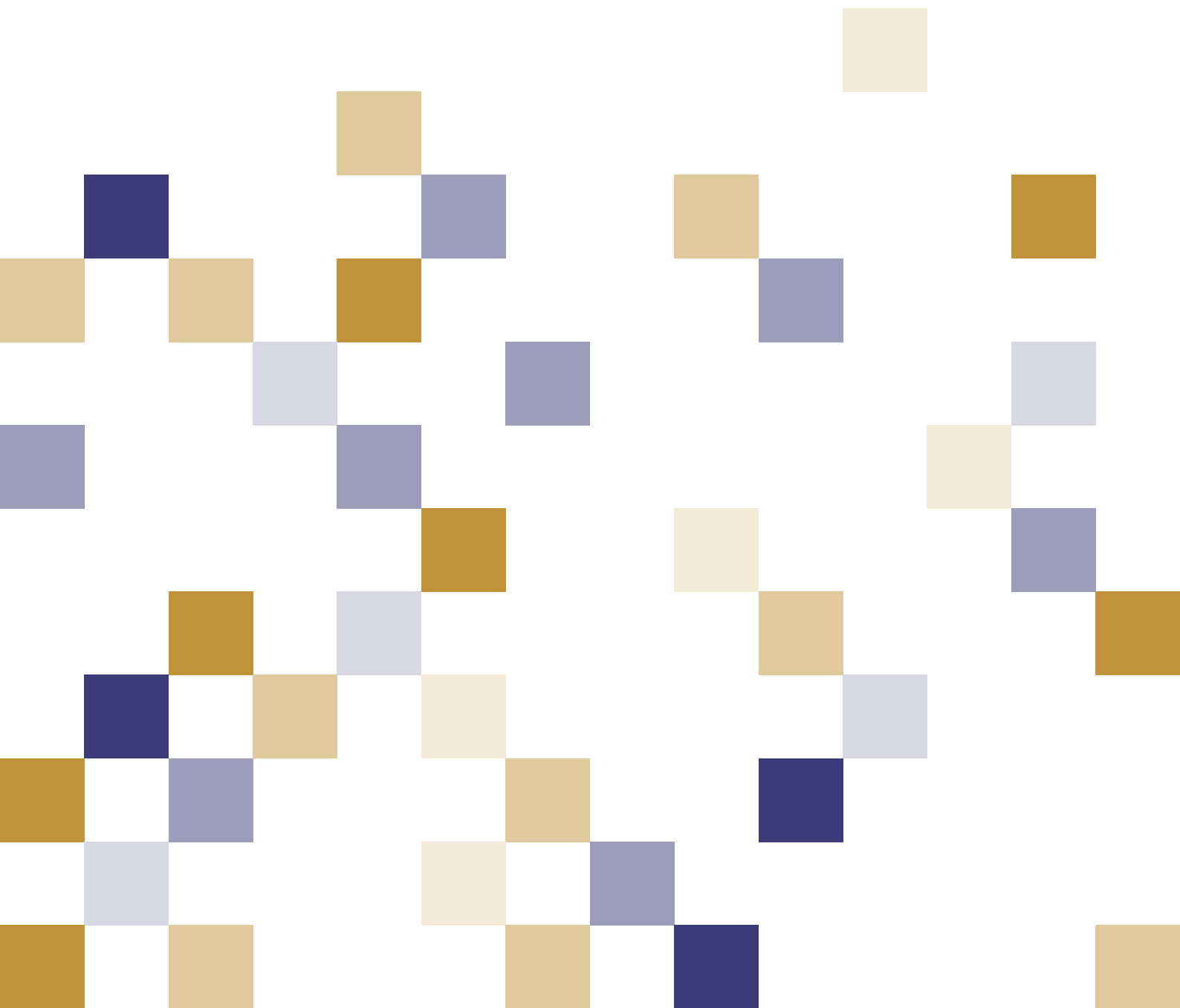




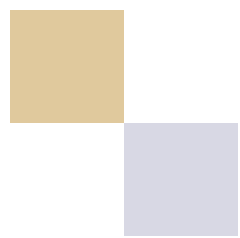
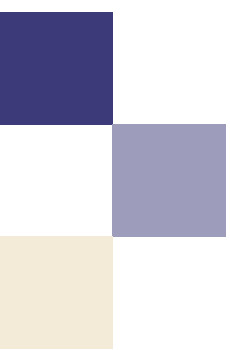
Namibia Statistics Agency

Producing relevant, accurate and timely statistics in partnership with the National Statistics System.



Strategic Plan

2012/13 to 2016/17



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1 - Introduction

The Government of the Republic of Namibia showed its commitment to relevant, high-quality and timely statistics by creating the Namibia Statistics Agency (NSA) in 2011. The Government further recognises the strategic importance of statistics for evidence-based planning and decision-making; policy design; and monitoring and evaluation of policies and decision-making, as required under section 5 of the Statistics Act, 2011 (No. 9 of 2011).

Earlier in 2012, Government launched its fourth five-year National Development Plan (NDP4), covering the period 2012/13–2016/17. This first NSA Strategic Plan covers the same period, and is intended to be generally consistent with the Government's objectives over the next five years. In addition, this Strategic Plan takes into consideration the NSA's scope of business as outlined in the Statistics Act, as well as the need for prudent and sound governance of the NSA in accordance with the prescriptions and guidelines of the State-owned Enterprises Governance Act, 2006 (No. 2 of 2006).

One of the main thrusts of this strategic document is to obtain the right statistics, that is, the most relevant statistics that are needed for policymaking and for monitoring the progress of our stakeholders' activities. We cannot compromise on quality; hence, a related objective is to obtain statistics in the right form. In this regard, one of the critical strategic initiatives to be undertaken during the stated five-year period will be to set the required standards for Namibian statistics in line with regional and international benchmarks. A third and related activity will be to disseminate statistics in a timely manner. We are aware that an increasingly globalised world requires statistics almost on a real-time basis in order to keep abreast of what is happening, and to attune policies accordingly.

Due to the shortage of human and other resources at the NSA, we are acutely aware of the need to produce statistics in the most efficient manner possible, as well as to generally manage the NSA's resources prudently

and responsibly. This need is addressed as a priority in the Strategic Plan and its associated Business Plan for the same five-year period. Similarly, we are committed to transparency and good governance in the management of our operations and financial affairs, and have set a target to release unqualified financial statements in a timely manner.

Since the NSA is a newly established Agency of Government, a core undertaking over the next five years will be sustainable institution-building. The quality of statistics ultimately depends on the quality of our staff, and we need to ensure we have the right people in the right positions in order to continuously build on our competencies and retain the talent we have. Clearly, sustainable institution-building will not be confined to staff development and policies alone: we will also put in place the appropriate physical infrastructure to ensure our staff work in an environment that is conducive to quality productivity.

Another core mandate of the NSA is to coordinate the activities of the National Statistics System (NSS). In this regard, the NSA's strategic approach will be to form a true partnership with all the components of the NSS. These include other Government producers of official statistics, universities and other research institutions, the private sector, labour, civil society, international partners, and society at large.

