

# SECTOR STRATEGY PLAN FOR STATISTICS (SSP)

2022 - 2026



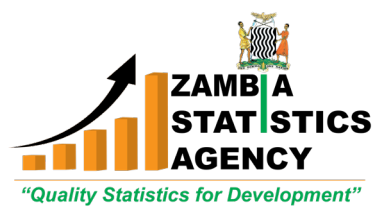
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## FOREWORD



The Zambia Statistics Agency (ZamStats), formerly Central Statistical Office, was established by an Act of Parliament, Statistics Act no. 13 of 2018. The Act came into effect with the signing of Statutory Instrument No. 60 of 2019 and the gazetting of the Commencement Order on 6th September 2019. The new Act designates ZamStats as the sole entity responsible for publishing official Statistics, develop and coordinating an integrated National Statistical System (NSS). Among other functions, ZamStats is required to produce quality statistics and services in order to increase usage.

The Government has put in place national programs and 5-year plans like the Eighth National Development Plan (8NDP) 2022-2026 to enable the country realise the Vision 2030 when the country is targeted to attain a middle income and prosperous status. These programs were initiated without a sufficient and accurate statistical base to measure and monitor progress during implementation. The statistical base has continued to face underdevelopment in routine statistics systems leading to huge data gaps amidst emerging and ever evolving data ecosystems.

As part of the development team for providing accurate, consistent and timely official statistics, ZamStats designed the National Strategy for the Development of Statistics (NSDS) framework. Premised on the "Situational Analysis and Statistical Needs Assessment" undertaken in 2008, the first NSDS (NSDS1) was developed and implemented over the period 2014 to 2018. An evaluation of the NSDS1 in December 2018 revealed that more work still remains to be done as only 56 percent of the total required progress had been achieved. It was recommended, among others that a second NSDS be designed. Thus, in July 2018 Zambia launched the preparation process for the second National Strategy for Development of Statistics (NSDS2).

The NSDS2 uses a sectorial approach through integration of key sectors in the design and implementation. Twelve (12) sectors including ZamStats were selected for the first phase of the NSDS2. Under the coordination of ZamStats, the NSDS2 will run from 2022 to 2026.

Following the assessment of the state of statistics within the agency, ZamStats developed a sector statistics plan (SSP) to improve the quality and comprehensiveness of statistics. The plan focuses on consolidating and improving routine and ongoing statistical development efforts of the Agency.

The assessment and development of the SSP was done by the Sector Statistics Committee (SSC) appointed by the leadership of the Agency. It comprised staff from the Information, Research and Dissemination Division and members of staff from other Divisions. The committee members were trained on the NSDS processes.

ZamStats adapted PARIS21 data collection tools, a standard template for assessing and designing SSP as well as other reference materials. The SSP provide the framework for coordinating and implementing activities for achieving sub sector objectives. This is in conformity to the Statistics Act No. 13 of 2018, Section 28 part 2 which requires the development of the SSP under the coordination of ZamStats. This SSP therefore presents ZamStats' strategic direction to improve the state of statistics in the Agency and address the emerging statistical needs and t current data gaps.

It is my hope that all Divisions and Branches of the Agency embrace the strategic plan in order to further strengthen statistics development within the Agency and across the National Statistical System. I wish to pay tribute to all members of staff and stakeholders that provided feedback during the process of assessment of the state of statistics - for the Zambia Statistics Agency.



Hon. Situmbeko Musokotwane, MP.  
**MINISTER OF FINANCE AND NATIONAL PLANNING**

JULY, 2023

## ACKNOWLEDGEMENT



I would like to acknowledge the contribution of the Sector Statistics Committee for their tireless and focused efforts in the entire process of developing this Statistics Strategic Plan; namely Mrs Sheila S. Mudenda (National Coordinator), Mrs Batista Chilopa Mwale, Mr Robson Sinkamba, Mrs Cecilia M. Munjita, Mr. Lubinda Mukata, Mrs Harriet N. Zimbizi, Mr Welani Simwinga, Mr Greenson Samaliya, Mrs Dylesse Banda, Mr Nkandu Kabibwa and Mr Perry Musenge. I wish also to thank other ZamStats staff who ably represented their Divisions, Branches, units and provinces by providing invaluable information and support to this process.

