



Government of the Republic of Zambia

NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS (NSDS)

2014 – 2018

National Statistical System Strategic Plan

Central Statistical Office

P.O. Box 31908

Lusaka - ZAMBIA

NATIONAL STATISTICAL SYSTEM STRATEGIC PLAN

Published by

Central Statistical Office

Nationalist Road, P.O. Box 31908, Lusaka 10101

Tel: +260-211-251377/253468/253609/253655

Fax: +260-211-253468/253609

E-mail: info@zamstats.gov.zm

Website: www.zamstats.gov.zm

August 2014

Copyright Reserved

Extracts may be published if the source is duly acknowledged.

TABLE OF CONTENTS

| | |
|----------------------------------|-------|
| Table of Contents | (i) |
| List of Tables and Figures | (iii) |
| Abbreviations and Acronyms | (iv) |
| Foreword | (v) |
| Acknowledgement | (vi) |
| Executive Summary | (vii) |

Chapter 1: BACKGROUND 1

| | |
|--|---|
| 1.0. Introduction..... | 1 |
| 1.1 Central Statistical Office (CSO)..... | 1 |
| 1.2 National Statistical System (NSS) | 1 |
| 1.3 National Strategy for the Development of Statistics (NSDS) | 2 |
| 1.4 The Process of Preparing the NSDS | 3 |
| 1.5 Organisation of the NSDS | 3 |

Chapter 2: SITUATIONAL ANALYSIS AND STATISTICAL NEEDS ASSESSMENT 4

| | |
|---|---|
| 2.0 Overview..... | 4 |
| 2.1 Status of Sector Management Information Systems..... | 5 |
| 2.2 Strengths, Weaknesses, Opportunities and Threats (SWOT) | 5 |
| 2.3 Status of Central Statistical Office..... | 6 |
| 2.3.1 Current Functional Structure | 7 |
| 2.3.2 Current Staff Establishment..... | 7 |
| 2.4 Main Source of Funding..... | 7 |

Chapter 3: STRATEGIC FRAMEWORK FOR THE NSS 9

| | |
|--|----|
| 3.0 Introduction..... | 9 |
| 3.1 Vision, Mission and Core Values | 9 |
| 3.1.1 Vision..... | 9 |
| 3.1.2 Mission..... | 9 |
| 3.1.3 Core Values | 9 |
| 3.2 Strategic Focus and Goals | 10 |
| 3.2.1 Organisational and Institutional Development | 10 |
| 3.2.2 User Satisfaction | 10 |
| 3.2.3 Human Capital | 10 |
| 3.2.4 Physical Infrastructure and Equipment..... | 10 |
| 3.2.5 Financial Sustainability..... | 11 |
| 3.3 Mainstreaming Sectoral Statistical Systems into the NSS..... | 12 |

| | |
|---|-----------|
| Chapter 4: IMPLEMENTATION ARRANGEMENTS | 15 |
| 4.0 Introduction..... | 15 |
| 4.1 Establishing a New Legal Framework | 15 |
| 4.2 Creating Support Structures for the NSS | 15 |
| 4.3 Creating Strategy Awareness | 17 |
| 4.4 Change Management | 17 |
| 4.5 Promoting Teamwork..... | 17 |
| 4.6 Knowledge Management..... | 17 |
| 4.7 IT Policy and Strategy | 17 |
| 4.8 Establishment of Statistical Units | 17 |
| 4.9 Staff Motivation..... | 18 |
| 4.10 Development of Work Plans for the NSS..... | 18 |
| 4.11 Quality Enhancement | 19 |
| 4.12 Office Space for the NSS | 19 |
| 4.13 Sustainable Financing of National Statistical Activities | 19 |
| Chapter 5: MONITORING AND EVALUATION | 20 |
| 5.0 Introduction..... | 20 |
| 5.1 System Related Indicators | 20 |
| 5.2 Agency Related Indicators | 20 |
| 5.3 Data Related Indicators..... | 21 |
| 5.4 Assistance Related Indicators | 21 |
| Chapter 6: PROPOSED BUDGET FOR NSDS ACTIVITIES | 23 |
| Chapter 7: RISK FACTORS, MITIGATION AND SUSTAINABILITY | 24 |
| 7.0 Introduction..... | 24 |
| 7.1 Risk Factors | 24 |
| 7.2 Mitigation | 24 |
| 7.3 Sustainability | 24 |
| Chapter 8: CONCLUSION | 25 |
| REFERENCES | 26 |
| ANNEXES | 27 |

LIST OF TABLES AND FIGURES

| | |
|---|----|
| Figure 1.1: Components of the National Statistical System..... | 2 |
| Table 2.1: Strengths, Weaknesses, Opportunities and Threats..... | 6 |
| Table 2.2: CSO Current Establishment and Vacancies | 7 |
| Table 2.3: Trends in Budget Allocations, 2008-2012 (In Units of Zambian Kwacha) | 8 |
| Table 3.1: Strategic Focus, Goals and Activities | 11 |
| Figure 3.1: Integrating Sectors into the NSDS Formulation Process..... | 13 |
| Table 4.1: Organization Structure of the ZamStats | 16 |
| Figure 4.1: Proposed Structure of the ZamStats..... | 16 |
| Figure 4.2: Directorate of Planning and Information | 18 |
| Table 5.1: Reports in implementation of the NSDS | 22 |
| Table 6.1: Summarised Indicative Budget | 23 |

ABBREVIATIONS AND ACRONYMS

| | | |
|----------|---|---|
| AIDS | - | Acquired Immuno Deficiency Syndrome |
| AfDB | - | African Development Bank |
| AR | - | Annual Review |
| BOP | - | Balance of Payments |
| CSO | - | Central Statistical Office |
| CP | - | Cooperating Partners |
| DfID | - | Department for International Development |
| DQAF | - | Data Quality Assessment Framework |
| FNDP | - | Fifth National Development Plan |
| GDSS | - | General Data Dissemination System |
| GIZ | - | German Technical Assistance |
| HIV | - | Human Immuno Virus |
| ICT | - | Information, Communication Technology |
| IMF | - | International Monetary Fund |
| IMMIS | - | Integrated Multi-Sector Management Information System |
| IT | - | Information Technology |
| LAN | - | Local Area Network |
| LCMB | - | Living Conditions Monitoring Branch |
| MDGs | - | Millennium Development Goals |
| MTEF | - | Mid Term Expenditure Framework |
| MIS | - | Management Information System |
| MPSAs | - | Ministries, Provinces and Other Spending Agencies |
| MTR | - | Mid Term Review |
| NDCC | - | National Development Coordinating Committee |
| NEPAD | - | New Partnership for Africa's Development |
| NGO | - | Non-Governmental Organisations |
| NSDS | - | National Strategy for the Development of Statistics |
| NSS | - | National Statistical System |
| PRSP | - | Poverty Reduction Strategy Paper |
| PSRP | - | Public Service Reform Programme |
| R-SNDP | - | Revised Sixth National Development Plan |
| SADC | - | Southern African Development Community |
| SSDS | - | Sector Statistical Development Strategy |
| SWOT | - | Strengths, Weaknesses, Opportunities and Threats |
| TR | - | Terminal Review |
| TNDP | - | Transitional National Development Plan |
| TQM | - | Total Quality Management |
| UN | - | United Nations |
| WAN | - | Wide Area Network |
| ZamStats | - | Zambia Statistics |

FOREWORD

The Government has initiated and implemented a number of national programs such as the Poverty Reduction Strategic Paper (PRSP), the Transitional National Development Plan (TNDP), Fifth National Development Plan (FNDP) and the Revised Sixth National Development Plan (R-SNDP) since the country reverted to centralised planning in 2002. Furthermore, the Government has committed the country to various global programs, including implementation of the Millennium Development Goals (MDGs). In addition, the Government has put in place programs and plans to enable the country realise its Vision 2030, when the country is targeted to attain a middle income status. All these programs have been initiated without a sufficient and accurate statistical base against which progress during implementation can be efficiently measured and evaluated. It is for this reason that the Government through the Ministry of Finance, in collaboration with the Cooperating Partners, began the process of formulating a National Strategy for the Development of Statistics (NSDS) for Zambia in March, 2008. The NSDS formulation process comprised two phases namely, the Situational Analysis and Statistical Needs Assessment, and the design of the Strategy.

The NSDS once implemented will make the provision of vital baseline information for evaluating the R-SNDP and subsequent National Development Plans easy. It is for this reason that the Government recognises the critical need for good, reliable and timely official statistics. This would guide Government to make informed decisions in formulating policies and programs on critical issues such as prudent economic management, good governance, poverty reduction and improved living conditions.

There are other users besides Government who often demand statistics for various purposes. These statistics come from varied sources such as the Central Statistical Office (CSO), Government ministries, public sector institutions, Non-Governmental Organisations (NGO) and private sector institutions. All these diverse institutions producing and using statistics are collectively part of the National Statistical System (NSS). The current NSS in the country has limited capacity and is not effectively coordinated and harmonised. This strategy is an important step by the Government to restructure the NSS so that it becomes more responsive to efficient production and usage of statistics.

As the focal point for national statistics, the CSO will play a crucial role in coordinating and harmonising the NSS. However, this is possible only when the role of CSO itself is redefined within the framework of a broader NSS that is underpinned by an updated statistical legislation. The Government has developed a five (5) year NSDS which takes into account capacity building and prioritised statistical work programs for the entire NSS to provide a conducive framework for strengthening CSO and the NSS.

The Government is keen to swiftly lead the implementation of this well formulated strategy. This strategy is the country's compass that reminds us where we have come from, shows where we are and re-orient us where we ought to proceed to.

I would like to recognise the contribution of Cooperating Partners (CPs) such as DfID, GIZ, AfDB and others without whose invaluable contribution, both technical and financial this strategy would have been difficult to develop.

I urge all members of the National Statistical System (NSS) to ensure that the NSDS is fully and successfully implemented. As Government, we shall endeavour to provide the requisite support in order to ensure the successful implementation of the NSDS.



Alexander B. Chikwanda, M.P.
MINISTER OF FINANCE


ACKNOWLEDGEMENT

I wish to commend the following institutions and individuals whose cooperation has made it possible to produce this National Strategy for the Development of Statistics (NSDS) for Zambia. We are forever indebted to them.