Ultimately statistics is not simply about producing statistical bulletins and abstracts. It is our desire that the statistics that we produce should make an impact on Namibian society. In this regard, our intended strategic impact is to contribute towards the sustainable socio-economic development of Namibia as envisaged under NDP4. It is our sincere hope that the strategic direction advocated in this Plan, namely "relevancy, quality and timely statistics", whilst building sustainable capacity, will address the needs of our stakeholders and will enable them to better understand the dynamics of the Namibian economy and society.

In conclusion, I would like to thank the Minister of Statistics, Mr Tom Alweendo, and the Board of the NSA for their unremitting support of and dedication to the development of the statistical system in Namibia. I would also like to thank the staff of the former Central Bureau of Statistics (CBS) that have now been seconded to the NSA to ensure continuity in statistical production and for contributing to the setting up of the Agency. Furthermore, my thanks and appreciation go to all the components of the NSS for their invaluable inputs and contributions during the drafting of this strategic document.

John Steytler
Statistician-General

2 - Our Current Situation

The Strategic Importance of Statistics

With the passing of the Statistics Act, 2011 (No. 9 of 2011) and the establishment of the Namibia Statistics Agency (NSA), Namibia entered a new era of opportunity for statistical development. A solid legislative and institutional foundation is now in place to enable the building of a strong and sustainable National Statistics System (NSS) for Namibia which supports the attainment of goals set out in the Namibian Government's Vision 2030 and Fourth National Development Plan (NDP4), as well as the United Nations' Millennium Development Goals (MDGs).

The strategic intent of the NSA in this Strategic Plan for 2012/13–2016/17 is to increase and improve the use of statistics in Namibia so as to achieve their potential in contributing towards –

- improving evidence-based Government policymaking, planning, monitoring and evaluation to address national, Regional Council, Local Authority and municipal socio-economic priorities
- meeting the more sophisticated and complex decision-making needs of the business community, and
- deepening and expanding the knowledge of society at large in order to support public discourse, and in so doing allow communities to become better informed; understand the economic and social dynamics of the nation more fully; make informed social, economic and political choices; and participate actively and productively in all aspects of society.

The strategic directions of the statistical development work of the NSA are fourfold and establish a road map for attaining a sound statistical system and high-quality statistics in Namibia:

- Developing sustainable capacity in the NSA
- Partnering with the NSS, including setting statistical standards
- Producing and publishing high-quality,

relevant statistics that will build public confidence and trust in public statistics, and

- Being responsive to users' needs and making statistics available on time.

All of these directions are to be pursued within the framework of utmost efficiency in operations.

The thrust of these strategic priorities is that the NSA and the NSS will raise their capacity and performance to join leaders in statistical capacity and operations not only within Africa, but also more broadly among other vibrant developing nations of the world and within the ambit of world leaders in the field, and be able to play a meaningful role in international statistical cooperation. The coming years will be critical for developing an environment that is conducive to ensuring the effective coordination of the NSS becomes a reality, and ensures all statistics from the NSS as a whole will earn public confidence and trust.

The NSA envisages the NSS contributing to an informed society in which statistics are increasingly used for evidence-based policy and decision-making in Government and the private sector, for social dialogue, and for measuring and understanding progress in Namibia. The NSA also envisages that, through its efforts, users of Namibian statistics will have improved access to increasing amounts of vital and reliable information that will meet their needs and support the attainment of development goals.

Requirement for Statistical Collection Under NDP4

In NDP4, the Government outlines its goals and plans for the five-year period spanning 2012/13 to 2016/17. Government will have three principal targets during this period, namely high and sustained economic growth, increased income equality, and job creation. One central feature of the NDP4 is the recognition that more attention has to be devoted to monitoring and evaluation the Plan, which

in turn requires the availability of quality and timely statistical data sets. Government identified ten priority sectors for which measurable desired outcomes were formulated to drive attainment of the three overall goals over the five years in question. These include the following:

- Improving Namibia's competitiveness to be at the top of the leader board in the Southern African Development Community (SADC) by 2017
- Provision of quality education and skills to support rapid economic development
- Access to a high-quality health system in terms of prevention, cure and rehabilitation
- Reducing the incidence of extreme poverty to below 10% by 2017
- Availability of defined additional physical infrastructure to support rapid economic growth
- Positioning Namibia as a regional logistics and distribution centre
- Positioning Namibia to become the most competitive tourist destination in

Africa by 2017

- Increasing the contribution of general manufacturing in constant Namibia Dollar terms by 50%
- Increased agricultural production, resulting in an average growth of 4% per annum for this sector, and
- Improved monitoring and evaluation, including an entrenched performance culture in the public sector.

Achievement of these desired outcomes will be driven by numerous strategic initiatives. However, from a monitoring and evaluation perspective, it is more important that relevant statistical data is available to assess progress towards set targets, including the overarching three goals. The NSA, therefore, needs to gear itself towards playing its vital role of obtaining the required relevant, accurate and timely statistics in order to be able to track progress. Table 1 displays the link between NSA high-level products and the three overarching goals under NDP4. The same link between NDP4 desired outcomes and the NSA products detailed is made in the accompanying NSA Business Plan.

NSA high-level products	NDP 4 goals		
	High and sustained economic growth	Job creation	Increased income equality
National accounts and sectoral statistics	x	x	x
Trade and price data	x	x	x
Income and expenditure patterns	x	x	x
Labour force statistics	x	x	x
Population dynamics and demographic profiles	x	x	x
Sampling frames for household surveys	x	x	x
Geographic information databases	x	x	x

Table 1: Alignment of NSA high-level products with NDP4 goals

Core Products and Services

The main business of the NSA is to enable society to provide relevant, timely and accurate statistics to our stakeholders for evidence-based planning. Currently, the NSA produces and disseminates a fair number of economic and social demographic statistics. Our key stakeholders are the Government, the private sector, international partners, and the public at large.

The main areas in which the NSA currently gathers statistical data are as follows:

National accounts – needed for monitoring economic growth

Price statistics – needed for monitoring price stability

Income and expenditure patterns – needed for monitoring poverty, and

Population dynamics and demographic profiles – needed for rural and urban planning.

The NSA also develops and maintains databases on enumeration areas. These serve as the basis for sampling frames used in household and other social surveys. Another service the NSA renders is the maintenance of a geographic information database, which is needed for mapping exercises.

Going forward, it is the NSA's intention to expand the scope of and frequency of its products and services. Of prime importance are the collection and dissemination of up-to-date labour information, and the updating of a central business register to improve on the economic surveys that we currently conduct.

Environmental Assessment

During the strategic planning process, the NSA undertook an internal and external assessment of the readiness of the statistical system to respond to the growing demand for statistics by statistical stakeholders such as Government, business and the public at large. The following are some of the key findings of the assessment:

International comparison

In recent years, the statistical capacity and operations in Namibia have been assessed to be below the average for all SADC countries; and for most years, it is about the same or just below the average in comparison with other countries in sub-Saharan Africa. Namibian statistical capacity and operations have also been assessed to be lower compared with other countries with similar levels of national income. According to the World Bank statistical capability indicator that measures the level of development of statistical systems, Namibia receives a score of only 53 points out of a maximum of 100, whereas countries with a similar level of income receive a score of closer to 90. More worryingly, even countries with lower income levels – such as Georgia – have a much higher score than Namibia in this respect. While Namibia rates relatively highly in terms of data on the economic indicators, certain social data such as regular demographic health surveys, civil registrations and other vital statistics are not collected.

