NAMIBIA NATIONAL STRATEGY for the DEVELOPMENT of STATISTICS

2023/24-2026/27

Namibia Statistics Agency

National Statistics System

The National Strategy for the Development of Statistics
(2023/24-2026/27)
is a publication prepared by the National Statistical Agency
in collaboration with other key Sectors/OMAs and stakeholders in the Namibia Statistical System

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For inquiries, please contact us at: www.nsa.org.na & Tel. +264 061 431 3200

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FOREWORD

Namibia, like many other countries in the world is experiencing a surge in the demand for statistics. This demand is largely driven by a number of socio-economic transformations Namibia embarked upon over the years. Amongst them Vision 2030, Namibia's roadmap to industrialization; the National Development Plans; the Harambee Prosperity Plan I and II which is Namibia's targeted action plan to accelerate development; Sectoral development plans and programs as well as private sector and non-state actors. At international level, Agenda 2030 Sustainable Development Goals (SDGs) aimed at transforming our world "leaving no one behind", and the Africa Agenda 2063 adopted by the African Heads of States and Governments to provide a Vision and Action Plan for building a prosperous and united Africa, significantly contribute to the exponential increase in the demand for national statistics.

Although, the Namibia Statistics Agency (NSA) is entrusted with the production and dissemination of official and other statistics in Namibia, there are still a great number of government Offices, Ministries and Agencies (OMAs) in the National Statistics System (NSS) that are involved in the production and dissemination of data and statistics. Many of these OMAs have been constrained by data gaps on some key development indicators, lack of timeliness at times and inconsistencies in some data sets. Further, inadequately disaggregated data and at times generally data of less desirable quality also hampers Namibia's national, continental and international reporting obligations. It was therefore imperative to create a stronger and effective NSS coordination system. The National Strategy for the Development of Statistics (NSDS) was developed to respond to these challenges. The NSDS was developed in line with international standards and adherence to the United Nations Fundamental Principles of Official Statistics, the African Charter on Statistics and the Revised Strategy for the Harmonization of Statistics in Africa (SHaSA 2).

The NSDS development followed a sector-driven approach. This was important to ensure ownership and a responsive strategy to the producer's and user's needs. The approach also ensures the NSS is capacitated to provide data needed for monitoring and reporting on the implementation of Namibia's and international development plans. This emphasise the importance of the NSDS in the international arena.

I would therefore like thank the Government of the Republic of Namibia for supporting the NSA in the executing of its mandate. In addition, let me extend a word of appreciation to all the development partners that made this strategy a reality. In particular, UNFPA and UNDP for their financial support, the African Development Bank (AfDB) and PARIS21 for providing technical assistance and funding towards the design of the NSDS for Namibia.

In conclusion, I would also like to encourage the participating sectors to ensure a full implementation of the NSDS without delay. Also, I encourage those sectors that have not yet joined to take up the challenge to ensure they become part and parcel of the strategy in the future. Namibia can only prosper in the presence of timely and quality statistics.

Mr. Salomo Hei
Chairperson of the Board

PREFACE

The Namibia Statistics Agency, in executing its mandate of effective coordination of the National Statistics System (NSS) undertook to develop the National Strategy for the Development of Statistics (NSDS) for Namibia. The NSDS is an internationally agreed framework for turning around the NSS and ensuring "the right data are given to the right people in the right format and at the right time" to support national and international development. The development of the NSDS could not have come at a better opportune time, given that Namibia is faced with mounting demands for statistics at all levels of society to inform policy and decision-making processes and to monitor and evaluate government plans and programs aimed at addressing the nation's socio-economic challenges. The NSA together with nine major statistics producing sectors developed the NSDS by following a sector-based approach.

The NSDS is made up of six (6) chapters. **Chapter 1** deals with the introduction that gives an overview of the NSS and frameworks influencing statistical development. **Chapter 2** provides the process of designing an NSDS. **Chapter 3** provides a situational analysis of sectors participating (Ministry of Education, Arts and Culture; Department of Environment; Department of Tourism; Namibia Revenue Authority; Child Care and Ministry of Health and Social Services; Directorate of Industrial Development; Ministry of Labour, Industrial Relations and Employment Creation; Department of Agriculture and the Namibia Statistics Agency) in the first phase of the NSDS, its strengths, weaknesses, opportunities and threats and key emerging issues. **Chapter 4** host the NSDS strategic framework in particular, the vision, mission, goals and objectives of the NSDS. The framework concludes with **Chapter 5** and **Chapter 6** that provides the implementation plan, monitoring, evaluation and reporting mechanisms for the NSDS, as well as the budget required.

Unlike the traditional statistical plans, the NSDS places a lot of emphasis on the process, ensuring that effective statistical advocacy is carried out comprehensively and that key stakeholders and selected sectors fully participate in the NSDS process. Stakeholders are therefore implored to play an active role in the implementation of this important national statistical framework.

I would therefore like to extend my gratitude to Professor Ben Kiregyera and Dr. Norah Madaya, the African Development Bank (AfDB) international consultants for providing direction to the NSA team and conduct primary and secondary reviews of the Namibia's NSDS respectively. Furthermore, we are grateful to AfDB, Paris 21, UNDP and UNFPA for providing technical and financial support towards the successful development of the Framework.

In conclusion, the NSDS development process in Namibia started on a very positive note and we are looking forward to its full implementation by all sectors forming part of the first phase of the Strategy. Subsequently, once successfully implemented, the Framework will give impetus to a much better World Bank Statistical Capacity Indicator rating that has been on a declining trajectory over the years.

Mr. Alex Shimuafeni
Statistician-General and CEO

ACKNOWLEDGEMENTS

The Namibia Statistics Agency (NSA) would like to express its sincere gratitude to the institutions in the National Statistics System (NSS), particularly the 11 sectors that took part in the first phase of Namibia's first NSDS. Their invaluable contribution renders this process a success. In addition, the NSA would like to thank all key stakeholder that were involved in the validation of the Sector Statistics Plans as well as the NSDS, their expertise and inputs have been instrumental in shaping the direction and the content of this document.

The NSA would like to also acknowledge the efforts of the Government of the Republic of Namibia, for recognising the importance of statistics and investing in the development of the Namibia National Statistics System. The commitment of the participating sectors to implement the strategy is also highly commendable.

The NSA would further like to extend a word of appreciation to our development partners such as the African Development Bank (AfDB), Paris 21, country office of the United Nations Development Programme (UNDP) and United Nations Population Fund (UNFPA), for providing technical and financial support, which enabled the NSA to undertake this important initiative. NSA is indebted to Prof. Ben Kiryegera, the AfDB international consultant and NSDS expert, for leading the initial phase of the NSDS awareness and capacity building as well as guiding the NSDS development process. Our gratitude also goes to Dr. Norah Madaya for reviewing and providing expert inputs into the draft NSDS document, your commitment to our success is highly appreciated.

Finally, the NSA would like to thank all our staff across all the departments, who have played a role in this important endeavor. Your support and commitment are deeply appreciated.

ACRONYMS

ADCC	Advance Data Collection Calendar
AfDB	African Development Bank
APAICRVS	Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics System
ARC	Advance Release Calendar
ASC	Annual Survey Calendar
AU	African Union
CAPI	Computer Assisted Personal Interviews
CBS	Central Bureau of Statistics
CoP	Community of Practice
CPD	Continuing Professional Development
CRVS	Civil Registration and Vital Statistics
CSO	Civil society organizations
DHS	Demographic Health Survey
DPs	Development Partners
DQA	Data Quality Assurance
HPP	Harambee Prosperity Plan
IMF	International Monetary Fund
IUM	International University of Management
MAPS	Marrakech Action Plan for Statistics
MAWLR	Ministry of Agriculture, Water and Land Reform
MEFT	Ministry of Environment, Forestry and Tourism
MGEPESW	Ministry of Gender Equality, Poverty Eradication and Social Welfare
MIS	Management Information Systems
MIT	Ministry of Industrialisation and Trade
MLIREC	Ministry of Labour, Industrial Relations and Employment Creation
MoEAC	Ministry of Education, Arts & Culture
MoHSS	Ministry of Health and Social Services
MOUs	Memorandum of Understandings
MTEFs	Medium Term Expenditure Frameworks
NAMRA	Namibia Revenue Agency
NAS	National Addressing System
NDPs	National Development Plans
NGOs	Non-Governmental organizations
NPC	National Planning Commission
NQAFS	Namibia Quality Assurance Framework for Statistics
NSA	Namibia Statistics Agency
NSDI	National Spatial Data Infrastructure
NSDS	National Strategy for the Development of Statistics
NSS	National Statistics System
NUST	Namibia University of Science and Technology
OMAs	Offices, Ministries and Agencies
RSDS	Regional Strategy for the Development of Statistics
SADC	Southern African Development Community
SCI	Statistical Capacity Indicator
SDC	Statistics Development Committee
SDGs	Sustainable Development Goals
SDIs	Spatial Data Infrastructures
SG	Statistician General
SHaSA	Strategy for the Harmonisation of Statistics in Africa
SLA	Service Level Agreements
SSCC	Sector Statistics Coordinators Committee
SSPs	Sector Statistics Plans
SVC	Statistical Value Chain
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations
UNAM	University of Namibia
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UXP	Unified eXchange Platform

EXECUTIVE SUMMARY

The Namibian Strategy for the Development of Statistics (NSDS) 2023/4-2026/7, seeks to deliver an efficient and effective statistical system that is responsive to national, regional, and international data needs. It is a convergence of Organizations, Ministries and Agencies (OMAs), who are stakeholders in the National Statistics System (NSS), driven by a common purpose of a unified bottom up sectoral responsive and innovative statistical system for Namibia. In the realm of the NSDS, a "sector" is defined as a vertical administrative division focusing on a given subject area or public need, with separate and well-defined areas of concern, mandate, and budget usually corresponding to line Ministries, government departments or agencies.

The NSS evolves in response to the international consensus of the need for a holistic, strategic approach to improving national statistical systems and building statistical capacity. The changes on the statistical landscape, the data revolution and emerging development plans like the Agenda 2030 Sustainable Development Goals, Africa Agenda 2063, Vision 2030, National Development Plans and Sectoral development plans and programs amongst others have created an increased demand for statistics. The implication for all these changes is the drive for the NSS to embrace innovative solutions, methodologies, and requisite skills to collect, process and disseminate statistics, that communicate a modernized and transformed statistical system.

In designing the NSDS, sector assessments were conducted to evaluate the state of statistics in the sectors. At the end of these assessment, 10 sectors that completed the assessment process were selected for the first phase of the NSDS design. These sectors were: Ministry of Education, Arts and Culture; Department of Environment; Department of Tourism; Namibia Revenue Authority; Child Care and Ministry of Health and Social Services; Directorate of Industrial Development; Ministry of Labour, Industrial Relations and Employment Creation; Department of Agriculture and the Namibia Statistics Agency.

The NSDS is aligned to the UN Fundamental Principles of Official Statistics, the Busan Action Plan, the African Charter on Statistics, the SHaSA2, SADC Protocol on Statistics and in Namibia, the Statistics Act. The Strategy provides insights on the status of statistics in the sectors, where they should go for the next four years, and how it should get there. The NSDS is anticipated to strengthen the NSS via a strategic direction implemented through the following goals and objectives:

Goals	Description	Outcome
Goal 1	Better use of statistics for policy, planning and decision-making	Increase uptake and use of statistics
Objectives	1.1. Increase statistical awareness and use	
	1.2. Improve data dissemination	
	1.3. Increase data user satisfaction	
Goal 2	Efficient and Effective data processes	Statistics that are "fit for purpose"
Objectives	2.1. Improve stakeholder coordination	
	2.2. Improve traditional data sources	
	2.3. Improve data quality	
	2.4. Strengthen ICT infrastructure and integration	
	2.5. Strengthen statistical capacity	
Goal 3	Better funded National Statistics System	Increase statistical capacity
Objective	3.1. Increase funding for statistics	
Goal 4	Improved statistical integration with spatial data	Integrated statistics
Objectives	4.1.Coordinate a nation-wide infrastructure of digital spatial data, tools, and services	
	4.2. Improved Statistical integration with spatial data	

The NSDS is anticipated to strengthen the NSS with particular attention to user satisfaction, improved statistical products and integration of spatial data, and resource mobilization. The strategy further presents implementation arrangements that are required to successfully execute the activities of the NSDS, in terms of stakeholder's awareness, supporting organisational structures and leveraging on the drivers of strategic success. Other implementation arrangements include the development of an implementation plan which outlines specific actions to be taken, their intended outputs, performance indicators and targets. The annual work plans to operationalize the implementation plan and reporting mechanisms are also part of the implementation arrangements.

