



PUBLIC SERVICE HUMAN RESOURCE SECTOR STRATEGY FOR THE DEVELOPMENT OF STATISTICS 2023-2028

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DEVELOPMENT OF STATISTICS
2023-2028**

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FOREWORD

In the pursuit of a dynamic and data-driven future, our government has unwaveringly committed itself to the transformation of our public Sector. By 2036, we envision a landscape where efficiency, innovation, and digital technologies converge to deliver products and services that elevate the quality of life for our citizens. This ambitious vision necessitates a profound collaboration amongst key stakeholders, including our esteemed line ministries, state-owned enterprises, business enterprises, and custodians of official data and statistical information. It is through such collaborative efforts that we strive for excellence in statistical quality compliance.

Our digitalization endeavours extend far beyond the realms of the conventional relationship between public service providers and their clients. They transcend into the very fabric of our public service human resources, where we recognize the immense potential of data. The data flowing through the veins of the public service human resource Sector possesses the power to be transformed into high-quality statistical information. This transformation, in turn, becomes the bedrock for actionable insights that shape the mandate of our Directorate and all other Sector agencies. From the development of robust human resources policies to the diligent monitoring and evaluation of policies and programs, even to the fine-tuning of job evaluations, these statistics metamorphose our Sector into a truly data-driven force.

The birth of the Public Service Human Resource Sector Strategy for Development of Statistics for the period 2023-2028 marks a pivotal milestone. It stands as an integral component of the Botswana Strategy for the Development of Statistics (BSDS). Its core purpose is to provide invaluable support to the Directorate of Public Service Management (DPSM) and the broader Public Service Human Resource Management Sector. Together, we confront the challenges that have impeded progress in data collection formats and tools, hindered the dissemination of vital statistical outputs and products, and exposed skills gaps in the statistical value chain process. Our commitment is resolute in transforming the domains of public service and HR management.

Our strategy is meticulously aligned with the overarching goals of our government's transformative agenda. Within its contours, we pay heed to the pressing issues of digitalization and the automation of the entire statistical value chain process within our Sector.

Through the pages of this strategy, you will find a comprehensive exploration of our public service human resource statistics landscape. It unveils the insights gleaned from extensive stakeholder engagements, outlines the strategic foundations that underpin our approach, and lays out a definitive action plan. This action plan shall serve as our North Star, guiding us through the intricacies of producing and publishing "official statistics" products and reports over the strategy's duration. It is our unwavering call for a well-coordinated, standardized, harmonized, timely, and readily accessible repository of statistics, catering to all stakeholders within our Sector.

I implore all stakeholders of the Public Service Human Resource Management Sector to rally behind the implementation of this Statistics Strategy. Your support is pivotal, as it ensures the harmonization of our Sector's production, reporting, and utilization of statistics. This harmonization is our pathway to becoming the authoritative voice in policy-making within our government and fostering informed decision-making across the board.

I extend my heartfelt gratitude to the tireless efforts of the Statistics Botswana team, whose unwavering support and guidance were instrumental in crafting this Strategy. I also wish to acknowledge the Directorate for their dedication in facilitating Sector coordination and the members of the Public Service Human Resources Statistics Coordinating Committee for their invaluable contributions to the design of this strategy. The Directorate of Public Service Management (DPSM) stands firm in its commitment to ensure the successful realization of the strategies and initiatives delineated in this document.



Ms. Gaone M. Macholo

Director

Directorate of Public Service Management

ACKNOWLEDGEMENTS

The fruition of the Public Service Human Resource Sector Statistics Strategy is a testament to the collaborative spirit and dedication of numerous individuals and organizations. As we reflect on this remarkable achievement, we extend our heartfelt gratitude to those who have been instrumental in its creation.

First and foremost, we express our deepest appreciation to all the stakeholders who generously dedicated their time and expertise to engage in meaningful discussions and actively participate in the workshops where the strategy was presented, scrutinized, and ultimately validated. Your valuable insights and commitment to this endeavour have been invaluable in shaping the direction and content of this plan.

We reserve special recognition for Statistics Botswana for their exceptional leadership and unwavering support throughout the entire process of conceptualizing and designing this crucial document. Their guidance has been instrumental in ensuring that this Strategy meets the highest standards of quality and relevance.

It is with great anticipation that we look ahead to the future impact of this plan. We firmly believe that it will play a pivotal role in elevating the public service human resource Sector, enabling it to establish a robust foundation of statistics. This foundation, in turn, will empower us to make well-informed decisions that drive the formulation of effective policies, strategies, investments, and the successful execution of projects and programs.

In closing, we express our sincere gratitude to all those who have contributed to this endeavour, directly or indirectly. Your dedication and collaborative spirit have been the driving force behind the creation of this Strategy, and we eagerly anticipate the positive changes it will bring to our Sector and the broader community we serve.



Ms. Tebogo Mogotsi
Deputy Director – Operations
Directorate of Public Service Management

STATEMENT BY THE SECTOR STATISTICS COMMITTEE COORDINATOR

There is current review of various public service policies as a vehicle towards delivering a competitive human resource. The Sector strategy is envisaged to play a key role in research, monitoring and evaluation of this policies. The following three strategic goals of the strategy will provide direction for the next five years: Greater use of Public Service HR Statistics to inform policies, programs and projects, Well-coordinated Public Service HR Statistics and Adequately Resourced Statistics Sector. The Strategy is focused on contributing towards achieving 2036 goals and other national agendas by ensuring that HR data is available and is of acceptable quality.

The process of developing the strategy was highly participatory and consultative through the Sector committee which is comprised of all relevant stakeholders. It is our collective efforts and responsibility as stakeholders that would ensure that effective implementation of the Sector Statistics Strategy becomes a reality.



Dr. Ernest Fetogang
Sector Statistics Coordinator
Public Service Human Resource Management Sector

ACRONYMS AND ABBREVIATIONS

ARC	Architects' Registration Council
BDQAF	Botswana Data Quality Assessment Framework
BICA	Botswana Institute of Chartered Accountants
BOSCO	Botswana Standard Classification of Occupations
BPOPF	Botswana Public Officers Pension Fund
BPSC	Botswana Public Service College
BSDS	Botswana Strategy for the Development of Statistics
DPSM	Directorate of Public Service Management
ERB	Engineers Registration Board
HCMS	Human Capital Management System
HR	Human Resource
HRDC	Human Resource Development Council
HRPME	Human Resource Policy Monitoring & Evaluation
IAA	International Architects Association
IEA	International Engineering Alliance
IFAC	International Federation of Accountants
IT	Information Technology
M&E	Monitoring and Evaluation
MAPS	Marrakech Action Plan for Statistics
MDAs	Ministries, Departments and Agencies
NSDS	National Strategies for the Development of Statistics
NSS	National Statistical System
OAG	Office of the Accountant General
PMC	Performance Management and Compensation
QSRC	Quantity Surveyors Registration Council
REAC	Real Estate Advisory Council
SB	Statistics Botswana
SHE	Safety Health and Environment
SOPs	Standard Operating Procedures
SSC	Sector Statistics Committee
SSCC	Sector Statistics Committee Coordinator
SSPs	Sector Statistics Plans

EXECUTIVE SUMMARY

BACKGROUND

Internationally, statistics are now recognized as an essential part of the infrastructure necessary for development. Statistics play a crucial role in informing policy and decision-making processes. The Public Service Human Resource (HR) Sector is committed to achieving government-wide public service goals, departmental mandates, executive directives, and set targets. To support these objectives, there is a growing need for an enhanced collection and management of public service personnel data, leading to the development of the Public Service HR Sector Statistics Plan.

As the anchor point and Sector coordinator, the Directorate of Public Service Management (DPSM) is responsible for formulating, implementing, and monitoring Public Service Human Resource development policies, programs, and projects. In response to the demand for improved scope, quantity, and quality of public service HR statistics, the DPSM, led by Statistics Botswana (SB), has actively contributed to the creation of the Sector Statistics Plan as part of a broader nationwide effort to establish a National Strategy for the Development of Statistics (NSDS). The aim is to elevate the state of statistics within the Sector and the country as a whole.

STRATEGY OBJECTIVES

The Public Service HR Sector Statistics Plan has several key objectives;

- **addressing data limitations**
- **mobilizing resources for HR statistics**
- **integrating systems and Sector statistics into national policy and planning processes**
- **aligning with international development frameworks and performance indicators.**

ASSESSMENT OF THE STATE OF STATISTICS IN THE PUBLIC SERVICE HR SECTOR

A comprehensive assessment of the current state of the Public Service HR Sector Statistical System including Sector departments and agencies was conducted in a participatory process. The assessment highlighted critical issues related to stakeholder needs, organizational development, resources, coordination, statistical programming and planning, and data development.

Key Findings

- **Data Needs:** The Sector lacked a dedicated platform for data producers and users to interact and assess data needs. Though some agencies within the Sector held scheduled meetings, it was however found that most of the consultations with data producers were informal.
- **Statistical Advocacy:** Statistics advocacy was generally modest, with limited resources allocated to statistical activities. However, certain agencies within the Sector undertook stakeholder consultations and provided data-related information to their users.
- **Coordination:** Coordination within the Sector was insufficient and lacked structure though some Sector agencies participated in coordination forums. Coordination between the Public Service Sector and other Sectors was also lacking.
Awareness of Statistics Botswana's mandate was limited.
- **Statistical Programming and Planning:** The Sector had limited specific programs or budgets for statistics. However, DPSM as the anchor of the Sector has proposed funding for monitoring and evaluation, including data-related initiatives.
- **Data Development:** Sector Data quality in the Public Service HR Sector mostly did not align to international statistical standards.
- **Data access:** Some members of the Sectors disseminated statistics through annual reports and websites, but accessibility was generally limited.

STRATEGIC FOUNDATIONS AND FOCUS

The Sector's vision and mission for its statistical system are:

Vision: To become the leading provider of quality Public Service HR statistics by 2028.

Mission: To deliver high-quality Public Service HR statistical data to inform policies and procedures.

Core values

- Teamwork
- Transparency
- Accountability
- Integrity
- Professionalism

Customer Value Proposition (CVP): Our commitment is to provide stakeholders with actionable insights, foster informed decision making, and enhance organizational effectiveness. By delivering accurate and timely public service human resource statistics, we strive to optimize workforce management, promote transparency, and ultimately contribute to the overall efficiency and excellence of public service organizations. Despite facing various challenges, we are committed to transforming weaknesses into strengths, ensuring a seamless journey toward excellence.

Goals and Strategic Objectives

Three main goals were identified to support the vision, with nine strategic objectives designed to fulfil these goals:

Goal 1: Greater use of Public Service HR Statistics to inform policies, programs, and projects.

- **Objective 1.1:** Improve customer satisfaction.
- **Objective 1.2:** Improve access to Public Service HR statistics.
- **Objective 1.3:** Improve the quality of Public Service HR statistics.

Goal 2: Well-coordinated Public Service HR Statistics.

- **Objective 2.1:** Improve Sector coordination.
- **Objective 2.2:** Enhance stakeholder collaboration.
- **Objective 2.3:** Enhance statistical structures in sub-Sectors.

Goal 3: Adequately Resourced Sector.

- **Objective 3.1:** Improve Human Capital capacity of the Sector.
- **Objective 3.2:** Improve Sector statistics infrastructure.
- **Objective 3.3:** Increase budget for statistics production.

ACTION PLAN

An action plan has been developed to operationalize the goals and objectives identified. It outlines the measures of success, targets, initiatives/projects, timeframes, budgets and responsibilities for each initiative.

IMPLEMENTATION, MONITORING AND EVALUATION

Implementation of the plan involves creating awareness, transforming the Public Service HR Sector statistics development, building infrastructure and skills, undertaking initiatives to enhance data management, analysis and dissemination. Regular monitoring will track progress in plan implementation, ensuring accountability while evaluations will promote learning and consolidation of gains.

RISKS AND MITIGATION MEASURES

Risks associated with the plan have been identified, and mitigation measures have been proposed to minimize their impact.

BUDGET AND FINANCING ARRANGEMENTS

An estimated budget of **P39, 440,300.00** is required to implement this five-year Strategy.

STRATEGY ON A PAGE

**PUBLIC SERVICE HUMAN RESOURCE SECTOR STRATEGY
FOR THE DEVELOPMENT OF STATISTICS 2023 - 2028**



Vision: Leading provider of quality Public Service HR Statistics by 2028



Mision: provide high-quality public service HR statistical data to inform the development of effective Public Service HR policies and procedures

Values

- Transparency
- Professionalism
- Accountability
- Teamwork
- Integrity

STRATEGY MAP

CUSTOMER

Improve
Customer
Satisfaction

**Improve Access
to Public-Service
HR statistics**

FINANCIAL

Increase budget for statistics production

Enhance efficiency in resource utilization

Strategic Goals

1. Greater use of Public Service HR Statistics to inform policies, programs and projects

2. Effectively Coordinated Public Service HR Statistics:

3. Adequately Resourced Sector:

Strategic Objective 1.1

Improve Customer Satisfaction:
Feedback from stakeholders on whether public service HR statistics meet their expectations in terms of turnaround time and improved service delivery.