Specifically, I would like to pay sincere gratitude to the African Development Bank (AfDB), German Technical Assistance (GIZ) who provided financial and technical support towards the formulation of the NSDS.

Sincere gratitude also go to the national consultants namely: Mr. Stephen Mwamba, Mr. Emmanuel Silanda and Ms. Celestina L. C. Kabalu for carrying out the consultative work with all stakeholders as well as the international consultants Mr. Philip N. Gachuki and Mr. Tony Williams for providing the necessary backstopping missions during the formulation of the NSDS.

I would want to acknowledge the contribution of all senior government officials and in particular the Secretary to the Cabinet and Secretary to the Treasury for their support towards the formulation of the NSDS and the development of statistics in Zambia. Finally, I would like to thank the CSO staff for spearheading the formulation of the NSDS.



John Kalumbi
DIRECTOR OF CENSUS AND STATISTICS

EXECUTIVE SUMMARY

A comprehensive statistical needs assessment study was undertaken between March and August 2008 which culminated in the preparation of a detailed Situational Analysis and Statistical Needs Assessment Report. Among other things, the study shows that there is an unprecedented increase in the demand for statistics to inform on national development processes. In particular, there is a lot of demand for quality statistics to track progress being made towards meeting the targets that are set in the National Development Plans, MDGs as well as Vision 2030. These demands have presented major challenges to an already weak and vulnerable CSO, and the National Statistical System (NSS). These demands have also presented opportunities, particularly with respect to raising the public profile of statistics and harnessing resources for statistical development. The National Statistical System comprises Producers and Users of Statistics, Data Suppliers and Research and Training Institutions. This National Strategy for the Development of Statistics (NSDS) is designed to strengthen the NSS. Specifically, it is designed to:

- *Improve on statistical production, analysis and dissemination of quality Official Statistics;*
- *Create strategy-focused and prioritized work and capacity building programmes;*
- *Provide a “road map” for developing national statistics in a coordinated, synergic and sustainable manner; and*
- *Provide a framework for harnessing both national and international resources.*

The strategy was designed in a consultative and inclusive manner with stakeholders in the diagnosis of what has gone wrong; taking inventory of the capacities and infrastructure of CSO and the NSS; doing the SWOT analysis and reviewing CSO programmes. A new draft Statistics Bill which provides for the definition of a National Statistical System and the establishment of a semi-autonomous Zambia Statistics Agency (ZamStats) was also developed during this consultative process. The stakeholders were also involved in developing consensus on a prescription, vision, mission, core values, strategic themes and objectives and in the design of both the statistical work and capacity building programmes. This approach created opportunities for staff participation, internal and external communication and ownership of both the process and the product.

The strategic plan presents the Vision, Mission, Core Values and Strategic perspectives that will guide its implementation during the initial five (5) year period.

The Vision of the NSS in Zambia is: *“To become an efficient, effective and coordinated statistical system that will ensure sustainable production, analysis and dissemination of Official Statistics for national development”*.

The mission of the NSS is: *“To provide timely, accurate, reliable and relevant official statistics for evidence-based policy and decision making using highly qualified, motivated, professional staff and state of the art technology in response to the demand of our clients”*.

The NSDS consists of five (5) broad complimentary strategic perspectives/themes which are: Organisational and Institutional Development; User Satisfaction; Human Capital; Improvement of Physical Infrastructure and Equipment and Financial Sustainability.

Implementation arrangements and monitoring and evaluation systems are also presented in this strategic plan. In its initial phase, the strategic plan provides for the development of twelve (12) sector strategic plans, covering: Central Statistical Office; Ministry of Finance; Ministry of Health; Ministry of Education, Early Learning, Science, Technology and Vocational Training; Ministry of Tourism and Arts; Ministry of Commerce, Trade and Industry; Ministry of Agriculture and Livestock; Ministry of Community Development, Mother and Child Health; Ministry of Labour and Social Security; Ministry of Local Government and Housing; Ministry of Mines, Energy and Water Development; and Ministry of Gender and Child Development. Other sectors will be taken on board as the implementation progresses.

During the course of implementing this strategy, there are likely risks which the stakeholders should be aware of and for which mitigating actions should be put in place in order to avert the risks or to greatly minimise their negative effects. The likely risks include: Lack of senior management support; delayed revision of the legal framework; weak institutional arrangements; inadequate provision of financial resources and human resource capacity constraints.

Mitigating actions will include more advocacy for raising the profile of statistics generally and for the NSDS specifically through constant briefing, effective launch and publicity of the strategy targeting Permanent Secretaries, other senior executives in the public and private sectors and cooperating partners.

It is crucial that the capacity that is developed through the NSDS period is sustained and made irreversible. This requires total commitment of the Government in funding core statistical activities of the NSS. This commitment should derive from the fact that official statistics is a “public good” and an essential part of the development infrastructure whose provision is the responsibility of Government. ZamStats which is the national statistical agency and other stakeholders in the NSS should ensure that official statistics are produced using the most cost effective methods in recognition of the fact that there are many competing demands on the Government budget.

The estimated cost of implementing the NSDS is K2.3 billion in the first five (5) years. The budget will be reviewed annually and revised in line with the Medium Term Expenditure Framework (MTEF) planning and budgeting process. The NSDS is expected to be financed mainly by the Government supported by Cooperating Partners.

Chapter 1: **BACKGROUND**

1.0 Introduction

The Government of the Republic of Zambia, through its Revised Sixth National Development Plan (R-SNDP)¹, recognises the critical need for a wide range of relevant, timely and reliable official statistics to inform policies and decision-making and to manage their implementation; to track the use of resources; increase accountability and good governance; and to monitor and evaluate performance and progress.

Good quality statistical information also plays an important role in monitoring progress towards the internationally agreed 2015 Millennium Development Goals and Zambia's Vision 2030². In addition, Zambia is committed to the New Partnership for Africa's Development (NEPAD) based on a common vision and a firm and shared conviction that the country has a pressing duty to eradicate poverty and to place Zambia on a path of sustainable growth and development while at the same time, participating actively in the world economy.

Statistical information is required by a wide range of users and stakeholders both in the public and private sectors, research and training institutions as well as cooperating partners, international organisations and members of the public who are increasingly becoming aware of their rights including the right to information. Overall, statistics are an important part of the enabling environment for development.

However, concerns have been raised about the quality, timeliness, access and data gaps of statistics in Zambia. This is attributed to limited collaboration and coordination across the National Statistical System, poor staffing and skills development, and status of management information systems. It is for this reason that the National Strategy for the Development of Statistics (NSDS) has been formulated to strengthen the National Statistical System (NSS), which will in turn facilitate production of reliable official statistics for national development.

1.1 Central Statistical Office (CSO)

The Central Statistical Office (CSO) was established in 1964 after attainment of independence to collect and provide statistical data and information mainly to meet planning needs of Government. The legal mandate for the CSO is articulated in Part IV of the 1964 Census and Statistics Act, Chapter 425 (Now Chapter 127) of the Laws of Zambia, which established the CSO. The Act empowers the Director of the CSO to “generally organize a coordinated scheme of social and economic statistics relating to Zambia”.

However, the CSO does not have the mandate nor the capacity to produce all the required official statistics. This is because the Act does not provide for an institutional arrangement for a National Statistical System which facilitates coordination and harmonisation of statistical production. The current coordination and harmonization arrangements are very weak or virtually non-existent.

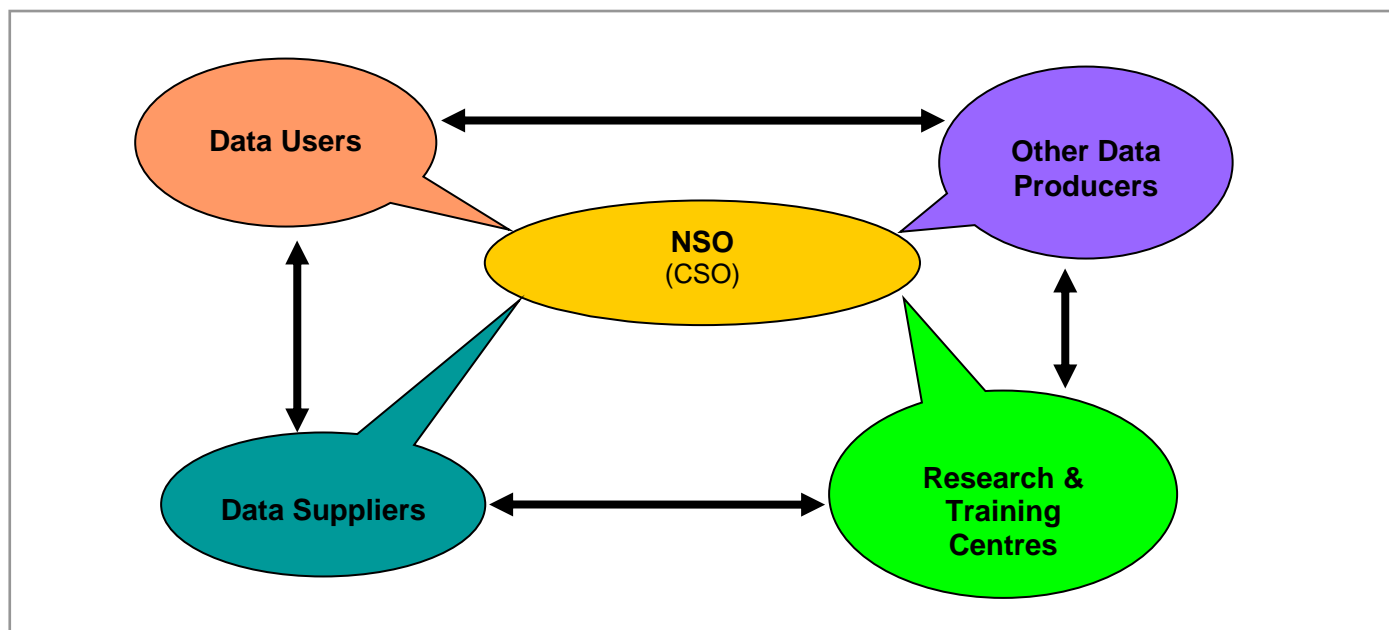
1.2 National Statistical System (NSS)

The National Statistical System (NSS) comprises data producers, data users, data suppliers and research and training institutions. The National Statistical Office (NSO), which in this case the Central Statistical Office (CSO) is the hub of the system, reflecting its coordination and harmonisation role.