Finally, the cost of implementing strategic initiatives including capital and non-capital activities, projects, and programmes under the NSDS over the four-year period is estimated at N$58,995,000.00. The average cost of implementing the first phase of the NSDS is estimated to be N$5,8 million for the four-year implementation plan. Similarly, across the sectors, the cost ranges between a maximum cost of N$11,3 million for the Ministry of Labour and Employment Creation Sector Statistics Plan, and a minimum of N$2,1 million required to implement the Directorate of Industrial Development Sector Statistics Plan.

CHAPTER 1: INTRODUCTION

This chapter presents background information and context for the National Strategy for the Development of Statistics (NSDS). It introduces the statistical development in the country. The chapter further details the main data users and uses, maps out demand for data, presents data supply that covers the National Statistics System (NSS), and main data sources. The need for the NSDS in Namibia and the organization of the report are also presented in this chapter.

1.1 Statistical Development in Namibia

Statistics are an essential element in the development architecture meant to improve the ability of nations to respond to socio-economic development challenges. The onset of the 21st century was characterized by the development paradigm shift, from focusing on the delivery of outputs to outcomes, and impact-oriented results. The world has witnessed an unprecedented demand for data to respond to this challenge, particularly in developing countries, as attention to the concept of managing for results took centre stage. Managing for results has evolved into a global phenomenon amongst national governments and development agencies. This is necessitated by global and national demands to end hunger and poverty, create sustainable and equitable economic growth, create employment and sustainable livelihoods, amongst others. This phenomenon has resulted in the international recognition of statistics as a development issue leading to its declaration as a public good.

Namibia recognized the importance of statistics for development soon after independence in 1990, by establishing the Central Bureau of Statistics (CBS) as a department in the National Planning Commission (NPC) responsible for the production and dissemination of statistics. However, with increasing national development responsibilities, public and private sectoral plans; and regional, continental, and global initiatives, the appetite for data and statistics for monitoring and evaluation purposes increased substantially. These demands exceeded the CBS functionality, resulting in the promulgation of the Statistics Act No. 9 of 2011 that established the Namibia Statistics Agency (NSA) as an autonomous body to address data demand and use. The Act in particular, designate the NSA as a central repository for all data produced in Namibia. It further empowers the NSA to collect, analyse and disseminate official and other statistics, and to develop and coordinate the National Statistics System (NSS) and National Spatial Data Infrastructure (NSDI). These changes provided incentives needed for more focused and concerted efforts to elevate statistical development in Namibia.

Although the NSA has played a significant role in shaping statistical production since inception, Namibia, like other African countries and indeed the world over is still experiencing a surge in the demand for statistics. This demand is largely driven by Namibia's continuous socio-economic transformations, as well as the introduction of national, regional, and global developmental plans. Amongst, these plans are the Agenda 2030 Sustainable Development Goals (SDGs) at international level, aimed at transforming our world "leaving no one behind", and the Africa Agenda 2063 adopted by the African Heads of States and Governments to provide a vision and action plan for building a prosperous and united Africa.

At national level, Vision 2030, Namibia's roadmap to industrialization and the dawn of the National Development Plans (NDPs) which calls for Namibians to work together toward prosperity; the Harambee Prosperity Plan II (HPPII), Medium Term Expenditure Framework (MTEF), Namibia's targeted action plan to accelerate development, Sectoral development plans and programs; as well as private sector and civil society organisations, significantly contribute to the exponential increase in the demand for national statistics. Therefore, in fulfilment of the provisions of the Statistics Act, the NSA finds it imperative to initiate mechanisms to coordinate other data producers in the NSS to collectively respond to the increasing demand for statistics.

1.2 The National Statistics System (NSS)

1.2.1 Overview of NSS

The Statistics Act, No.9 of 2011 provides for the development of the National Statistics System (NSS) in Namibia, with the aim of coordinating the statistical collections, compilation, production, analysis, and dissemination of official and other statistics. The NSS comprises of five components, namely: training institutions, users of statistics, statistics producers, research institutions respondents (Figure 1.1).

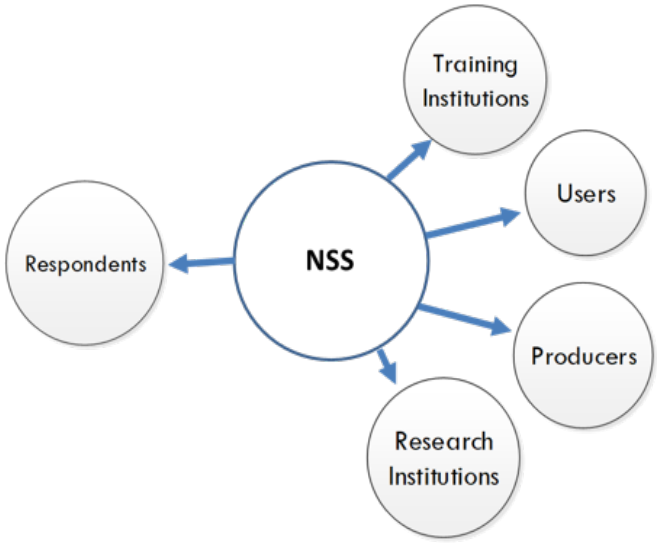


Figure 1.1: Components of the NSS

The Act defines the NSS components as follows:

a. **Training institution** means any institution delivering tertiary education.
b. **Users of Statistics** includes government bodies, private sector entities, researchers, research institutions, training institutions, international and regional organisations, or any other person or entity making use of statistics.
c. **Statistics producer** includes the Agency or any government body that produces statistics or any private or international organization that obtained approval in terms of section 35(5) of the Act to conduct a statistical collection.
d. **Research institution** means any institution conducting research into any matter referred to in Schedule 1 of the Act and includes any person who conducts such research.
e. **Respondent** means any individual, person, or household in respect of whom or which; or any government body, undertaking or other organisation in respect of whose activities or affairs, any information or record is sought, or document is provided for the purpose of a statistical collection in terms of the Statistics Act.

1.2.2 Main data and statistics users and uses

Tackling national development problems requires new ideas, partnerships, strategies, and actions supported by reliable statistics at all levels. Besides traditional use of data for macroeconomic frameworks (development planning, Medium-term Expenditure Frameworks) statistical information is required in managing sectoral policies and programmes in key ministries like Health, Education, Agriculture, etc.; and reporting including the Human Development Reports, SDG reports, and emerging development challenges. Significant areas such as human rights and freedoms, democracy and good governance, gender, energy, and environment (climate

change) and policy research, require massive data. It is crucial to emphasize that the purpose of statistics is not just to measure development progress but also outcome and impact. The main data and statistics users and use are presented in Table 1.1.

Table 1.1: Main data and statistics users and use

Main users	Use
1. Government Offices, Ministries and Agencies	Policy development, decision-making, planning, administration, monitoring, governance, and accountability
2. Politicians	Debate, assessment of development needs, budget approval, etc
3. Economic agents (industrialists, farmers, service industries, etc)	Assess business opportunities, risks, and prospects; planning, decision-making, monitoring, evaluation; reporting on business program and projects
4. Civil society organizations (e.g., non-governmental organizations)	Population and other statistics are used to plan, implement, monitor, and evaluate programs and projects. CSOs and NGOs use statistics for more informed policy, advocacy, government accountability, and for reporting back to their headquarters or donor partners
5. Research and training organizations (e.g., universities)	Undertaking research, conduct socio-economic-demographic analyses and for educational purposes
6. Media	Inform, analyse, and report on various development issues and events, and to call organizations and governments to account
7. The public	Make individual decisions, assess the performance of government and for a variety of other purposes including public debate
8. Regional organizations (e.g., SADC)	Fostering regional integration and development
9. International organizations and agencies	Assess requirements for assistance and/or participation in development initiatives, evaluate the effectiveness of the assistance and to provide a global picture of development

1.2.3 NSS Interface with National and International Development Initiatives

The Namibian NSS is a component of a wider statistical system that includes national, regional, continental, and global statistical systems. Its development is impacted by statistical developments at these various levels (see Figure 1.2). It is therefore crucial to appreciate, develop and coordinate the NSS in the context of these systems, taking advantage of opportunities they present for knowledge transfer, peer learning and benchmarking on best practices and lessons learned. International principles and frames of interest in this endeavour are discussed below.

a. Principles

The UN Fundamental Principles of Official Statistics are the overarching standards for official statistics across countries and a pillar of 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 be knowledgeable and to apply them consistently in their work.

The African Charter on Statistics is a legal instrument to regulate statistical activities and works as a tool for statistical advocacy and development in Africa. The Charter emphasize the use of statistics for policy development, planning and decision-making at all levels, and for African governments to scale up statistical support. It advocates for producers and users of statistical data to collaborate efficiently and effectively to

enhance the quality and usefulness of statistical information. In this context, it is also essential that statistical offices build trust, confidence, and integrity by developing statistics based on international standards and best practices. At national level, the Statistics Act regulates statistical production and development in the country.

b. 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 current and future statistical developments. The Busan Action Plan fully integrates statistics in decision-making, promotes open access to statistics and increases resources for statistical systems.

Another framework for consideration is the Second Strategy for the Harmonisation of Statistics in Africa (SHaSA2). The SHaSA2 was adopted by the African statistical community as the general framework for statistical development on the continent. It enables production and dissemination of harmonised quality statistics to inform African integration efforts. Furthermore, the National Strategy for the Development of Statistics (NSDS) is internationally recognised as the optimum framework for building statistical capacity across the entire NSS and for mitigating statistical challenges in developing countries. In Africa, the NSDS is expected to align with the Busan Action Plan, the African Charter on Statistics, the SHaSA2, SADC Protocol on Statistics and in Namibia to the Statistics Act, the HPPII, MTEF, NDPs and Vision 2030.

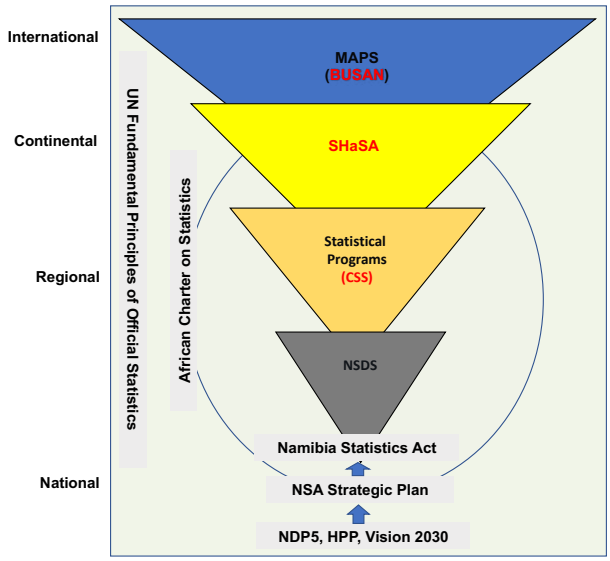


Figure 1.2: Mapping of national, regional, continental, and international statistical principles and Frameworks architecture.

1.3 Overview of this strategy document

This document consists of Six (6) Chapters. Chapter 1 provides the introduction that gives an overview of the National Statistical System and frameworks influencing statistical development. Chapter 2 outlines the process of designing an NSDS. Furthermore, a situational analysis of the NSS, in particular sectors participating in the first phase of the NSDS, its strengths, weaknesses, opportunities and threats as well as key emerging issues are presented in Chapter 3. Chapter 4 articulates the NSDS strategic framework in particular, the vision, mission, goals, and objectives of the NSDS and finally, Chapters 5 and 6 provides the implementation plan, monitoring, evaluation, and reporting mechanisms for the NSDS, and the budget required.

CHAPTER 2: NSDS DESIGN PROCESS

This chapter describes the process of developing the National Strategy for the Development of Statistics (NSDS). It defines the NSDS, its importance and the sectoral or bottom-up approach used in designing it. Furthermore, the chapter outlines the NSDS design structures and the design process roadmap which are essential tools in the design process.

2.1 The National Strategy for the Development of Statistics (NSDS)

The NSDS is a robust, comprehensive, and coherent strategic framework designed to strengthen statistical capacity in the NSS and respond to user needs. It is also a framework for coordinating the NSS, used in addressing statistical challenges, mobilize and prioritise use of resources, mainstream statistics in national policy and planning processes, and manage change. The NSDS provides a trajectory where the NSS is and where it should be in the medium and long-term, along with a "road map" and milestones for getting there. This is essential since the "data revolution" and the 4th Industrial Revolution entails increasing the scope, quantity, and quality of data from different sources. The NSDS introduces modern and proven management principles in the management of official and other statistics. It also provides a framework around which development partners can align their support to statistical development initiatives.

The objective of the NSDS is therefore to deliver an efficient and effective statistical system responsive to national, regional, and international data needs.