I would like to further extend my gratitude to the African Development Bank (AfDB) for the financial and technical support through the international consultant Professor Ben Kiregyera and the National consultant Dr Jeremiah Banda for the technical support rendered throughout the design process.

I am exuberant about this first SP for the Agency and look forward to its full implementation and achievement of the planned objectives and goals.

A handwritten signature in black ink, appearing to read "Mulenga J.J. Musepa". The signature is written in a cursive style with a long horizontal line extending to the right.

Mulenga J.J Musepa  
**INTERIM STATISTICIAN GENERAL**

JULY, 2023

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## LIST OF ACRONYMS

7NDP	Seventh National Development Plan
8NDP	Eighth National Development Plan
AfDB	African Development Bank
CDC	Centre for Disease Control
COMESA	Common Market for Eastern and Southern Africa
CPI	Consumer Price Index
CSO	Central Statistical Office
GDP	Gross Domestic Product
GIS	Geographic Information System
IRD	Information, Research and Dissemination
ISC	International Standard Classification
IT	Information Technology
LCMS	Living Conditions Monitoring Survey
MPSAs	Ministries, Provinces and Spending Agencies
NSDS1	First National Strategy for the Development of Statistics
NSDS2	Second National Strategy for the Development of Statistics
NSO	National Statistical Office
NSS	National Statistical System
SDGs	Sustainable Development Goals
SHaSA	Strategy for Harmonisation of Statistics for Africa
SIDA	Swedish International Development Aid
SNA	Systems of National Accounts
SSP	Statistics Strategic Plan
UNECA	United Nations Economic Commission for Africa
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for international Development
ZamStats	Zambia Statistics Agency
ZDA	Zambia Development Agency
ZDHS	Zambia Demographic and Health Survey
ZRA	Zambia Revenue Authority

## EXECUTIVE SUMMARY

The Sector Statistics Plan for the Zambia Statistics Agency is designed to serve as the basis for improving efficiency in the production of Official Statistics. It is a key procedure in the development of the National Strategy for the Development of Statistics (NSDS), as it indicates the requirements for strengthening the statistical capacity of the Agency.

As outlined in chapter one, the Agency has an advantaged position in actualising the role of both producing and coordinating the production of official statistics in the National Statistical System (NSS). The Agency has the legal provisions that provide for its existence as well as the operations and the proposed structure to facilitate the production of official statistics.

In chapter two, the plan indicates the conditions that necessitated the assessment, such as the concerns on the state of statistics in the country with respect to scope, quantity, accuracy, consistency, disaggregation and timeliness. The institutions included in the assessment and the thematic areas covered in the assessment are also provided.

Presenting the state of statistics in the Agency, chapter three highlights the prevailing conditions that include the success areas and areas of concern.

The assessment showed that statisticians are more engaged in data processing activities and less engaged in the designing, monitoring and implementation of development plans and programs.

While the Agency has a considerably good working environment in terms of adequate office space and furniture, the assessment showed that there is need to acquire adequate IT infrastructure and computer software. For instance, the Agency does not have the data warehousing software which is necessary for integrating datasets from different divisions.

There is need for capacity building in terms of skills for staff to keep abreast with changing technology. The knowledge about statistical packages such as SPSS, STATA and Excel among members of staff needs to be improved upon. All provincial offices are not internet wired, which is critical for ease of communication with other sectors and head office.

On Data quality, the assessment showed that the Agency ensures data quality and comparability by adhering to international standards and best practices. ZamStats also engages a variety of both local and international stakeholders in designing and implementing surveys and censuses.

In relation to statistical skills for dissemination of statistics and coordination, the assessment revealed that there is need to improve the statistical skills for members of staff as well as enhance coordination within departments to avoid the tendency to work in silos.

Chapter four outlines the Agency's environmental characteristics that could favourably or adversely affect the Agency's effort to attain the NSS objective. These include the vision, the strategic goals, the risks and mitigating measures and the success factors. The last section on implementation, monitoring and evaluation outlines that the sector implements all the activities that are funded and executed according to the plans and that lack of funds is the reason other activities are not implemented.

The Agency does not have a framework for monitoring and evaluating performance of activities in the sector. There is need to develop a framework to monitor and evaluate the activities of the sector.

The Agency has had inadequate funding from Government which has resulted in lack of implementation of many activities. There is need to improve funding from both government and other donors.