¹ Revised Sixth National Development Plan, 2013-2016

² Vision 2030, Government of the Republic of Zambia, December 2006

Figure 1.1: Components of the National Statistical System



The basic concept of national statistics is to bring together the most important indicators and data sets within a well-planned and coordinated framework, which provides users with assurances about data quality and integrity. The current status of the NSS in Zambia has limited capacity and is not effectively coordinated and harmonized. This is supported by the findings of the Situational Analysis and Statistical Needs Assessment undertaken in 2008. The assessments show that the demand for a wide range of timely, reliable and credible official statistical data required by stakeholders outstrips the capacity of both the CSO and the fragmented National Statistical System (NSS) to collect, process, analyse and disseminate statistical data to meet the demand.

1.3 National Strategy for the Development of Statistics (NSDS)

The National Strategy for the Development of Statistics (NSDS) is a strategic plan for developing the National Statistical System. It has been built upon the foundation of a situational analysis and assessment of the current status of the NSS, user needs and perceptions, data quality, legal, institutional and coordination arrangements and statistical capacity. To aid the process, an analysis of strengths and weaknesses of the system, as well as opportunities and threats to the development of the system was done. The assessments identified many areas of the system that need improvement and investment.

The NSDS has been designed to provide a holistic, coherent and comprehensive framework for improving the NSS and developing official statistics in the country in a sustainable manner. It aims to bridge the identified data gaps by increasing the relevance and availability of data, improving the cost-effectiveness of data collection and developing capacities for data management as well as data analysis across all sectors. It provides a long-term vision, mission, core values and strategic goals and actions for developing national statistics, addressing institutional, organizational and technical constraints and processes, including resources, as well as statistical sub-systems and outputs.

1.4 The Process of preparing the NSDS

A combination of methods were used to develop the Strategy. The methods included:

- *Document review;*
- *Sensitization of main stakeholders, including policy-makers and some development partners;*
- *Interviews with Key Stakeholders;*
- *Meetings and Workshops;*
- *Small Group Discussions;*
- *A SWOT Analysis; and*
- *Study Visits.*

The strategy was designed in a consultative and inclusive manner with stakeholders.

1.5 Organisation of the NSDS

The NSDS is organised into eight chapters as follows:

- *Chapter 1 provides a background to the NSDS;*
- *Chapter 2 describes the Situational Analysis and Statistical Needs Assessment of the NSS;*
- *Chapter 3 outlines the NSS Vision, Mission, and Core Values as well as the NSDS strategic goals and their corresponding activities;*
- *Chapter 4 outlines the required implementation arrangements for the NSDS;*
- *Chapter 5 provides a framework for Monitoring and Evaluation of the NSDS;*
- *Chapter 6 outlines the proposed budget for NSDS activities for the period 2014 to 2018;*
- *Chapter 7 identifies the likely risk factors in the implementation of the NSDS and their mitigation in order to ensure sustainability of the planned activities; and*
- *Chapter 8 concludes the NSDS document and provides the way forward.*

Chapter 2: SITUATIONAL ANALYSIS AND STATISTICAL NEEDS ASSESSMENT

2.0 Overview

The Situational Analysis and Statistical Needs Assessment³ was carried out between April and June 2008. While there have been assessments of the NSS before, this was a benchmark assessment in the context of the NSDS – being more comprehensive and benchmarked against the international standards, frameworks and best practices. The assessment covered the following:

- *Users' requirements for data;*
- *Availability of data (Sources, Quality and Access);*
- *Linkages and Coordination Arrangements;*
- *Legal and Institutional Framework;*
- *Human and Financial Capacity of the NSS;*
- *Organizational and Institutional Aspects;*
- *Statistical and Physical Infrastructure; and*
- *Data Quality.*

The assessment was carried out through a document review, workshops in selected provinces, structured questionnaires and interviews with a selection of government ministries and public sector institutions, private sector organizations, training and research institutions, and cooperating partners.

Over the years there have been many attempts to improve the NSS in Zambia aimed at promoting coordination and harmonisation. These include the following initiatives:

- *From the 1970s to the 1990s, the CSO operated under a Unified Statistical System. This system involved seconding statisticians to some ministries in order to strengthen the existing statistical units in those ministries;*
- *Government restructuring of ministries/institutions resulted in the creation of planning departments in most ministries and provinces whose functions included production of project specific statistics specifically tailored to monitoring and evaluation of programmes;*
- *In 2000, the CSO was partially restructured to make it more efficient and responsive to national data needs;*
- *A Statistical Strategic Plan (2003-2007) for the CSO was formulated but has hitherto remained largely unimplemented; and*
- *In 2007, a National Statistical Training Strategy was formulated with support from SADC. It took into account the training needs of all stakeholders in the NSS.*

³ Situational Analysis and Statistical Needs Assessment Report, CSO, March 2011
[National Strategy for the Development of Statistics \(NSDS\)](#)

It is however, evident that these initiatives did not produce a sustainable NSS that is coordinated and harmonised. This has brought about concerns that the current NSS will not be in a position to satisfy the increased demand for statistics that reflect the new emphasis on result based development planning.

2.1 Status of Sector Management Information Systems

As earlier mentioned, the concept and functioning of the NSS in Zambia is weak and sectoral Management Information Systems (MIS) are under-developed. There is a need for the stakeholders involved in producing, supplying and using statistics to collaborate and work with each other and to develop goals and formulate strategies aimed at streamlining institutional and coordinating arrangements. However, in order for the sectors to be mainstreamed into the NSS, most line ministries will first need to develop their MISs. Of particular importance in this instance is where the respective institutions generate data through their day to day operations which can be used for MIS and statistical production.

The findings of the Situational Analysis and Statistical Needs Assessment show that there are variations in the status of MIS for Government, quasi-government, and non-government institutions across the sectors. Focusing on the sector ministries, the status of MIS in these can be grouped into three categories as follows:

- *Those with fully developed and functioning MIS;*
- *Those in the process of developing an MIS; and*
- *Those without an MIS.*

The first category of line ministries have fully developed and functioning MIS which were designed and implemented on the basis of frameworks developed specifically for the respective sectors. Good examples of these are the Ministry of Education, Early Learning and Vocational Training and Ministry of Health. However, these sector statistical systems remain isolated and are not mainstreamed into the NSS.

The second category includes ministries that have partially implemented or are in the process of implementing their MIS. One example is the Ministry of Energy and Water Development that is developing the National Energy Information System. These ministries will need to fully develop their sector statistical systems and be mainstreamed into the NSS.

The third category comprises those ministries without any developed MIS. They need to develop MIS and sectoral statistical systems.

2.2 Strengths, Weaknesses, Opportunities and Threats (SWOT)

The internal strengths and weaknesses as well as opportunities and threats to the NSS were identified and evaluated from the results of the consultation processes with stakeholder institutions and through the provincial consultative workshops. These are summarised in Table 2.1.

Table 2.1: Strengths, Weaknesses, Opportunities and Threats

| STRENGTHS | WEAKNESSES |
|--|---|
| <ol style="list-style-type: none"> 1. Existence of core competences. 2. Established statistical infrastructure. i.e. field organisation, business register and geographical frame. 3. Data relevance, i.e, compliance with professional and international standards. 4. Existence of comprehensive National Statistical Training Strategy. | <ol style="list-style-type: none"> 1. Limited knowledge of national and international development processes and procedures. 2. Under-development of the NSS. 3. Out-dated Statistical legislation. 4. Non enforcement of the Statistics Act provisions. 5. Low status of the CSO in the Government hierarchy. 6. Limited coordination, collaboration, networking and information sharing. 7. Limited human resources. 8. Non-existence of in-service training 9. Lack of timeliness in data release. 10. Lack of ease of data access. 11. Failure to update the geographical frame. 12. Non capture of all business entities in the business register. 13. Un-prioritised census and survey work programmes. 14. Under-developed Sector Management Information Systems. |
| OPPORTUNITIES | THREATS |
| <ol style="list-style-type: none"> 1. Increased Government commitment to development of statistics. 2. Increased demand for data. 3. Possibilities to share experiences, resources and facilities in SADC and the African region. 4. Existence of international professional statistical standards/frameworks. 5. International partnerships for statistical development. 6. Advances in Information and Communication Technology (ICT). | <ol style="list-style-type: none"> 1. Lack of a statistical culture in society. 2. Perceived undue interference with statistical production and release. 3. High cost of censuses and surveys. 4. Limited budgetary allocation. 5. Inability to attract and retain staff. 6. Lack of commitment to coordination, collaboration, networking and information sharing. 7. Non-cooperation of data suppliers. 8. Respondent fatigue. 9. HIV and AIDS. |

It is envisaged that the NSDS will address the weaknesses identified in the SWOT analysis in Table 2.1.

2.3 Status of the Central Statistical Office

There is a general perception that the CSO does not have a status high enough in the Government hierarchy to be sufficiently independent of political influence. It is also perceived not to be well placed to provide the required leadership for the NSS. In the current setup, the CSO has inadequate professional staff and is largely under-funded to carry out its mandate.

2.3.1 Current Functional Structure

CSO is headed by a Director and is functionally divided into four subject matter Divisions, namely;

- *Economic and Financial Statistics Division;*
- *Social Statistics Division;*
- *Agriculture and Environment Statistics Division; and*
- *Information, Research and Dissemination Division.*

Each Division is headed by a Deputy Director, and is further sub-divided into subject matter branches, which are headed by professional statisticians. Besides the subject matter divisions and branches, the department has service units/sections, namely Central Administration, Internal Audit, Accounts, Field Surveys Coordination (Operations) and Security. These units service day-to-day operations of the subject matter branches.

CSO also has regional statistical offices in selected districts and provincial centres in nine (9) of the ten provinces of Zambia. The provincial offices are headed by Principal Statisticians, also commonly referred to as Regional Statisticians. The provincial statistical offices essentially act as focal points for data collection in provinces and allow for decentralised data processing.