2.2 Rationale for developing the NSDS

Strengthening the NSA was seen as the entry into strengthening the NSS. Therefore, a Strategic Plan (2012/13 – 2016/17) was designed and implemented focusing on building and branding the NSA following its establishment in 2011. A follow-up Strategic Plan (2017/18 – 2021/22) was designed to take forward unfinished business and consolidate the achievements of the first strategic plan. During the design of the strategic plans for the NSA, it was realized that while a strong NSA was necessary, it was not sufficient in meeting the vast and increasing demand for official statistics in the country. What was needed was a strong and well-coordinated NSS which the strategic plan for the NSA could not deliver. There was urgent need to improve administrative data sources in a comprehensive and coordinated manner given the significant contribution of administrative data (estimated to be upwards of 70%) required to monitor development at all levels. Therefore, the Board of Directors of NSA took a decision in 2017 to develop an NSDS as one of the strategic objectives of the second strategic plan.

The rationale for the design of the NSDS was, therefore, to graduate from planning for NSA to planning for the NSS. This is to be achieved by implementing a comprehensive and robust framework for building statistical capacity across the entire NSS and for meeting national data challenges in a collaborative and participatory manner.

2.3 The Process of designing the NSDS

The NSA launched the NSDS design process in October 2017 at a high-level event officiated by the then Minister of Economic Planning and Director General of the National Planning Commission. After the launch, an inception workshop, bringing together statistics producers from the NSS was convened to introduce the NSDS and its development process. In designing the NSDS, a sectoral or bottom-up approach was adopted, whereby a manageable number of sectors were selected and the state of statistics in these sectors assessed.

For the purpose of the NSDS processes, the term "sector" refers to a vertical administrative division focusing on a given subject area or public need, with separate and well-defined areas of concern, mandate, and budget usually corresponding to line Ministries, government departments or agencies[1].

A sector was therefore taken as a whole Ministry or part of a Ministry, such as a statistical department or unit and should not be confused with a "sector" as used in the NDPs. At the end of the sector assessment process, 10 sectors that completed the assessment process were selected for the first phase of the NSDS design. These sectors were:

Table 2.1: Selected sectors, their parent OMAs and statistical focus area

No	Sector	OMAs	Statistics Focus Area
1	Ministry of Education, Arts and Culture	Ministry of Education, Arts and Culture [MoEAC]	Basic education statistics
2	Department of Environment	Ministry of Environment, Forestry and Tourism [MEFT]	Environmental statistics
3	Department of Tourism	Ministry of Environment, Forestry and Tourism [MEFT]	Tourism statistics
4	Namibia Revenue Agency	Namibia Revenue Agency [NAMRA]	Inland Revenue and Trade statistics
5	Child Care and Protection	Ministry of Gender Equality, Poverty Eradication and Social Welfare [MGEPESW]	Child Care and Protection statistics
6	Ministry of Health and Social Services [MoHSS]	Ministry of Health and Social Services [MoHSS]	Health statistics
7	Directorate of Industrial Development	Ministry of Industrialisation and Trade [MIT]	Industrial statistics
8	Ministry of Labour, Industrial Relations and Employment Creation	Ministry of Labour, Industrial Relations and Employment Creation [MLIREC]	Labour statistics
9	Department of Agriculture	Ministry of Agriculture, Water and Land Reform [MAWLR]	Agricultural statistics
10	Namibia Statistics Agency	Namibia Statistics Agency [NSA]	Demographic, Social, Economic and Environmental statistics

When an Office, Ministry or Agency (OMAs) is selected as a sector, the entry point is a statistical department or unit or alternatively any department that is responsible for the production of statistics. More sectors will be added as experience and capacity increases in managing the process. NSA is a special sector as it coordinates the design and implementation of the NSDS.

The bottom-up approach (Figure 2.1) takes advantage of specialized knowledge present in sectors to enhance inter-sectoral coordination. It also enables focusing statistical development effort on improving administrative data in sectors, which are used extensively in decision-making and monitoring of national and international development agendas. The following steps guides the design process:

[1] Mainstreaming sectoral statistical systems in Africa: A guide to planning a coordinated national statistical system by AfDB, PARIS21 and Intersect, 2007.

Selection of sectors to participate in the NSDS process,

a. Undertaking high-level statistical advocacy in the sectors to create awareness and secure buy-in,
b. Assessing the state of statistics in the sectors,
c. Formulating and approval of Sector Statistics Plans (SSPs) and
d. Designing the NSDS using SSPs as building blocks.

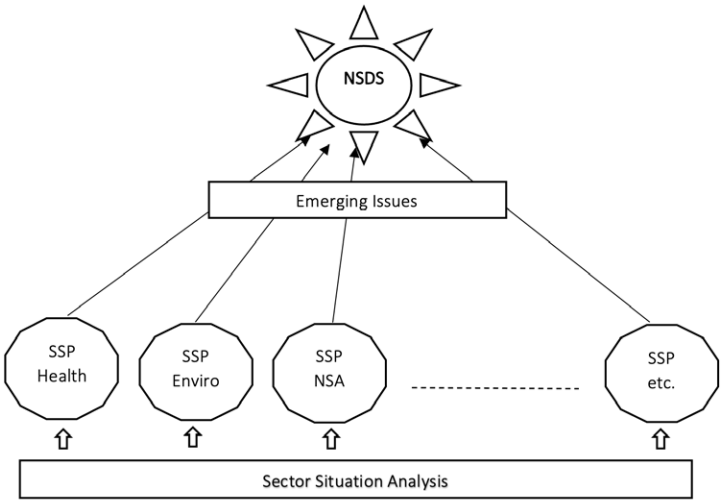


Figure 2.1: Sectoral approach to the NSDS design

2.4 NSDS Design Structures

Effective design of the NSDS requires an appropriate structure and roadmap as essential tools. The design structure and roadmap are as follows:

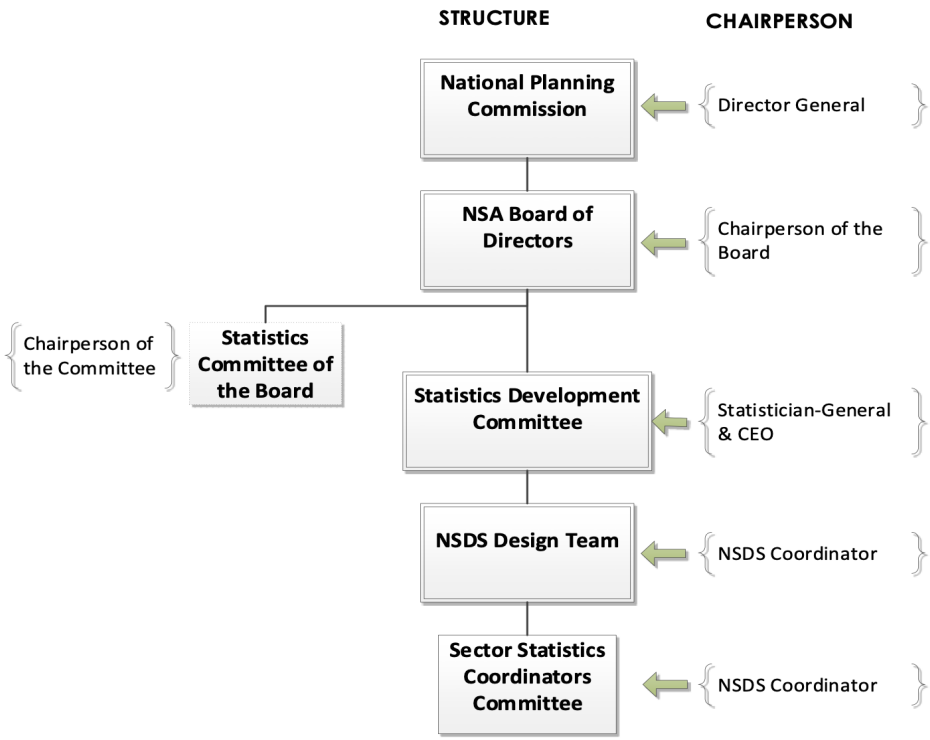


Figure 2.2: NSDS design structure

a. ***National Planning Commission:*** Responsible for overall high-level stewardship of official statistics.

b. ***Board of Directors of NSA:*** the governing body established by the Statistics Act, responsible for setting policies and overall governance, including NSDS and its processes.

c. ***Statistics Committee of the Board:*** established by Section 17(1b) of the Statistics Act, to advise the Board on matters of statistical production. It also provides technical guidance and direction to the NSDS process.

d. ***Statistics Development Committee:*** constituted and chaired by the Statistician-General (SG) to supervise technical work of the NSDS design process. Its members are senior officials from sectors participating in the NSDS process, who meet quarterly.

e. ***NSDS Design Team:*** a team of 4 NSA staff members headed by the NSDS Coordinator: Executive Data Quality Assurance and NSS Coordination department, appointed by the SG to coordinate and lead the NSDS design process.

f. ***Sector Statistics Coordinators Committees:*** established by the leadership of sectors participating in the first phase of the NSDS process from different institutions, headed by Sector Statistics Coordinators. Their responsibilities were statistical advocacy, assessment of the state of statistics and designing Sector Statistics Plans.

2.4.1 NSDS design process roadmap

The roadmap identifies activities to be done, by whom, when and for how long, the expected outputs and the resources needed. The roadmap was initially approved by the Statistics Development Committee and subsequently by the NSA Board of Directors. It was then shared with sectors participating in the first phase of the NSDS design process. The roadmap covered statistical advocacy activities, assessment of the state of statistics in the sectors, formulation of Sector Statistics Plans including arrangements for implementation, monitoring and evaluation, and activities funding arrangements.

CHAPTER 3: SITUATIONAL ANALYSIS

This chapter presents the situation analysis of the state of statistics in the sectors participating in the first phase of the NSDS. It presents the sector statistics assessments focusing on several areas of interest, key gaps, and major challenges experienced in the sectors. In addition, emerging issues in statistical development and the SWOT analysis of statistics in the sectors are also presented.

3.1 Sector Statistics Assessment

The individual sector assessments were undertaken through a consultative process with sector's key stakeholders, led by Sector Statistics Coordinators. The questionnaire adopted for the assessment collected information on the sector background, organizational development and management, data user needs, statistical awareness, coordination, statistical programmes, data development, data products and quality, key gaps in the statistical production value chain, and major challenges. The result of the assessments formed the basis for the design of the Sector Statistics Plans which informed the NSDS development.

3.1.1 Organisational development and management of sector statistics

a. Namibia Statistics Agency

The NSA was established by the Statistics Act of 2011 as the custodian of official and other statistics; and the coordinator of the NSS and National Spatial Data Infrastructure (NSDI). The Agency has a staff complement of about 140 permanent staff and 14 regional offices across the country to facilitate data collection and dissemination. Temporary staff are hired when necessary, especially during surveys and censuses. NSA has a Data Processing Centre which is a one stop shop for primary processing of surveys, censuses, administrative data, and application development. The centre has a technical staff complement of 4 permanent staff complemented by temporally staff based on an undertaking need. The department of Data Quality Assurance and NSS coordination is responsible for statistical coordination in the country and has developed the NSDS as a tool for coordinating the NSS and fostering quality of statistics. This department has a staff complement of 3 permanent staff, which undermines its ability to effectively coordinate the NSS and implementation of the NSDS. Enlarging the department is therefore proposed as part of the implementation strategy of the NSDS.

b. Other sectors

The rest of the sectors have institutional capacity to carry out their statistical functions, except the department of Environment. Around 73 percent of the sectors have divisions responsible for statistics, while 18 percent have established statistical units and only 1 percent have departments or directorates dealing with statistics. The sectors indicated that statistics command a higher profile when the division or directorate is headed by a Deputy Director, although 54.5 percent of the divisions are headed by either a Chief Statistician or Control Officer. Similarly, around 72.7 percent of the sectors indicated having recurrent budgets for statistics from government although the budgets would commonly be found insufficient. In contrast, 27.3 percent of the sectors indicated having no recurrent budget for statistics. In addition, sectors having recurrent budgets for statistics indicated that these budgets are mostly allocated to a directorate/department responsible for the statistics function. These budgets vary and sometimes shifted to other functions, divisions, and directorates. The sectors further indicated that they are mostly in need of improved IT skills, websites, statistical software, and interoperability databases.

3.1.2 Data user needs

The assessment revealed that although the sectors have many stakeholders, stakeholder mapping and analysis is often not done. In all sectors, the needs of data users are determined through workshops, meetings, studies, and user requests. It was also reported that although all sectors prioritize user needs, available resources do not allow production of all data needs. The identification and prioritisation of data users are not done formally and regularly.