Moreover, although unemployment has been identified as one of the biggest concerns in post-Independence Namibia, a labour force survey is produced only once every four years. In addition, after the survey it takes up to two years before results are released; the quality of the data has also been severely criticised.

Even on the economic side, there is vast room for improvement. For example, the country has not conducted an agricultural census for more than a decade, and prices and national accounts statistics are still compiled based on the 2003/04 household income and expenditure patterns. Furthermore, the country does not compile a producers' price index, and there are concerns regarding the quality and timeliness of our trade statistics. Even data of relatively good quality loses its ultimate value because it is not disseminated on time. Hence, there is a need to seriously improve on the timely delivery of all statistics.

Within the NSA

The assessment also found that the NSA produces a core set of economic and social statistics in conformance with international standards. On the economic front, this includes the regular production of consumer price statistics, the annual national accounts, quarterly gross domestic product (GDP) figures (albeit late), and quarterly trade statistics. On the social front, Namibia has conducted two national housing and population censuses in the prescribed ten-year intervals. In addition, the national sampling frame is relatively up to date, and household income and expenditure surveys have been carried out every five years since 1994. Some of the other strengths identified include the following:

- A core of experienced and committed staff
- Strong leadership of the statistical system is in place, with the Chairman and members of the NSA Board and with the Director-General of the National Planning Commission as the Minister of Statistics
- There is a new sense of motivation for statistical staff with the prospect of joining the new NSA, and
- A reasonably robust information and communications technology (ICT) infrastructure.

At the same time, however, a number of weaknesses remain to be addressed. These include the following:

- It may take some time for human resources to be fully deployed and functional in the new NSA post structure and for skilled staff to be retained
- There is a capacity weakness in that there is a shortage of some categories of trained statistical staff
- There is a high turnover of statistical staff, especially among those with professional and technical qualifications and skills
- There is a shortage of senior staff with management skills and expertise

- There is a shortage of staff with the analytical skills required for preparing analyses for dissemination
- There is as yet not much of a culture of quality among NSS producer organisations in general, and within the NSA in particular
- The current organisational culture is not strongly geared towards delivery, quality and a user focus, and it may take time to change this
- The process of coordinating the statistical system is not well developed and there is little experience to build on
- Coordination efforts, starting anew, may take some time to become effective
- The operational costs to produce statistics are high, given the size of the country and the dispersion of people and economic activities
- There are many capacity weaknesses in the NSA, and the situation in most other statistics producers in the country is similar or worse
- Until very recently there has been little or no consultation or feedback between producers and users, so user needs are not well known
- There has as yet been no systematic effort to document and archive past data processes, with the result that there is now a major backlog
- There is currently little value added to statistics in terms of published analysis, and
- Significant amounts of collected data have not been processed and published, and are not stored in digitised form.

External to the NSA

The assessment of the external environment confirmed that opportunities exist for the NSA to expand its role in statistical production to better meet users' needs. These opportunities include the following:

- A strong legal mandate for the NSA and the NSS as a whole, with important provision to protect the independ-

- presence of the statistical system and to promote more effective coordination
- An increased level of awareness of the need for statistics, and a commitment to support an effective capacity strengthening process by Government
- An increasing level of demand for statistics and an increasing number of users with the experience and skills needed to use statistics effectively
- An active and interested civil society and media with an interest in having access to and using statistics
- Strong Government support exists for statistical development, as evidenced by the passing of the Statistics Act and the establishment of the NSA
- There is growing interest in and demand for statistics to support evidence-based policymaking, decision-making, monitoring, and evaluation
- There is enthusiasm among users to see improved statistics and access to them, and

There are positive relations with other national statistics offices and international organisations.

Nonetheless, there are also factors which limit the NSA's ability to respond adequately to the existing opportunities in the external environment:

- At present, the NSS is not widely recognised or known
- Many potential users have limited knowledge, skills and awareness of how best to access and use statistics
- Statistics have a low perceived value among users and a relatively low usage rate
- There are concerns about the reliability and, especially, the timeliness of many current statistics
- There is competition within the Government sector for financial resources
- The costs of setting up regional offices are high, even though the demand for them is high
- The NSA is subject to the State-owned Enterprises Governance Act, which may adversely affect the attraction and

retention of talent

- Statisticians are not regarded as a professional group
- Distrust of the NSA and other Government agencies by providers of raw data
- Weak relationships with other Ministries, Offices and Agencies (O/M/As) in terms of receiving data they collect and in respect of other working arrangements, and
- Respondent fatigue and low public awareness.

Overall, the NSA and NSS face some serious weaknesses and threats, and fare less than favourably when compared with countries with similar characteristics. However, the NSA and NSS also have strengths to utilise and on which to build, and can take advantage of certain opportunities (see Figure 1 on the next page).

SWOT ANALYSIS		
	Helpful with achieving our goals	Harmful to achieving our goals
Internal origin attributes of the organisation	<p>Strengths</p> <ul style="list-style-type: none"> • Core of experienced and committed staff • Strong leadership • New sense of motivation • Reasonably robust ICT 	<p>Weaknesses</p> <ul style="list-style-type: none"> • High turnover rate, especially among those with professional and technical qualifications • Shortage of trained statistical staff • Shortage of senior management experience • Lack of a culture oriented towards high performance • High operational costs due to the small national population • Little consultations with users • Lack of proper documentation of processes
External origin attributes of the environment	<p>Opportunities</p> <ul style="list-style-type: none"> • Strong legal mandate to protect the independence of the statistical system • Increased level of awareness of the need for statistics • Increased level of demand for statistics • Active and interested civil society, including the media • Strong Government support for statistical development • Positive relationships with international organisations 	<p>Threats</p> <ul style="list-style-type: none"> • The NSS is not widely known • Potential users have limited knowledge and skills regarding statistics • Statistics are perceived to be of low value • High competitiveness in respect of financial resources from within the Government sector • The NSA is subject to the State-owned Enterprises Governance Act, which may adversely affect talent attraction • The providers of raw data distrust the NSA and other Government agencies • Weak relations with other O/M/As for receipt of data they collect and other working arrangements • Respondent fatigue

Figure 1: SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis Summary

3 - Where Do We Want to Be?

The Institutional Setup

The Statistics Act provides the mandate and institutional framework for developing and building a strong NSA and NSS and the production and dissemination of Namibia's official statistics. Under the Statistics Act, the current institutional arrangement is as follows:

The NSA is the central statistical authority and the central repository for all statistics produced in Namibia. Among other things, the NSA collects and disseminates statistics and spatial data, develops and coordinates the NSS, educates the public on the use of statistics and spatial data, and designates statistics as *official*¹.

The NSS comprises statistics producers, respondents, users of statistics, research institutions, and training institutions and their interrelations in, among other functions, the compilation, dissemination and use of statistics; the research and development of statistical methods and techniques; and the training of statisticians.

The objectives of the NSS are to –

- build coordinated and sustainable capacity for the collection, production, analysis and dissemination of statistics in accordance with the United Nations Fundamental Principles of Official Statistics
- ensure the protection of the confidentiality of information provided by a respondent, and
- promote the use of statistics for –
 - evidence-based planning and decision-making
 - policy design, and
 - the monitoring and evaluation of policies and decision-making.