Strategic Objective 2.1

Improve Sector Coordination: Activities and approaches pursued to develop sustainable platforms, forums and harmonized statistics production processes.

Strategic Objective 3.1

Improve Human Capital capacity of the sector:
Increase level of expertise and knowledge of statistical (technical) professionals in the sector (Public Service HR development).

Strategic Objective 1.2

Improve Access to Public-Service HR statistics: Improved dissemination of HR Statistics. Availability of statistical briefs/reports and usage of Statistics by stakeholders.

Availability of dissemination platforms that are easily accessible and user friendly to stakeholders and public service HR data users

Strategic Objective 2.2

Enhance Stakeholder Collaboration:

Activities and approaches of fostering strategic partnerships and collaborations in the production of Public Service HR Statistics.

Strategic Objective 3.2

Improve sector statistics infrastructure:
Increase ICT infrastructure to improve efficiency in the sector statistics production.

Strategic Objective 1.3

Improve Quality of Public Service
HR Statistics:
Increased production of statistical outputs. Improve quality of statistics through adherence to Statistical standard and classifications

Strategic Objective 2.3

Enhance Sector Statistics Structures:
Establishment of statistics structures which will be responsible for coordination of statistics production and management

Strategic Objective 3.3

Increase budget for statistics production:
Avail funds for the production of Public Service HR statistics.

Strategic Objective 3.4

Improve efficiency in resource utilization: Optimize and improve the effectiveness of utilizing financial resources.

INTERNAL PROCESSES

Improve quality of Statistics

Improve sector coordination

Improve Sector
Statistics infrastructure

Enhance Stakeholder collaboration

CAPACITY

Improve Human Capital capacity of the sector

Enhance sector statistics structures

1. INTRODUCTION

1.1 BACKGROUND

The current and forthcoming obligations on national, regional and global scales are placing significant demands on all members of the Botswana National Statistical System to produce and distribute high-quality official statistics. , Botswana Vision 2036 aims to elevate Botswana to a high-income country, fostering broad prosperity for its citizens. The Vision outlines several key outcome indicators, which include among others, achieving high-income status, fostering a competitive and productive economy and creating sufficient employment opportunities.

Within the Public Service Human Resource Sector, there are strategic programs and projects designed to align with government-wide Public Service objectives, departmental legal mandates, executive directives, and established targets within specified timeframes. Consequently, the development, growth and success of these initiatives, along with the overall effectiveness of the Public Service, hinge on the improved collection and management of Public Service personnel data. Maintaining accurate records of Public Service human resources ensures that organizational processes and support systems are appropriately matched with available resources. This, in turn, enhances Sector efficiency by accurately recording employee details, facilitating efficient storage and retrieval of relevant information and safeguarding private personnel records.

1.2 SECTOR MANDATE

The mandate of the Directorate of Public Service Management (DPSM) as the anchor point for the Sector, is to provide Human Resource (HR) Consultancy, HR Regulation and HR Governance to the public service. This is achieved through performing, among others, the following services: business analysis; training and development for the public service, recruitment, compensation and benefit, performance Management and HR Audits. The mandate of the Public Service HR Sector Statistics Committee is therefore to facilitate production, collection, analysis and dissemination of quality HR statistics to all stakeholders.

Table 1: Public Service Human Resource Sector MDAs and their respective Mandates

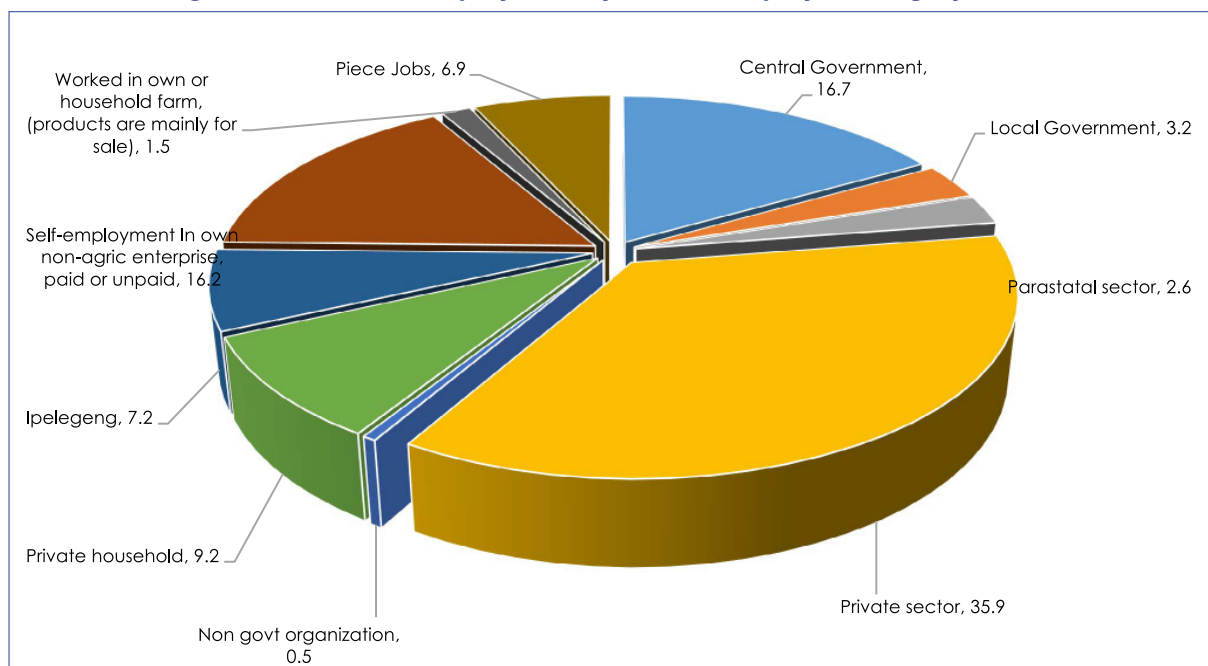
MDAs covered in the Sector	Mandate	Divisions/Units
Directorate of Public Service Management (DPSM)	DPSM is the Government's HR agency which is responsible for developing and monitoring of HR policies across the public service.	<ul style="list-style-type: none"> • Corporate Services (for the Directorate) • Human Resource Policy Monitoring & Evaluation (HRPME) • Workforce Planning • Human Resource Information System (HRIS) • Management Services • Performance Management • Compensation and Benefits • Recruitment and Development • Employee Relations • SHE (for the whole public service) • Five oversight unit: Legal Services; Strategy Management; Public Relations Customer Relations, Assessment Centre Services)
Botswana Institute of Chartered Accountants (BICA)	Regulation of the accountancy profession in BW (registration of accounts members, training and development); Check Compliance with the code of ethics; Administration of the BICA qualification.	<ul style="list-style-type: none"> • Membership services • Continuing professional development section • Examination section • Apprenticeship • Technical and public Sector accounting • Finance and admin • Communications • Francistown Satellite Office

Table 1: Public Service Human Resource Sector MDAs and their respective Mandates Cont.

MDAs covered in the Sector	Mandate	Divisions/Units
Architects' Registration Council (ARC)	Register and regulate activities and conduct of registered architectural professionals in accordance with the functions and powers conferred to it by the architects registration ACT 61:08 To protect the interest of members of the public in any dealings with such members of the public may have with registered architectural professionals.	<ul style="list-style-type: none"> • Registrar's Office • Finance Unit • Administrative office (Admin & HR) • Compliance • Information Technology(IT)
Real Estate Advisory Council (REAC)	Register and regulate activities and conduct of registered real estate professionals.	<ul style="list-style-type: none"> • Registrar's Office • Admin Office • Estate and Compliance Office • Finance • IT
Quantity Surveyors Registration Council (QSRC)	Register, regulate, monitor, deliver, develop and promote the quantity surveying profession in Botswana.	<ul style="list-style-type: none"> • Admin • Registration • Finance and Accounting • Research
Office of the Ombudsman	Investigate acts of maladministration in the public Sector and parastatals.	<ul style="list-style-type: none"> • Legal Investigators • Corporate Services (HR, PR, Procurement, Registry) • Corporate Communications and Research • Reforms • Regional Offices: (i) F/Town; (ii) Maun; (iii) Tsabong
Ministry of Finance	Provide sustainable economic development and prudent financial management.	<ul style="list-style-type: none"> • Development & Budget • Economic & Finance policy • Corporate Services (HR, PR, Procurement, Registry) • Internal Audit • Financial Intelligence Agency • Public Private Partnerships • Research • Office of the Accountant General (5 branches; Northern, Southern, South Central, North West and Central)
All other Ministries	General public service programs and projects	All government departments
Engineers Registration Board (ERB)	Register and regulate activities of and conduct of engineers in Botswana.	<ul style="list-style-type: none"> • Registration • Finance and Administration • Standards Monitoring
NMG Administrators Botswana	NMG Administrators Botswana has been appointed the Fund Administrator for the Botswana Public Officers Pension Fund (BPOPF), and officially took over the administration of the fund from 1 June 2021 in line with its license from the Non-Bank Financial Institutions Regulatory Authority (NBFIRA).	<ul style="list-style-type: none"> • Operations • Employee Benefits Consulting • System & IT • Legal and Company Secretarial • Finance and Administration • Human Capital • Marketing and Communications • Project Manager • Risk, AML & Compliance • Internal Audit

Table 1: Public Service Human Resource Sector MDAs and their respective Mandates Cont.

MDAs covered in the Sector	Mandate	Divisions/Units
Human Resource Development Council (HRDC)	<p>HRDC provides a platform for the Public Sector, Private Sector and Civil Society to act in concert to drive the National Human Resource Development Strategy (NHRDS).</p> <p>Specifically, HRDC coordinates efforts by all parties to study Botswana's education and skills development mechanism, assesses its impact on national priorities, identifies barriers to effective delivery of the NHRDS and mutually agrees on targeted solutions that should be implemented in the short, medium and long term in alignment with the strategic intent (as pronounced in the NHRDS) (https://www.hrdc.org.bw/?q=about-human-resource-development-council-hrdc)</p>	<ol style="list-style-type: none"> 1. Office of the CEO <ul style="list-style-type: none"> - Strategy Unit - Quality Management Systems Unit 2. Office of the COO <ul style="list-style-type: none"> - Marketing Unit 3. Department of Human Resource Development Planning (Demand) 4. Department of Human Resource Development Planning (Supply) 5. Department of Statistics, Research Development & Innovation 6. Department of Information, Communication & Technology 7. Department of Corporate Services 8. Department of Human Resource

Figure 1: Botswana Employment by Sector/ Employer Category

Source: Statistics Botswana Quarterly Multi-Topic Survey Report (Quarter 4, 2022)

It cannot be overemphasised that over the years, there has been exponential growth in the demand for data across all Sectors, nationally, regionally and globally. Several developing countries have therefore adopted to bring together all the agencies that are involved in data or statistics development on one hand and also those who are users of statistics on the other hand into a system called the National Statistical System (NSS).

1.4 NATIONAL STRATEGIES FOR THE DEVELOPMENT OF STATISTICS (NSDS) IN THE NATIONAL AND INTERNATIONAL CONTEXT

Focusing on the state of statistical affairs in Africa, the Marrakech Action Plan for Statistics (MAPs); an international statistical initiative launched in 2004, sought to address the issue of statistics inadequacy. Botswana, as a signatory to MAPs, committed to the mainstreaming of strategic planning within its statistical system. This initiative was put into practice through the implementation of National Strategies for the Development of Statistics (NSDS), with national statistical offices taking the lead role.

This commitment materialized through the development of the Botswana Strategy for the Development of Statistics (BSDS) for the period 2015-2020, which was later extended to March 2023. The primary objective of BSDS was to establish a dependable national statistical system capable of generating the data necessary for the formulation, execution, and monitoring of national policies and programs, thereby facilitating evidence-based decision-making. Additionally, BSDS aimed to ensure that Botswana met its statistical obligations at the national, regional, and international levels.

The process of formulating BSDS followed a grassroots approach, where multiple Sectors played a pivotal role in shaping and executing the national statistics strategy. During the initial phase of BSDS development, seven Sectors were enrolled into the process, and further Sectors continued to join as the strategy evolved. Notably, the Public Service Human Resource Sector became part of this process. Each Sector involved in BSDS development was tasked with crafting its Sector Statistics Strategies/Plans (SSPs), which served as fundamental building blocks in constructing the broader BSDS framework. These SSPs not only offered a comprehensive vision but also provided actionable groundwork, enhancing the Sector's data management capabilities to support well-informed decision-making based on empirical evidence.

1.5 THE DEVELOPMENT PROCESS OF THE PUBLIC SERVICE HR SECTOR STATISTICS STRATEGY

The creation of the five-year Public Service HR Sector Statistics Strategy serves as a comprehensive framework aimed at facilitating the enhancement of data management processes. These encompass critical elements such as data capture, data exchange (including interoperability and system interfacing), data storage, data processing, rigorous data analysis and the effective dissemination of insights.