3.1.3 Statistical awareness

The level of statistical awareness in most sectors is rated as moderate. The only exceptions are NSA and Ministry of Industrialisation and Trade (MIT) where the level is high, and Ministry of Labour, Industrial Relations, and Employment Creation (MLIREC), where the level of awareness is low. Sectors also indicated that they have units that are responsible for statistical advocacy except for the department of Environment, which had none. The results further indicated that advocacy of statistical awareness is generally not done in an efficient or effective manner.

3.1.4 Coordination Mechanisms

The level of coordination between the sectors and data users and producers ranges from inadequate to good. At NSA, the coordination function rests with the department of Data Quality Assurance and NSS Coordination, which is understaffed, affecting its ability to effectively coordinate the NSS. In other countries, such departments are well resourced with an average range staff compliment of 8-15. Other coordination mechanisms and tools available are Data User-Producer workshop which is currently ad-hoc, Code of Practice[2]; Compendium of Statistical and Spatial Concepts and Definitions, Version 1.0; Namibia Quality Assurance Framework for Statistics; Statistical Standards; and Data Collection, Processing and Dissemination Policy and Practice. The NSA promotes these tools across the NSS through workshops and trainings.

With respect to the rest of the sectors, there is not much difference in the level of coordination of data producers and the users of their data and amongst the data producers themselves. The Ministry of Health and Social Services (MoHSS), which is a major data producer in the NSS is struggling with coordination. The current coordination arrangements in place in the sectors are Memorandum of Understandings (MOUs) and committees except for the Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPESW) which only makes use of committees. Therefore, the need was expressed for better level of coordination.

3.1.5 Statistical Funding

All sectors indicated receiving funding from government and 90.9 percent of the sectors received funding from development partners (DPs). The amounts received are mostly unknown or difficult to determine as funds are mostly allocated to the directorate and not to a specific statistical unit or specifically for statistical activities, except for NSA. Funding/budget allocations varies and in many instances are uncertain.

3.1.6 Data Development

All sectors indicated that standards are used in the data production process. The NSA has established governance and built capacity and infrastructure including field infrastructure, IT, and requisite systems for data production process. The Agency has also adopted innovative technologies such as Computer Assisted Personal Interviews (CAPI) for data collection. Generally, there is a lack of adequate staff training in the sectors

[2] Code of Practice: Professional and Ethical Standards Applicable to Statistics Producers, Namibia Statistics Agency, Windhoek, Namibia, November 2014

in data collection, processing, analysis, and dissemination, of which trainings are done when resources are available except for NSA where trainings are conducted regularly. About 54.5 percent of the sectors reported having an operational Management Information Systems (MIS). In contrast about 45.5 percent of the sectors indicated having no MIS in place.

3.1.7 Spatial Data Infrastructure Development

The NSA developed a national strategy and mechanisms for a widely accessible infrastructure of digital spatial data, to promote the use and sharing of spatial data in support of spatial planning, socioeconomic development, and related activities during the first NSDI implementation. One of the mechanisms is the national geographic portal (Digital Namibia) as a central repository for government fundamental datasets with online interactive map functionalities. The platform provides links to official metadata and spatial data with simplified visualisation and online analysis mechanisms. The rest of the sectors have no established infrastructure for spatial data management.

3.1.8 Data products and quality

Data quality is an important element for ensuring statistical products are fit for purpose. To this end, the assessment showed that 91 percent of the sectors make use of one or more international standards, classifications, and guidelines in the production of statistics. These sectors were able to state the main international standards, classifications, and guidelines in use. In contrast, the Directorate of Inland Revenue were not certain as to what standards are being implemented in the sector. Furthermore, the quality levels of the statistical products produced by the sectors was found to be in the range of moderate to good, with only 18 percent of the sectors indicating low levels of quality of their statistical products.

3.2 Key Gaps, Major Data Challenges and Recommendations

Despite numerous developments in the statistical systems of the assessed sectors, there are some gaps and challenges to be addressed, of which the key ones include the following:

3.2.1 Statistical awareness

There is limited understanding of the importance of statistics as it was indicated that sector statistics are insufficiently valued and prioritised by sector managements and users. There is inadequate dissemination of data and statistical reports to users. To increase awareness of the importance of statistics in NSS, there is a need to develop and implement an effective communication and advocacy strategy.

3.2.2 Statistical organisation

The coordination efforts in some sectors remain deficient, with 45.5 percent having indicated the level of coordination as good, 27.3 percent moderate and 27.3 percent inadequate. This is mainly due to the lack of capacity and absence of statistics units in some sectors of the NSS. Thus, overall coordination is still a major challenge. Furthermore, there is insufficient staff to perform statistical activities; many vacant positions are not filled due to the lack of funding; high staff turnover; shortages of staff include data capturers, analysts, researchers, designers, economists, and statisticians.

3.2.3 Financial resources

Budgetary constraints are preventing sound quality data productions. Underfunded statistical division/units result in poor maintenance and inadequate resources to sustain and ensure success in statistical activities.

3.2.4 Human resource capacity

There are statistical capacity gaps within the sectors, particularly in the number of professional statisticians accounting for 54.5 percent. Most sectors (72.7%) reported having other staff members, and 36.4 percent reported having economists who are not designated as professional statisticians but are involved in statistics production.

3.2.5 ICT and Physical Infrastructure

Data collection, processing, analysis, dissemination, and management need robust and up-to-date ICT infrastructure. However, sector Managers often do not understand the need for versatile and long-term infrastructure replacement/improvement plans. Most sectors (45.5%) have adequate computers and approximately 27.3 percent of the sectors have old computers that are generally slow in data processing and storage capacity. Furthermore, 45.5 percent of the sectors have inadequate databases, limited means of integration and absence of integrated Management Information System (MIS). There is also unreliable internet connectivity; limited access to internet; and lack of statistical software in 27.3 percent of the sectors.

3.2.6 Data use

There is limited data use and value addition due to general poor understanding of data and statistics produced by the sectors. Addressing these gaps in a comprehensive manner is a prerequisite for a robust NSS, and given their scope, it is expected to be a gradual process. It is essential that the NSDS takes full account by carrying out comprehensive assessments of these issues and develop strategies to address them.

3.2.7 Geo-Spatial Information

The spatial datasets are generally outdated and not fit to provide effective spatial planning to many sectors. Limited coordination in spatial data production has resulted in duplication and increased wastage of government resources and the circulation of poor-quality data which impacts on planning.

3.2.8 Statistical Capacity

Since 2004 the World Bank has been compiling and publishing a Statistical Capacity Indicator (SCI) for over 140 developing countries to monitor their progress in building statistical capacity. The score is a general measure of the development of the NSS, computed for three dimensions namely statistical methodology; source data; and periodicity and timeliness. A score for each dimension is built up from several criteria against which each country is scored on a scale of 0-100. The overall indicator is an average of the scores for the three dimensions. Namibia's score on the WBSCI is low and has been declining from 58.9 percent in 2004 to 51.1 percent in 2020, below the Sub-Saharan Africa average score. The NSDS should assess the components contributing to this trend and seek to reverse it.

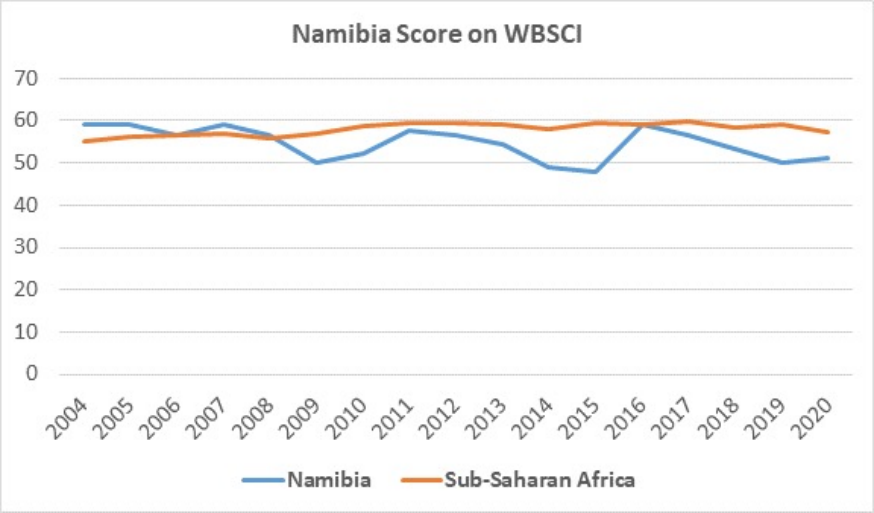


Figure 3.1: Namibia's score on the World Bank Statistical Capacity Indicator

3.3 Key Emerging Issues

The statistical landscape continues to evolve and reinvent the way statistics is viewed in the global arena. The NSDS guidelines by Paris21 identify Agenda 2030 and data revolution as emerging issues to be integrated in the design of a modernised NSDS. Other key emerging issues to be incorporated in the NSDS are as follows:

a. The exponential increase in data demand in terms of scope, quantity, quality, timeliness, and disaggregation for monitoring & reporting (nationally & internationally)
b. The data revolution that compels National Statistics Systems to improve existing data processes, integrate new data sources and establish new partnerships for statistics with private sector, non-profit organisation, and academia (PARIS21, 2015).
c. Access to new data sources and use of innovative technologies for data collection, processing and dissemination will enable policy makers and other organization to monitor development progress.
d. Development frameworks that present a need for data for strategic responses including the Agenda 2030 SDGs, African Agenda 2063, Cape Town Global Action Plan for Sustainable Development Data, SHaSA2 and NDPs among others.
e. New data sources (administrative data, telecommunication, social media, earth observation)
f. New data analytic skills and capacity (Data science, artificial intelligence, cloud-based solutions)
g. Data Dissemination tools: For the purpose of planning, the NSDS design and production of statistical outputs considers dissemination as the ultimate objective of a statistical system within the context of an integrated development plan (PARIS21, 2015) such as Open Data Initiative (portal, Apps, data exchange platform (x-road, SDMX). The Open Data Initiative is data that anyone can access, use, and share. The NSS should consider making statistical information more accessible and useful to all stakeholders such as policy makers, universities, development partners, the media, private sector, and citizens, amongst others (PARIS21, 2015).

3.4 SWOT Analysis

This relates to the assessment of statistical organisations and their environment in terms of the Strength, Weaknesses, Opportunities and Threats (SWOT) to the production and development of statistics in the sectors. The SWOT analysis provides a summary of key strategic issues currently facing the sectors.

Table 3.1: SWOT Analysis

Strengths	Weaknesses
o Strong national statistical legislation o Existence of a Statistics Unit/Divisions in some sectors o Existence of core competencies in statistics o Established ICT infrastructure o Ability to implement international agreements standards and methodologies o Established data sources	o Inadequate statistical advocacy and stakeholder engagement Weak coordination of statistical production o Lack of high-level management commitment and support to statistics in some sectors o Outdated data and statistics in some sectors o Non-integration of databases o Inadequate data quality especially in sectors o Inadequate statistical capacity and resources (staff numbers, skills, funding, and training) across the NSS o Low and declining statistical capacity o Data duplication across the NSS
Opportunities	**Threats**
o System integration for value addition to all users o Increased use of national and international standards, classifications, and methodologies/ guidelines o Improved regional and international collaborations to improve synergies o Improved coordination with NSA and other sectors to execute statistical functions o Increasing demand for official statistics o Advances in innovative technologies o Social dialogues with stakeholders	o Limited budget allocation for statistical activities from Government o Diminishing Development Partners' support o Absence of enabling policies and legislation in the sectors: o Rapid changes in technology o Competing priority for resources due to social and environmental challenges o Conflict in enabling legislations across the sectors o Low strategic priority for statistics especially in sectors o Failure to meet stakeholder expectations

CHAPTER 4: STRATEGIC FRAMEWORK

The strategic framework for the NSDS comprises of four (4) goals derived from the situational analysis in Chapter 3, particularly the gaps, challenges and the SWOT analysis as consolidated from the ten (10) Sector Statistics Plans.