## KEY CONCEPTS AND DEFINITIONS

The following main concepts and definitions are used in this document.

CONCEPT	EXPLANATION
<b>Sector</b>	In context of the design of the NSDS, the term "sector" is used to describe "a vertical division of governmental focus that relates to a given subject area or public need - usually corresponding to line ministries (e.g. Ministry of Trade and Industry), government departments (e.g. Police Department) or agencies (e.g. Bank of Zambia) – with separate and well-defined areas of concern, mandate, and budget". Often, they have a medium-term development strategy or programme that requires statistics for monitoring and evaluation.
<b>National Strategy for Development of Statistics</b>	This is a framework to strengthen the entire National Statistical System. It is a medium to long-term vision for statistical capacity building to respond to key user needs. Furthermore, it is a robust, comprehensive, and coherent framework to address data limitations, prioritise the use of resources, integrate statistics within national policy processes, and introduce and manage change.
<b>Sector Statistics Plan</b>	This is a framework to provide strategic directions and appropriate mechanisms for guiding and accelerating the development of statistics and their use especially for policy and decision-making in the sector.
<b>Stakeholders</b>	Stakeholders are individuals, social groups, organizations, or communities which are affected by the impact of an activity, or which can influence an activity.
<b>Data quality</b>	Refers to "fit for purpose" from the point of view of the user and covers a few dimensions including data relevance, accuracy, completeness, consistency and timeliness.
<b>National Statistical System</b>	This comprises a legal framework, institutional and organizational arrangements for collection, management, and dissemination of official statistics in the country. Its main components are data users, data producers, data suppliers, and research and training institutions.
<b>Statistical advocacy</b>	This concept is about taking pro-active measures to, among other things, create greater awareness about the role and importance of statistics to society and promote wide use of statistics especially for policy, planning and decision-making.
<b>Statistical coordination</b>	This is an arrangement to avoid duplication of effort and production of conflicting data, achievement of synergy, better utilization of resources for statistics and production of higher quality data.

## 1.0 BACKGROUND

### 1.1 Historical Note

The Central Statistics 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. It was established as a Department in the Ministry of Finance and National Planning. The CSO was underpinned by the Census and Statistics Act of 1964 which spelt out, among other things, the objects and functions of the CSO; its coordinating role in the National Statistical System (NSS); its institutional and financial set up; powers to collect data, the data to be collected and their accessibility; safeguards data confidentiality; and provides penalties for failure to provide required data and unauthorized release of data about individuals and enterprises. With this Act, CSO was able to build data systems (mainly census and survey programmes), infrastructure (including field organization) and capacity to collect, manage and disseminate socio-economic and environmental statistical data and information to data users. The data users mainly include policy makers, planners and decision-makers initially in the public sector but later to actors in development in the private sector, civil society sector, academia and society in general.

With the passage of time the Statistics Act became outdated and was no longer adequately providing for CSO to effectively discharge its mandate of providing data to meet changing data needs and have statistical production benefit from changes in technology. The 7th National Development Plan provided for structural reform measures on national statistics. The NDP states in part.... "To support evidence-based policy formulation and effective programme monitoring and evaluation, the government will strengthen the national system of statistics, to improve the quality and scope of statistical data in Zambia.... Government will repeal the 1964 Statistics Act and replace it with more appropriate legislation in accordance with international statistical guidelines...." (7NDP, 2017 p6).

After over 60 years of implementing the Census and Statistics Act, Government repealed it in 2018 and enacted the Statistics Act No.13 of 2018. The new Act was based on the 1994 UN Fundamental Principles of Official Statistics and the 2009 African Charter on Statistics. This new Act which is progressive and part of the new trend to make National Statistics Offices in Africa autonomous, came into effect with the signing of Statutory Instrument No. 60 of 2019 and the gazetting of the Commencement Order on 6th September 2019.