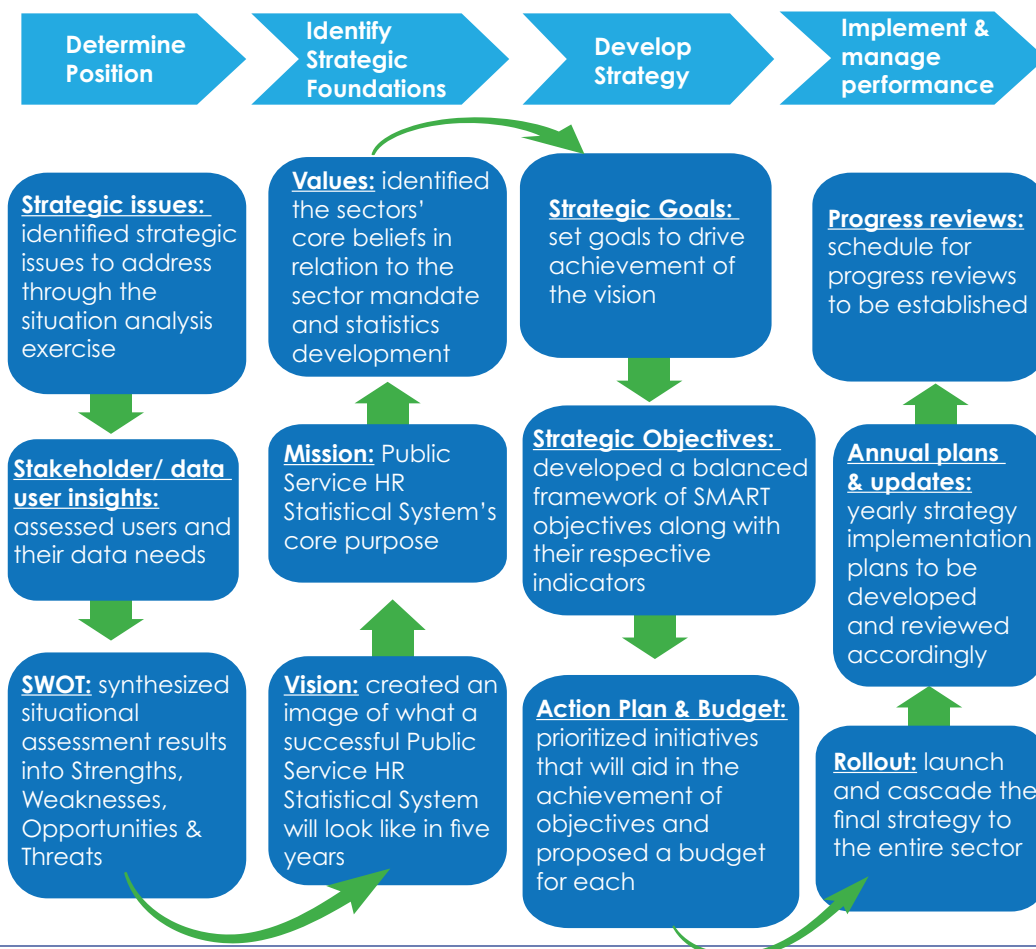
The overarching objective of this Strategy is to bolster the capacity of the sector's statistical system. This capacity enhancement is driven by the imperative need to fortify monitoring and evaluation processes pertaining to the Sector's policies, programs and projects. In essence, the strategy functions as a compass, charting the course for the Public Service HR Sector's data-related endeavours over the next five years.

The Strategy is envisioned to play multiple key roles, among which are:

- **Coordination:** It serves as a means to coordinate the intricate web of data activities within the Public Service HR Sector Statistical System, ensuring harmonization and synergy.
- **Promotion of Best Practices:** The strategy promotes the adoption of best practices in data management and statistical processes, fostering efficiency and reliability.
- **Quality Official Statistics:** The central goal is to ensure consistent production of high-quality official statistics. These statistics form the bedrock for informed policy development and Sector-wide decision-making.

The development of this Strategy followed a series of well-defined steps aimed at ensuring its robustness and relevance. Below is a concise summary of the key stages in the strategy's development:

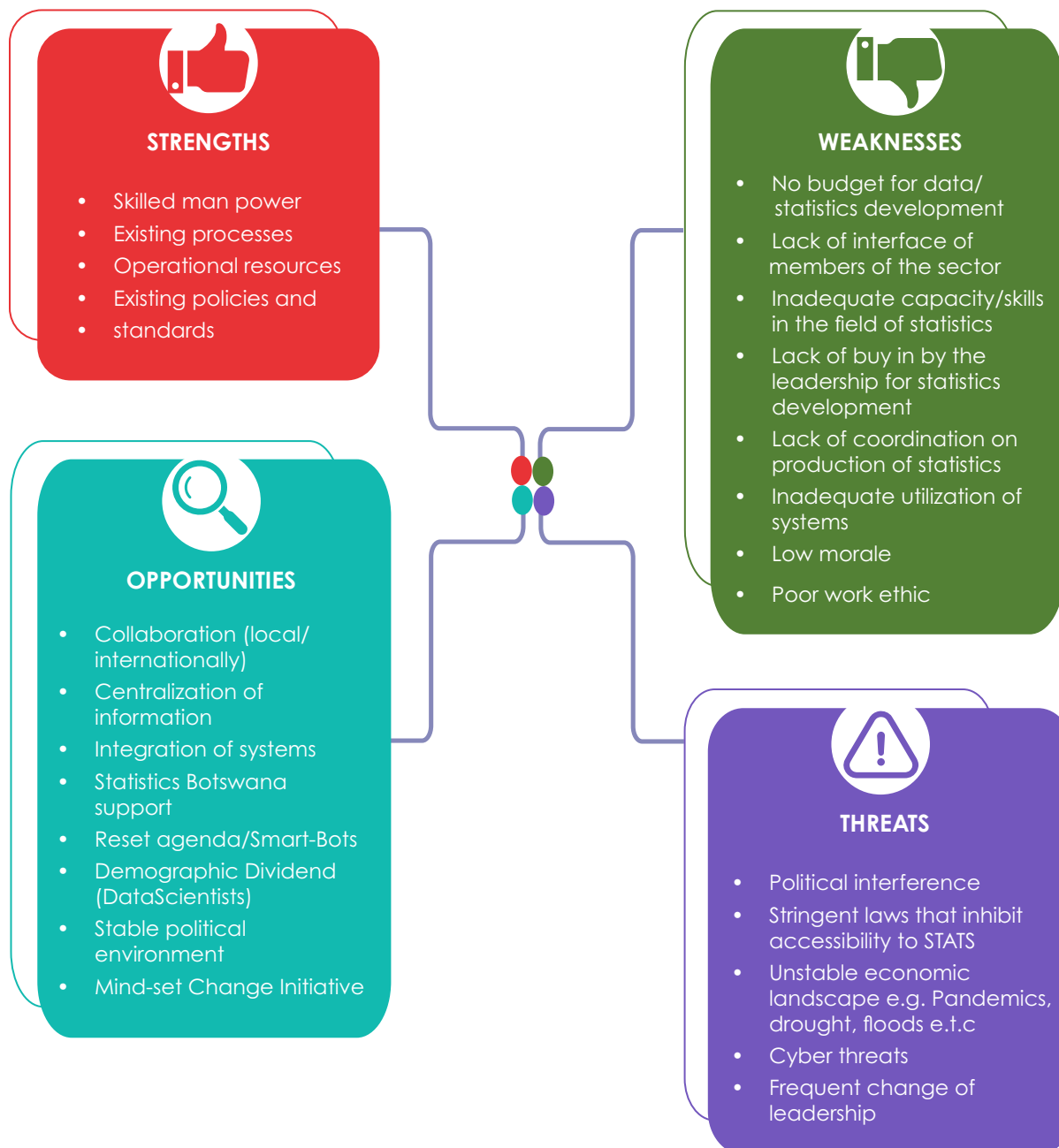
Figure 2: Public Service HR Sector Statistics Strategy Design, Development & Implementation Process Map



1.6 SWOT ANALYSIS

An analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) in the Sector's statistical system was conducted. The figure below provides a summary of key issues from the current situational assessment. Strategic responses to the key issues include building on the system's strengths, overcoming weaknesses, taking advantage of opportunities and reducing the impact of threats.

Figure 3: SWOT ANALYSIS



1.7 KEY FOCUS AREAS

As part of the strategy formulation procedures, an extensive situational analysis was carried out. This procedure led to the identification of key findings and challenges for the Public Service HR Sector Statistical System. Additionally, SWOT analysis was drawn. These served as the foundation for identifying the key focus areas as elaborated in Table 2 below:

Table 2: Public Service HR Sector Statistical System Key Focus Areas

Current situation	Change dimension (focus area)	Desired state
1. Inadequate resources for Public Service HR Sector statistics development	Resource allocation for Public Service HR Sector statistics development	<ul style="list-style-type: none"> ✓ Consistent annual budget allocated towards statistics production across the Sector ✓ Effective and efficient resource (IT Hardware and Software, Human Capital) allocation for Sector statistics production ✓ Implementation of the Sector Statistics Plan
2. Lack of coordination for Sector statistics production	Sector statistics coordination	<ul style="list-style-type: none"> ✓ Existence of a structure responsible for the coordination of Sector statistics production ✓ Collaborative platforms (Memoranda of Understanding between MDAs on data exchange)
3. Inadequate data user/ stakeholder needs assessment	Data user/ Stakeholder	<ul style="list-style-type: none"> ✓ Sector data user needs profiled on annual basis ✓ Scheduled stakeholder consultations on public service HR data ✓ Enriched data and analytics to inform policies and decision making
4. Compromised data quality in the Sector	Quality of data	<ul style="list-style-type: none"> ✓ Adoption and use of international standards, classifications and guidelines in the statistics production (i.e. periodic data quality audits) ✓ Good data governance practices are adopted and followed
5. Inadequate data dissemination	Data Dissemination	<ul style="list-style-type: none"> ✓ Scheduled production of statistical reports or statistical briefs ✓ Publicly available and easily accessible data dissemination platforms eg data portals, websites ✓ Data is visualized to support story telling on public service HR silhouette and trends Fragment
6. Lack of statistical structures (statistics division/ unit)	Functional Statistical structures	<ul style="list-style-type: none"> ✓ Formation of statistical structures ✓ Fully operationalized structures
7. Inadequate technological infrastructure for the development of statistics	Technological Statistics Infrastructure	<ul style="list-style-type: none"> ✓ Fully resourced technological statistics infrastructure (hardware, systems, software licenses)
8. Fragmented information management systems for members of the Sector	Interface of information management	<ul style="list-style-type: none"> ✓ End-to-end interface of information systems within the Sector agencies (MDAs) ✓ Efficient and effective information sharing/flow ✓ Fully capacitated system users
9. Lack of automated processes for statistics production	Process Automation	<ul style="list-style-type: none"> ✓ Fully automated processes for statistics production
10. Resistance to implement new initiatives	People/ Culture change	<ul style="list-style-type: none"> ✓ Public service HR data management digital transformation fully embraced ✓ MDAs HR able to recruit, deploy, train, motivate and retain employees in an analytical way based on official statistics ✓ Timely reporting

Table 2: Public Service HR Sector Statistical System Key Focus Areas Cont.

Current situation	Change dimension (focus area)	Desired state
11. Inadequate and misaligned statistics skills	Skills	<ul style="list-style-type: none"> ✓ Properly staffed Statistics Units across the Sector (in terms of skills and numbers) ✓ Properly placed Statisticians
12. Lack of buy in by the Leadership for statistics development	Leadership support	<ul style="list-style-type: none"> ✓ Leadership advocating for Sector statistics development ✓ Provision of budget for statistics plan implementation ✓ Statistics development included in the MDAs annual plans ✓ MDAs HR leadership have a data first mind-set as they deliver on their mandate
13. Inadequate utilization of HR information management systems by the Public Service	HR information management systems	<ul style="list-style-type: none"> ✓ Continuous usage of the available systems ✓ Manual reporting eliminated ✓ Enhanced IT backup infrastructure ✓ System users well capacitated with 100% utilization
14. Low staff morale across the public service	Staff morale	<ul style="list-style-type: none"> ✓ Motivated employees ✓ Timely submission of reports
15. Poor work ethic across the public service	Work ethic	<ul style="list-style-type: none"> ✓ Adherence to set standards and guidelines ✓ Adherence to cultural norms ✓ Consequence management policy developed and implemented ✓ Timely submission of reports ✓ Timely submission of reports ✓ People having foundational data capability and collaborating ✓ Use of data to solve challenges Showing a data first mind-set in day-to-day activities
16. Unclear processes	Sector mandate processes	<ul style="list-style-type: none"> ✓ Clear processes, policies and guidelines ✓ Public Service HR capacitated on the delivery of Policies, Manuals, Guidelines and Directives. ✓ Uniform application of processes policies and guidelines across the Sector

2. PUBLIC SERVICE HR SECTOR STATISTICS STRATEGY

This segment outlines the essential strategic principles for generating and efficiently overseeing statistics within the Public Service HR Sector. This strategic approach encompasses a collection of aims and targets designed to bring the envisioned outcome to fruition. Furthermore, it incorporates complementary initiatives that will propel these objectives forward, ultimately culminating in the desired condition of the Public Service HR statistics ecosystem.