¹ The Statistics Act makes provision for government-issued statistics to be designated (by the NSA) as official statistics; for such a designation statistics must be: -relevant, accurate, reliable and timely; -objective and comprehensive; -compiled, produced and analysed in a scientific and transparent manner; -disseminated impartially; -accessible; in accordance with appropriate national and international standards and classifications; and -sensitive to distribution by gender, disability, region and similar socioeconomic features.

The NSS is required to be administered and coordinated in a manner that ensures these objectives are achieved in a cost-effective and efficient manner.

With its establishment, the NSA was mandated with wide-ranging, specified responsibilities and authorities in relation to statistics, including –

- constituting the central statistical authority for the State
- collecting, producing, analysing, and disseminating official and other statistics and spatial data
- developing and coordinating the NSS and the National Spatial Data Infrastructure (NSDI), including the setting of standards
- formulating Namibia's National Statistics Policy in accordance with the United Nations Fundamental Principles of Official Statistics, and ensuring its implementation, monitoring and periodic evaluation
- formulating Namibia's NSDI Policy
- administering the NSDI
- designating statistics as official
- convening an annual meeting of users of official statistics to review their needs, and
- educating the public about the Agency's functions and the purpose and use of statistics.

The affairs of the NSA are administered and controlled by a Board.

Our Mission

Consistent with the NSA's legal mandate as set out in the Statistics Act, the NSA's Mission is to –

"In a coordinated manner we produce and disseminate *relevant, quality and timely* statistics that are fit-for-purpose in accordance with international standards and best practice"

Our Vision

In order to make its contribution to society, the NSA's Vision is –

“to be a high performance institution in statistics delivery”.

Our Shared Values

In seeking to carry out its Mission and achieve its Vision, the NSA will uphold the following core values to direct its work:

Performance

The NSA is geared towards promoting production of high-quality statistical products and services that meet the standards of relevance, consistency, accuracy, completeness and accessibility, and are delivered on time.

Integrity

The staff of the NSA will conduct their work according to the highest ethical and technical standards, making decisions according to strictly professional considerations, maintaining the confidentiality of individual and corporate information, and maintaining the public trust.

Service focus

All NSA data collection and management activities will focus on meeting user expectations and needs: we respect and serve our customers by offering responsive and quality statistics in order to satisfy their needs.

Transparency

The NSA will strive to create and maintain public trust and confidence in official statistics by proactively promoting transparency in data production and dissemination.

Accuracy

The NSA will produce statistics in a reliable way with minimal inaccuracy.

Partnership

The NSA is committed to approaching the task of delivering all necessary statistics internally as a team and in a constructive and co-operative way with members of the NSS.

Strategic Outcomes

The following Strategic Outcomes will drive the NSA's strategic focus over the next five years:

A trusted NSA and NSS

Increased usage of official statistics, transparency in methods, independence in production, and evidence-based decision-making will be the key indicators for measuring trust.

Satisfied stakeholders

A statistical system that enables the increased usage of official statistics in planning, monitoring and evaluation, policy development, and decision-making will be the key indicators for this outcome.

An informed society

Regular satisfaction surveys will be conducted to measure the extent to which the public at large has a statistical system that enables their use of official statistics.

Sustained statistical capacity

The key measuring tool for sustained statistical capacity will be the securing of sufficient quality statisticians through universities, research institutions and international partners in collaboration with the NSS. This, in turn, will increase the NSS's ability to produce quality statistics, since quality skills serve as key input into quality statistics.

Improved socio-economic development

Ultimately, through evidenced-based planning and improved monitoring and evaluation due to relevant, quality and timely statistics being available, socio-economic development will improve.

Strategic Priorities

Based on the above Mission, Vision and situation analysis, the NSA response focuses on four Strategic Priorities in respect of the statistics it produces and disseminates. By maximising performance in terms of these four Priorities, the NSA and NSS will achieve its Vision, Strategic Outcomes, and other required outputs. The Strategic Priorities are as follows:

A. Producing relevant, quality and timely statistics needed for evidence-based policymaking

- B. Building sustainable institutional capacity in the NSA and the NSS**
- C. Efficient resource management**
- D. Use of statistics and value creation to ensure maximum impact of statistical delivery.**

Each of these priorities is discussed in the next chapter in terms of key issues associated with them. A Success Statement is proposed, along with the initiatives that will drive the attainment of that Statement. The NSA's core purpose and Strategic Priorities are captured in Figure 2.

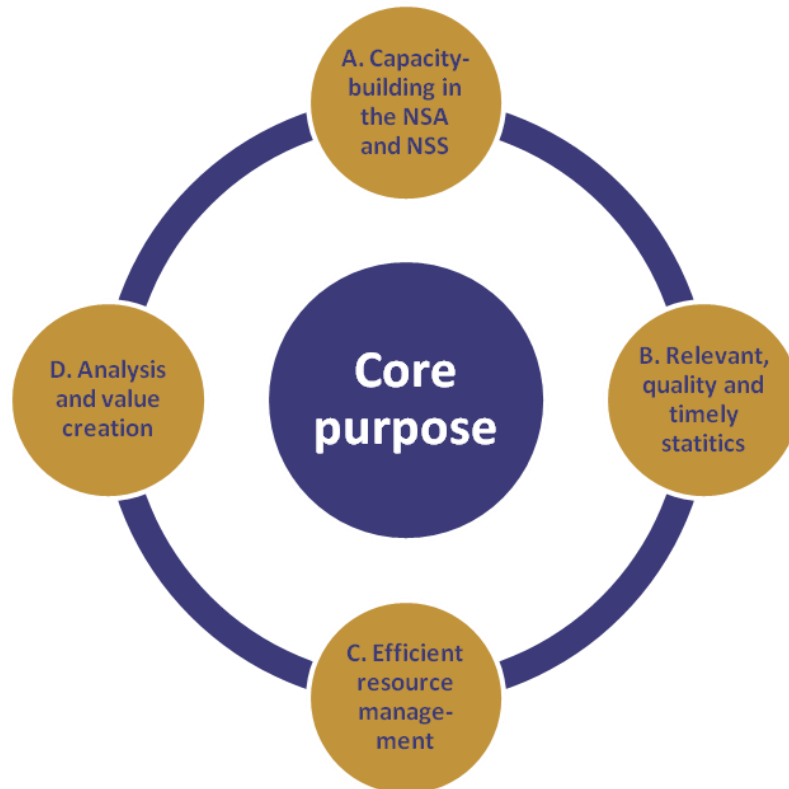


Figure 2: Core purpose and strategic priorities

Core Competencies

To be able to deliver on its strategic intent, the NSA will consistently build and develop the following core competencies:

- **Intellectual capability:** The knowledge and skills required in the field of statistics, mathematics, economics, sociology, and geography to produce official statistics
- **Technological capability:** The people, information technology, and information systems, including a dedicated state-of-the-art data processing centre that is crucial for the production of accurate and timely statistical informa-

tion

- **Logistical and administrative capability:** The ability of organisational processes and systems to collect statistical information on a large scale from various sources in the field, and
- **Good judgment:** The ability to manage a statistical environment, including planning, communication, public relations, and governance.