The new Statistics Act aims at making official statistics more independent and the statistical production in the country more effective and efficient. The highlights of the Statistics Act 2018 include the following:

- a clear definition and role of an integrated National Statistical System (NSS) in terms of its structure and scope, including sector statistical systems, responsibilities, governance, financial provisions and the coordination mechanisms;
- establishment of the Zambia Statistics Agency (ZamStats) as a technical body corporate answerable to the Minister and Parliament, and with a separate budget approved by Parliament and provides for its role as the apex and coordinating statistical body for the NSS;
- establishment of a Board of the Agency as the governing body for ZamStats and for appointment of a Statistician General as the Chief Executive Officer of ZamStats;
- provision of mechanisms for coordination, collection, processing, storage, use, management and presentation of statistical data;

- development and maintenance of a National Plan for the development of official statistics which shall be integrated into the National Development Plan, and development of Sector Statistics Plans;
- designation of statistics as Official Statistics;
- provision of timely statistics releases;
- establishment of a National Statistics Development Fund to ensure sustainability of funding for the development of statistics; and
- Savings and Transitional Provisions.

## 1.2 Data Demand and Supply

### 1.2.1 Data Demand

Since independence, government has been putting in place interventions to address socio-economic and environmental challenges such as unemployment, poverty and income inequality. This has been more systematically done using national development frameworks, principally the medium-term National Development Plan (NDP). The first NDP was formulated and implemented during the period 1966-70. Zambia is now implementing her 8th NDP (2022-2026). For a long period of time, NDPs in developing countries including Zambia focused on production of outputs rather than achievement of outcomes/results. Such NDPs did not improve the wellbeing of the population. However, since the turn of the century, there has been a paradigm shift in planning processes away from production of outputs to achievements of outcomes or results and this shift morphed into what is commonly called "managing for results" or "results agenda".

The results agenda has evolved as a global effort among both national governments and development agencies that aims to:

- reduce poverty (headline MDG and now headline SDG);
- support sustainable and equitable economic growth;
- better define and systematically measure development outcomes; and
- Report on achievements of Outcomes and Impact of Development Policies and Programmes.

The results agendas include the National Vision 2030 (long-term plan that expresses the aspirations of the Zambian people) and NDP at national level; the SADC Regional Indicative Strategic Development Plan (RISDP) at regional level; the Africa Agenda 2063 at continental level; and the Sustainable Development Goals (SDGs) at international level. These agendas are very much "data intensive" and statistics is now recognized internationally as an integral part of the results agenda. Statistics inform the process of governance (supporting policy development, resource allocation and accountability) and facilitates better decision-making and hence faster growth and more effective use of valuable resources for development and poverty reduction. This is particularly important in Africa where resources are limited. The 8th Zambia NDP states that, "Production of quality and timely statistical data as well as its use is important for effective monitoring and evaluation as well as informed policy decision-making". It is important to underscore the point that is usually not well understood, namely that not only are statistics needed to monitor progress towards achievement of development goals but also in order to achieve development progress. And the SDG document identified the availability of good quality statistics as one of the success factors of development agendas. It refers to statistics as "decisive means to implement the SDGs and monitor progress" (UN, 2015). It is important to mention that in addition to demand for statistics by the public sector (government institutions), statistics are also demanded by non-state actors in the private sector, civil society, international development community and of course the public for various purposes. Demand for data is expounded below.

In Zambia, the following are some of the major users of statistical information:

### (a) The Government

The Government requires and uses statistics to formulate policy and select programme options aimed at improving living standards of the people, monitor implementation of development activities and evaluate their outcomes and impact. It also uses statistics for general administration and governance in areas such as demarcation of electoral constituencies and in identifying the vulnerable groups such as the poor and the disabled who require targeted development.

The line ministries and their associated parastatals use statistics in furtherance of their own policies and programmes. They also, in the course of their operations, generate a lot of useful data and records such as, births and deaths records by the Department of National Registration; attendance to hospitals and health centres by the Ministry of Health; and school enrolment data by the Ministry of Education.

### (b) Members of Parliament

As representatives of the people, members of Parliament have come to realize the importance of statistical information in the monitoring of development programmes in their constituencies. They are now demanding that answers given by the executive to their questions in the house are supported by statistical data.

### (c) Traders and Investors

Traders and investors use data and statistical information to know where to sell and buy commodities at attractive prices and to make critical investment decisions. For this category of users, price data including interest and inflation rates are on great demand.

### (d) Farmers

Farmers need market information about agricultural inputs (seeds, fertilizers, machinery), and farm gate prices to make informed decisions about their own operations.

### (e) Non-Governmental Organizations

These organizations typically deal with targeted groups of people and issues and need population and related social data to plan, implement, monitor, evaluate and report on their programmes and activities.