2.1 VISION

Our vision for the Public Service HR Sector is to emerge as a **"Leading provider of quality Public Service HR Statistics by 2028."** This vision underscores our firm conviction that data constitutes the lifeblood of effective Public Service HR Sector management and transformation. By enhancing our data management practices, we aim to empower data users, particularly policy-makers and decision-makers, with comprehensive and reliable information.

2.2 MISSION

The Strategy's purpose is to provide direction to the Sector in its mission to **"provide high-quality public service HR statistical data to inform the development of effective Public Service HR policies and procedures."** Achieving this mission necessitates the Public Service HR Sector's adoption of a unified approach to create a comprehensive statistical ecosystem, replacing the currently disjointed landscape that prevails within the Sector.

2.3 VALUES

The Sector espouses the following values which will guide the conduct of its members:

- ❖ **Transparency:** We strive to be open, fair, ensuring equitable access to our information.
- ❖ **Professionalism:** We will drive value for our stakeholders with integrity and through continuous self-improvement.
- ❖ **Accountability:** We will be motivated and responsible for all our actions and results.
- ❖ **Teamwork:** We will leverage collaboration and coordination, and demonstrate respect for self and others in the statistics development value chain.
- ❖ **Integrity:** We will be straightforward and honest in our professional and business relations, and avoid any actions that may discredit the reputation of the Sector

2.4 CUSTOMER VALUE PROPOSITION (CVP):

Empowering Public Service through Comprehensive HR Statistics. Our commitment is to provide stakeholders with actionable insights, foster informed decision making, and enhance organizational effectiveness. By delivering accurate and timely public service human resource statistics, we strive to optimize workforce management, promote transparency, and ultimately contribute to the overall efficiency and excellence of public service organizations. Despite facing various challenges, we are committed to transforming weaknesses into strengths, ensuring a seamless journey toward excellence. Here's why partnering with us brings unparalleled value:

i. Professionalism Redefined:

We are on a mission to redefine professionalism within our sector. Our commitment to adherence to standards, guidelines, and processes is unwavering. We're implementing comprehensive policies and guides to enforce consequences for unprofessional practices, ensuring the highest quality of data collection.

ii. Streamlined Processes for Harmonized Implementation:

We acknowledge the importance of clear processes. Our focus is on establishing transparent and well-defined processes, capacitating our stakeholders adequately for harmonized implementation. This guarantees structured and harmonized data management across the sector.

iii. Investing in Excellence:

Recognizing the absence of a budget for data/statistics development, we are actively seeking and advocating for budget allocations. Your partnership with us directly contributes to building a robust statistical infrastructure, supporting data development, and ensuring that the sector's information needs are met.

iv. Unifying Sector Interface:

We are committed to breaking down silos. By developing linked systems, we facilitate seamless communication and collaboration within the sector, ensuring that all members are connected and working towards a common goal.

v. Building Statistical Competence:

Addressing the skills gap head-on, we are investing in training programs and skill development initiatives. Our goal is to equip our workforce with the expertise needed for effective data handling, bridging the shortage of statisticians.

vi. Leadership Embrace for Statistical Development:

We are actively engaging with leadership to secure dedicated budgets for statistics/data development. By incorporating data development into annual plans and organizational strategies, we aim to foster a culture where statistics are embraced and supported at all levels.

vii. Coordinated Data Production:

We are establishing collaborative platforms within the sector to enhance coordination. By breaking down barriers and ensuring coordination on data production, we eliminate data gaps, creating a reliable and comprehensive statistical landscape.

viii. Harnessing Information Management Systems:

Recognizing the reluctance to adapt to information management systems, we are working towards creating a culture that embraces technological advancements. Your partnership with us supports the implementation of modern systems for efficient data management.

ix. Motivated Workforce with High Ethical Standards:

We prioritize the well-being of our workforce. By addressing low morale and fostering a culture of professionalism and high work ethic, we ensure that our team is motivated and committed to delivering quality results.

x. Future-Ready Technological Infrastructure:

We are actively investing in upgrading our technological infrastructure to support the sector. By addressing network challenges and ensuring functional information management systems, we are laying the foundation for a technologically advanced and efficient sector.

2.5 STRATEGIC GOALS

To achieve the desired state of data management within the Sector, long term objectives ‘goals’ were set as follows:

Goal 1: Greater use of Public Service HR Statistics to inform policies, programs and projects: Promoting the increased utilization of Public Service HR Statistics to inform the development of policies, programs, and projects;

Goal 2: Effectively Coordinated Public Service HR Statistics: Cultivating a well-coordinated Public Service HR Statistics framework that enhances data synergy and cohesion; and

Goal 3: Adequately Resourced Sector: Building and maintaining a robust Sector Statistics Capacity to effectively respond to data-related demands and challenges

2.6 STRATEGIC OBJECTIVES

In order to realize the vision and mission of the Public Service HR Sector Statistics Plan over the next years, the following strategic objectives have been earmarked for implementation to support their respective goals:

Goal 1: Greater use of Public Service HR Statistics to inform policies, programs and projects

Strategic Objective 1.1	Improve Customer Satisfaction
Description	Feedback from stakeholders on whether public service HR statistics meet their expectations in terms of turnaround time and improved service delivery
Intended Results	Customers indicate they are satisfied with public service HR statistics
Measure	Customer Satisfaction Score
	Turnaround time

Strategic Objective 1.2	Improve Access to Public Service HR statistics
Description	Improved dissemination of HR Statistics. Availability of statistical briefs/reports and usage of statistics by stakeholders. Availability of dissemination platforms that are easily accessible and user friendly to stakeholders and public service HR data users.
Intended Results	Sustainable data dissemination platforms for publication of public service HR official statistics.
Measure	# of statistical briefs/ reports disseminated
	# of dissemination platforms available
	# of people accessing the data portals through the government website
	# of people accessing statistical reports/ briefs

Strategic Objective 1.3	Improve Quality of Public Service HR Statistics
Description	Increased production of statistical outputs. Improved quality of statistics through adherence to statistical standards and classifications
Intended Results	Public Service HR statistical outputs compliance to quality dimensions as set out in the Botswana Data Quality Assurance Framework (BDQAF).
Measure	Compliance level to quality standards

Goal 2: Well-coordinated Public Service HR Statistics

Strategic Objective 2.1	Improve Sector Coordination
Description	Activities and approaches pursued to develop sustainable platforms, forums and harmonized statistics production processes.
Intended Results	Improved efficiency and effectiveness of the Public Service HR Sector (Sustainable platforms and forums; Interfaced Information Management Systems; Organized and harmonized statistics production processes; Fully established data sharing platforms across the Sector)
Measure	# of Sector statistics committee meetings held
	% of Information Management Systems interfaced
	% of Sector members using standardised HR statistical reporting system

Strategic Objective 2.2	Enhance Stakeholder Collaboration
Description	Activities and approaches of fostering strategic partnerships and collaborations in the production of Public Service HR Statistics.
Intended Results	Unified environment for collaboration, communication and information sharing
Measure	# of MoUs signed
	strategic partners' satisfaction score
	% stakeholder engagement plan implemented

Strategic Objective 2.3	Enhance Sector Statistics Structures
Description	Establishment of statistics structures which will be responsible for coordination of statistics production and management
Intended Results	Coordinated statistical functions within the Sector.
Measure	# of functional statistics structures within the Sector

Goal 3: Adequately Resourced Statistics Sector

Strategic Objective 3.1	Improve Human Capital capacity of the Sector
Description	Increase level of expertise and knowledge of statistical (technical) professionals in the Sector (Public Service HR development).
Intended Results	Skilled workforce in the Sector
Measure	% of personnel trained in data management processes
	% of personnel who have obtained certification in statistical programs

Strategic Objective 3.2	
Improve Sector statistics infrastructure	
Description	Increase ICT infrastructure to improve efficiency in the Sector statistics production.
Intended Results	Fully resourced Sector; Improved Internet connectivity; Aligned systems (Enterprise Resource Planning)
Measure	% of agencies with statistical soft wares
	% of agencies with information management systems
	# of computers connected to internet
	% of officers with functional computers
	% of offices with internet connectivity

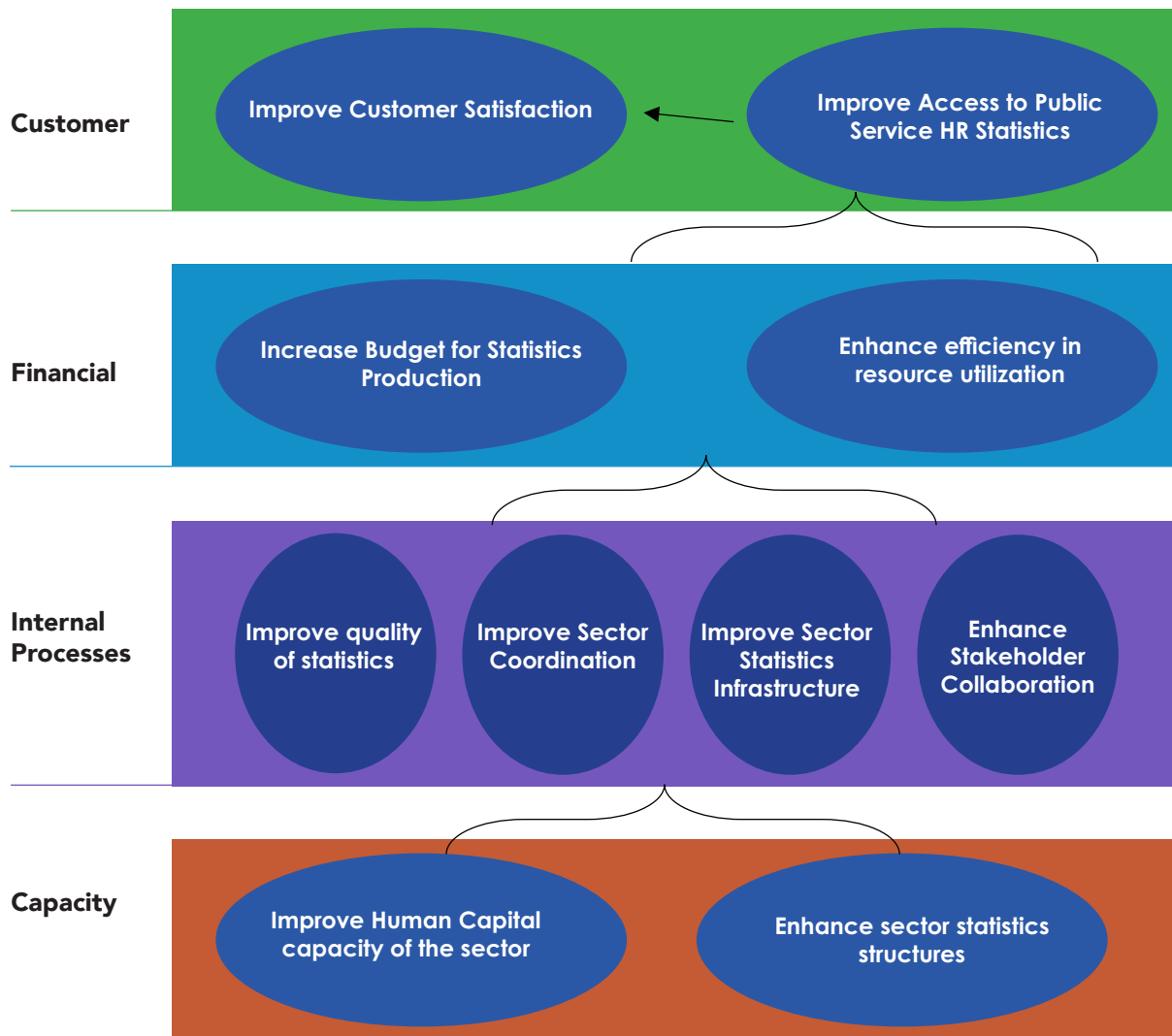
Strategic Objective 3.3	
Increase budget for statistics production	
Description	Avail funds for the production of Public Service HR statistics.
Intended Results	Adequate funding for the development of official Sector statistics; Donor support for implementation of the Public Service HR Sector Statistics Strategy
Measure	% of budget allocated for statistical processes
	% increase in budget allocation for statistics development.

Strategic Objective 3.4	
Improve efficiency in resource utilization	
Description	Optimize and improve the effectiveness of utilizing financial resources.
Intended Results	Streamlined and cost-effective approach that maximizes value and minimizes waste throughout the statistics development value chain.
Measure	% of budget expenditure
	Budget Variance (%)

2.7 STRATEGY MAP

A Strategy Map serves as a dynamic visual tool designed to articulate and communicate our strategy effectively. It plays a pivotal role in fostering a balanced approach to strategy formulation, guaranteeing objectives encompass all vital facets within the Public Service HR Statistical System. Within this map, a cause-effect relationship between the objectives has been established, demonstrating how they interconnect and contribute to overall strategic goals.