2.3.2 Current Staff Establishment

CSO was partially restructured in the year 2000, under the Public Service Reform Programme (PSRP) leading to the down-sizing of the organization's staff establishment, from a total of 1,340 to the current 656 positions. Table 2.2 presents the current staffing establishment and vacancy situation of the CSO.

Table 2.2: CSO Current Establishment and Vacancies

| Staff Category | Establishment Posts | | Number of Posts Filled | | | Vacant | Percent Filled |
|------------------|---------------------|------------------|------------------------|------------|------------|------------|----------------|
| | Number | Percent of Total | Male | Female | Total | | |
| Professional | 80 | 12 | 41 | 18 | 59 | 21 | 76.2 |
| Sub-Professional | 207 | 32 | 112 | 29 | 141 | 66 | 69.1 |
| Technical Staff | 110 | 17 | 76 | 20 | 96 | 14 | 87.2 |
| Support Staff | 259 | 39 | 186 | 38 | 224 | 35 | 86.5 |
| Total | 656 | 100 | 415 | 105 | 520 | 136 | 79.3 |

2.4 Main Source of Funding

The main source of funding for CSO is Government budget allocation. The Government subventions have been fluctuating and irregular and in most cases the funds are released towards the end of the year. Table 2.3 indicates the trends in Budget Allocations and Execution.

**Table 2.3: Trends in Budget Allocations and Execution, 2008 – 2012
(In Units of Zambian Kwacha)**

| Year | CSO Budget | MOF Ceiling | Funding | Percent of Funding against MOF Ceiling | Percent of funding against CSO Budget |
|-------|-------------|-------------|-------------|--|---------------------------------------|
| 2008 | 53,013,496 | 19,013,496 | 12,323,788 | 64.82 | 23.25 |
| 2009 | 40,229,238 | 36,229,238 | 26,990,261 | 74.5 | 67.09 |
| 2010* | 253,892,828 | 253,892,828 | 250,122,960 | 98.52 | 98.52 |
| 2011 | 45,931,277 | 39,931,277 | 31,759,601 | 79.54 | 69.15 |
| 2012 | 51,077,610 | 46,577,610 | 40,127,296 | 86.15 | 78.56 |

* This is the year when the Census of Population and Housing was conducted.

Chapter 3: STRATEGIC FRAMEWORK FOR THE NSS

3.0 Introduction

Plans for statistical development for delivery of better statistics evolved from focusing on improving statistical products only to Statistical Master Plans (SMP), sometimes called “Statistical Strategic Plans”. The SMP were prepared to address both system development and improvement of statistical products limited to addressing the challenges of the National Statistical Office (NSO). However, the Second Round table of stakeholders on statistical development in Marrakech, Morocco in February 2004, identified the generation of better statistics as a priority for the Results Agenda for measuring development effectiveness. It adopted the Marrakech Action Plans on Statistics (MAPS) with the resolution, among others, that developing countries should prepare National Strategies for the Development of Statistics (NSDS) to address the challenges of the entire National Statistical System (NSS) with the objective of improvement of the system to deliver better statistical outputs.

Zambia responded to the initiatives by the preparation of Statistical Strategic Plan (2003-2007) for the CSO which remained largely unimplemented. This was followed by the preparation of the NSDS that has attempted to cover the whole NSS in line with the MAPS. The NSDS has underlined the importance of developing Management Information Systems (MIS) in the sectors during the implementation period which will address the overall development of the Sector Statistical Systems (SSSs).

This chapter presents the vision, mission, core values and strategic goals of the NSS, drawing information from the Situational Analysis and Statistical Needs Assessment.

3.1 Vision, Mission and Strategic Focus of the NSS

3.1.1 Vision

The vision of the NSS in Zambia is: *“To become an efficient, effective and coordinated statistical system that will ensure sustainable production, analysis and dissemination of official statistics for national development”.*

3.1.2 Mission

The mission of the NSS is: *“To provide timely, accurate, reliable and relevant official statistics for evidence-based policy and decision making using highly qualified, motivated, professional staff and state-of-the-art technology in response to the demand of our clients”.*

3.1.3 Core Values

The core values are:

User Focus: *All activities of the NSS shall aim at understanding and meeting data needs and expectations of users for a wide variety of purposes and uses.*

Integrity and Credibility: *To create and uphold public trust in official statistics by fully exercising professional independence, promoting professionalism and transparency in data production and dissemination.*

Quality Consciousness: *To develop and maintain a system-wide quality culture, through innovation, research and creativity to produce value added products and services, and by developing frameworks for assessing and enhancing the quality of such products and services.*

3.2 Strategic Focus and Goals

The NSDS consists of five broad complementary strategic perspectives or themes that represent what must be done for the CSO and the rest of the NSS so as to make a quantum leap, a breakthrough performance and enhanced value creation. Each strategic theme provides a “pillar” for the strategy, and within each strategic focus, a number of strategic goals are defined. The following are the strategic focus and goals of the NSDS:

3.2.1 Organisational and Institutional Development

The NSS is weak and thus there is need for greater organizational and institutional development in order for it to be able to meet the statistical needs of all stakeholders. The current Census and Statistics Act does not accord the NSS the appropriate legal environment it requires in order for it to grow and evolve into a vibrant and well-coordinated system. The regulatory and management framework for the NSS needs to be underpinned by new legislation which reflects the fundamental principles of official statistics and provides an effective mandate for all statistical activities in the country. By defining the NSS, the new legislation will enable the creation of mechanisms for coordination and management of the system as well as the raising the status of the statistical agency within Government. The collective effect of this will be to raise the profile of official statistics to a higher level which is lacking at the moment.

3.2.2 User Satisfaction

One of the main reasons for the existence of the NSS is to cultivate and cater for the needs of data users. However, in Zambia most of the users are not yet mainstreamed in the national statistical process. The observed trend has been for them to play fringe and “down-stream” roles - invited to one-off workshops, sometimes to discuss already-drafted questionnaires or to discuss reports from some data collection activities (censuses or surveys), to receive and use data, etc.

A number of goals have been identified to energize and reposition data users in order to bring them from the margins of the data production processes to the centre so that they can take ownership of the processes and play more proactive, participatory and “up-stream” roles in the development of national statistics. This will enhance the relevance of national statistics and make it easier for data systems to adequately assess user needs, generate more demand for data, attract more funding for data production and respond more adequately to user needs.

3.2.3 Human Capital

The learning and growth goals provide the infrastructure to enable the objectives in the other three perspectives to be achieved. They identify the infrastructure or drivers of future performance needed to create long-term growth and improvement. One of the principal sources of organizational learning and growth is its people. These goals, therefore, emphasize the importance of investing in people if performance is to be improved.

3.2.4 Physical Infrastructure and Equipment

The capacity building programme covers physical infrastructure, IT and communication equipment, transport, management systems (recruitment, financial, procurement, etc.) and technical assistance.

3.2.5 Financial Sustainability

This strategic focus aims at minimizing operational costs, maximizing revenue generation activities and attracting wider financial support.

Table 3.1 summarises the strategic goals and the corresponding activities for each of the identified strategic areas.

Table 3.1: Strategic Focus, Goals and Activities

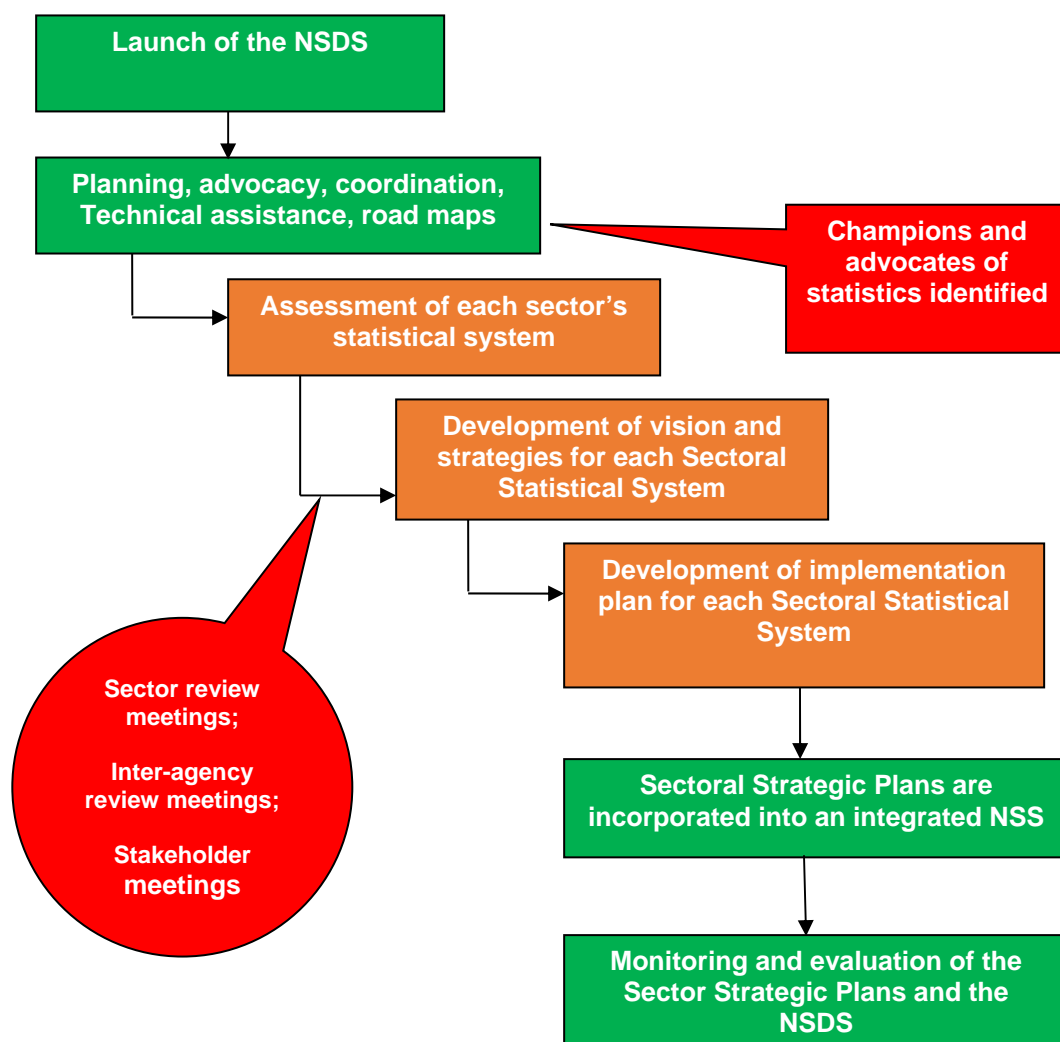
| STRATEGIC FOCUS | GOALS | STRATEGIC ACTIVITIES |
|---|--|--|
| 1. Organisational and Institutional Development: <i>To enable the NSS to meet statistical needs of stakeholders.</i> | (a) Establish appropriate legal framework. | (i) Revise Census and Statistics Act to define NSS, professional independence, status and functions of ZamStats, rules for data confidentiality and access to data, organisational structure and arrangements for NSS coordination. |
| | (b) Improve coordination, collaboration and networking among stakeholders. | (i) Establish Statistics Board and effective committees to develop interaction between stakeholders. (ii) Develop strong links with training and research institutions. |
| | (c) Strengthen statistical infrastructure. | (i) Strengthen sampling frames, registers, maps, methodology, data dictionaries and common coding systems, and enhance provincial office operations. |
| | (d) Develop Sector Management Information Systems. | (i) Strengthen statistical functions and data access in line ministries. (ii) Develop Sector Strategic Plans for Statistics (SSPS). |
| 2. User Satisfaction: <i>To reposition data users to play more proactive roles.</i> | (a) Better identify, prioritize and meet user needs. | (i) Identify key current user needs and emerging priority needs for statistics and indicators. |
| | (b) Create greater statistical awareness. | (i) Advocacy and statistical awareness programmes. (ii) Make statistics readily available to users. |
| | (c) Improve customer care. | (i) Establish Client Service Charter, Public Relations Office and Help Desk. |
| | (d) Improve data quality. | (i) Develop a culture of data quality awareness and responsibility for quality using IMF Data Quality Assessment Framework and GDDS and statistical audits to assess data quality; and provide metadata (information about data). (ii) Establish clearing house for NSS data and broaden NSS coordination and standardization. (iii) Improve user-producer dialogue. (iv) Improve the design of data collection instruments. (v) Undertake periodic data audits and establish a policy on quality of published data. |
| | (e) Improve timeliness of data. | (i) Prioritise statistical activities for effective implementation. |
| | (f) Improve accessibility of official statistics. | (i) Prepare data release calendars with simultaneous release to all stakeholders. (ii) Create Information Centres in Provincial Statistics Offices and resource centres. (iii) Use bookshops to sell publications and CDs. (iv) Sensitise the media in data dissemination. (v) Develop data warehouse accessible through official statistics website. (vi) Enhance Internet connectivity within NSS. |