4.1 Vision, Mission, and Core Values

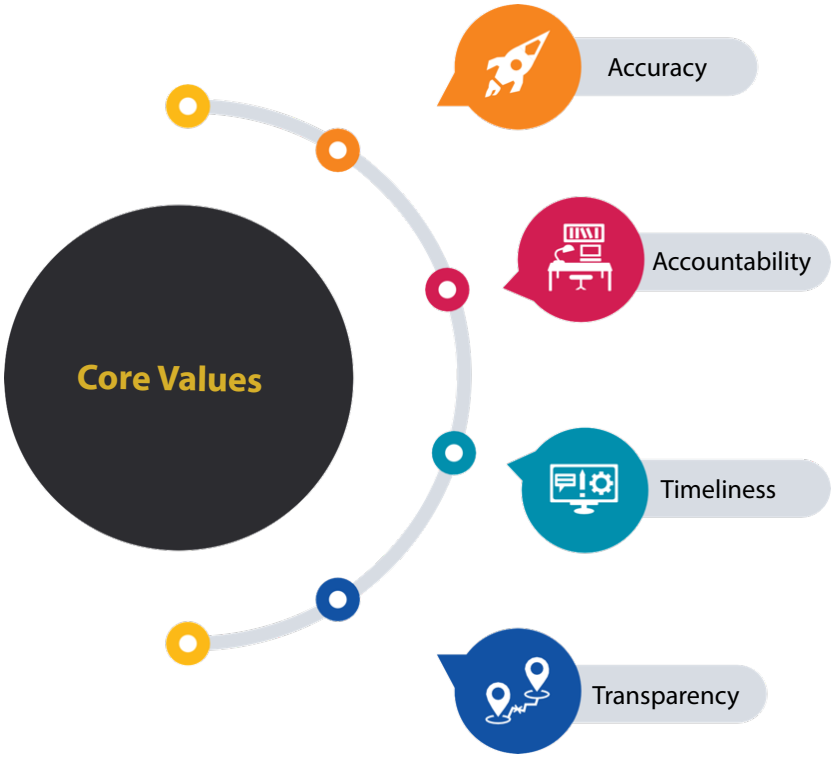
Vision

"A well capacitated and coordinated National Statistics System that is timely and responsive to user needs"

Mission

To support policy, planning and decision making; monitoring, evaluation and reporting on development progress by providing harmonised quality statistics that are easily accessible, understandable, and usable.

Core Values



NSS will endeavour to produce statistics with a high degree of precision

The NSS will take absolute responsibility in their statistical productions and stakeholders

The NSS will strive to produce and disseminate statistics in line with their Advanced Release Calendar (ARC)

The NSS will proactively make available methods and standards used in their data production and dissemination processes

4.2 Goals and Objectives

The strategic direction is defined by goals, objectives, and initiatives. Goals define the "desire ultimate results" to be achieved, while objectives define "what is to be done" to achieve the goals. Caution has been exercised to ensure that the selected objectives and initiatives aligns with the SMART (Specific, Measurable, Achievable, Realistic and Time Bound) principle. This makes it possible to measure, monitor and report progress of the NSDS implementation. Four (4) goals considered to be important in achieving an efficient and effective NSS have been identified (Table 4.1).

Table 4.1: NSDS goals, outcomes, and objectives

Goal	Description	Outcome
Goal 1	Better use of statistics for policy, planning and decision-making	Increased uptake and use of statistics
	Objective 1.1 Increase statistical awareness and use	
	Objective 1.2 Improve data dissemination	
	Objective 1.3 Increase data user satisfaction	
Goal 2	Efficient and Effective data processes	Statistics that are "fit for purpose"
	Objective 2.1 Improve stakeholder coordination	
	Objective 2.2 Improve traditional data sources	
	Objective 2.3 Improve data quality	
	Objective 2.4 Strengthen ICT infrastructure and integration	
	Objective 2.5 Strengthen statistical capacity	
Goal 3	Better funded National Statistics System	Increase statistical capacity
	Objective 3.1 Increase funding for statistics	
Goal 4	Improved statistical integration with spatial data	Integrated statistics
	Objective 4.1 Coordinate a nation-wide infrastructure of digital spatial data, tools, and services	
	Objective 4.2 Improve statistical integration with spatial data	

The goals with their objectives and initiatives are discussed in more details below.

GOAL 1: Better use of statistics for policy, planning and decision-making

This goal entails realising a state of evidence-based culture in public policy, planning and decisions-making. This culture involves open debate and analysis which is informed by sound and transparent data which enables a more accountable and sustainable approach to developing public policies and decision-making. The aspiration of this goal involves ensuring that planners, policy, and decision makers are statistically empowered to carry out their tasks, building credibility. The goal will be achieved through the following objectives:

1.1. Increase statistical awareness and use
1.2. Improve data dissemination
1.3. Increase data user satisfaction

Objective 1.1: Increase statistical awareness and use

The recognition and perception of the importance of statistics in planning, policy and decision making cannot be over emphasised. It is important to underscore that understanding statistics is a prerequisite for successful communication with users. Therefore, several initiatives need to be implemented to increase awareness and confidence in the use of statistics by the users.

a. Organise awareness sessions and public discussions

To better promote a proper understanding and use of statistics, it is obligatory of the NSS to carry out and participate in platforms to create statistical awareness. Platforms such as radio programs and interviews, television and online media statistical programmes are particularly encouraged. In addition, the Statistician-General and the head of statistics producing directorate/department are encouraged to annually hold public lectures on selected statistical topics and/or undertakings to better explain relevant subject areas and statistical results in their sectors.

b. Undertake annual statistical outreach programme for secondary schools

Building the capacity and mentoring the young and energetic staff are effective ways to increase and ensure sustainability of any undertaking. Therefore, the Namibian Statistical Association in collaboration with the NSA Corporate Communication division, will host annual statistical outreach programmes for secondary schools to introduce, promote and educate learners on the importance, use and benefits of statistics as a tool for decision making. The outreach programmes will also be used to promote statistics as a career.

c. Socialise statistical policies, guidelines, and standards

Statistical policies, guidelines and standards help to ensure that statistics producers carry out their functions in an orderly, professional, and uniform manner. It also helps to ensure that the users of statistics understand and appreciate the context in which statistics are produced. These actions build trust and confidence in statistics. Therefore, available statistical frameworks, policies, guidelines, and standards need to be socialised to all producers and users in the NSS.

d. Promote a culture of evidence-based policy, planning and decision-making

To inculcate a culture of data use, planners, policy, and decision-makers will be engaged to identify and prioritise their data needs. Continued dialogue and training of planners, policy and decision-makers will also be done to provide an understanding of the role and importance of statistics, how and where to access them, and how to effectively use them in their work.

Objective 1.2: Improve data dissemination

It is important that after data has been collected, processed, and analysed, statistical reports are widely disseminated, and data made readily accessible to all users. This objective is to be met by undertaking the following initiatives:

a. Harmonised release calendar

All data producers should develop an annual calendar of their statistical releases. Embracing data dissemination standards such as the advance release calendar is key to meeting user expectations and thus render the NSS responsive. This obligation carries a significant commitment as the process implies the publication of statistical products to users in the public domain based on a pre-determined schedule to ensure equity and timely access to information by the users.

b. Implement uniform data presentation style

Increasingly, statisticians are using data visualisation to explore, understand, describe, and communicate statistics. Implementing a uniform data presentation style ensures consistent flow of

information and makes the statistical products easy to understand. This process should also adopt advanced ICT tools to improve the way statistics are presented.

c. Publish easy-to-read statistical briefs

To ensure widespread dissemination of statistics, there is a need to prepare easy-to-read statistical briefs as a by-product of statistical releases. These briefs are for dissemination to targeted user's groups such as parliamentarians, politicians, policy makers and other groups of interest. The easy-to-read briefs will also be translated into local languages for inclusivity.

d. Publish metadata documentation for statistical undertakings

Data dissemination will be improved through improved packaging and ensuring that all microdata releases are accompanied by metadata. Metadata is information about the data that helps data users to understand how statistical information are collected, processed, analysed, its quality, management, and storage. This will increase users understanding of the statistics and confidence in using them.

e. Advocate and develop innovative dissemination tools

The use of various and up to date dissemination tools provides the users easy access to statistics and statistical products. When data is communicated well, it is easy to appreciate and use. Hence, the NSS will consider development of data portals and mobile applications, in addition to websites and traditional hard copy reports to ensure that data are readily available.

f. Develop integrated and accessible databases

Producers in the NSS will be encouraged to develop databases which are accessible and interactive. These databases will be developed in a coordinated manner to ensure easy access to data and information sharing. A Unified eXchange Platform (UXP) will be co-developed by the NSA (taking the lead) and representatives from the NSS key stakeholders and operationalized to allow for data and statistical information to be shared and disseminated in a timely and efficient manner.

g. Building capacity on data dissemination techniques

The expansion of technologies has empowered new actors who traditionally lacked the capacity and resources to handle data dissemination. The NSS will adapt evolving radical changes in the world of data and statistics dissemination. Thus, data dissemination capacity can be carried out using the Data and Statistics Dissemination Standard. These standards, encourage producers to disseminate to the public comprehensive, timely, accessible, and reliable statistics.

Objective 1.3: Increase data user satisfaction

Data users are consumers of a data production systems, and their satisfaction is one of the most important components of the NSS. Statistics are produced because they are demanded, and it is widely acknowledged that demand for data and statistics is essential for sustainability of statistical systems. The NSS has over the years' experienced exponential increase in the demand for data statistics for planning and decision making and therefore it is very important that users are satisfied with the data and statistics they are getting in terms of scope, level of disaggregation, quality, and timeliness. This is to be ensured by implementing the following initiatives:

a. Conduct data user satisfaction survey

Data users' satisfaction survey will be undertaken frequently to measure how data products or services supplied meet user expectations. Such satisfaction survey provides a metric which is an important input into improving data collection, processing, analysis, management, and disseminations. In addition, survey outcomes help in highlighting the problems and difficulties that are facing the users as well as defining their needs for statistics.

b. Undertake data user engagements

Consulting users on their data needs enable producers to determine their relevance and timely delivery, understand usage and improve the ability to build, deploy and provide more accurate and reliable data. This will also influence data production based on how users are using data.

GOAL 2: Efficient and effective data processes

The NSS continually experiences an increase in the demand for data required for planning, decision making and policy formulation. This demand has expanded in terms of scope, quantity, quality, timeliness, and disaggregation since adoption in the last few years of development agendas at national, regional, continental, and international levels. This increase has not only created data challenges but also opportunities to improve data availability and accessibility based on data innovation to make data processes more effective and efficient. This goal, therefore, is about data innovation in the context of data development and management. The goal will be realized through the following objectives:

2.1. Improve stakeholder coordination
2.2. Improve traditional data sources
2.3. Improve data quality
2.4. Strengthen ICT infrastructure and integration
2.5. Strengthen statistical capacity

Objective 2.1: Improve stakeholder coordination

The Statistics Act mandated the NSA to coordinate the NSS to ensure consistent production of quality statistics. In addition, the Act empowers the NSA to formalise relationships with other statistics producers to ensure effective coordination on matters of mutual interest pertaining to statistical production. This objective is to be achieved through the following initiatives:

a. Formalise coordination mechanism

Producers in the NSS are encouraged to initiate cooperative undertakings and form partnerships on issues of mutual interest to advance their statistical course. Formalisation of these cooperation's will be achieved through the signing of Memorandums of Understandings (MoU's) and Service Level Agreements (SLA) between producers within the NSS.

b. Harmonised annual survey programme

The NSA as a coordination body will develop and update an Annual Survey Calendar (ASC). The ASC will consist of all data collection undertakings by the producers in the NSS, such as surveys, censuses and administrative data collections, their date of implementation and the respective forecasted budget. The ASC provides a platform for effective coordination geared to reduce duplication in data collection amongst producers in the NSS.

c. Increase engagements with stakeholders

Meeting stakeholder's needs is an important aspect of quality assurance and a first step of the Statistical Value Chain (SVC). Stakeholders (academia, NGOs, private and public) need to be consulted regarding their interest and need to guide producers. That way, the NSS will become truly user demand-driven rather than supply-driven, leading to a better response to user needs. The generation of more demand-driven statistical data and information will also lead to the relevance of statistical producers and attract more resources and funding for data production. In addition, provision of feedback to stakeholders with regards to results and outcome of statistical undertakings will also render the producers to be relevant, upscale data use and public confidence in the producers and data.