Figure 4: Strategy Map



3. FINANCING PLAN

The funding for this Sector Statistics Strategy will be entirely provided by the Government of Botswana through its standard budgeting procedures. Additionally, technical support will be sought from stakeholders and development partners as required. The estimated cost of this plan is approximately **P39, 440,300.00** in the five-year budget provided below:

Table 3: Public Service HR Sector 5 year summary budget for statistics development

Goals	Objectives	BUDGET					
		2023/24	2024/25	2025/ 26	2026/27	2027/28	Total
Goal 1: Greater use of Public Service HR Statistics to inform policies, programs and projects	1.1 Improve Customer Satisfaction	0	900,000.00	0	150,000.00	0	1,050,000.00
	1.2 Improve Access to Public Service HR statistics	0	80,000	80,000.00	90,000.00	90,000.00	340,000.00
	1.3 Improve quality of Public Service HR Statistics	180,300.00	130,000.00	70,000.00	140,000.00	160,000.00	680,300.00
	Sub-total	180,300.00	1,110,000.00	150,000.00	380,000.00	250,000.00	2,070,300.00
Goal 2: Well-coordinated Public Service HR Statistics	• Improve Sector Coordination	180,000.00	5,200,000.00	660,000.00	80,000.00	160,000.00	6,280,000.00
	• Enhance Stakeholder Collaboration	60,000.00	260,000.00	70,000.00	0	140,000.00	530,000.00
	• Enhance Statistical Structures within the agencies forming the Sector	0	0	0	0	0	0
	Sub-total	240,000.00	5,460,000.00	730,000.00	80,000.00	300,000.00	6,810,000.00
Goal 3: Adequate Sector Statistics Capacity	• Improve Human Capital capacity of the Sector	60,000.00	500,000.00	1,500,000.00	0	0	2,060,000.00
	• Improve Sector statistics infrastructure	0	6,000,000.00	6,500,000.00	9,500,000.00	6,500,000.00	28,500,000.00
	• Increase budget for statistics production	0	0	0	0	0	0
	• Improve efficiency in resource utilization	0	0	0	0	0	0
	Sub-total	60,000.00	6,500,000.00	8,000,000.00	9,500,000.00	6,500,000.00	30,560,000.00
TOTALS		480,300.00	13,070,000.00	8,880,000.00	9,960,000.00	7050000	39,440,300.00

Table 4: IMPLEMENTATION PLAN FOR THE PUBLIC SERVICE HR SECTOR STATISTICS PLAN 2023-2028

Goals	Objectives	Measures	Baseline	TARGETS					
				2023/24	2024/25	2025/26	2026/27	2027/28	
Greater use of Public Service HR Statistics to inform policies, programs and projects	Improve Customer Satisfaction	Customer satisfaction score	0(2023)	TBA	TBD	TBA	TBD	TBA	
		Compliance level to set standards (Turnaround Time)	0	100%	100%	100%	100%	100%	
	Improve Access to Public Service HR statistics	# of statistical briefs/ reports disseminated;	0(2023)	1	1	1	1	1	
		# of people accessing statistical reports through website	0(2023)	50	100	150	200	250	
	Improve quality of Public Service HR Statistics	Compliance level to quality standards	0(2023)	4	4	4	4	4	

	INITIATIVES	BUDGET(BWP)					ACCOUNTABILITY
		2023/24	2024/25	2025/26	2026/27	2027/28	
	Conduct customer satisfactory survey	0	450,000.00	0	50,000.00	0	PUBLIC SERVICE HR SECTOR COORDINATOR SAD I-HRPME
	Develop and implement Service Standards	0	450,000.00	0	100,000.00	0	PUBLIC SERVICE HR SECTOR COORDINATOR SAD I-HRPME Statistics Botswana SSC
	Produce and disseminate statistical reports/briefs	0	80,000.00	80,000.00	90,000.00	90,000.00	PUBLIC SERVICE HR SECTOR COORDINATOR SAD I-HRPME Public Service data producers CPRO-Public Relations Office Statistics Botswana SSC
	Develop and maintain DPSM website	TBC	TBC	TBC	TBC	TBC	DPSM IT PRO-HRIS SAD I-HRPME SSC
	Assess quality of Sector statistical briefs and reports	60,000.00	0	70,000.00	0	80,000.00	PUBLIC SERVICE HR SECTOR COORDINATOR STATISTICS BOTSWANA QUALITY ASSURANCE SAD I-HRPME
	Capacitate the Public Service HR Sector on BDQAF	60,000.00	0	0	80,000.00	0	PUBLIC SERVICE HR SECTOR COORDINATOR STATISTICS BOTSWANA QUALITY ASSURANCE
	Develop and incorporate the statistical standards in the data management processes	0	60,000.00	0	60,000.00	0	PUBLIC SERVICE HR SECTOR COORDINATOR STATISTICS BOTSWANA QUALITY ASSURANCE SAD I-HRPME SSC
	Review and harmonise Sector data management processes	60, 300.00	70,000.00	0	0	80,000.00	MANAGER, NATIONAL STATISTI- CAL SYSTEM COORDINATION SAD I-HRPME

Table 4: IMPLEMENTATION PLAN FOR THE PUBLIC SERVICE HR SECTOR STATISTICS PLAN 2023-2028 Cont.

Goals	Objectives	Measures	Baseline	TARGETS					
				2023/24	2024/25	2025/26	2026/27	2027/28	
Effectively coordinated Public Service HR Statistics	Improve Sector Coordination	# of Sector statistics committee progress meetings held;	2(2023)	1	2	2	2	2	
		% of Information Management Systems interfaced	0(2023)	1	2	1	1	2	
		# of signed MoUs or Service Level Agreements	0(2023)	0	2	2	1	1	
	Enhance Stakeholder Collaboration	# of signed MoUs or Service Level Agreements	0(2023)	0	2	2	1	1	
		strategic partners' satisfaction score	0(2023)	TBC	TBC	TBC	TBC	TBC	
		% stakeholder engagement plan implemented	0(2023)	50%	75%	100%	100%	100%	
	Enhance Statistical Structures within the agencies forming the Sector	# of functional statistics units/ structures within the Sector	0(2023)	1	2	3	5	5	

INITIATIVES	BUDGET(BWP)					ACCOUNTABILITY
	2023/24	2024/25	2025/26	2026/27	2027/28	
Capacitate the Sector on statistical standards and classifications	60,000.00	0	0	80,000.00	0	STATISTICS BOTSWANA QUALITY ASSURANCE UNIT
Interface Information Management Systems	0	5mil	500, 000.00	0	0	HRIS SAD I-HRPME PUBLIC SERVICE HR SECTOR COORDINATOR SSC
Produce Sector Compendium of Concepts and Definitions	60,000.00	0	0	0	0	PUBLIC SERVICE HR SECTOR COORDINATOR STATISTICS BOTSWANA QUALITY ASSURANCE
Develop and implement Sector statistics development guidelines	60,000.00	100, 000.00	60,000.00	0	60,000.00	PUBLIC SERVICE HR SECTOR COORDINATOR STATISTICS BOTSWANA QUALITY ASSURANCE
Capacitate data providers on the tools/ forms to enhance data collection and management practices	0	100, 000.00	100, 000.00	0	100, 000.00	PUBLIC SERVICE HR SECTOR CO-ORDINATOR STATISTICS BOTSWANA QUALITY ASSURANCE SAD I-HRPME SSC
Establish collaboration platforms e.g. memoranda of understanding and service level agreements between organizations in the Sector	0	60,000.00	0	0	60,000.00	PUBLIC SERVICE HR SECTOR COORDINATOR STATISTICS BOTSWANA QUALITY ASSURANCE SAD I-HRPME SSC
Develop and implement Annual Stakeholder Engagement Plan	0	200,000.00	0	0	0	PUBLIC SERVICE HR SECTOR COORDINATOR SAD I-HRPME Statistics Botswana SSC
Profile stakeholders and their needs	60, 000.00	0	70,000.00	0	80,000.00	PUBLIC SERVICE HR SECTOR COORDINATOR STATISTICS BOTSWANA QUALITY ASSURANCE
Establish and maintain Sector Statistics Units	TBC	TBC	TBC	TBC	TBC	PUBLIC SERVICE HR SECTOR COORDINATOR SAD I-HRPME SSC

Table 4: IMPLEMENTATION PLAN FOR THE PUBLIC SERVICE HR SECTOR STATISTICS PLAN 2023-2028 Cont.

Goals	Objectives	Measures	Baseline	TARGETS					
				2023/24	2024/25	2025/26	2026/27	2027/28	
Adequately Resourced Sector	Improve Human Capital capacity within the Sector	% of personnel trained in data management processes	0(2023)	20%	50%	100%	100%	100%	
		% of eligible Public Service HR personnel who have obtained certification in statistical programs	0(2023)	10%	20%	50%	70%	100%	
	Improve Sector statistics infrastructure	% of Sector agencies with statistical analytical soft wares	TBC	TBC	TBC	TBC	TBC	TBC	
		% of Sector agencies with information management systems	TBC	20%	40%	60%	80%	100%	
		% of Public Service HR personnel with computers connected to internet;	TBC	TBC	TBC	TBC	TBC	TBC	
		% of Public Service HR personnel with functional computers	TBC	TBC	TBC	TBC	TBC	TBC	
	Increase budget for statistics production	% of budget allocated for Public Service HR Sector statistics development processes and activities	TBC	TBC	TBC	TBC	TBC	TBC	
		% increase in budget allocation for statistics development	TBC	TBC	TBC	TBC	TBC	TBC	
	Improve efficiency in resource utilization	% of budget expenditure	TBC	TBC	TBC	TBC	TBC	TBC	
		Budget Variance (%)	TBC	TBC	TBC	TBC	TBC	TBC	

		BUDGET(BWP)					
	INITIATIVES	2023/24	2024/25	2025/26	2026/27	2027/28	ACCOUNTABILITY
	Develop and implement statistics capacity building plan for the Sector	60,000.00	0	1.5Mil	0	0	PUBLIC SERVICE HR SECTOR COORDINATOR SAD I-HRPME
	Conduct Skills Audit and align	0	500, 000.00	0	0	0	PUBLIC SERVICE HR SECTOR COORDINATOR SAD I-HRPME Statistics Botswana SSC PUBLIC SERVICE HR SECTOR COORDINATOR SAD I-HRPME Statistics Botswana
	Procure statistics analytical softwares	0	1Mil	0	1.5Mil	0	PUBLIC SERVICE HR SECTOR COORDINATOR SAD I-HRPME Statistics Botswana SSC
	Develop and maintain information management systems	TBC	TBC	TBC	TBC	TBC	PUBLIC SERVICE HR SECTOR COORDINATOR SAD I-HRPME Statistics Botswana SSC
	Upgrade hardware, software, and network systems for Sector Agencies	0	5Mil	5Mil	8Mil	5Mil	HRIS SAD I-HRPME PUBLIC SERVICE HR SECTOR COORDINATOR SSC
	Capacitate staff on the efficient use of Information Management Systems and softwares	0	TBD	1.5Mil	0	1.5Mil	HRIS SAD I-HRPME PUBLIC SERVICE HR SECTOR COORDINATOR
	Secure budget for Sector statistics development	TBC	TBC	TBC	TBC	TBC	PUBLIC SERVICE HR SECTOR COORDINATOR SAD I-HRPME SSC
	Establish partnerships with development partners to broaden the network of donor funding	TBC	TBC	TBC	TBC	TBC	PUBLIC SERVICE HR SECTOR COORDINATOR Statistics Botswana
TOTAL		480,300.00	13, 070,000.00	8, 880,000.00	9,960,000.00	7,050,000.00	
GRAND TOTAL		39,440,300.00					

4. IMPLEMENTATION, MONITORING & EVALUATION

4.1 IMPLEMENTATION

The implementation of this strategy will be a comprehensive and incremental endeavour, integrating seamlessly within the Sector. Each action will bring its own unique value, contributing progressively to the enhancement of the Public Service HR Sector data ecosystem. Many of these actions are already in progress in some capacity, and the strategy aims to build upon the existing foundations within Public Service HR Sector.

Successful execution of the strategy necessitates sustained investment and commitment across Ministries, Departments, and Agencies (MDAs). To facilitate the implementation, the following key steps will be undertaken:

- **Creating Awareness:** We will actively create awareness about this strategy among stakeholders to secure buy-in and support from all relevant parties.
- **Task Team Establishment:** A dedicated task team will be established to coordinate and collect statistics from the statistical units at the local level, ensuring data consistency and reliability.
- **Stakeholder Forum:** Sector Statistics Committee will continue to bring together data users and producers, fostering collaboration to review and advise on the demand for and production of statistics in the Sector.
- **Initiative Implementation:** The identified initiatives will be systematically implemented, addressing specific areas of focus and development.
- **Technical Assistance:** We will seek technical assistance where necessary to bridge gaps in knowledge, skills, and experience required for successful strategy execution.
- **Action Plan Implementation:** The action plan, detailing specific steps and milestones, will guide implementation efforts.