| STRATEGIC FOCUS | GOALS | STRATEGIC ACTIVITIES |
|---|--|---|
| 3. Human Capital: <i>To enable sustainable growth and improvement.</i> | (a) Expand skills base through continuous professional skills development. | (i) Develop and implement comprehensive Human Resource Development policy for NSS, including ongoing in-service training to develop capacity and skills. |
| | (b) Staff motivation. | (i) Staff recruitment and promotion based on merit. (ii) Reform the pay structure to attract and retain staff. (iii) Training. |
| | (c) Improve staff satisfaction. | (i) Define career path for statistical staff. (ii) Offer competitive remuneration package. |
| | (d) Improve staff welfare. | (i) Provide comprehensive employee welfare. |
| 4. Physical Infrastructure and Equipment. | (a) NSS Office Space. | (i) Complete and occupy new building and provide suitable offices for field offices and rest of NSS. |
| | (b) Harness information technology. | (i) Establish IT infrastructure, design and develop Local Area Network (LAN) and Wide Area Network (WAN) across the NSS. |
| 5. Financial Goals: <i>To minimise costs and maximise resources.</i> | (a) Minimize operational costs. | (i) Avoid duplication, increase collaboration, rationalize census and survey operations and share services. (ii) Develop financial management systems. |
| | (b) Maximize revenue generation activities. | (i) Conduct commissioned surveys and studies; sell statistical products consistent with statistics being a “public good” and avoiding loss of focus on core activities. |
| | (c) Attract wider financial support. | (i) Statistical advocacy among policy and decision-makers. (ii) Secure Government commitment and support of cooperating partners. |

3.3 Mainstreaming Sectoral Statistical Systems into the NSS

The ultimate goal of the implementation of the NSDS is to create a coordinated NSS. As such, the NSDS aims at integrating all the Sector Statistical Systems in the NSS. Ideally, the NSDS formulation process should incorporate elements of sector statistical system integration from the launch stage right through to NSDS implementation stage. However, due to undeveloped statistical sector systems, such integration has not been possible during the NSDS preparation. The Sector Statistical Systems will be gradually integrated into the NSS as and when they are being formulated and developed. Figure 3.1 provides a pictorial representation of the sector statistical system mainstreaming process.

Figure 3.1: Integrating Sectors into the NSDS Implementation Process



Various sectors are at different levels of Management Information System and statistical development. As such, the required interventions for the different sectors will be dependent on their level of development. The following are the proposed processes and actions that will need to be undertaken in order to create an integrated NSS:

- **In-depth assessment of Sector Statistical Systems:** The assessments will be centred on the sector line ministries. This will provide detailed information on what specific statistical development programmes can be implemented in each sector.
- **Development of Sector Statistical Visions and Strategies:** The assessments will lead to the formulation of appropriate visions and strategies for the development of statistics in each sector which are based on the proposed framework for building a coordinated NSS.

- **Development and Enhancement of Sector Information Systems:** Programmes will be implemented for the development and enhancement of sector information systems depending on the level of MIS development of each sector. The sectors can make use of existing appropriate information system development models. It should be noted that a number of ministries had included MIS development as a goal in their strategic plans during the compilation of the Situational Analysis and Statistical Needs Assessment Report.
- **Integration of Sector Information Systems:** The sector information systems will be integrated into an NSS-wide information system where there will be data sharing between sector systems and a central data warehouse at the ZamStats Office.
- **Capacity Building for Information Systems Development and Enhancement in the NSS:** Capacity will be built in terms of human resources and ICT infrastructure covering both hardware and software requirements. Issues relating to the development of appropriate statistical indicators relevant to various sectors as well as harmonisation of definitions and concepts will also have to be considered.

Chapter 4: IMPLEMENTATION ARRANGEMENTS

4.0 Introduction

Strategy implementation essentially involves translating strategic thought into strategic action. It will involve, among other things: mobilizing drivers of strategic success including, establishing a new legal framework, creating a strategy-supporting organizational structure, creating strategy awareness, change management, promoting teamwork, knowledge management, IT policy and strategy, development of MIS and procedures, staff motivation, development of business plans, creating quality consciousness, development of a dissemination policy, office space and funding arrangements.

4.1 Establishing a New Legal Framework

The outdated 1964 Census and Statistics Act under which CSO has been operating has overtime become a constraint. A new Act has been proposed which provides for the creation of, among other things, the establishment of a semi-autonomous institution to be called Zambia Statistics Agency (ZamStats), to replace the current Department of Census and Statistics. The ZamStats will:

- *Act as the principal source and the custodian of official statistics in the country;*
- *Coordinate and harmonise the production of statistics in the NSS;*
- *Collect, store, process, analyze and disseminate official statistics;*
- *Develop and maintain a comprehensive socio-economic national database;*
- *Establish the Statistics Board (to be called ZamStats Board) which will be a policy organ of Zambia Statistics Agency; and*
- *Be headed by the Statistician-General as the Chief Executive of the ZamStats and an ex-official member of the Board.*

4.2 Creating Support Structures for the NSS

A strategy-supporting structure for the NSS has been proposed. It includes the ZamStats Board which will oversee the NSS, whilst Sector Statistics Committees will steer implementation of the NSDS within their sectors. An NSS Coordination Directorate will be established in ZamStats office.

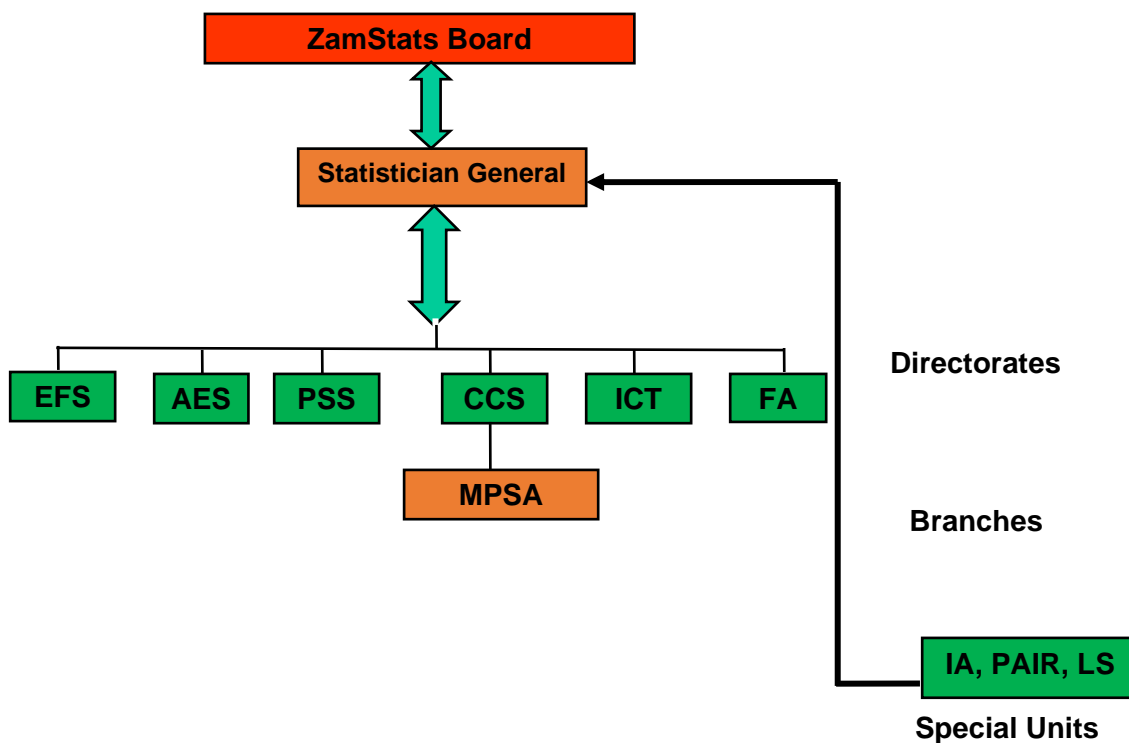
There will be an NSDS Steering Committee which will be chaired by the Statistician General. The Steering Committee will comprise heads of ministries and agencies. Technical Committees will develop coordinating mechanism and set standards across the NSS. Within sectors the respective sector statistics committees will meet regularly to organise technical committee meetings, workshops, training and meetings with stakeholders.