Strategic Risks

The NSA has identified the following strategic risks that could impact on the implementation of our strategic direction (Table 2):

Strategic risk	Impact on outcomes	Risk management strategy
LEGISLATIVE		
<ul style="list-style-type: none"> • Failure to fully implement the Statistics Act in relation to leading and coordinating the National Statistics System 	<ul style="list-style-type: none"> • Lack of trust and public confidence in statistics • Policy development, strategies and decisions not evidence-based 	<ul style="list-style-type: none"> • Launch awareness campaigns on the strategy and its limitations during first 5 years • Promote the use of statistics for evidence-based decisions among NSS components • Enter into memoranda of understanding with NSS components
INSTITUTIONAL		
<ul style="list-style-type: none"> • Failure to effectively partner with and coordinate the NSS 	<ul style="list-style-type: none"> • Lack of prioritisation in statistical coordination • Duplication of statistical information • Insufficient quality and supply of statistical outputs 	<ul style="list-style-type: none"> • Establish a governance structure for the NSS • Compile a National Statistics Policy and sector statistics work programmes • Establish a statistical clearing house • Establish economic and social statistics subsystems and provide technical support where feasible, set standards, and develop statistical tools and protocols
OPERATIONAL		
<ul style="list-style-type: none"> • Incomplete and inaccurate frames for sample selection • Failure to retain and develop adequate statistical capacity in the NSS • Failure to lead and manage the NSA's work plan 	<ul style="list-style-type: none"> • Negative impact on the quality of economic and social statistics • Inability of the statistical system to respond to the demands for statistical information • Lack of credibility and trust in the NSA to lead the NSS • Qualified audit report 	<ul style="list-style-type: none"> • Spearhead a business register update and ensure that social demographic frame is always up to date • Collaborate with the Ministry of Home Affairs and Immigration on civil registrations in particular and key input into social frames in general • In collaboration with universities and other research institutions as well as international partners, develop a common approach to statistical training • Produce regular performance mgmt reports • Improve demand management

Table 2: NSA strategic risks

4 - Strategy in Action

A. Partnering with the NSS and Building Institutional Capacity

Current situation and challenges

The NSA is a newly established Government Agency. Until April 2012, its predecessor was accommodated as a Department on the National Planning Commission's organisational structure. All operational support, such as ICT, administration, finance and human resources, was supplied by the National Planning Commission. It is of paramount importance, therefore, that the NSA acquires the necessary institutional capacity as soon as possible in order to be able to deliver on its mandate. This will be one of the most important initiatives of the NSA over the five-year duration of this Strategic Plan.

On its own, the Agency would not be able to produce all the statistics needed to inform and track National Development Plans. Indeed, in terms of the Statistics Act, the NSA is also not expected to do everything on its own. Instead, the Agency is envisaged as partnering with other players in the statistical system to ensure a sustainable statistical capacity. In this regard, the Agency will devote a substantial amount of time and resources to team up with all the key players in the statistical system. Since it is a new Government body, a core activity during its first five years will be to build the new institution both in terms of physical infrastructure such as buildings and ICT as well as soft infrastructure such as policies, rules and regulations.

The aim is to make the NSA a sustainable, performance-driven, fully operational centre of excellence in statistics, carrying out all of its functions according to its mandate, as specified in the Statistics Act. Similarly, the Agency will support the NSS producers of statistics to the extent possible and feasible in order to build their institutional capacity. A particular focus will be on common human resource development in order to improve statistical output, and to implement the concept of Namibian Official Statistics in order to build user trust in such information.

Success Statement A

Based on the above discussion, the following Success Statement has been formulated for the Strategic Priority "Partnering with the NSS and building sustainable capacity":

The NSA effectively partners with the NSS and demonstrates statistical capacity and performance equal to top-performing comparator countries regionally and internationally.

Proposed strategic initiatives to drive the attainment of Success Statement A

The NSA will take steps to ensure there are sufficient and competent managerial and technical staff within an appropriate and supportive organisational structure to allow the proper execution of strategy. The NSA will also ensure there are competent and motivated staff at central and regional levels. To this end, a working environment that supports productivity will be created.

The NSA will build a culture of high performance within the NSA, characterised by good internal communication and relations, trust, teamwork, openness and knowledge-sharing. Regular staff meetings on all levels will encourage open dialogue.

Various policies to facilitate good governance will be developed, including a Human Resources Policy, which will make the NSA an attractive employer for quality staff, as well as policies on statistics dissemination and ICT. Other corporate governance aspects that will be covered are prudent financial management and procurement, and the development of processes and systems that include performance management, project management, and risk management.

A new office facility for the NSA will be planned and developed. Among other things, the office will incorporate a library, a help desk, training rooms, and a Geographic Information System (GIS) Centre. Since raw data collection from respondents requires staff to

be present at the sources of data, transport facilities and logistical support will be provided to achieve this. A data processing centre will also be developed at the NSA to assist the NSS with its work. Local area networks (LANs), a wide area network (WAN) and an NSA Intranet will be put in place, while provision will be made for adequate access to the Internet. The NSA website will be developed and continuously updated and improved. It will offer a well-developed statistics dissemination and download orientation, including an interactive database. A central digital repository for all statistics produced in Namibia, a one-stop shop, will be established.

To ensure the NSA is adequately and sustainably funded, both domestic and international sources will be tapped. The NSA will establish ongoing relationships with potential funders, and will promote and coordinate the flow of resources from actual funders. It will keep abreast of technical and financial support available from external sources, and attempt to acquire such support where it complements domestic resources and aligns with the direction of the Strategic Plan.

The development of the NSS will be addressed by taking the lead in formulating a system-wide policy and strategy for statistical development, developing statistical standards, maintaining positive relationships with the providers of raw data, and seeking external assistance. The NSS's development will include improved collaboration with its producer organisations, including on the development and implementation of the concept of Official Statistics. Assistance of NSS producer organisations will form part of this strategy, so that an overall HR Policy and outreach can be devised to increase users' awareness of the NSS's role and importance, and to promote trust in the statistics delivered by NSS producer organisations.


The NSA's leadership role will be nurtured by taking the lead in formulating a system-wide policy and strategy for statistical development, including one that encompasses the NSDI. Among other aspects, this leadership role will involve agreeing on the parts that

the various producer organisations will play and what their responsibilities will be. This exercise may include entering into Memoranda of Understanding with such organisations. It will also cover the development of statistical standards consistent with international best practice. Such standards are needed to ensure an integrated statistical system and policies exist that can guide each institution in the system in a wide range of areas critical to statistical development, and to coordinate and monitor the implementation of all standards and policies. This aspect will also include the devising of sectoral and regional statistical development strategies.

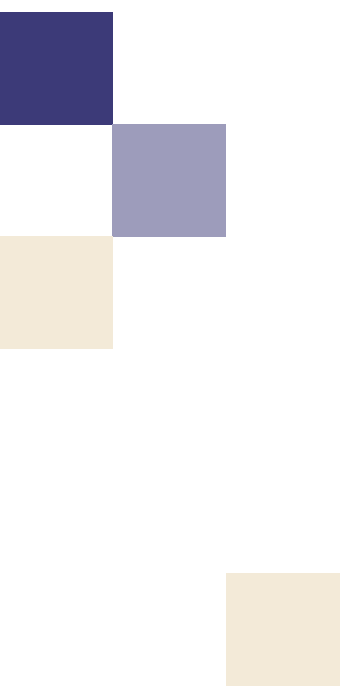
The NSA's leadership role will reflect the NSA's recognition of data providers as the basic source of raw data and the need to inform them of the purpose of collecting data, to minimise the reporting burden on them, to protect the confidentiality of their personal and corporate information, and to publish the statistics compiled from their input.