Departmental/Agency-level statistics generation related to various programs and sub-programs will be led by statistics focal persons, each representing their respective department/agency within the Sector. The Sector Statistics Committee will comprise these departmental/agency focal persons. To ensure the effective execution of this Strategy, the Sector Statistics Committee Coordinator will work closely with Statistics Botswana's National Statistical System Coordinating Division. Collaboration with Statistics Botswana will be essential for the design and compilation of tools, instruments, guidelines, and standards for data collection and management processes.

The Sector Statistics Committee will establish communication channels for feedback on its statistics, swiftly responding to requests for statistics on public Sector activities, and integrating this feedback to enhance the Sector's statistical system.

4.2 Monitoring & Evaluation

The implementation of this strategy will be meticulously monitored, and its impact will be subject to thorough evaluation. A structured reporting mechanism will be established to facilitate the preparation and distribution of periodic progress reports, mid-term assessments and a final evaluation report. The reporting cadence will encompass quarterly updates, a mid-term review and a comprehensive report at the end.

Key aspects of the monitoring and evaluation approach include:

- **Regular Progress Tracking:** Quarterly progress reports will be produced to monitor the ongoing implementation of the strategy, ensuring alignment with objectives and targets.
- **Mid-term and Final Assessments:** Both mid-term and final evaluations will provide comprehensive insights into the strategy's effectiveness.

A robust reporting mechanism will define the preparation, distribution, recipients, and timing of these reports. Furthermore, the mechanism will outline the expected actions stemming from recommendations made within the reports.

The Botswana Data Quality Assurance Framework (BDQAF) will play a pivotal role in monitoring data quality produced by the Public Service HR Sector. Evaluation will assess the impact, highlight successes and challenges and identify unintended positive or negative effects.

Monitoring and evaluation activities will be scheduled systematically and aligned with indicators and targets specified in this strategy. This structured approach will facilitate ongoing assessment, ensuring that implementation remains on course

5. RISKS AND MITIGATION MEASURES

Potential risks that could pose challenges to the effective implementation of this strategy were identified and are accompanied by mitigation measures designed to proactively address each risk to ensure successful implementation of the strategy. Through diligent risk management and application of mitigation measures, a commitment is made to overcome potential obstacles for effective achievement of the strategic objectives. The risks and corresponding mitigation measures are outlined in the table below:

Table 5: Risks, Description, and Mitigation Measures

Risk	Description	Mitigation Measures
1. Status quo remains	<ul style="list-style-type: none"> Failure to appreciate the new concept of the Public Service HR data ecosystem Failure to provide governance for the new data ecosystem Failure to strengthen statistical structures and infrastructure Lack of understanding and appreciation of the strategy among Sector staff Slow response to the adoption of the strategy and its requirements 	<ul style="list-style-type: none"> Undertake comprehensive awareness campaigns among data producers and users to highlight the benefits of the new data ecosystem. Advocate for the importance of strengthening statistical structures and systems within the Sector. Make a compelling case to Sector authorities for investing in statistical structures and infrastructure. Effectively communicate the strategy to all staff and stakeholders, ensuring a clear understanding of its objectives and benefits.
2. Resistance to Change	<ul style="list-style-type: none"> Stakeholders may resist adopting new data management practices or systems, impeding progress. 	<ul style="list-style-type: none"> Conduct comprehensive change management programs, including training and awareness campaigns. Engage stakeholders in the design and decision-making processes to gain their buy-in. Communicate the benefits of the strategy clearly.
3. Production of poor-quality data	<ul style="list-style-type: none"> Risk of Sector agencies continuing to produce inadequate, inaccurate, and incomplete data Difficulty meeting new data demand due to poor data quality 	<ul style="list-style-type: none"> Design and promote standards for data collection and management within the Sector. Raise awareness among staff about the use of new data sources and their significance. Develop skills among staff in utilizing new data sources effectively.
4. Low IT uptake	<ul style="list-style-type: none"> Slow uptake of IT to drive statistics development within the Sector 	<ul style="list-style-type: none"> Integrate IT into all data processes, emphasizing its role in enhancing statistical development. Foster an IT culture within the Sector, promoting the adoption of technological tools and solutions.
5. Failure to set up data dissemination platforms	<ul style="list-style-type: none"> Risk of maintaining the status quo of not producing and disseminating statistical reports No established dissemination platforms 	<ul style="list-style-type: none"> Advocate for the creation of websites and data portals dedicated to statistics dissemination. Strengthen collaboration among stakeholders for effective data dissemination.
6. Statistical capacity remains low and declining	<ul style="list-style-type: none"> Failure to establish a Sector statistics capacity-building plan Ineffective implementation of the capacity-building plan - Lack of dedicated Statistics Officers within the Sector 	<ul style="list-style-type: none"> Advocate for the importance of statistical capacity-building among data producers and users. Establish the necessary structures and infrastructure to support statistical development. Ensure the allocation of dedicated Statistics Officers within the Sector.
7. Failure to build partnerships for Sector statistics development	<ul style="list-style-type: none"> Failure to engage in meaningful partnerships with Sector agencies for statistics development -Limited access to data at Sector agencies 	<ul style="list-style-type: none"> Establish partnerships through Memoranda of Understanding (MoUs) to formalize collaborations. Create and maintain Sector Statistics Committees to facilitate data sharing and collaboration.
8. Lack of commitment by agencies supposed to implement the strategy	<ul style="list-style-type: none"> Lack of understanding of the strategy's importance and the role of agencies in its implementation 	<ul style="list-style-type: none"> Ensure the full participation of all relevant agencies in the strategy's design and adoption process. Include the implementation of the strategy in the staff contracts of relevant agencies to foster commitment.

6. APPENDICES

APPENDIX 1

1.1 CURRENT SITUATION ANALYSIS

The appendix presents an analysis of the current state of statistics in the Public Service HR Sector. It covers assessment findings about the Sector including user data needs; statistical advocacy; organisational development and management; coordination of Sector statistical programmes and planning; data development; as well as data quality.

1.1.1 STAKEHOLDER ASSESSMENT

Stakeholder assessment is critical in enabling the prioritization of stakeholder involvement in the development and implementation of the Public Service Human Resource Sector Statistics Strategy. Stakeholders are the individuals, groups, and institutions that will be positively or negatively impacted by implementation of the plan, on one hand, or will affect the outcome of its implementation, on the other hand. It is important that stakeholders in the Sector are identified, and the nature of their stake, roles and interests are described. Accordingly, a stakeholder analysis was conducted and below

Table 6: Main Stakeholders in the Public Service Human Resource Sector statistical system as per the assessment

Name Of Stakeholder	Data User	Data Producer	Type Of Data Used/ Produced	Data Source/ Receiver (Agency)	Admin/ Survey/ Research Data Or Assessment Study?	Frequency Of Data Request/ Produce
Botswana Public Officers Pension Fund (BPOPF)	✓	✓	Used data: Employee retirement data(date of joining service, age etc.)	DPSM Human Resource Policy Development & Management Department	Administrative records	Quarterly
			Produced data: Terminal benefits	DPSM Human Resource Planning & Statistics Department	Administrative records	Monthly
NMG Administrators Botswana	✓	✓	Used data: Employee retirement data(date of joining service on PnP, Age, Gender, Salary, pension contributions, date of exit, type of exit etc)	DPSM Human Resource Policy Development & Management Department, MDA's	Administrative records	Monthly, Quarterly
			Produced data: Terminal benefits Membership	DPSM Human Resource Planning & Statistics Department, MDA's NBFIRA BPOPF	Administrative records	Monthly, Quarterly

Table 6: Main Stakeholders in the Public Service Human Resource Sector statistical system as per the assessment Cont.

Name Of Stakeholder	Data User	Data Producer	Type Of Data Used/ Produced	Data Source/ Receiver (Agency)	Admin/ Survey/ Research Data Or Assessment Study?	Frequency Of Data Request/ Produce
Human Resource Development Council (HRDC)	✓	✓	Data produced: <ul style="list-style-type: none"> HR skills audits 	Intended recipient (see frequency column): <ul style="list-style-type: none"> DPSM Recruitment and Development DPSM Manpower Planning 	Administrative/ Assessment study	First ever skills audit is being conducted. Frequency: to be determined.
			Data Used: <ul style="list-style-type: none"> Job effectiveness description data Public service employment data 	<ul style="list-style-type: none"> DPSM Management Services DPSM Manpower Planning 	Admin records Admin records	Frequency not structured. Frequency not structured.
Botswana Institute of Chartered Accountants(BICA)	✓	✓	Data Used: <ul style="list-style-type: none"> List of employees providing the accountancy services across the public service 	<ul style="list-style-type: none"> DPSM M&E 	Admin records	<ul style="list-style-type: none"> Not structured Ideal: Annually
			Data produced: List of registered Accountants List of Annually renewed accountants	<ul style="list-style-type: none"> DPSM M&E DPSM M&E 	Admin records Admin records	<ul style="list-style-type: none"> Not structured Ideal: Annually Not structured Ideal: Annually
Engineers Registration Board (ERB)	✓	✓	Data produced: List of registered engineers employed by the government List of practicing engineers	<ul style="list-style-type: none"> DPSM M&E DPSM M&E HR policy 	Admin records Admin records	<ul style="list-style-type: none"> Not structured Ideal: Annually
			Data used: <ul style="list-style-type: none"> List of all engineers in the government's database 	<ul style="list-style-type: none"> DPSM M&E 	Admin records	<ul style="list-style-type: none"> Not structured Ideal: Annually
Government Ministries/ Departments	✓	✓	Data Produced: <ul style="list-style-type: none"> Absence data Grievances and disputes data. Terminal benefits. Skills inventory Overtime management Temporary employment 	Ideal: (DPSM to update; Prevailing: none Employee relations unit. Performance Management and Compensation (PMC) Compensation and Benefits Recruitment and Development	Admin records	Monthly Monthly Monthly Monthly Quarterly

Table 6: Main Stakeholders in the Public Service Human Resource Sector statistical system as per the assessment Cont.

Name Of Stakeholder	Data User	Data Producer	Type Of Data Used/ Produced	Data Source/ Receiver (Agency)	Admin/ Survey/ Research Data Or Assessment Study?	Frequency Of Data Request/ Produce
			Data Produced:	Performance Management and Compensation PMC	Admin record	Annually
			• Performance management			
			• Vacancy management	Workforce Planning		Monthly
			• Incidents data (SHE)	Safety Healthy and Environment (SHE)		Monthly
			• Training data (short and long term)	Recruitment and Development		Bi-Annually
			• Legislated professionals report	Recruitment and Development		Bi-Annually
			Data Used:	Workforce Planning	Admin records	Not structured.
			• Retirees.			
			• Employees about to retire.	Workforce Planning		
			• Employment levels.	Workforce Planning		
Architects' Registration Council (ARC)	✓		• Women in leadership positions.	Workforce Planning	Survey/Google Forms	Every 3 years/ Monthly
			• Employee Engagement Report	Recruitment & Development	Survey	Every 2 years
Quantity Surveyors Registration Council (QSRC)	✓	✓	Data produced:	Same as for other professionals regulatory bodies	Admin Records	Not structured.
			• list of registered professional and candidate Quantity Surveyors			
			Data Used:	Same as for other professionals regulatory bodies	Admin Records	Not structured.
			• List of all Quantity surveyors employed by the gov't (registered and unregistered)			

Table 6: Main Stakeholders in the Public Service Human Resource Sector statistical system as per the assessment Cont.

Name Of Stakeholder	Data User	Data Producer	Type Of Data Used/ Produced	Data Source/ Receiver (Agency)	Admin/ Survey/ Research Data Or Assessment Study?	Frequency Of Data Request/ Produce
Real Estate Advisory Council (REAC)	✓	x	Data used: <ul style="list-style-type: none"> List of estate professionals employed by the government (through the Ministry of Lands and Sanitation Services) 	Same as for other professionals regulatory bodies	Admin Records	Not structured.
Statistics Botswana (SB)	✓	✓	Data Used: <ul style="list-style-type: none"> Public Service Employment data. Data produced: <ul style="list-style-type: none"> Labour Disaggregated by Sector, employment and unemployment figures 	DPSM	Admin records and survey	Admin records and survey
Development Partners	✓		Data Used: TBD	TBD	TBD	TBD

1.1.2 ASSESSMENT OF DATA NEEDS

This section assessed how much consultation goes on with key data users especially policy and decision-makers in the Sector. In many Sectors, statistics has been reported to be supply-driven as opposed to being demand-driven. In other words, the specific needs of users are not always well known while data producers continue to provide the data or statistics that they deem necessary to produce. The public service human resource Sector assessment on data needs indicated that, consultations with data users within the Sector existed. However, the Sector did not have any dedicated platform specific for data producers and user interaction as well as data needs assessment. Consultations with data producers were said to be not structured. It was observed that some agencies forming the public service human resource Sector consulted each other in a scheduled manner such as monthly and quarterly. Some of the agencies had standing committees where issues of data management were discussed, among others. However, with other agencies, it was also noted that the consultations were made as and when the need arise depending on the activities or new developments within the Sector. It was further noted that, data issues were discussed at available HR forums. Further, it was highlighted that there were other different forums that discuss stakeholders' issues and their data needs such as registrations associations. It was stated that the Sector should consider compiling data needs according to specific sections who are subject experts such as the Workforce Planning, SHE Office and the exercise should be coordinated by the DPSM Monitoring and Evaluation division.