Objective 2.2: Improve traditional data sources

To meet increasing demand for data, there is an urgent need to improve traditional data sources to support planning and implementation and monitoring of programmes and projects. This objective is to be met by undertaking the following initiatives:

a. Improve surveys and censuses

Censuses and surveys are the main sources of primary data produced by NSA. Censuses and surveys will be improved by making censuses and surveys more periodic such that Population and Housing Censuses and Agricultural Census are held every 10 years, while Economic Census and Demographic Health Survey (DHS) are held after every 5 years. Furthermore, there is need to integrate censuses and surveys into an "Integrated Census and Survey Programme". This will lead to benefits arising from synergy and economies of scale. In addition, developing and implementing methodologies that will facilitate fast turnaround of data collection activities in different censuses and surveys intermediated by innovative technologies such as CAPI should be undertaken.

b. Improve administrative data

Many data producers in the NSS collect administrative data daily, however these data are not well kept or updated and are usually compiled by people who lack skills in data handling. As a result, they tend to be incomplete, inconsistent, and unreliable. This initiative is about turning this situation around by undertaking the following activities:

i. Establishment / strengthening of Management Information Systems (MISs) to broaden the scope and build capacity for compilation of more reliable administrative data.
ii. Advocate for the establishments of Statistics Units in sectors (where they do not exist), with NSA providing a template architecture and terms of reference for the Units; and strengthening them if they exist.
iii. Reviewing existing instruments and methodologies for data compilation and better training and supervision of personnel who compile data.
iv. Undertaking periodic audits of administrative data systems and resulting datasets, and
v. Better management of administrative data including storage, database development, data analysis and reporting.

c. Strengthen Civil Registration System

Like most other countries in Africa, Namibia does not have a complete civil registration system that registers birth, death, marriage, and divorce on a continuing basis as a basis for informing public policy and monitoring socio-economic developments. Consistent with the Africa Programme on

Accelerated Improvement of Civil Registration and Vital Statistics System[3], improvements in the state of the Civil Registration and Vital Statistics (CRVS) will be made by cultivating the political will and strengthening legislation to improve CRVS. Furthermore, by implementing provisions of the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics System (APAICRVS) as well as using innovative technologies to improve CRVS.

Objective 2.3: Improve data quality

The Statistics Policy refer to quality statistics as those statistics produced by producers with strong institutional support, high integrity, sound methodology and statistical procedures, accuracy, and reliability; and serviceability including relevance, timeliness, and accessibility. The objective is to be achieved through the following initiatives:

a. Implement the Namibia Quality Assurance Framework for Statistics

The NSA developed a comprehensive NQAFS in line with the Fundamental principles of official Statistics and the International Monetary Fund's (IMF) Data Quality Assessment Framework as a sole framework guiding the production of quality statistics in Namibia. The NQAFS provides a structure for assessing the quality of a statistical undertaking and designation of statistics as official statistics in line with the provisions of the Statistics Act. The NSA will therefore actively promote the NQAFS to ensure compliance across the NSS by initiating data quality training workshops to producers and training institutions; monitor quality of official statistics; and develop a knowledge base that includes good practices and glossaries.

b. Implement statistical standards

Several statistical standards and guidelines have been developed to guide the implementations of the NQAFS and more are to be developed. The NSA will actively promote standards such as Data and statistics dissemination standard, Data and statistics presentation standard, Statistical metadata standard, Statistical quality indicator standards and the Code of practice for statistical producers across the NSS. Again, this promotion will be in the form of socialisation events and training workshops for producers and training institutions in the NSS. The NSA will develop a monitoring mechanism to track compliance to these standards.

c. Undertake harmonisation of statistical collection tools

To ensure comparability of statistical information within the NSS and across international statistical landscape, there is a need to harmonise statistical information across the statistical value chain. The production of comparable statistical data, across time and space calls for the adoption of harmonised and standardised concepts and definitions; data collection processes, increase level of disaggregation, and the utilisation of common methodologies for statistical production by all producers in the NSS. The NSA will lead the harmonisation process.

[3] Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics System was endorsed by the Conference of African Ministers responsible for CRS in 2010

d. Create a culture of data quality consciousness

Under the NSDS, the NSA will lead the drive to build a culture of data quality consciousness and consolidated among data producers through training and practice. Thus, a deep understanding of the data quality dimensions is to be created among data producers, and to be made a cornerstone of all statistical production processes and activities across the NSS.

Objective 2.4: Strengthen ICT infrastructure and integration

It is crucial to strengthen information sharing and management by implementing a data sharing system that will address issues of systems interoperability in the NSS. This is because different producers and users in the NSS require the processing and dissemination of large amounts of statistical data and related metadata. This objective is to be met through the following initiatives:

a. Undertake ICT assessments

The NSA will undertake an in-depth ICT assessment of statistics producers in the NSS to determine whether computer equipment, storage servers, requisite statistical software and programs, internet bandwidth, and ICT security applications are up to date. The assessment will contribute to proper identification of the required hardware and software equipment's and guide planning and budgeting for this equipment in the NSS. The result of the assessment will lead to the development and implementation of IT standards and policies with NSA as a lead, to provide comprehensive and long-term development solutions in IT for the entire NSS so that the statistical production becomes IT- driven.

b. Implement the X-Road platform in the NSS

The X-Road platform will be implemented to allow for statistical information to be shared and disseminated timely and efficiently across statistics producers in the NSS. The NSA takes the lead in this development process and will manage the hosting and implementation of the infrastructure.

c. Enhance data privacy and security

The Statistics Act is direct and unambiguous in its prescription as to how safety and security of data is to be maintained. Individuals correcting or handling data, are expected to sign an oath of confidentiality to safeguard the privacy of individuals and sensitive information of respondent's leaking into the public domain. As such, the NSA will continue advocating in the NSS, for the safety of data and its anonymisation by removing personal identifiers before the data is released into public domain. Furthermore, the NSA is to lead in developing infrastructure to preserve the comparability, confidentiality, privacy, integrity, and security of data in transit or during data exchange between key producer and user institutions in the wider NSS.

d. Mobilise ICT equipment

ICT infrastructure is the cornerstone of data collections in the 21st century. The advent of the Big Data phenomenon, the 4th Industrial Revolution and Geo-information technologies herald a new era in statistical productions that necessitates stronger ICT equipment to ensure sufficient capacity for collection, storage, and processing of massive data. Therefore, mobilising power-computers and other relevant ICT equipment, and statistical software's shall be undertaken to ensure equity and timeliness in high-level statistical production, dissemination, and communication within the NSS. This will be done leveraging on what NSA has already put in place.

Objective 2.5: Strengthen statistical capacity

As stated earlier, the country's statistical capacity is very low. The NSDS aims amongst others to build a national statistical capacity, so NSS can respond more effectively to current and evolving data needs. Statistical capacity is to be done at primary and professional levels. At primary level, building basic skills among personnel who compile data in sectors, including using CAPI for data collection. At professional level, inculcate among statisticians' new knowledge, capabilities, and strategic skills of the 21st century to deal with 21st century challenges. These skills, among others, include competencies in Data Science and associated Artificial Intelligence (AI) and Machine Learning (ML) that are shaping the Fourth Industrial Revolution. The following initiatives will enable the NSS to promote professionalisation and enhancement of career growth for statistical personnel, among others.

a. Develop a Statistical Human Resource Development Plan

Creating a statistical human resource development plan is to be preceded by a capacity assessment of statisticians in the NSS. This helps to ensure that qualified statisticians are recruited in the NSS to support production of quality statistics. The Statistical Human Resource Development Plan complements the National Human Resource Development Plan.

b. Develop and implement a national Statisticians secondment policy

A National Policy of secondment of Statistician's is to be developed by the NSA to enable occupational mobilities opportunities in line with Part III, section 6.3(b) of the Statistics Act. The policy will help Statisticians to develop new skills or enhance existing skills by exchanging workstations and environments where they are needed the most. It will also help those institutions with a lack of qualified Statisticians to be empowered through secondments to implement/execute their statistical programmes in a timely manner. The policy shall be issued by the SG in consultation with the Head of institution of the sectors participating in the NSDS.

c. Organise technical and capacity building trainings/workshops

Capacity building trainings/workshops are to be organised to enhance the skills and expertise of staff in the NSS to produce quality statistics. In addition, Continuing Professional Development (CPD) and tailor-made short courses are strongly encouraged. Such development will lead to an NSS that can adequately respond to current and emerging data needs at all levels of planning and decision making. NSA is to spearhead the organisation and coordination of these trainings.

d. Professionalise Statisticians

The NSA as a coordinator takes the lead to professionalise the field of Statistics by resuscitating the Namibian Statistics Associations. Statisticians are encouraged to sign-up and become active members of the Association and actively engage in their activities e.g., publishing professional papers in journals and making presentations at conferences. Furthermore, the NSA will develop and establish a Community of Practice (CoP), where professionals in the field of statistics meet to discuss and find solutions to issues affecting the statistical field.

GOAL 3: Better funded national statistics system

Statistics are 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 and other statistics should be the responsibility of the government that is interested in improving the wellbeing of its people. This goal aims

to ensure better and sustainable funding for statistics as recommended by the African Charter on Statistics, Cape Town Global Action Plan for Sustainable Development Data, SHaSA2 and the Regional Strategy for the Development of Statistics (RSDS). This goal will be realised through the following objective:

Objective 3.1: Increase funding for statistics

A strong statistics system allows stakeholders to harness data and achieve goals with greater effectiveness and coordination. However, statistics systems in many countries are not yet where they need to be, nor do they have the resources needed to increase their capacity and Namibia is no exception. Therefore, there is a need to increase funding for statistics and the following initiatives are to be undertaken under this objective:

a. Advocate for increased funding from government

The NSS will advocate for dedicated funding for statistics from government by presenting scenarios on how statistics can be used for better planning, decision-making and policy formulation. Already statistics is mainstreamed into NDP5 albeit as a section, but this has not yet translated into substantial funding as is the case with other sectors such as Health, Agriculture or Education. Thus, there is a need to elevate the presentation to a sector to attract relevant funding.

b. Establish a statistics development fund

SHaSA2 recommended that African Union Member States should establish a Statistics Development Fund to cushion statistical activities against funding challenges. Similarly, Part V, section 27.4(b) – 27.5 of the Statistics Act empowers the Board of the NSA to open and maintain with a bank a reserve account into which funds for statistical activities shall be deposited. Against this background and in compliance with the provision of SHaSA2 as a Member State of the AU, the NSA is to work closely with other key stakeholders in the Namibian NSS to advocate for an establishment of a Statistical Reserve Fund into which funds earmarked for statistical activities in Namibia should be kept. In addition, the NSDS further advocates for an absolute commitment from Government as the ultimate shareholder, to sufficiently funds statistical programs and activities in the sectors. These two approaches will ensure sufficient and sustainable funding to fulfil statistical obligations in Namibia.

c. Building partnerships for development data

Different development partners support varied statistical activities and programmes in various OMAs. A mapping of development partners and their interests in supporting statistics is to be done with a view to establish a "basket funding" arrangement which has worked well in countries such as Rwanda and Mozambique.

d. Making better use of funding for statistics

It is important that once funds are secured for statistical production, they are well utilised and properly coordinated. The coordination takes the following shape:

i Developing and implementing longer-term integrated census, surveys, and administrative data programmes to feed into government policy and planning processes and also to act as a tool for advocacy and resource mobilisation for statistics.

ii Acquire better accounting systems and proper documentation procedures to ensure accountability for funds received from government and development partners.

GOAL 4: Improved statistical integration with spatial data

Integration of geospatial and statistical information has become a structural way to unlock new insights that would never have been possible by looking at socio-economic or geospatial data in isolation. Realisation of integrating geospatial data with statistics produces significant benefits for the county, compared to the one-dimensional traditional approaches, in terms of reducing the required cost and time. Integration also ensures the accuracy and quality of collecting, processing, and communicating location-based information, which greatly increases the return on investment in data collection and dissemination. In this regard, many NSSs are already transforming, or are planning to transform their statistical infrastructure, offering an opportunity to embed geography into their statistical systems and processes. All this requires building a capable NSS and developing mechanisms such as a statistical-spatial framework to facilitate consistent production and integration approaches for geo-statistical information[4].

In Namibia, the need has received high priority from policy makers as evidenced by the integration of the national infrastructure of spatial data into the Statistics Act. The Act mandates the NSA to establish and coordinate a National Spatial Data Infrastructure (NSDI) to support evidence-based planning, decision-making and policy formulation. The second NSDI strategic plan (2022-2027) building on the successes of the first NSDI strategic plan (2015 – 2020), was released in March 2022. This goal is to be achieved through the following objectives:

4.1 Coordinate a nation-wide infrastructure of digital spatial data, tools, and services

4.2 Improve statistical integration with spatial data

Objective 4.1: Coordinate a nation-wide infrastructure of digital spatial data, tools, and services

There is a need to strengthen institutional arrangements to develop, maintain and build mechanisms for making spatial information accessible and available. Further, strategic development of data, technology and applications that reinforces a spatially enabled decision making, and policy formulation are needed. To realise this objective, the following initiatives are to be undertaken:

a. Strengthen the established NSDI coordination framework

The Production, development, and operationalisation of the infrastructure for spatial information is to 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 strengthen the existing coordination network of government institutions for effective maintenance and management of spatial data. Further, creation of different collaborative platforms is to be done, focusing on stakeholder institutions and users to respond to thematic spatial date requirements.

b. Develop and administer an incremental and holistic GIS capacity building programme

Regular stakeholder engagements and capacity building mechanisms is to be implemented by the NSA to strengthen relationships and requisite skills among key stakeholders in the NSDI infrastructure. Emphasis is on capacity building of GIS infrastructures and personnel at local, regional, and national levels, but prioritise the establishment of GIS Units in government planning departments/divisions.

