.

Despite the progress, however, daunting challenges for poverty reduction and shared prosperity remains. Inequality in income distribution still remains high with a slight reduction from 60.0% to 59.7% between 2003/04 and 2009/10 surveys; from 59.7% to 57.2% between 2009/10 and 2015/2016 surveys. Unemployment rate is also very high. The 2014 Labour Force Survey reports an unemployment rate of 28.1 percent in 2014. At 39.2 percent, unemployment is highest among the youth. The other challenge is that most of the employed (31.4 percent) are in agriculture, forestry and fishing which is a low productivity sector. In addition, 47.1 percent of employed persons are in the informal sector which makes them susceptible to income insecurity and vulnerability.

4. Governance

Namibia is a sovereign, secular, democratic and unitary state, with the seat of government in Windhoek. Article 28 of the constitution provides that the President of the country is elected by direct, universal and equal suffrage every five years. Members of the National Assembly, from which the Vice-President, Prime Minister and Cabinet Ministers are appointed, are also elected on a proportional representation system every five years. The President appoints members of the Judiciary on recommendation of the Judicial Service Commission and the constitution ensures their independence.

The Government of Namibia consists of the executive, the legislative and the judiciary branches. The Cabinet is the executive organ

of government, implementing the laws of the country. It consists of the President, the Vice-President, the Prime Minister and the Deputy Prime Minister, as well as all the Ministers. The legislative organs of government are the National Council and the National Assembly. They make the laws of the country. The judiciary organs of government are the courts. The highest court of Namibia is the Supreme Court. There is also the High Court, and the lower courts.

The Namibian government is partly centralised and partly devolved to regions. In the executive branch, central government consists of ministries, offices and agencies, whereas regional government consists of 14 regional councils and constituencies within these councils. The legislature is centralised in the lower house (National Assembly) and regionally in the upper house (National Council). The judiciary is centralised in the Supreme Court, whereas high courts and lower courts are distributed all over the country. Article 102 of the constitution provides that the country be divided into regional and local units. In keeping with this constitutional requirement, the Regional Councils Act of 1992 and the Local Authorities Act of 1992 have been promulgated. Both Acts provide for, inter alia, the establishment of Regional and Local Authority Councils and define the rights, powers, duties and functions of such councils.

Additional to the government political structure, Namibia has a network of traditional leadership with recognised traditional authorities and their leaders. These authorities cover the entire Namibian territory. Traditional leaders are entrusted with the allocation of communal land and the formulation of the traditional group's customary laws. They also take over minor judicial work.

STRATEGIC PLAN
(2017/18 - 2021/22)

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Namibia Statistics
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