1.1.3 STATISTICS ADVOCACY

Statistics advocacy means promoting "statistical thinking" in society, demonstrating to government, legislators and other users of statistical information the power of statistics. This includes promoting a culture of evidence based policy and decision making; presenting examples of how policy and decision making can use available data from a range of sources to improve both the policy implementation and day-to day management; as well as mobilizing national and international resources for statistics. The assessment found-out that, there was no specific process for statistical advocacy in the Public Service Human Resource Sector. The Directorate of Public Service Management (DPSM), as the anchor point for the Sector used consultative meetings such as Human Resources Consultative Forum, Performance Management Forum (PM

Forum) and Ministry Performance Improvement Committee (MPIC) to advocate for its various initiatives and activities and not specifically statistics. These were noted to be high level forums. The departments within the directorate did advocacy at their respective statistical activities, events or forum. There were no proper statistical advocacy tools or materials. Generally, statistics advocacy seemed to be moderate as there were no resources allocated to statistical activities.

Similarly, for other agencies which were part of the Sector including ERB, ARC, BICA, REAC, among others there were no statistics advocacy programs in place, however the agencies had internal and external stakeholders' consultation plans. The assessment indicated that, since these agencies are in custody of databases of their specific professional members such as engineers, architects, chartered accountants, real estate's respectively, they capacitated their database users to ensure that they have a thorough knowledge of using the systems. The capacity building was done by the Registration Section in these agencies. The agencies also did marketing especially through social networks and social media presence, organizational websites, government media to promote registration of professionals they regulated. The assessment further found-out that the agencies communicated figures and analytical information on their registered members to users to emphasize the importance of registering.

Based on the findings of the assessment around advocacy, it was recommended that: (i) technical functions or experts needed to innovate ways to improve statistics use, especially at leadership level; (ii) Advocacy for statistics should be part of the organization strategy; (iii) Business units should start producing statistical outputs and disseminate through different channels such as media (iv) Sector was to strengthen sharing or cascading lessons learnt; (v) Change management was found critical to change the culture of secrecy and working in silos across agencies and Sectors; (vi) Sector should participate in celebrating Statistics Days, Events and activities; (vii) the Sector should leverage on the Public Relations Office advocacy plan to advocate for the Sector statistics; and (viii) There is a need to sensitize the entire organization on the importance of statistics.

1.1.4 ORGANIZATIONAL DEVELOPMENT AND MANAGEMENT

Authors of Organizational Theory define organizational management as the process of organizing, planning, leading and controlling resources within an entity with the overall aim of achieving its objectives. A well-managed entity is able to make decisions and resolve issues in order to be both effective and beneficial. While organizational management is as per defined, here, 'organizational development is often associated with skills and knowledge capabilities imparted on the employees on an ongoing basis. ²According to Pfeffer J. (1992) a well-managed professional agency emphasizes recruitment, selection and building strong relations with employees. It has the adequate specialized personnel to fulfil its mandate and is able to make decisions and resolve issues.

During the Sector assessment it was found-out that, the sub-Sector agencies of Public Service HR Sector did not have statistics specific sections. However, some sub-Sector agencies had statistics related Business Units headed mainly at Director Level. The assessment identified that, the statistics roles were embedded in the jobs descriptions of the respective business units such as DPSM Workforce Planning Unit, DPSM M & E Unit, among others. It was further noted that, the DPSM at the Sector's anchor point used to have Manpower Planning, Research and Statistics section which was called Workforce Planning Unit at the time of the assessment.

¹Ross Dawson (2000), Knowledge Capabilities as the Focus of Organizational Development and Strategy, Journal of Knowledge Management, Vol. 4 Issue: 4, pp320-327.

²Pfeffer J. (1992), Competitive Advantage Through People, California Management Review, Berkeley Vol. 36, Issue 2, pp9.

The directorate however had in existence, a Monitoring and Evaluation section which was mandated with statistics functions including conducting surveys. Further, it was found-out that Performance Management and Compensations unit (PMCU) had been recently established within the directorate. The PMCU had a statistics function. The assessment further revealed that, statistics roles or objectives were not included in the DPSM strategy. The DPSM did not have statistics units at districts or regions. The below table summarizes the availability of statistics section or a related one in the Sector agencies and gives details of other characteristics of the function.

Table 7: Statistics Division/ Unit or related function in the Sector

	Did the sub-Sector have statistics Division/ Unit?	Statistics related function in the Sub-Sector	No. of Officers	Professional staff (statisticians)	Support staff	Qualifications	Additional training on statistics	Data/statistics objectives defined in Organisational strategy/ job descriptions	Remarks
1	DPSM	DPSM Workforce Planning Unit	10	0	10	Double major in Economics and Statistics	SPSS analysis software	Yes: registrations for purposes of data collection	Officers have some statistics responsibility.
	No			Explain: N/A	Explain: Manpower Economists				
2	DPSM	DPSM M & E Unit	8	0	8	2/8 have double major in Economics and Statistics.	Only Head of Unit had training on SPSS.		Personnel officers with statistics responsibility. The rest of the officers hold qualifications such as BA Humanities, BSC in Psychology, BA Demography, among others. Officers from different functions were redeployed to the HR PME unit irrespective of their qualifications.
	No			Explain:	Explain: Personnel Officers				
3	ARC		4	0	0	BA HR and Administration; BSC of Architecture, among others	Only Admin Officer had short training related to statistics		
	No. Statistics function is				Explain: Compliance officers; administration officer; Assistant Registrar; and front Desk				
4	ERB		5	0	5	BSC Software engineering; BA graphic design; BA marketing, among others	No statistics related Training. However, training in Business Intelligence (BI) analysis software		
					Registration assistant; Registration officer applications; Registration officer database; and Registration Manager				
5	QSRC		3	0	3	Degree in Commerce Finance; Degree in Marketing and Admin; among others.	No statistics related training.		
					Assistant registrar; Office Assistant; and Administration Intern				
6	REAC		5	0	3		No statistics related training		
					Principal Estate officer; Two (2) Estate Officers; Admin Officer and Front Desk Officer				

1.1.5 COORDINATION

Statistical coordination is about bringing together all statistical services. Coordination of statistical work is vital in statistics development and it is important to coordinate statistics production within the Sector agencies to insure good quality national statistics. Statistical coordination should happen at three (3) levels; coordination within the Sector (intra), coordination between the Sector and other Sectors and coordination by Statistics Botswana (inter).

The assessment indicated that although coordination within the Sector was inadequate and not structured, there were a few statistical coordination forums within the Sector. Some sub-Sectors sat on the Labour Market Observatory Committee and were a member of Governance, Peace and Security Thematic Working Group (TWG). Despite the fact that the assessment the works of the DPSM and SB to be coordinated to some extent as SB was providing technical support on surveys, and assessment/ review of administrative data collection and management processes, some sub-Sectors indicated that they did not work directly with DPSM nor SB but worked through their mother ministries. It was further noted that awareness about SB mandate has not reached most agencies, therefore SB needed to strengthen its mandate of coordinating official national statistics production and dissemination.

The assessment established that Public Service Sector statistical work coordination with that of other Sectors was also inadequate and not structured. The DPSM consulted with other line Ministries including capacitating them on how to respond to the assigned questionnaires, and other issues related to data sharing. The other sub-Sectors statistical work was coordinated at Ministry level and data requests to line Ministries were not coordinated. It was noted that each business unit within the DPSM requested for its own data sets from line Ministries and there had previously been some duplication of efforts on the data requests.

It was suggested that, (i) the DPSM be the custodian of the Sector data and statistical information; (ii) there be one point for sharing data at DPSM possibly the M & E business unit; (iii) SB should start working with professionals regulatory bodies to ensure their conformation to statistical standards; (iv) SB should simplify interpretations of employment statistics disseminated on its website; (v) SB increases its awareness of the NSS Coordination mandate; (vi) SB should improve its data dissemination timelines and provide data to agencies on the disaggregation level required by the user; (vii) and SB should have a clear Knowledge Management Strategy because it manages data as an important public asset.

The assessment further emphasised the importance of ensuring that there is coordination from Statistics Botswana, mainly the promotion of use of common definitions, classifications, methodologies and standards across the NSS. This level of coordination assists in aligning the indicators for the national and international agendas.

A Public Service HR Sector Statistics Committee was set up to work with Statistics Botswana to improve coordination.

1.1.6 STATISTICAL PROGRAMMES AND PLANNING

Planning is a vital part of a programme and project management process. Planning in the aspect of statistics development is basically setting and delivering statistics programmes, projects and initiatives. This includes ensuring that there is a statistics programme and projects within the organisational development projects and or a recurrent budget for the operational costs of such a statistics development project (s). Departments within the DPSM did not have statistics related programme or projects within their development or recurrent provisions. However, the Workforce Planning Unit had a statistics related project named Botswana Public Service Workforce Strategy and Workforce Plans funded by the European Union (EU) which had several activities including data production. It was noted that, statistics related activities including trainings used funding received from Corporate Services training budget. At the time of the assessment, the DPSM had however proposed funding to build the M & E portfolio including issues of data, systems and other automation.

Similarly, with other agencies within the Sector like ERB, ARC, BICA, REAC, QSRC, among others, there were no statistical programmes. The regulators were budgeting for their registration and membership activities and relied on government subventions as source of funding for their development programmes and recurrent operations. The assessment identified that, statistics activities were subsumed within the registration and membership activities budget which was mainly recurrent.

High level fora including EXCO and Board of the regulatory authorities were identified as the platforms that could be used by the member regulatory authorities to cascade the Sector Statistics Plan (SSP) upon its completion.

Upon the completion of the SSP, the Sector intends to cascade the SSP to all their staff through workshops, MPIC, Senior Management meetings, HR Consultative forum, pamphlets, social media and other existing structures e.g. unions.

1.1.7 DATA DEVELOPMENT

The assessment indicated that the main data sources in the Public Service Sector were: (i) DPSM Workforce Planning Data Analytics report which compiled employment statistical information and trends released bi-annually. The information was being presented to senior management forums, however, it not being disseminated to other data users. The last DPSM Workforce Planning Data Analytics report had been produced in September 2022; and (ii) Employee Engagement Survey report produced every 3 years and disseminated to line Ministries through PM Forum. Soft copies of the survey report were being shared with Deputy Permanent Secretaries responsible for corporate services through their email addresses, and the last report had been produced in May 2022;

Regarding the professional bodies specifically ERB, ARC, BICA REAC statistics outputs were contained in annual reports and which was disseminated in their websites. Copies of the annual reports were being issued to Government Printing and Publishing and shared with key stakeholders as instructed by the respective regulators' legislations. It was noted that sub-Sectors like ARC had a published reports showing all registered architects each year which was being shared with stakeholders and local authorities. BICA also had a monthly statistics analysis report or presentation to members of Examinations Committee.

The assessment further showed that, data quality in the Public Service HR Sector was not compromised since the Sector had adapted some international standards and registration regulations and guidelines. It was highlighted that these data collection tools are normally revised only when need arise. The registration associations has instructional manuals on how to guide external stakeholders to complete the forms, Data master plan for guiding internal staff on the registers so that they are able to assess applications. It was found out that most sub-Sectors provide training to their internal staff and new officers on data collection tools even though it was not structured and was inadequate.

An assessment was also undertaken on the availability of functional statistical infrastructure for data handlers. It was revealed that, the Sector agencies had functional and networked computers except the HR PM & E unit where four (4) had dysfunctional computers. Data collection was manual in some Sector agencies while others had automated data collection processes in the form of online google forms and web. Data capturing was mainly on excel and exported to SPSS and Business Intelligence (BI) software for analysis. Some sub-Sectors lacked data-banks or central data repositories for example, DPSM Workforce Planning Unit and ARC. The table below summarizes the state of equipment for statistical work in the Sector by sub-Sector.

Table 8: State of statistical equipment within the Sector agencies

#	Sub-Sector	No. of Officers	No. of Computers; and networked?	No. of Printers		State of Data collection	State of data Capturing and analysis	Centralized data-bank/ system?
				Own printers	Shared Printers			
1.	DPSM Workforce Planning Unit	10	10	2	1	Manual	Data capturing: Excel; also get secondary data from Human Capital Management System(HCMS/ Oracle) Data analysis: Excel	No databank, only secondary data is in the HCMS.
			LAN connection/ internet					
2.	HR PM&E unit	8	4 functional laptops; 4 dysfunctional computers	1 printer for the head of unit	1	On-line google forms; Two previous surveys were conducted: questionnaires administered by mail; and other was PAPI	Data capturing: Excel spreadsheet Data analysis: exported to SPSS for analysis	The goggle forms has a central repository (excel repository).
			LAN connection/ internet (4 computers)					
3.	ARC	4	4 functional computers	3 printers		Manual	Data capturing: Excel Data analysis: Excel	No databank
			LAN networked & WIFI					
4.	ERB	5	5 functional computers,	2 printers		Web-based	Data Capturing: Web-based Data analysis: Business Intelligence (BI) software.	There is a central databank.
			LAN networked. With WIFI					
5.	QSRC	7	6 functional computers	1 printer		Web-based; manual	Data Capturing: Web-based; Excel Data Analysis: Web base; Excel	
			LAN networked. With WIFI					
6.	REAC	5	Each has 2 functional computers (desktop and laptop			Manual	Data Capturing: Excel Data Analysis: Excel	Data bank is form of a shared Folder and stored in a server.
			LAN networked. With WIFI					

On the basis of the challenges and gaps identified under statistics development, it was recommended that, (i) training should be structured and be initiated by forms owners; (ii) the review of data collection tools or registration forms should be done regularly and continuously based on stakeholder needs; and (iii) agencies should consider developing and regularly disseminating statistical reports.