Improved coordination in the NSS will include using ICT systems that are as compatible with raw data producers' systems to facilitate data transfer, the development of a system-wide statistics dissemination policy to all users, to establish an integrated list of all NSS products, to issue Advance Release Calendars making administrative records available that have statistical uses, and to share human resources – particularly those with specialised skills. This leadership role includes committing technical resources so that the NSA is in a position to guide and assist producer organisations with technical statistical issues. Governance structures that would include the establishment of a coordinating committee will be set up to promote cooperation within the entire system for the NSS.

The NSA will work with the members of the NSS to operationalise the concept of Namibian Official Statistics and to ensure the concept is understood well by producers and users alike. In its preparations, therefore, the NSA will devise a process and criteria for such a designation.



A comprehensive NSS HR Policy will be drafted with NSS producer organisations. The HR Policy will encompass a Recruitment Policy and associated programme as well as a comprehensive staff development programme. Staff will be trained at both technical and confidence-building levels. In addition, broad-based as well as specialised training will be undertaken to ensure that staff can be utilised flexibly. Contacts will be made with educational institutions in order to engender partnerships on educational programmes that will benefit statisticians. The intention is also to put in place a statistical cadre – to be known as the Common Statistical Service – as part of the HR Policy in order to enhance career opportunities and increase the coordination potential among NSS producer organisations.



Outreach to the community at large about the NSS will be accomplished with improved data, a wider range of data, and promotional efforts to reach users. The NSA will work with the statistics community with a view to establishing a Namibian Statistical Association as part of its outreach efforts so that the image of statistics can be improved, trust in them can be enhanced, and professional knowledge in the field of statistics can be extended.



B. Relevant, Quality and Timely Statistics

Current situation and challenges

Although Namibia has formulated many good National Development Plans over the years, key execution, monitoring and evaluation systems have been lacking. Addressing this gap is central to the NDP4. To this end, the NDP4 also cites the need for evidence-based planning and the availability of relevant accurate and timely statistics. Furthermore, due acknowledgement is given to the fact that not only will the public sector benefit from evidence-based planning, but also the country as a whole.

Under the NDP4, Government has adopted three overarching goals as its priorities,

namely high and sustained economic growth, job creation, and increased income equality. In total, ten sub-strategic areas have been identified to drive the attainment of these three goals over the five-year duration of the Plan, namely 2012/13 to 2016/17. There are also certain critical enablers of the envisaged development, such as the business environment, education and skills, high-quality health care, poverty reduction, and infrastructure development. Moreover, in line with the targeted approach towards development as advocated under Namibia's Industrial Policy, NDP4 identified four economic sectors that will enjoy priority over the next five years, namely logistics and distribution, tourism, manufacturing, and agriculture. The NSA, in partnership with the NSS, will have to gear itself towards providing the statistical information required by the Government and the private sector to track progress in the implementation of the NDP4.

As mentioned before, one of the greatest weaknesses of Namibian statistics has been a lack of quality. This led to public confidence in certain statistical series being eroded. A case in point is the 2008 Labour Force Survey: many factors led to the erosion of confidence, including a lack of professional staff, the manual entry of data, and a general skills deficit. In addition, field workers were not sufficiently and effectively trained prior to the launch of the large survey.

A lack of quality data seriously undermines the policy formulation process as well. For a start, the insistence on quality data will be aimed at ensuring that the core set of official statistics will be of the highest quality and consistent with international standards and best practice, thus raising the profile and image of statistics and user confidence in such information.

Yet another weakness of the Namibian statistical system is that statistics are not delivered on time. Too much time elapses after a survey has been conducted before the data is released. The current average is almost a two-year wait for such statistics to be delivered. This slow release of data can partly be attrib-

uted to an outdated data-capturing process. This situation cannot be allowed to persist: as we surge forward as a nation, the demand for real-time data will continue to increase. The NSA will therefore strive at producing outputs on time, while maintaining a high level of performance in all operations, and being aware of responding to user needs, namely those of both Government and civil society.

Success Statement B

Based on the above discussion, the following Success Statement has been formulated for the Strategic Priority “Producing relevant, quality and timely statistics”:

Core statistical sets needed for the formulation of new development plans and for tracking existing development plans are readily available, and are perceived to be of high quality, credible and timely, as prescribed by national, regional and international standards.

Proposed strategic initiatives to drive the attainment of Success Statement B

Relevant statistics

With regard to relevant statistics, the strategic approach will be as follows:

- It will be important to understand the data requirements of our key stakeholders, particularly those of the shareholder, and to identify strategies accordingly. The NSA will have to guard against over-promising and under-delivering in this regard.
- Much of the data required for monitoring Government plans will be produced by the NSS. In this regard, the NSA will have to sensitise partners about bringing their part and assisting them in doing so, wherever feasible, in order to ensure that the relevant statistical information is produced in the right form at the right time.
- The NSA will progressively expand its statistical products and services to ensure that the most critical statistical information needed for tracking the implementation of national development plans is produced on time. As a top priority, the NSA will focus on its current products and services with a view to ensuring these meet the stated requirements, and that they are released on time.
- In terms of expanding the NSA’s statistical products and services, the following will enjoy priority over the next five years:
 - Production of an agricultural census in line with the NDP4’s focus on the agricultural sector
 - Production of an annual labour force survey, while investigating the feasibility of a quarterly labour force survey, in line with one of the NDP4’s overarching goals to create jobs
 - Production of a tourism satellite account in partnership with the Namibia Tourism Board to support the NDP4 objective of developing tourism, and
 - Updating the business register in conjunction with the Ministry of Trade and Industry. This register is critical to various establishment-based surveys that will inform Namibia’s economic growth and competitiveness objectives
- In terms of the NDP4, Government intends promoting a new industry classification that does not yet exist in our national accounts, namely that of Logistics and distribution. To this end, the NSA will investigate the feasibility of such an account and, if found feasible, will introduce a satellite account similar to that for tourism in order to track progress of in promoting this new classification.

Quality statistics

With regard to quality, the following strategic initiatives will be promoted:

- Quality will be addressed by continuing to produce current series and adding new core ones while reviewing and improving the existing quality and production processes, including through the application of cutting edge information and communications technology (ICT), and by ensuring that administrative records are used appropriately, and that metadata is prepared.
- The quality of the existing data will be reviewed using an approach based on the experience of other countries as well as that of the International Monetary Fund (IMF)'s widely accepted Data Quality Assessment Framework. The latter includes the aspect of international best practice, which will be adapted for Namibia as required. This approach will cover international concepts, definitions, frameworks and classifications.
- Production processes will be reviewed through statistical audits following the Global Statistical Business Process Model (GSBPM) to ensure that all statistical production processes, starting with the most important, are documented and reviewed on a regular basis. This exercise will include a review of sampling methods, data collection methods, data review and validation, and data processing, and will make sure that ICT is applied in respect of both quality and speed, including the latest applications for data collection in surveys such as those by cell phone. Particular attention will be given to improving administrative records and their use for statistics. The NSA will also apply the principles underlying the International Organization for Standardization (ISO) 9000 standards on quality control.
- Currently, data users are not given adequate metadata although it is available on request. This Strategic Plan will

now ensure that metadata is prepared for all series and made available to users at once so that they can assess the data adequately for their own purposes.