[4] Integration of geospatial information with statistical information in support of the SDG Indicators, E/ESCWA/CL4.SIT/2021/TP.1, United Nations, Beirut, 2021

c. Facilitate the capture, management, maintenance, integration, distribution, and use of spatial data

This initiative facilitates the collection, documentation, and maintenance of fundamental spatial datasets by official government data custodians. Fundamental spatial datasets are public goods with national coverage. They are required for diverse purposes, by many users involved in planning and monitoring. The existing inventory of national fundamental datasets will be gazetted, and a national Advance Data Collection Calendar (ADCC) publicised to encourage effective production and management of spatial data. In addition, the NSA will enforce generation of metadata, in accordance with NSDI standards, as part of the compliance programme and continue communicating information about the status of national datasets to the public regularly through established systems.

d. Produce land related statistics

A responsive NSDI must produce timely statistics related to land and housing including those associated with land cover changes. Effective spatial planning and sustainable environmental management in the country cannot effectively occur without proper land information. The NSA shall begin the production and forecasting of land related statistics from the national spatial data infrastructure in collaboration with the data custodians to ensure regular maintenance of their data holdings. Statistics related to land tenure/ownership in urban, commercial agriculture and communal areas, land use, land cover changes, land reform, land valuation, etc., is to be produced and disseminated. Government and civil infrastructural statistics will also be produced and disseminated.

e. Develop new and improve existing data dissemination tools and services

The new initiative supports the development of government sector-based online map services developed during the first NSDI strategic plan to increase the consumption of spatial information. Establishment of regional portals is to be scaled up and maintained through the regional councils as part of decentralising the NSDI help desk.

f. Build and administer a national spatial data compliance programme

In many countries implementing Spatial Data Infrastructures (SDIs), requirements and implementation principles are normally dispersed through policies, legislation, technical studies, and other documents. The extent of the required technical activities requires that some guiding principles be devised. This initiative provides a framework of methods and procedures for evaluating existing and new spatial data in Namibia as part of the compliance programme. Fundamental spatial datasets will be subjected to a data quality certification exercise. Conformance data certificates are to be issued to data custodians whose data follows the certification requirements. The certified data shall be published widely to encourage data compliance. Regular compliance reports and statistics shall be tabled at the Committee for Spatial Data.

g. Improve awareness and advocacy

This initiative is to strengthen awareness of spatial data to build a spatially enabled society. A common development agenda and use of country-specific case studies for evidence-based planning requires consistent promotion among different user groups at local, national, and international levels. Emphasis is geared on showcasing the value and benefits of integrating statistics with spatial data from primary to tertiary education level and influencing the public to think spatially in their daily lives.

Objective 4.2: Improve statistical integration with spatial data

Enhancement of the value of data from traditional sources and non-traditional sources by integrating them with spatial data to better inform the policy and decision makers need to be strengthened. Further, the inconsistent plot numbering and unstandardised streets shall be mapped to create a National Addressing System (NAS). However, to realise this, the following initiatives are to be implemented.

a. Advocate for common geographies for the dissemination of statistics

Statistical information is collected from geographies that are harmonised with only administrative boundaries such as districts and magisterial boundaries which are neither aligned to administrative nor to enumeration boundaries, make projection difficult. This initiative aims to advocate for the harmonisation of official/gazetted institutional boundaries to statistical frames for easier population and projections, and reporting. The initiative further advocates for the development and maintenance of a national geographical frames (statistical frames) for censuses and surveys, as part of the national infrastructure, for use in any statistical collection undertaking.

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

An up-to-date national geocoded register of dwellings and other structures in Namibia is to be developed as a means for effective integration of statistical information with spatial data. The register shall consist of geo-referenced locations of places where people live, establishments and all the physical structures (buildings) in the country. The geocoded register provides a means for effective service delivery to semi-urban and rural communities by providing baseline planning data, emergency response, billing systems, property valuation rolls and financial services to citizens and sectors of the economy. At the NSA, the register will form the basis for statistical frame adjustments and sampling, thus reducing responsive fatigue.

c. Facilitate the development of a National Address System

A mismatch exists between the unstandardised street and plot numbers used as addresses for navigation purposes in major towns and municipalities and the population register. To improve on decision making, timely small area statistics are required by policy and decision makers. This initiative, entails facilitating the development of a harmonised national addressing system to support socio-economic statistical collections. The NSA shall mobilise all relevant stakeholders, policy, and decision makers to develop a simple but efficient national address system that leaves no one behind.

CHAPTER 5: IMPLEMENTATION, MONITORING AND EVALUATION, AND REPORTING MECHANISMS

Implementation of the NSDS is a critical phase that determines the success and subsequent achievement of expected results. It will be consistent with the MERIL-DE Model[5], a conceptual model for improved strategy execution in the public sector, developed in Namibia. Monitoring, evaluation, and reporting which are essential components of a strategic plan shall be carried out as part of the planned work to ensure the NSDS is relevant, and fosters learning on plan progress and effectiveness.

5.1 Implementation

This NSDS will be implemented from 2023/24-2026/27 financial year. The NSA shall play a central role in executing this strategic plan in collaboration with the Sectors that have designed Sector Statistics Plans. The NSA department of Data Quality Assurance and NSS Coordination will be responsible for coordinating the implementation of this strategic plan and will ensure that the Statistics Development Committee and Sector Statistics Committee meetings, workshops, and trainings are taking place. The department will serve as the secretariat to the NSDS implementation. In addition, key partners, in the NSDS process will contribute to delivery and success of the objectives through the implementation of their SSPs, effective use of data, statistical advocacy, strengthening statistical capacity, financing and harmonised statistical governance and coordination mechanisms. In short, implementation of the NSDS will primarily involve institutional and organisational enhancement and mobilisation of drivers of strategic success such as new people, processes, and technologies.

5.1.1 NSDS awareness

Often strategies are designed but not effectively communicated to stakeholders including the workforce. It is important that stakeholders in the NSS including planners, decision makers and policy formulators are informed, educated, understand, and share the vision and mission of the NSS as spelt out in the NSDS, the strategies for achieving them and how their individual actions and those of others will contribute to the success of the NSDS. Communication being key to successful strategy awareness, an extensive and consistent communication programme will be prepared to develop an understanding of the NSDS strategies throughout the NSS and among development partners, mobilise staff to support its implementation, educate staff about management systems and provide for feedback about the strategies. That way, the importance of the NSDS can be widely appreciated and supported.

5.1.2 NSDS supporting organisational structure

The NSDS will not be effectively implemented without a well-defined structure for doing so. At policy level, the NSA Board of Directors will oversee the NSDS implementation. The Statistics Development Committee (SDC) and Sector Statistics Coordinators Committee (SSCC) which were created to take forward the process of designing the NSDS will be repurposed to play NSDS implementation roles in sectors and at national level. In particular, the SDC will be responsible for:

a. Reviewing and discussing work in progress and set benchmarks.
b. Reviewing and consolidating sectoral outcomes, identifying gaps, proposing modalities for feedback to sectors and reporting mechanisms for the NSDS.
c. Reviewing planned outputs in line with international experience, guidelines, standards, frameworks, and concepts.

[5] Olivier, AJ, 2017, Closing the Strategy Execution Gap in the Public Sector, Lambert Academic Publishers

d. Determining the nature and schedule of meetings/workshops required during the implementation process.
e. Reviewing the results of the mid-term review for the SSPs and the NSDS.

The Sector Statistics Coordinators Committee (SSCC) will be responsible for:

a. Advocating for and implementing the activities of the NSDS through the SSPs
b. Attending to methodological and other related technical issues emanating from implementing the SSPs.
c. Ensuring capacity building is taking place during the implementation of the SSPs
d. Contributing materials to the drafting of the NSDS Bulletin, and
e. Attending to all other issues requiring the Committees' attention

The department of DQA and NSS Coordination at NSA which is the Secretariat of the SDC needs to be enhanced in terms of staff complement to foster effective implementation of the NSDS. The department will also be providing technical guidance and support to the sectors as they implement NSDS and SSPs activities in the sectors.

5.1.3 Leveraging drivers of strategic success

Drivers of strategic success which include human resource, processes and technology will be leveraged as follows to ensure effective implementation of the NSDS.

a. Human resource

Human resources are the most important asset of a statistical organization or system such as the NSS. These need to be developed and motivated to get the best out of them.

There are different ways in which this will be done including:

i. empowering staff to be more productive, contributing, and motivated. This will be done by recognizing them and demonstrating that they are valued, sharing with them the vision and goals for the NSDS, providing them with information on and involving them in decision-making, delegating authority, and providing them feedback.
ii. developing staff through training, skilling, and reskilling. Working with the University of Namibia (UNAM), Namibia University of Science and Technology (NUST), International University of Management (IUM) and Namibia Institute of Public Administration and Management (NIPAM) to establish/enhance statistical training programs and bridging courses to build the capacity of staff that compile statistics across the public sector.

b. Process improvements

This driver of strategic success will be leveraged by improving existing processes, investing in new processes, and innovating to create value. Tools currently in use will be reviewed and improved, new data sources will be improved to fill data gaps and new methodologies will be adopted, especially on emerging development areas and new data processes will be explored. Some of these were discussed in Chapter 4.

c. Technology

Innovative technologies will be harnessed to decrease the cost of data collection, improve data quality, and achieve timeliness in data dissemination. A whole range of ICT related issues is to be

addressed including policies, procedures, and practices, systems, and platforms, hardware, and software, personnel, and skills.

5.1.4 The Implementation Plan

To effectively implement the NSDS, an implementation plan is developed to:

a. provide the basis for budgeting and allocating resources,
b. be a basis for establishing priorities for the NSS and its various components, and
c. serve as a standard of performance for NSS and as the major instrument for monitoring progress towards achieving NSDS goals and objectives.

The implementation plan which is presented in Annex I outlines the specific actions to be taken, their intended outputs, performance indicators, milestones/targets, and responsibility centres. One of the main challenges in development of the implementation plan was lack of baseline data (data gaps) for some indicators. These can be generated during implementation of the NSDS.

5.1.5 Annual plans

Annual plans will be prepared to operationalize the implementation plan on an annual basis. Such plans are essential for strategy implementation because they:

a. serve as guidelines for action and represent the basis for allocating resources,
b. serve as standard of performance and are the major instrument for monitoring progress towards achieving long-term objectives, and
c. establish annual priorities.

5.1.6 Resource mobilisation

The statistical advocacy drive, among other things, mobilise resources for statistics in sectors and across the NSS. This will emphasise the fact that statistics is identified as a priority development area by NDP5 and needs to be appropriately funded by government. A good part of this effort is the demonstration of the statistics-policy and decision-making chain and in particular, use of statistics for planning and decision-making and policy formulation at all levels. It will also include advocating for the establishment of a Statistical Reserve Fund as recommended by SHaSA2. To be able to do all this effectively, an NSS-wise resource mobilisation programme will be developed and implemented. This may include holding a "Statistics Donors Conference" that will bring together government, development partners and the private sector to reach consensus on funding for statistics and statistical development.

5.1.7 Aiming to achieve "quick wins"

Some initiatives in the implementation plan include some "quick wins" or "low hanging fruits" – initiatives that can demonstrate easily and quickly the benefits of the NSDS. They can also act as "proof of concept" in the implementation of the NSDS, showing that some activities can be done without necessarily spending too much money. One such quick win is clear identification of various data producers and collection of scattered data from them, assembling the data and producing statistics reports that shed light on development challenges such as poverty, malnutrition, service delivery, etc. Such a quick win holds the prospect of easily exciting the leadership and securing goodwill, buy-in and support for statistical development and use especially in sectors. The NSDS encourages the identification of quick win activities and their timely implementation thereof.

5.1.8 Sustainability

The issue of sustainability has come to the fore in various conferences and meetings on statistical development in developing countries. The concern is that oftentimes, projects and activities start with assistance from development partners but stop once the assistance ends. It is therefore important that the NSDS address the issue of technical and financial sustainability.

a. Technical sustainability

This type of sustainability relates to ability to continue training, attracting, and motivating staff; and to sustain improved capacity to manage the NSS. This will be ensured by assessing country absorption capacity; investing more in statistical capacity building; promoting institution building; requiring institutionalisation of the results of assistance given; using local know-how and experts; requiring a counterpart in the sector to which support is being provided for purposes of knowledge and technology transfer; focusing on sustained training, in particular, training of trainers; promoting participation in international networks; requiring country contribution to statistical programmes; promoting peer influence and local networking; and promoting collaboration among development partners; and providing after-project/programme support.

b. Financial sustainability

Financial sustainability entails ensuring that financial resources are continually available for statistical activities in the future. This will be ensured by promoting demand for statistics among stakeholders in government, private sector, civil society, development partners, and other stakeholders; promoting national ownership of statistical programmes; using multi-year commitments; establishing a Statistics Fund and prioritising sector statistical collection. To achieve this level of sustainability requires concerted efforts of statistical advocacy efforts which will be undertaken among various categories of stakeholders.