The Sector identified some statistical areas related to statistical capacity areas which they needed further support including (i) data analysis soft-wares; (ii) surveys; (iii) technical support surveys; (iv) review of data collection tools; (v) local and international statistics conferences and exchange programmes; (vi) registration on statistics professional bodies; and training on the statistical value chain process.

1.1.8 DATA QUALITY

Data quality means “fitness of data for use”. In order to ensure the fitness of data for use an assessment is carried out as a measurement of the fitness of data to serve its purpose. The assessment took into account a number of agreed rules and values termed the “dimensions of data quality”. These agreed dimensions takes into account data user needs; compliance to international standards and guidelines in data collection; comprehensive statistical programmes; coordination of data sources; standardization of data collection tools; training and supervision of data collectors; and issues of data dissemination. The key dimensions of data quality included **(i)** accessibility; **(ii)** credibility; **(iii)** relevance; **(iii)** accuracy; **(iv)** methodological soundness; **(v)** timeliness & punctuality; **(vi)** interpretability; and **(vii)** coherence & comparability.

The data sources for the public service human resource statistics were mainly administrative data or records. Data collection instruments entailed google online forms, excel software, Human Capital Management System (HCMS), Web based registration databases and business intelligence analytical soft-wares particularly for the professional regulatory bodies within the Sector. Some of the data collection instruments, were designed and administered in line with international standards and guidelines such the Botswana Standard Classification of Occupations, 2008(BOSCO) and the soon to be the Botswana Public Service Classification of Occupations. Other agencies in the Sector, especially the professional regulatory bodies did not adopt/adapt any statistical standards but each developed eligibility standards particular to their respective mandates with examples of the International Federation of Accountants (IFAC) standards/ guidelines, International Engineering Alliance (IEA) standards/ guidelines, and the guidelines from the International Architects Association (IAA).

Table 3 below provides average ratings of the quality of data in the Public Service Human Resource Sector on a scale of 1 to 5, where 1 is the lowest score and 5 the highest score. The parameters or dimensions used in the assessment of data quality were in line with the Botswana Data Quality Assessment Framework (BDQAF) and consistent with international best practices.

Table 9: Rating of Data and Products in the Public Service Human Resource Sector

Dimension	Rating	Comments
Relevance	3	<ul style="list-style-type: none"> inadequate consultations with data users makes the Sector to be unaware of the relevance of their statistical outputs. However, DPSM indicated that they were able to provide internal stakeholders what they required. DPSM systems were developed in consultation with internal and external stakeholders to ensure relevance to the outputs. <p>Recommendations</p> <ul style="list-style-type: none"> Development of data user needs inventory. Strengthen data producer/ user consultation platforms User satisfaction surveys should be all encompassing. i.e. it should cover the entire Sector Development of public service human resource statistics reports and Stats Briefs
Accuracy	2	<ul style="list-style-type: none"> Data not as accurate as DPSM would want. What was imputed in the system was usually not accurate resulting in poor output. <p>Recommendations</p> <ul style="list-style-type: none"> The Sector should assess the accuracy of the data collected by the Sector agencies. Strengthen statistical capacity for the development of public service human resource statistics. Integrate Sector databases to enhance data accuracy. Facilitate development of public service HR data capturing systems at line Ministries.

Timeliness	2	<ul style="list-style-type: none"> - Most data and information was collected and shared timely; - Some data such as schools staffing norms, job descriptions were not held as current information. <p>Recommendations</p> <ul style="list-style-type: none"> • Development of data capturing systems may improve data timeliness • Systems integration could improve timeliness • Assess user needs and ensure that the Sector produces statistical reports with analysis that is needed.
Accessibility	2	<ul style="list-style-type: none"> - Access to Sector information was not easy because data processes were not automated and interfaced. Statistical information e.g. vacancy rates was not accessible to the public. - General Sector data was not adequately accessible through platforms such as websites, social media (statistical figures not shared, but general mandate of the Sector agencies). - Information accessibility was limited to internal and key stakeholders, and in most cases those who provided data to the Sector agencies. <p>Recommendations</p> <ul style="list-style-type: none"> • Develop a database of users by name, email address, information on user type (individual, business, institution etc.), when user needed the information, type of data format desired by a specific user, feedback channel, details of data need by user, etc. • Develop a centralized Sector data portal which could be linked to all participating agencies websites • Produce statistical reports using anonymized data
Interpretability	3	<ul style="list-style-type: none"> - Internal stakeholders were able to interpret/ understand statistical reports. - Some guidance may be required to develop statistical reports or outputs that may be easily interpretable to the data users. <p>Recommendations</p> <ul style="list-style-type: none"> • Consider production and dissemination of Sector statistical outputs/products, and with the associated metadata. • SB should capacitate Sector members in the statistical value chain including statistical report writing.
Comparability & Coherence	2	<ul style="list-style-type: none"> - Sector agencies had inadequately adapted/adopted international standards and classifications in their statistics/ data compilation. However, DPSM had started work on standardizing issues related to occupations through the development of Botswana Public Service Classification of Occupations. - Data was not collected at the same frequencies. - DPSM was developing Data quality standard operating procedures (SOPs). <p>Recommendations</p> <ul style="list-style-type: none"> • All Sector agencies should adapt/ adopt the relevant statistical standards and classifications including the Botswana Standard Classification of Occupations, 2008(BOSCO) and the soon to be the Botswana Public Service Classification of Occupations. Adoption of the standards and classifications will ensure harmonization of statistics across the Sector. • Ensure that international standards are adequately incorporated within the SOPs.
Methodological Soundness	1	<ul style="list-style-type: none"> - No common standards of data collection for the various agencies forming the Sector. <p>Recommendations</p> <ul style="list-style-type: none"> • The Sector agencies to continuously engage SB as they undertake surveys and researches of national interest. SB shall offer technical support through the process so that the exercises are methodologically sound.
Credibility	3	<ul style="list-style-type: none"> - Professional ethics standards e.g. Public Service Charter, Scheme of Service are well known-of but adherence was inadequate. - Queries and disputes were received in relation to adherence to the above professional ethics standards. <p>Recommendations</p> <ul style="list-style-type: none"> • The Sector agencies to continuously engage SB to assess the Sector statistical output to check and advice on their credibility, along with other dimensions to quality.

APPENDIX 2

2.2.1 DETAILED/ DESCRIBED STRENGTHS, WEAKNESSES, THREATS & OPPORTUNITIES (SWOT)

Weaknesses

- **Unprofessionalism:** Lack of adherence to set standards, guidelines and processes, hence affecting the quality of data collected. Absence of policies/ guides on consequence management fuelling the unprofessionalism.
- **Unclear processes:** Processes to implement certain activities and Directives are normally ambiguous and undefined leading to differed styles/ methods of implementation by stakeholders. Inadequate capacitation of implementers also present a challenge in harmonized implementation of standards, policies, manuals and Directives. As a result, data management across the Sector becomes unstructured and un-harmonized.
- **No budget for data/statistics development:** No budget allocations for statistical infrastructure
- **Lack of interface of members of the Sector:** Systems are not linked
- **Inadequate capacity/skills in the field of statistics:** Inadequate skills of data handling and shortage of statisticians
- **Lack of buy in by leadership for statistics development:** Statistics development is not adequately embraced and supported by the leadership. This is evidenced by lack of secluded budget for statistics/ data development, lack of incorporation of the data development component in the MDAs annual plans and organizational strategies. Data exchange from stakeholders to the Sector anchor point, DPSM has been a persistent challenge and the Sector leadership is not adequately addressing the issue.
- **Lack of coordination on production of statistics:** Uncoordinated sources of data, thus leading to data gaps. Lack of collaborative platforms within the Sector to enable coordination. MDAs within the Sector working in silos.
- **Inadequate utilization of Information Management Systems(IMS):** Reluctance to adapt to the use of systems available due to resistance to change
- **Low morale:** Disengaged staff as a result of low motivation
- **Poor work ethic:** Unprofessional behaviours and attitudes that hamper data production and management
- **Inadequate technological infrastructure for the development of statistics:** Poor network to support the Sector. Information Management Systems non-functional with average-poor soft-wares and hard-wares.
- **Lack of Production and dissemination of Sector statistics:** Poor Structural coordination within the Sector

Strengths

- **Skilled manpower**

The workforce possesses the necessary knowledge, training, and competence to perform specific tasks effectively.

- **Leadership support**

The Leadership has demonstrated that they support the initiative by providing guidance and resources such as, time, guidance, and personnel.

- **Operational Resources**

There is availability of both physical resources (IT infrastructure, premises) and organizational capacity (Human Resources,) to enable the production of statistical data.

- **Existing policies and standards**

There are policies and standards that provide a framework for the guidance of the production of statistical data e.g., NSS, and ISS guidelines.

Opportunities

- **Collaboration (local/internationally)** – MDAs have the opportunity of working with local non-governmental bodies and international organisations to achieve shared goals.
- **Centralization of information (e-Services)** - There is a window of opportunity to create a central point where entities deposit data where it is managed and processed.
- **Integration of systems (e-Services)** - Various systems from different MDAs can be integrated to produce quality data and provide information instantly.
- **Statistics Botswana support** – SB provide technical expertise to develop relevant structures and required data levels and universally compliant information.
- **Reset agenda/Smart-Bots Initiative** – Through the reform and change initiatives MDAs have opportunity to improve efficacy in the way things are done.

Threats

- **Political interference**

There may be politically motivated suppression of the agency's responsibility to offer their best judgment on how to most accurately collect and report statistical data.

- **Obsolete policies**

Outdated and counterproductive policies do not align with the current policies and goals.

- **Stringent laws that inhibit accessibility to STATS**

Existing and emerging laws have the potential to inhibit the production of and access to key statistical data. e.g., the Data Protection Act of 2018 prescribes the minimum standards expected to enable agencies to collect and process subject data. Compliance with these standards is still a challenge as competent resources are still lacking.

- **Economic landscape e.g., Pandemics, drought, floods, etc.**

Policy uncertainties and persistent labour market challenges could compromise the production and dissemination of statistical data.

Resistance to change.

- **Cyber-threats**

Illegal access and disruption of sensitive data

- **Frequent change of leadership**

Lack of continuity leads to disruptions and productivity in the implementation of the strategy.

APPENDIX 3

3.1 DPSP MONITORING & EVALUATION OPERATIONAL PERFORMANCE INDICATORS

ITEM	FUNCTIONAL AREA	INDICATOR
1.	Compensation and Benefits	Level of compliance to Overtime Provisions
2.	Compensation and Benefits	Level of adherence to Public Service Terminal Benefits Standard
3.	Safety in the Workplace	Level of implementation of the SHE Plan
4.	Safety in the Workplace	Percentage of Workplace Incidents
5.	Employee Performance	<ul style="list-style-type: none"> • Total number of employees who signed performance contract (New) • Total number of employees reviewed (Mid Term) • Total number of employees reviewed (Final Review) • Total number of employees rewarded for performance (in the previous performance period)
6.	Implementation of Training Plan	Level of implementation of the approved Training Plan
7.	Level of uptake of Donor Funded Scholarships	Utilization of Donor funded Scholarships
8.	Staff Welfare Meetings	Level of implementation of resolutions from Staff Welfare meetings
9.	Compliance to legislation of Regulated Bodies	Compliance Level to the Architects' Registration Act
10.	Compliance to legislation of Regulated Bodies	Compliance Level to the Engineers Act
11.	Compliance to legislation of Regulated Bodies	Compliance Level to the Quantity Surveyors' Registration Act
12.	Compliance to legislation of Regulated Bodies	Compliance Level to the Real Estate Act
13.	Compliance to legislation of Regulated Bodies	Compliance Level to the Accountants' Act
14.	Vacancy Rate	Vacancy Rate
15.	Implementation of RASA Policy	Level of Implementation of RASA Policy
16.	Disputes	% Disputes Tracked
17.	Temporary Employment	Adherence Level to Terms of Temporary Employment
18.	Employees Grievance Resolution Standard	Compliance Level to Employees Grievance Resolution Standard

APPENDIX 4

4.1 PUBLIC SERVICE HR SECTOR STATISTICS COMMITTEE MEMBERSHIP

	NAME	ORGANIZATION	POSITION	EMAIL-ADDRESS
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