The organisational structure of the ZamStats will reflect its central role of coordination, harmonisation of statistical processes, concepts and definitions as well as acting as a clearing house for all statistical information in the NSS. The ZamStats structure will have six (6) subject-matter directorates.

Table 4.1: Organizational Structure of the ZamStats

| DIRECTORATE | BRANCH |
|---|---|
| 1. Economic and Financial Statistics | External Trade and BoP, Industrial Production, National Accounts, Public Finance and Prices. |
| 2. Agriculture and Environment Statistics | Agriculture and Environment Statistics |
| 3. Population and Social Statistics | Population and Demography, Census Office, Labour and Manpower Statistics, Living Conditions Monitoring Branch and GIS. |
| 4. Coordination and Corporate Services | Field Operations and NSS Coordination, Research Methods and Standards, Gender Statistics, Monitoring and Evaluation and Training. |
| 5. Information and Communication Technology | Network Infrastructure, Information Systems, Publications, Library, Printing, Marketing and Dissemination. |
| 6. Finance and Administration | Finance and Accounting, Human Resource and Administration. |

Figure 4.1: Proposed Structure of the ZamStats



- EFS Economic and Financial Statistics
- AES Agriculture and Environment Statistics
- PSS Population and Social Statistics
- CCS Coordination and Corporate Services
- ICT Information and Communication Technology
- FA Finance and Administration
- IA Internal Audit
- PAIR Public Affairs and International Relations
- LS Legal Services
- MPSA Ministries, Provinces and Other Spending Agencies

4.3 Creating Strategy Awareness

A comprehensive and consistent communication programme shall be mounted to develop an understanding of the strategy throughout the NSS in order to mobilize support among staff in stakeholder institutions. Strategy awareness will also be created among policy and decision-makers as well as cooperating partners. Different communication media will be used in disseminating the strategy.

4.4 Change Management

The stakeholder institutions will have to change their perceptions and values in a manner that they recognise that they are part of the wider NSS with regard to statistical production and use. Change-oriented thinking among all stakeholders will be necessary in order to stem resistance to the changes proposed in the NSDS for improving the NSS.

4.5 Promoting Teamwork

Effective implementation of the NSDS will require a streamlined, participatory and coordinated style of management in the NSS activities that breaks down organizational silos and encourages cross-functional and cross-institutional problem-solving teamwork.

4.6 Knowledge Management

Knowledge management will be promoted in the whole NSS by adopting an integrated approach to identifying, capturing, retrieving, sharing, and evaluating the information assets in the NSS e.g., databases and metadata; building the capacity for and promoting sensitivity to proper documentation of methodologies, policies and procedures and preserving institutional memory through documentation.

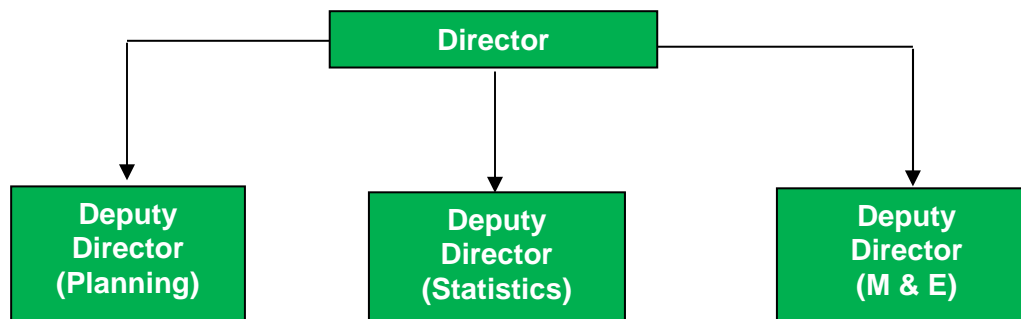
4.7 IT Policy and Strategy

The aim of the IT policy and strategy is to provide overall and long-term development needs in Information Technology for the entire NSS. It will involve use of IT to strengthen and standardise the work processes, developing Local Area Networks (LAN), Wide Area Networks (WAN), web-sites, standardized software platform; training in IT as part of human resource development and development of Integrated Multi-sector Management Information Systems (IMMIS) including a central intelligent data warehouse.

4.8 Establishment of Sectoral Statistical Units

The NSDS proposes that all stakeholder institutions in the NSS establish statistical units in their planning departments with adequate and appropriately skilled statistical staff. It is further proposed that the head of the statistical unit should be at senior management level. The statistics functions are placed within Planning and Information Directorate of the MPSA. Within the Directorate, the three functions namely, Planning, Monitoring & Evaluation and Statistics should be accorded equal status and each headed by a Deputy Director. Figure 4.2 shows the proposed structure for the Directorate of Planning and Information in MPSA.

Figure 4.2: Directorate of Planning and Information



4.9 Staff Motivation

A number of things are planned to motivate staff in the NSS including: a clearly defined career path and progression, improved remuneration, opportunities for training and recognition systems that encourage staff to strive towards achieving individual goals related to the strategy.

4.10 Development of Work Plans for the NSS

Each sector statistical unit will be expected to develop its own detailed annual work and operational plans with detailed goals that are linked to the strategic plan. These will outline the specific actions to be taken to achieve strategic plan objectives within a budgetary and resource framework. The NSS work plans will be submitted to the ZamStats Board for approval.

The development of statistical strategic plans of selected priority sectors and the ZamStats will be undertaken as part of the work program of the NSDS. Some sectors will be selected in the first phase based on an implementation plan and phased preparation program for all the sectors. The number of sectors included in each phase will be dependent on the availability of relevant capacity in the statistical system (with ZamStats providing technical guidance) and budgetary provision. The proposed sectors for this NSDS are:

- *Zambia Statistics Agency (ZamStats)*
- *Ministry of Finance*
- *Ministry of Health*
- *Ministry of Education, Early Learning and Vocational Training*
- *Ministry of Commerce, Trade and Industry*
- *Ministry of Agriculture and Livestock*
- *Ministry of Community Development, Mother and Child Health*
- *Ministry of Labour and Social Security*
- *Ministry of Local Government and Housing*
- *Ministry of Mines, Energy and Water Development*
- *Ministry of Tourism and Arts*
- *Ministry of Gender and Child Development*

4.11 Quality Enhancement

Quality Enhancement will be done in the context of the IMF's Data Quality Assessment Framework (DQAF) and World Bank/IMF General Data Dissemination System (GDDS) and will include:

- *Creating quality consciousness throughout the NSS;*
- *Introducing Total Quality Management (TQM) to ensure that every element of the statistical production processes has a quality aspect;*
- *Keeping policy and decision makers as well as other key stakeholders fully involved in the development of the NSS, playing up-stream proactive roles in the development of the system;*
- *Deepening and broadening inter-institutional coordination and linkages;*
- *Designing more comprehensive and holistic statistical programmes through mainstreaming sector statistics so that data can be collected to fill gaps and meet a whole array of user requirements;*
- *Using “best practices” and appropriate methods, properly designed and administered data collection instruments by the right personnel, and proper handling of data in the post-enumeration period;*
- *Combining data from surveys with data from the Population and Housing Census to generate local area estimates; and*
- *Building community-based information systems to provide data at local levels.*

4.12 Office Space for the NSS

Construction of a new office block for ZamStats Headquarters in Lusaka is in progress, but there will be need to provide appropriate accommodation for provincial offices as well as the rest of the sectors in the NSS.

4.13 Sustainable Financing of National Statistical Activities

Recent international initiatives for statistical development called for increased resources for national statistical systems. This is to be achieved through sustainable, robust and broad-based funding mechanisms relying largely on the national budget to be supplemented with coordinated contributions from development partners under the NSDS in the context of their assistance strategies. Mainstreaming the implementation of the NSDS as a development priority in the national development plan will require dedicated development and annual budgetary provisions. Furthermore, mainstreaming the implementation of Sector Statistical Development Strategies (SSDS) into sector development plans will also require dedicated development and annual budgetary provisions.

The current reliance on donor support for critical surveys and activities in Zambia creates high vulnerability in the statistical system. Donors should accord priority to supporting statistical development under their engagements in international initiatives by making provisions for statistical development under their assistance strategies as components of their programs, projects and budget support to sustain M&E systems.

Chapter 5: **MONITORING AND EVALUATION**

5.0 Introduction

Monitoring will be essential for tracking inputs, activities, outputs and to determine whether the plan implementation is on course and also to assess how much is being achieved. A Plan-relevant set of performance indicators has been designed to measure progress towards the objectives of the plan. The performance indicators cover:

5.1 System Related Indicators

- *Africa Statistics Day celebrated;*
- *Number of requests for Data;*
- *Number of visits to ZamStats Website, etc;*
- *Increased use of data for evidence-based policy and decision-making;*
- *Statistical legislation consistent with the UN Fundamental Principles of Official Statistics and the African Charter on Statistics in place and operational;*
- *Number of meetings of Steering and Technical Committees;*
- *Elimination of duplication of data collection among agencies at national level;*
- *Awareness and application of international standards in statistical work across the NSS;*
- *User surveys undertaken periodically; and*
- *Increase in funding from Government statistical activities.*

5.2 Agency Related Indicators

- *Sufficient number of qualified and skilled staff;*
- *Changes in salary levels and work environment;*
- *Reduced staff turnover;*
- *Existence of Management Information Systems;*
- *Operational training program in place;*
- *Number (or percentage) of staff who have acquired relevant skills;*
- *Availability of adequate sampling frames;*
- *The use of cost-effective and efficient methods for statistical operations; and*
- *Developed and well maintained ICT infrastructure.*

5.3 Data Related Indicators

- *Targeted surveys and censuses conducted and results disseminated;*
- *Targeted sectoral statistics produced;*
- *Application of internationally accepted standards and methodologies in data production and management;*
- *Statistical outputs released within time limits of relevant GDDS recommendations;*
- *Accessible databases developed and maintained; and*
- *Production of statistical reports which provides metadata.*

5.4 Assistance Related Indicators

- *Number of beneficiary institutions;*
- *Statistical areas covered;*
- *Amount of financing;*
- *Type of assistance;*
- *Type of financing; and*
- *Other technical/financial donors involved.*

For meaningful monitoring, however, only a few selected indicators on each of the above groups will be monitored. In addition, these indicators will be supplemented by information from other sources, including surveys of users of statistical products and independent assessments of statistical products against the NSDS.