Timely statistics

Timeliness will be addressed through the following strategic initiatives and actions:

- Sensitisation courses on the importance of delivery and performance will be offered, as will training in project management. Performance-based incentives will be introduced, production and dissemination processes will be reviewed, and the use of ICT will be maximised with a view to speeding up all steps in the process from data collection to delivery. Users will be consulted frequently as regards their needs and level of satisfaction with the statistics received, and by setting priorities to statistical collection.
- The NSA will seek to meet regional and international standards for timing the release of data. Where such standards do not exist, timing will be based on national data needs and comparable national practices will serve as the standard. An Advance Release Calendar will be published for users, and will become the benchmark for on-time performance. Initially, the Advance Release Calendar will apply to NSA products only, but it will gradually be extended to cover NSS outputs as well in cooperation with NSS partners.
- The establishment of a delivery and performance culture will represent a significant reorientation in the nature of statistical operations in Namibia. The very establishment of the NSA provides an excellent opportunity for this change. Sensitisation courses on the importance of delivery and performance will be run for all staff. New employees will receive this orientation when they join the NSA.
- This orientation programme will be supplemented by training in all the elements of project management in

order to assist staff in moving from orientation to implementation. Performance-based incentives will be introduced to reinforce the importance of the performance aspect of this culture. The production and dissemination processes will be reviewed with the focus on ensuring that the planned increased use of ICT will be oriented specifically towards speeding up all statistical processes so as to improve timely delivery.

- The NSA will be proactive in getting to know user needs. Frequent consultations in this regard will be held with users – including the public at large – and their level of satisfaction in relation to statistics, their format, and access to them. Consultations will be developed over time from a baseline set at 2013, and will encompass an annual meeting of users of official statistics convened to understand not only user needs, but also the use of surveys via personal contact, mail, e-mail, and online via the NSA web site. Care will be taken to ensure a distinction is made between the core group of frequent and substantial users and other user groups, as their needs may differ.

C. Efficient Resource Management

Current situation and challenges

The production of quality statistics will be very costly. For example, the 2011 Population and Housing Census will have cost in excess of N\$300 million once it is complete. Due to Namibia's status as an upper-middle-income country, it will become increasingly difficult to obtain financial support from international partners. It is also very difficult to sell statistical produce due to the public nature of statistics. At best, the Agency will be able to recover the printing costs of its various products. The main source of revenue for the Agency, therefore, will be the central Government. The Agency is cognisant of the fact that Government is faced with many competing and pressing challenges due to severe

deficits in almost all aspects of Namibian society. Thus, the Agency will have to ensure that all statistical operations and projects are delivered in a cost-effective manner.

Success Statement C

Based on the above discussion, the following Success Statement has been formulated for the Strategic Priority "Efficient production of statistics":

The production and dissemination of statistics are executed cost-effectively.

Proposed strategic initiatives to drive the attainment of Success Statement C

This Strategic Priority will be addressed through promoting a value-for-money culture, training in project and process management, increased use of administrative records as a source of data, and rationalisation of surveys. Establishing a value-for-money orientation requires a modification in the existing culture of statistical operations and development. Sensitisation courses on the importance of efficiency will be part of the general training offered to staff, and will be incorporated into the initial orientation programme for all new NSA staff members.

Following a project management approach means that the chances of achieving intended benefits are maximised while finishing a project within specified parameters of time and costs. Training in project management will, therefore, be offered to assist staff with proper project planning and will help them to control project costs.

Improved process design and management will streamline operations and optimise data processing. Processes will be reviewed to find ways to improve efficiencies without sacrificing quality. The planned increased use of ICT, in particular, will be oriented towards minimising costs while maintaining quality and speed of production. Costs associated with aspects such as respondent fatigue, mainte-

nance of confidentiality, and data security will also need to be borne in mind. Outsourcing, where appropriate and cost-effective, will be considered.

Maximum use will be made of administrative records, and surveys will be reviewed for possible amalgamation so that cost savings can be made.

D. Use of Statistics and Value Creation

Issues and challenges

For statistics to take up their rightful place and make an appropriate impact, they need to be used. Statistics are often not used as they should be due to a lack of downstream value addition in terms of analysis and presentation of statistical time series. The Strategic Priority “Use of statistics and value creation” will, therefore, be aimed at improving the use of statistics in Namibian society, and enhancing the value of statistics for improved evidence-based decision-making, planning, and monitoring and evaluation in the public and private sectors.

Success statement D

Based on the above discussion, the following Success Statement has been formulated for the Strategic Priority “Use of statistics and value creation”:

Statistics are improving the quality of decision-making, planning, and monitoring and evaluation in the public and private sectors.

Proposed strategic initiatives to drive the attainment of Success Statement D

This Strategic Priority will be addressed through marketing and promoting the NSS’s statistical products and services, using the NSA’s website to promote access, issuing Advance Release Calendars to promote confidence in the statistics being produced, and assisting users in making better use of statis-

tics. Attention will also be devoted to trying to meet the differentiated needs of the various user groups, and adding value to the basic statistics by analysis as well as by research and development.

The quality statistics produced by the NSS and its network of producers following these standards and policies will be widely disseminated to users and promoted through sustained marketing and communication. Statistics will be easily accessible, presented in a user-friendly format, and easy to understand and interpret.

The NSA website will enhance the accessibility of statistics. The NSA website will incorporate an interactive database from which users can download data quickly. These formats will be standardised so that future outputs, whether printed or digital, will easily be recognised as emanating from the NSA. Accessibility will be improved by offering users a full range of publication options, including print version, website downloads, press releases, and e-mail messages, depending on user preferences.

Statistics will be publicly released so that all users have equal access to the data simultaneously. Publicity through press releases, press conferences and workshops about the new data releases will be arranged. Metadata will be made available for all statistics to enhance their interpretation and use.

The NSA will provide assistance to allow more users to make better and more frequent use of the statistics released. Support in interpreting and using statistics will also be offered to the various users by way of training and other assistance. This would include learners and people who live in rural areas. A consistently available facility to provide users with answers to technical questions will be established as well. Special arrangements will be instituted for helping and guiding media practitioners in the use and understanding of statistics to promote more in-depth coverage of topical issues.

Differentiated approaches to meeting the

needs of the various user groups will be followed. Users of statistics include Government, regional councils, local authorities, the consulting sector and various businesses in the private sector, politicians, the media, educational institutions, analysts, researchers, and international bodies.

The NSA will actively promote the further use of and value addition to statistics produced through analysis, research and development, including an increased amount of published statistical research. This will involve collaboration with users – both public and private, research institutions, and Government on the

potential needs and uses of statistics. Statistics will increasingly be made available for analyses or value addition with the constant goal of maintaining confidentiality. The NSA will also officially respond to the misuse or wrong interpretation of statistics.

All of the above elements will contribute to improved decision-making, planning, and monitoring and evaluation in the public and private sectors, including the monitoring and evaluation of NDP4 performance and improved planning by the private sector, O/M/As, regional councils and local authorities.