5.2 Monitoring, Evaluation and Reporting

5.2.1 Monitoring

Monitoring the implementation of the NSDS will enable managers and other stakeholders to ascertain whether the set objectives and targets are being achieved (or are likely to be achieved). Monitoring will be ineffective unless there are actions taken in response to what is monitored and reported on. Monitoring should thus provide an opportunity to learn from insights and experiences. For instance, if monitoring shows that a particular activity is not working, corrective measures will need to be taken or the implementation strategies will need to be revised. In that sense, the NSDS should be a living document that will require adjustments as objective conditions change. Monitoring is essential for providing the required information for accountability purposes. The Implementation Plan provides measures of performance, targets to be met and associated timelines.

5.2.2 Evaluation

At the mid-term and end of the NSDS implementation period, the NSA will facilitate evaluations to assess the most significant constraints, the most successful activities, and generally how well the NSDS has met the set objectives and goals. The focus of the evaluations will be on relevance, efficiency, effectiveness, reliability, impact, and sustainability of the NSDS activities. It has been observed that evaluations work best when the emphasis is on learning for the future. Therefore, the results of the final evaluation will lead to the development of a successor strategy. Evaluation of the NSDS must take this into account.

5.2.3 Reporting mechanisms

Monitoring implementation of the NSDS will make sense to the extent that monitoring information is reported and acted upon by appropriate officials. It is, therefore, crucial that an appropriate mechanism is established upfront for the said purpose. Such a reporting mechanism should provide for preparation and distribution of periodic progress, mid-term, and final reports, specifying who is to prepare, distribute and receive which report and when, and what actions are expected from recommendations in the reports. For meaningful monitoring and evaluation, only a few indicators selected on each of the four goals will be monitored. Where there is no baseline information, this will be generated during NSDS implementation. Performance indicators are given in the Implementation Plan in Annex I. The following table presents the reporting frequency:

Table 5.1: Reporting mechanisms of the NSDS implementation

Quarterly Progress Reports	A quarterly progress report will be prepared by each sector on the implementation of SSPs and be presented to the Statistics Development Committee. The NSDS coordinator will prepare a consolidated NSDS Quarterly Progress Report which will be presented to the Committee and the NSA Boards of Directors. The report will cover all the statistical activities undertaken during the quarter, challenges and success and highlights plans for the next quarter.
Annual Progress Review	In addition to the quarterly progress reports, there is a need for an annual process of monitoring the implementation of the SSPs and NSDS, with mechanisms for changing activities and targets, if this should prove to be necessary. The secretariat will undertake the review and consolidate the annual progress that should be presented to the NSA Boards of Directors through the NSA Board Statistics Committee.
Process evaluation	Process evaluation is a formal process that will be undertaken to ensure that the NSDS is still relevant and for agreeing on changes in both objectives and related initiatives where these are needed and justified. In addition, a Process evaluation will, where necessary, reallocate resources according to performance and needs. Thus, it will provide the information needed to continuously plan and review initiatives and assess the success and challenges of the entire NSDS Implementation plan. The process evaluation will be conducted during the third year of the NSDS implementation. This evaluation will be carried out by an independent consultant and/or development partner institution(s) supporting statistical development in the country.
Outcome evaluation	The outcome evaluation will assess the changes brought about by the implementation of the NSDS focusing on the progress made toward achieving the goals and objectives of the strategy. At the end of the NSDS period, there will be an external evaluation, which will be carried out by an independent consultant and/or development partner institution(s) supporting statistical development in the country.

CHAPTER 6: BUDGET AND FUNDING

6.1 NSDS BUDGET

6.1.1 Summary of the NSDS Budget

The budget has been prepared to fund the implementation of the NSDS activities, including capital and non-capital activities, projects, and programmes during the four-year implementation period. The total amount required to implement the NSDS initiatives in the 10 sectors over a four-year period is N$ 58,9 million. The average annual cost required to implement all initiatives in the 10 sectors over the four-year implementation plan is **N$ 5.8 million**. The maximum implementation cost for the sector is N$11,3 million required to implement the activities for the Ministry of Labour and Employment Creation Sector Statistics Plan, while the minimum implementation cost is N$2,1 million required to implement the Directorate of Industrial Development Sector Statistics Plan.

Budgeting Assumptions

The implementation budget for the NSDS was a consolidation of the total estimated cost required to implement the Sector Statistics Plans. The assumptions used to develop these costs were as follows:

a. The NSDS budged was estimated based on the SSP's consolidated budgets
b. The baseline of the SSP's budget was 2019
c. An estimated 2022 Annual inflation of 2.5 was used to adjust the final SSP's budgets before consolidation.
d. It is assumed that the 2022 annual inflation rate will remain in the neighbourhood of 2.5 over the course of the four-year NSDS implementation.
e. No other major economic disruption over the four-year period of the NSDS implementation as observed with Covid-19.

Table: 6.1: Overall 4-year cost for implementing the NSDS by sector

No.	Sector	Overall Cost (4-year span) (N$)	
		Total	Percent
1	Department of Agriculture (Ministry of Agriculture Water and Forestry)	3,356,000.00	5.7
2	Education Art and Culture Statistics (Ministry of Education, Art and Culture)	8,630,000.00	14.6
3	Department of Environment (Ministry of Environments, Forestry and Trade)	3,460,000.00	5.9
4	Department of Tourism (Ministry of Environments, Forestry and Trade)	7,085,000.00	12.0
5	Namibia Revenue Authority	4,120,000.00	7.0
6	Child Care and Protection (Ministry of Gender Equality and Child Welfare)	11,179,000.00	18.9
7	Ministry of Health and Social Services	2,550,000.00	4.3
8	Directorate of Industrial Development (Ministry of Industrialisation and Trade)	2,150,000.00	3.6
9	Ministry of Labour, Industrial Relations and Employment Creation	11,340,000.00	19.2
10	Namibia Statistics Agency	5,125,000.00	8.7
Total		**58,995,000.00**	**100.0**

Annex 1. Implementation Plan

Goal	Objectives	Indicator/Measure	Baseline	Target				Means of Verification	Responsible Organisation
				Y1	Y2	Y3	Y4		
Goal 1: Better use of Statistics for Policy, Planning and Decision Making.	**Objective 1.1:** Increase statistical awareness and use	Number of statistical policies socialised	0	1	1	1	1	Workshop Reports of the events held	
		Number of statistical guidelines socialised	0	1	1	1	1	Workshop Reports of the events held	
		Number of statistical standards socialised	0	4	1	2	1	Workshop Reports of the events held	
		Number of statistical awareness sessions organised	0	2	2	2	2	Awareness Session Reports	
		Number of statistical outreach programme for secondary schools undertaken	0	3	3	3	3	Outreach Programme Reports	
		Number of evidence-based policy, planning and decision-making sessions held with stakeholders	0	0	4	4	4	Session Reports	

Goal	Objectives	Indicator/Measure	Baseline	Target				Means of Verification	Responsible Organisation
		Number of release calendar harmonised	0	1	1	1	1	Annual Release Calendar	
		Proportion of uniform data presentation style implemented	0	60%	65%	70%	75%	Statistical Reports reviewed	
		Number of statistical products with easy-to-read briefs	0	2	2	3	3	Published easy-to-read briefs	
	Objective 1.2: Improve data dissemination	Proportion of NSS statistical undertakings with metadata	9%	50%	55%	60%	70%	Published Statistical metadata products	
		Proportion of NSS implementing the NSDS using innovative dissemination tools	0	45%	50%	55%	60%	Dissemination Reports	
		Number of databases integrated and accessible	0	2	2	3	3	Progress Reports	
		Number of key stakeholders trained in data dissemination techniques	0	2	2	3	3	Training Reports Attendance Registers	
	Objective 1.3: Increase data user satisfaction	Number of data user satisfaction surveys conducted	0	0	1	0	1	Survey Reports	
		Number of data user engagements undertaken	0	1	1	1	2	Data User engagement reports Attendance Registers	

Goal	Objectives	Indicator/Measure	Baseline	Target				Means of Verification	Responsible Organisation
Goal 2: Efficient and Effective Data Processes	**Objective 2.1:** Improve stakeholder coordination	Number of OMAs with formal coordination structures	13	1	1	1	1	MoUs and SLA signed	
		Harmonised annual survey programme prepared by April	2	1	1	1	1	Released Annual Survey Calendar	
		Percentage increase in engagements with all statistical stakeholders	0	50%	55%	60%	65%	Annual Progress Reports Statistical engagement reports	
	Objective 2.2: Improve traditional data sources	Proportion of surveys and censuses improved		70%	70%	80%	80%	Progress Reports	
		Proportion of administrative data improved		50%	55%	65%	75%	Progress Reports	
		Proportion of civil registration system strengthened		50%	55%	65%	75%	Progress Reports	
	Objective 2.3: Improve Data Quality	Number of statistics designated as official statistics	0	2	2	2	2	Statistical Reports	
		Proportion of statistical standards implemented	0	100%	100%	100%	100%	Progress Reports	
		Number of statistical tools harmonised	0	0	1	0	0	Reviewed Compendium	
		Number of trainings on data quality consciousness held amongst data producers	0	2	2	3	3	Training Reports Attendance Registers	

Goal	Objectives	Indicator/Measure	Baseline	Target				Means of Verification	Responsible Organisation
	Objective 2.4: Modernise ICT infrastructure and integration	Number of ICT needs assessment undertaken	12	4	4	4	4	Assessment Reports	
		Proportion of X-Road platform in the NSS implemented	0	50%	55%	60%	65%	Progress Reports	
		Proportion of ICT equipment mobilised	0	50%	55%	60%	65%	Progress Reports	
	Objective 2.5: Strengthen Statistical Capacity	Number of Statistical Human Resource Development Plan developed	0	1	0	0	0	Statistical Human Resource Development Plan	
		Number of national statisticians' secondment policy developed	0	1	0	0	0	National Statisticians' Secondment Policy	
		Number of statisticians seconded	0	5	5	5	5	Signed Secondment Contract	
		Number of capacity building trainings/ workshops organised	0	1	2	2	2	Training Reports Attendance Registers	
		Continuous Professional Development (CPD) in place by 2024	0	50%	60%	100%	0	Progress Reports	
Goal 3: Better Funded National Statistics System	**Objective 3.1:** Increase Funding for Statistics	Percentage of OMAs with defined budget lines in the organization budget	0	50%	55%	60%	65%	Annual budgets	

Goal	Objectives	Indicator/Measure	Baseline	Target				Means of Verification	Responsible Organisation
		Proportion of the fund established	0	50%	70%	100%	0	Audit Reports	
		Number of activities funded by development partners	10	5	5	5	5	Annual Workplan for Development Partners Progress Reports	
		Number of surveys implemented	0	0	1	1	1	Survey Reports	
Goal 4: Improve Statistical Integration with Spatial Data	**Objective 4.1:** Coordinate a Nation-wide infrastructure of Digital Spatial Data, Tools, and Services	Percentage in NSDI collaborative platforms created	70%	70%	75%	80%	85%	Progress Reports	
		Holistic GIS capacity building programme developed and implemented	0	3	3	3	3	Training Reports	
		Spatial data managed, maintained, integrated, distributed, and used by 2025	0%	40%	55%	65%	75%	Progress Reports	
		Percentage increase in land statistics	20%	50%	65%	70%	75%	Progress Reports	
		Percentages of spatial data dissemination tools and services improved	40%	50%	60%	70%	80%	Dissemination Reports	
		Percentages of a national spatial data compliance programme built and administered	0%	60%	75%	0%	0%	Compliance Certificate	

Goal	Objectives	Indicator/Measure	Baseline	Target				Means of Verification	Responsible Organisation
	Objective 4.2: Improve statistical integration with spatial data	Percentage increase in awareness of spatial data	0%	50%	60%	70%	80%	Awareness Reports	
		Common geographies for the dissemination of statistics established	70%	80%	85%	90%	100%	Progress Reports	
		Formal geocoded register of dwellings and other structures in the country developed.	0	0	1	1	1	Progress Reports	
		Percentages of up-to-date National Addressing System developed	0%	0%	20%	30%	50%	Progress Reports	

P.O. BOX 2133, FGI House
Post Street Mall, Windhoek Namibia
Tel: +264 61 431 3200
Fax: +264 61 431 3253
Website: http://nsa.org.na/