Monitoring will be carried out throughout the plan period (2014 to 2018). There will be annual, mid-term and end of plan period reviews. The evaluation will assess how well the strategies in the plan will have met the set objectives. Internal and external benchmarking will be done to improve performance of the NSS.

A reporting system will be operated throughout the NSDS period and will include the preparation of the following reports:

- *Quarterly Progress Reports;*
- *Annual Review Reports;*
- *Mid-term Review Report; and*
- *Terminal Review Report.*

Table 5.1 shows the reports that will be used to inform all stakeholders in the NSS on the progress of the implementation of the NSDS. Other means of informing the stakeholders will include regular sector committee meetings, media briefings and an NSS newsletter.

Table 5.1: Reports on Implementation of the NSDS

| REPORT | CONTENT | REPORT RECIPIENTS |
|---------------------------|---|--|
| Quarterly Progress Report | The ZamStats is required under the new Statistics Act to prepare and present to the ZamStats Board a Quarterly Progress Report (QPR) covering all statistical activities undertaken during the quarter, highlighting constraints and successes, including plans for the next quarters. | ZamStats Board Ministry of Finance Cabinet Office NSS Steering Committee |
| Annual Review | There will be an annual process of monitoring the implementation of the NSDS, with mechanisms for changing activities and targets when necessary. The Annual Review (AR) will be undertaken by the ZamStats Board. | ZamStats Board Ministry of Finance, representatives of some development partners; NSS Steering Committee Technical Committees |
| Mid-term Review | The Mid-term Review (MTR) is a more formal process that will be undertaken to ensure that the NSDS is still relevant and for agreeing on changes in both the strategy and work programmes where needed and justified. In addition, the mid-term review will re-allocate resources according to performance and needs. The MTR will be undertaken by the ZamStats Board. | ZamStats Board Representatives of some development partners. |
| Terminal Review | At the end of the plan, there will be an independent external evaluation, Terminal Review (TR), which will be carried out. The ZamStats Board will contract a consultant for this purpose. Since evaluation of the interventions made will be difficult to isolate and to measure, this exercise will be limited to assessing the most significant constraints. In addition, the most successful activities and interventions, and generally, how well the interventions will have met the set objectives will also be assessed. | ZamStats Board |

Chapter 6: PROPOSED BUDGET FOR NSDS ACTIVITIES

The proposed budget for ZamStats in the NSDS activities for the period 2014 to 2018 is given in Table 6.1. A total of K2.3 billion is required. The estimated cost for each component shows that most of the funds will be used on organisational and institutional development (61.3 percent), followed by Physical Infrastructure and ICT equipment (8.7 percent). The remaining funds will be spent on Human Capital Focus (2.5 percent), User Satisfaction Focus (0.3 percent) and Financial Focus (0.1 percent). **The cost of implementing annual sector statistical work programmes in selected sectors not included in the budget as it awaits the development of Sector Strategic Plans for Statistics (SSPS).**

The budget will be annually reviewed and revised in line with the MTEF planning and budgeting process. The NSDS is expected to be financed mainly by the Government with contributions from development partners.

Table 6.1: Summarised Indicative Budget (K '000)

| STRATEGIC FOCUS | 2014 | 2015 | 2016 | 2017 | 2018 | Total | % Share |
|---|----------------|----------------|----------------|----------------|----------------|------------------|------------|
| 1. Organisational and Institutional Development | 270,720 | 243,648 | 268,013 | 294,814 | 324,296 | 1,401,492 | 61.3 |
| 2. ZamStats Statistical Work Programmes | 102,000 | 112,200 | 123,420 | 135,762 | 149,338 | 622,720 | 27.2 |
| 3. User Satisfaction | 2,200 | 3,300 | 300 | 200 | 100 | 6,100 | 0.3 |
| 4. Human Capital | 5,445 | 9,257 | 12,033 | 24,067 | 5,990 | 56,791 | 2.5 |
| 5. Physical Infrastructure and ICT Equipment | 28,600 | 42,900 | 85,800 | 34,320 | 6,864 | 198,484 | 8.7 |
| 6. Financial | 165 | 280.5 | 300 | 330 | 353 | 1429 | 0.1 |
| TOTAL | 409,130 | 411,585 | 489,867 | 489,493 | 486,941 | 2,287,017 | 100 |

Chapter 7: RISK FACTORS, MITIGATION AND SUSTAINABILITY

7.0 Introduction

During the course of implementing this strategy, there are likely risks which the stakeholders should be aware of and for which mitigating actions should be put in place. This chapter provides the likely risks/threats and the corresponding mitigating actions and sustainability measures.

7.1 Risk Factors

Various risks to the achievement of the vision and goals of the NSDS have been identified. These include: lack of political and senior management support, failure to enact a new Statistics Act, failure to put in place an appropriate institutional and organisational arrangement, inadequate provision of financial resources and failure to develop and sustain adequate human resource.

7.2 Mitigation

Mitigating actions will include more advocacy for raising the profile of statistics generally and for the NSDS specifically through constant briefing, effective launch and publicity of the strategy targeting Permanent Secretaries, other senior executives in the public and private sectors and Cooperating Partners.

7.3 Sustainability

It is crucial that the capacity that is developed through the NSDS period is sustained and made irreversible. This requires total commitment of the government in funding core statistical activities of the NSS. This commitment should derive from the fact that Official Statistics is a “public good” and an essential part of the development infrastructure whose provision is the responsibility of Government. ZamStats and other stakeholders in the NSS must ensure that Official Statistics are produced using the most cost-effective methods in recognition of the fact that there are many competing demands on the government budget.

Cooperating Partners have supported the NSS in the past, particularly in financing and providing technical support for costly nation-wide surveys and censuses and for developing sectoral MIS. Their continued support will be essential for the implementation of the NSDS.

Chapter 8: CONCLUSION

The NSDS provides the business architecture of how the production of statistics will be strengthened, coordinated, harmonised and standardized among data producers, suppliers and users. This will ensure that all the short-comings that characterize the current National Statistical System are adequately addressed. The NSS will provide the necessary statistical information for monitoring Zambia's development frameworks at both national and sub-sectoral levels.

REFERENCES

- *Situational Analysis and Statistical Needs Assessment Report (2008)*
- *National Strategy for the Development of Statistics Report (2012)*
- *African Development Bank - Mission Report (2013)*

ANNEX

LOGICAL FRAMEWORK MATRIX ORGANISATIONAL AND INSTITUTIONAL DEVELOPMENT GOALS

Goal 1: Establish appropriate Legal Framework for the NSS

| Strategy | Activities | Outputs | Indicators | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 |
|--------------------------------------|--|---------------------------------------|--|-----------------------------------|---|------------------|------|------|------|------|
| Review the Census and Statistics Act | Draft a new Census and Statistics Act with input from a legal expert | Revised Census and Statistics Act | The NSS defined and formulated | Periodic progress reports | ZamStats Director/ PS (EMF) | X | | | | |
| | Undertake stakeholder consultations | Stakeholder and Public Awareness | Stakeholder consultation meetings held | Minutes of Stakeholder Meetings | Secretary to the Treasury | X | | | | |
| | Secure Cabinet approval for the revised Act | Cabinet Approval | Statistics Act reviewed | | The Minister of Finance | X | | | | |
| | Present the revised Bill to Parliament | | | Bill enacted into law | Ministry of Justice Legal drafting of the statistics bill | X | | | | |
| | Restructure CSO | Restructured CSO and renamed ZamStats | | Organisational structure reviewed | Positions filled with skilled staff | Statistics Board | X | | | |

Goal 2: Improve Coordination, Collaboration and Networking among Stakeholders

| Strategy | Activities | Outputs | Indicators | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---------------------------------------|------|------|------|------|------|
| Create coordination, collaboration and networking arrangements in the NSS | Establish a coordination Directorate in the ZamStats | Coordination Directorate at the ZamStats | Coordination Directorate operational | Coordination Committee reports | Statistician General/Statistics Board | X | | | | |
| | Establish statistical steering and technical committees | Functioning statistical steering and technical committees | Statistical steering and technical committees Meetings | Monitoring and Evaluation reports | Statistician General/Statistics Board | X | | | | |
| Introduce a statistical work programme for the NSS | Design and implement statistical work programmes | Coordinated and harmonised statistical work programmes | Coordinated statistical work programme produced | Core statistical work programme output review | Statistician General/Statistics Board | X | | | | |
| | Establish MOUs among stakeholders in the NSS | MOUs established | Number of MOUs signed | Existence of MOUs Sector statistical reports | Statistician General/Statistics Board | X | | | | |
| | Implement the organisational Structure of the NSS | NSS structure implemented | Number of sectors with NSS structure Number of sectors integrated in the NSS | Functional Statistical Units established | Statistician General/Statistics Board | X | | | | |

Goal 3: Provide appropriate Physical Infrastructure

| Strategy | Activity | Outputs | Indicators | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 |
|------------------------------------|---|---------------------------------|--|----------------------------------|------------------|------|------|------|------|------|
| Provision of adequate Office Space | Carry out assessment of existing office stock at ZamStats and Sectors | Assessment Report | Number of officers adequately accommodated | Report | ZamStats/Sectors | X | | | | |
| | Complete and occupy new ZamStats Offices | Completed ZamStats office block | Completed Office Block | Observation and Buildings report | ZamStats/Sectors | X | | | | |
| | Build suitable offices for provinces | Provincial offices constructed | Number of Provincial offices Built | | ZamStats/Sectors | X | | | | |