Strategic Priority	Success Statement
A. Partnering with the NSA and building sustainable institutional capacity	A. The NSA effectively partners with the NSS and demonstrates statistical capacity and performance equal to top-performing comparator countries regionally and globally.
B. Producing relevant, quality and timely statistics	B. Core statistical sets needed for the formulation of new development plans and for tracking existing development plans are readily available, and are perceived to be of high quality, credible and timely, as prescribed by national, regional and international standards.
C. Efficient resource management	C. The production and dissemination of statistics are executed cost-effectively.
D. Use of statistics and value creation	D. Statistics are improving the quality of decision-making, planning, and monitoring and evaluation in the public and private sectors.

Table 3: Strategic priorities and success statements

5 - Execution and Monitoring

The central tenet of this Strategic Plan is to produce the relevant, quality and timely statistics that are necessary for evidence-based decision-making and for monitoring national development plans. Just as it is important for national plans to be monitored and evaluated on a regular basis, it is important that this Strategic Plan is regularly monitored and evaluated. In this regard, this Strategic Plan will be updated on an annual basis, and will thus become a living document. The intention is that the Strategic Plan should speak to the nation's developmental challenges. We cannot produce statistics in a vacuum: it is too costly.

The key operational tool for implementing this Strategic Plan will be the five-year Business Plan to be rolled out concurrently with it. The Business Plan will set out in detail what needs to happen every year in order to meet the strategic objectives at the end of the strategic period. The Business Plan will also serve as a performance management tool for the NSA as well as a performance management tool at an employee level. Quarterly progress reports in the Business Plan will be compulsory. In the spirit of transparency and accountability, these progress reports will be posted on the NSA website.

The NSA, as Namibia's official statistics agency, will lead statistical coordination through partnership with other organs of the State. Critical to the success of this Strategic Plan will be society's appreciation of the role that statistics play, and a willingness by all sectors to participate in statistical development initiatives.

Appendix - Detailed Action Plan

Strategic Priority	Success Statement	Strategic Initiative	Time frame
A. Partnering with the NSS and building sustainable capacity	The NSA effectively partners with the NSS and demonstrates statistical capacity and performance equal to top-performing comparator countries regionally and globally.	1. Ensure sufficient and competent managerial and technical staff are in place	2013
		2. Ensure an appropriate and supportive organisational structure is in place to allow strategy execution	2012
		3. Install a culture of high performance in the NSA, characterised by good internal communication, trust, teamwork, openness and knowledge-sharing	2013–17
		4. Ensure regular staff meetings at all levels take place	2013–17
		5. Ensure good governance through appropriate policies, including HR policies, and policies on dissemination and ICT	2013–17
		6. Ensure the prudent financial management of the NSA	2013–17
		7. Construct a new office facility for the NSA, including a modern data processing centre	2014–15
		8. Ensure adequate funding for the NSA on a sustainable basis	2013–17
		9. Implement the concept of official statistics	2013–17
		10. Agree on the roles and responsibilities of various producers of statistics through memoranda of understanding about functions	2013–14
		11. Assist with the formulation of sectoral and regional statistical development strategies	2013–17
B. Producing relevant, quality and timely statistics	Core statistical sets needed for formulation of new development plans and for tracking existing development plans are readily available, and are perceived to be of high quality, credible and timely, as prescribed by national, regional and international standards.	1. Understand data requirements of key stakeholders	2012
		2. Sensitise partners in the NSS to bring their part	2012–17
		3. Assist where feasible to ensure data produced by NSS partners are in the right form and delivered on time	2013–17
		4. Expand statistical products and services in line with user requirements	2013–17
		5. Improve on the quality of current products and ensure their timely release	2013–17
		6. Rebase the national accounts to 2009/10 Income Expenditure Survey (IES)	2013
		7. Rebase the consumer price index to 2009/10 IES	2013
		8. Produce and release preliminary annual national accounts before the end of April each year	2013–17
		9. Produce and release annual national accounts before the end of July each input and output tables twice a year	2013–17
		10. In conjunction with the Namibia Tourism Board, produce and release the Tourism Satellite Account	2013–17
		11. Investigate the feasibility of a Transport and Logistics Satellite Account	2013–17
		12. Produce and release input–output tables	2013–17

Strategic Priority	Success Statement	Strategic Initiative	Time frame
B. Producing relevant, quality and timely statistics (cont.)	Core statistical sets needed for formulation of new development plans and for tracking existing development plans are readily available, and are perceived to be of high quality, credible and timely, as prescribed by national, regional and international standards.	13. Produce and release quarterly gross domestic product 90 days after the reference period	2013-17
		14. Produce and release monthly sectoral reports six weeks after the reference period, including the following:	2013-17
		a. Mining production index	2013-17
		b. Agricultural report	2013-17
		c. Fisheries report	2013-17
		d. Manufacturing report	2013-17
		e. Electricity sales	2013-17
		f. Building plans	2013-17
		g. Vehicle sales	2013-17
		h. Food and beverage sales	2013-17
		i. Arrival statistics	2013-17
		j. Occupancy rates	2013-17
		k. Transport indicators	2013-17
		l. Civil debt cases	2013-17
		15. Produce and release statistics on monthly prices, two weeks after the reference period	2013-17
		16. Produce and release quarterly trade statistics within 90 days after the reference period	2013-17
		17. Produce and release annual labour force survey within two months after the reference period	2013-17
		18. Investigate the feasibility of quarterly labour force surveys	2013-17
		19. Participate in the production of an agricultural census	2013-17
		20. Participate in the production of an agricultural survey	2013-17
		21. Update the business register	2013-17
		22. Conduct the household income and expenditure survey and produce a report	2013-17
		23. Produce two thematic reports each year based on the 2011 Population and Housing Census	2013-17
		24. Produce monthly crime statistics	2014
		25. Produce monthly road accident statistics	2013-14
		26. Set up a database on civil registrations and produce quarterly reports	2015-17
		27. Produce and release annual financial statistics	2014
		28. Review and improve the current quality of statistics by improving production processes, the appropriate use of administrative records, and the preparation of metadata	2015-16
		29. Review production processes through statistical audits following the Global Business Process Model	2013-17
		30. Apply ISO 9000 standards on quality control	2013-17
		31. Set and publish an Advance Release Calendar to promote timeliness	2013-17
		32. Sensitise staff as regards the importance of timely delivery	2013-17

Appendix - Detailed Action Plan

Strategic Priority	Success Statement	Strategic Initiative	Time frame
C. Efficient production of statistics	The production and dissemination of statistics are executed cost-effectively.	<ol style="list-style-type: none"> Promote a value-for-money culture Improve project and process management Increase the use of administrative records 	2013–17 2013–17 2013–17
D. Use of statistics and value creation	Statistics are improving the quality of decision-making, planning, and monitoring and evaluation in the public and private sectors.	<ol style="list-style-type: none"> Market and promote statistical products and services Issue Advance Release Calendars to promote confidence Disseminate statistics in a user-friendly manner Use press releases, press conferences and workshops for publicity Take statistics to schools and to the Regions Collaborate with universities and other research institutions Collaborate with local and regional government in particular 	2013–17 2013–17 2013–17 2013–17 2013–17 2013–17 2013–17