Goal 4: Developing Management Information Systems

| Strategy | Activity | Outputs | Indicators | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|--|--|-------------------|------|------|------|------|------|
| Develop Sector Strategic Plans for Statistics (SSPS) | Hire a Consultant | Sector Strategic Plans developed | Number of Sector Strategic Plans in place | Sector Strategic Plans | ZamStats/ Sectors | X | X | X | X | X |
| Mainstream Statistical and ICT functions in Planning and M&E Department | Strengthen/Create Statistical and ICT Units and recruit qualified staff | Statistical and ICT Units Strengthened/Created. | Number of Statistical and ICT Units in the NSS | Progress Reports | ZamStats/ Sectors | X | X | X | X | X |
| Establish Sector Management Information Database | Carry out Mapping of all Statistical Units within the Sector | Sector Database | Register of Statistical Units | Progress Reports | ZamStats/ Sectors | X | X | X | X | X |
| Develop Management Information Systems Release Calendar | Draw up an Information Management Calendar | Release Calendar | Number of Sectors Publishing the Released Calendar | Information released according to the Release Calendar | ZamStats/ Sectors | X | X | X | X | X |

USER SATISFACTION GOALS

Goals 1: Better identify, prioritize and meet User Needs

| Strategy | Activities | Outputs | Indicators | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 |
|--|--|-----------------------------------|-----------------------------------|--------------------------|------------------|------|------|------|------|------|
| Identification of Key Users and their data needs | Sector Workshops and Consultative Meetings | Emerging data needs Identified | User needs assessment conducted | User assessment report | ZamStats/Sectors | X | X | X | X | X |
| | | Prioritisation of core indicators | User –producer workshop conducted | Workshop recommendations | ZamStats/Sectors | X | X | X | X | X |
| | | Satisfy user data needs | Monitor user feedback | | ZamStats/Sectors | X | X | X | X | X |

Goal 2: Promote Awareness and Use of Statistics

| Strategy | Activities | Outputs | Indicators | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 | |
|--------------------------------------|---|-------------------------------|------------|---|---------------------------------------|------------------|------|------|------|------|---|
| Improve Statistics use and awareness | Design and conduct statistical awareness programmes | Awareness strategy | | Awareness strategy formulated | Statistical Awareness Strategy Report | ZamStats/Sectors | X | X | X | X | |
| | | Increased utilisation of data | | Number of Statistics use and awareness meetings | Minutes of the meetings | ZamStats/Sectors | X | X | X | X | X |
| | | | | Number of data users attended meetings | | ZamStats/Sectors | X | X | X | X | X |
| Capacity building for data users | Design and undertake Training Programmes for users | Training programme Manuals | | Number of training programmes conducted | Data users capacity building report | ZamStats | X | X | X | X | |
| | | Training Modules | | Number of data users trained | | ZamStats/Sectors | X | X | X | X | X |

Goal 3: Statistical Infrastructure and Data Quality

| Strategy | Activities | Outputs | Indicators | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 | |
|---|--|---|--|---|-----------------------------|-------------------|------|------|------|------|---|
| To ensure data quality throughout the statistical processes. | Improve sampling frames for household and establishment based surveys | Improved Household and Business sampling frames | Number of Household and Business sampling frames improved | User satisfaction survey | ZamStats | X | X | X | X | X | |
| | | Database of Enumeration Areas (EAs) | Number of sectors using the household and business registers | | ZamStats | X | X | X | X | X | |
| | | To create a culture of data quality awareness | | | ZamStats | X | X | X | X | X | |
| | Training data users and producers | Knowledgeable data producers and users | Data collection instruments developed with stakeholders | User – Producer training workshop conducted | Quality statistical reports | ZamStats/Sectors | X | X | X | X | X |
| | | | | | User satisfaction survey | | | | | | |
| | | Design data collection instruments involving all stakeholders | GIS database in place | Number of data collection instruments developed with stakeholders | Progress reports | ZamStats /Sectors | X | X | X | X | X |
| Promote usage of Spatial data systems (GIS) | | Number of sectors using spatial data | Reports with Geo-Spatial data | Zamstats/ Sectors | X | X | X | X | X | | |
| Establishment of the ZamStats as a statistical clearing house | Develop and standardise statistical concepts, definitions and methodologies within the NSS | Updated statistical concepts, definitions and methodologies | Number of sectors adhering to statistical standards | Data quality assessment reports | ZamStats | X | | | | | |
| | Conduct backstopping missions | Statistical oversight provided | Number of backstopping missions undertaken | Sector Mission Report | ZamStats | X | | | | | |
| Improvement of producer and user relationship. | Forming producer user committees | Committees | Committee Meetings held | Minutes of committee meetings | Zamstats/ Sectors | X | X | X | X | X | |

Goal 4: Improve Timeliness of Data

| Strategy | Activities | Outputs | Indicators | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 |
|--|---|---|---|---|------------------|------|------|------|------|------|
| Develop Statistical Release Calendar for the NSS | Consolidate Sector Statistical Release Calendar | NSS Statistical Release Calendar | Calendar Developed | Availability of statistical calendars to all stakeholders | Statistics Board | X | X | X | X | X |
| | Carry out statistical activities according to the statistical work programmes | Various statistics products delivered in time | Number of statistical products released in time | Statistical products accessible on Time | ZamStats | X | X | X | X | X |
| | Lobby for timely funding of statistical activities | Activities are funded timely | Number of activities funded on time | Financial reports | MoF/ ZamStats | X | X | X | X | X |

Goal 5: Improve accessibility of Official Statistics

| Strategy | Activities | Outputs | Indicators | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|--|---|---|--|----------------|------|------|------|------|------|
| Establish policies and plans for the dissemination of statistical information | Formulate a data dissemination Policy/Strategy | A data dissemination policy | Dissemination policy formulated | Dissemination policy Annual reports Press releases | ZamStats | X | | | | |
| | Establish a modern and computerised one-stop Statistical Resource Centre | Operational Statistical Resource Centre | Statistical Resource Centre established | Utilisation of Statistical Resource Centre by users | ZamStats | X | X | X | X | X |
| | Develop provisions for data security and confidentiality | Anonymised datasets | Number of anonymised datasets | Anonymised datasets in place | ZamStats | X | X | X | X | X |

LEARNING AND GROWTH/HUMAN CAPITAL GOALS

Goal 1: Expand Skills Base/Continuous Profession Skills Development

| Strategy | Activities | Outputs | Indicators | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 |
|---------------------------------|---|-----------------------------------|---|------------------------------------|-------------------|------|------|------|------|------|
| Enhance Human Resource Capacity | Formulate the Human Resources Development Policy for the entire NSS | Human Resource Development Policy | Human Resource Development Policy available | Human Resources Development Policy | ZamStats/ Sectors | X | | | | |
| | Identify Training Institutions and train staff | Training institutions identified | Number of training institutions identified | List of training institutions | ZamStats/ Sectors | X | X | X | X | X |
| | | Trained staff | Number of staff trained | Staff training reports | ZamStats/ Sectors | X | X | X | X | X |
| | Design In-service training materials | Learning modules developed | Modules published | Staff training reports | ZamStats/ Sectors | X | X | X | X | X |

FINANCIAL GOALS

Goal 1: Minimizing Operational Costs

| Strategy | Activities | Outputs | Indicator | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---------------------------|--|---|-------------------|------|------|------|------|------|
| Eliminate duplication in data collection | Synergies in data collection efforts | Synergies | Number of Institutions in various synergies | Reports produced by institutions in various synergies | ZamStats/ Sectors | X | X | X | X | X |
| Design cost effective methods in data collection | Train staff in methods of sampling and data collection | Trained staff | Number of qualified staff in post | Cost effective reports produced | ZamStats/ Sectors | X | X | X | X | X |
| Develop cost sharing strategies in statistical activities | Identify user interests for each statistical activities | User interests identified | Financial contributions from interested institutions | An audit report on each statistical activity | ZamStats/ Sectors | X | X | X | X | X |
| Construct a common frame for similar censuses/surveys | Create common frames for household and establishment based censuses/surveys | Common frames | Constructed common frames | Published Common Frames | ZamStats/ Sectors | X | X | X | X | X |

Goal 2: Maximize Revenue Generation Activities

| Strategy | Activities | Outputs | Indicators | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 |
|--|---|---|--|---------------------------------------|-------------------|------|------|------|------|------|
| Create a Consulting Unit within ZamStats | Identification of areas of competence for ZamStats to provide consulting Services | Consulting unit | Number of consultancies undertaken | Amount of revenue collected | ZamStats/ Sectors | X | X | X | X | X |
| Develop effective methods for selling statistical products | Carry out aggressive publicity and marketing of statistical products | Publicity and marketing messages | Number of publicity and marketing messages distributed | Feedback from messages disseminated | ZamStats/ Sectors | X | X | X | X | X |
| Capacity building in Publicity and marketing | Train adequate publicity and marketing personnel in the NSS | Qualified Publicity and marketing Personnel | Number of qualified personnel trained | Positions held by qualified personnel | ZamStats/Sectors | X | X | X | X | X |

Goal 3: Sustainable Financing

| Strategy | Activities | Outputs | Indicator | Verification | Responsibility | 2014 | 2015 | 2016 | 2017 | 2018 |
|--|---|---|---|---|------------------|------|------|------|------|------|
| Mainstreaming Statistical work Programmes in the National Development Plan | Identification of statistical activities | Activities are identified | Number of activities undertaken | Statistical activity reports | ZamStats/MoF-M&E | X | X | X | | |
| | Devote a chapter on the development of statistics in the National Development Plans | Statistical chapter included in the National Development Plan | Inclusion of chapter in the NDP | Minutes from meetings with Cooperating Partners | ZamStats/MoF | X | X | X | X | X |
| | Lobby for increased National budget provision for statistical activities. | Adequate funding provided. | Change in the Level of funding. | Yellow Book | ZamStats/MoF | X | X | X | X | X |
| | To lobby Cooperating Partners Support | Basket of Funds | Amounts Pledged Statistical Activities supported | Minutes of meetings | ZamStats/MoF | X | X | X | X | X |