### (f) Cooperating Partners and International Organizations

In Zambia, as in many other developing countries, there are many development partners who are, in one way or the other, assisting the country with its economic and social development programmes and projects. These organizations need statistics to assess requirement for assistance, the effectiveness of their assistance and for their reporting purposes.

## (g) Research and Training Institutions

These institutions including Universities need statistics for specialized research and for teaching purposes. Universities and other tertiary and technical colleges do get involved in further complex analysis of raw data for very specific purposes such as modelling and programming. They also, in the course of their work generate data.

## (h) The General Public

The general public are the taxpayers and they demand statistical information to know what their Government is doing with their resources. In a democracy like Zambia, people demand transparency and accountability from those holding public offices and this cannot happen in a statistical lacuna. The general public need good official statistics so they can evaluate the effectiveness of government actions.

The accounts clearly show the need for statistical information among a wide range of users. This need is not static but changes with different circumstances both in time and space. It is also worth noting that demand for data increases as their use increases and hence the critical need for supply to keep up with the demand. It is, for this reason that any good statistical needs assessment has to take into account not only the current demand but also the potential demand for the future.

Since countries signed up to results agendas, the demand for statistics in many countries has increased exponentially in terms of scope, quantity, quality, timeliness and disaggregation. This has strained the NSS which was already weak, under-resourced and under-performing due to a number of challenges. However, the said increase in demand for statistics has also provided opportunities for innovation and further investment in statistical production and development as will be shown in this document.

### *1.2.2 Data Supply*

The CSO and now ZamStats has been the main source of official statistics in the country since it was established in 1964. The office has been undertaking periodic censuses and surveys. To be able to do this more efficiently, it established, among other things:

- Structures - Various Divisions to manage functions of a National Statistics Office;
- Infrastructure data collection including a Permanent Field Organization (PFO) comprising Provincial Statistics Offices (PSOs) in the 10 provinces of the country;
- Sampling Frames for household-based and establishment-based surveys;
- IT Infrastructure for data management and dissemination;
- In-service Training Programme for Building Statistical Capacity across the NSS;
- Partnerships with Other Data Producers such as Bank of Zambia and various government Ministries e.g. Ministry of Health, Ministry of Agriculture, etc. to undertake joint censuses or surveys; and
- Partnerships with Cooperating Partners to support various statistical activities.

In addition, to censuses and surveys, ZamStats has been collecting secondary data from government ministries, departments and agencies to compile development indicators and make these available to users. It has also been supporting sectors to compile better data in their areas of mandate which are mainly used for internal purposes – planning and decision-making.



### 1.3 Organization of ZamStats

ZamStats is an autonomous Agency reporting to the Minister of Finance and National Planning. ZamStats has inherited the structure of CSO, its predecessor and the structure will change when the Agency becomes fully functional with a Board of the Agency in place as its governing body. The current structure will therefore change in due course.

### 1.4 Need for NSDS

There has been concern in the country about the state of official statistics in terms of availability (scope, quantity, accuracy, consistency, disaggregation and timeliness) and use especially for policy, planning, decision-making, monitoring and evaluation purposes. In context of the National Development Plans, data users have pointed to lack of data on development indicators in various sectors as a major constraint to policy and planning processes.

To address the data challenges in the country, ZamStats designed a National Strategy for the Development of Statistics (NSDS) in 2013, covering the period 2014-2018. It is acknowledged internationally that the NSDS is the best framework for building national statistical capacity and for addressing data challenges in a robust, comprehensive and synergic manner. In 2017, an independent evaluation of the Zambia NSDS was undertaken and it recommended that a sector-inclusive NSDS (2020-2024) be designed.

The process of designing the second NSDS started in June 2018 and used a sectoral (bottom-up) approach. Using this approach, a manageable number of sectors (12) was selected which included ZamStats as a special sector. More sectors will be added to the process as experience is gained and capacity is built. ZamStats got government to approve the design of a second NSDS, sought technical assistance from the African Development Bank (AfDB) to support the NSDS process, prepared a roadmap and established a structure for the process. The structure included: an Inter-agency Statistics Committee chaired by the Interim Statistician General which worked as a steering committee for the process, an NSDS design team headed by an NSDS Coordinator which was at the forefront of the NSDS process, and Sector Statistics Committees to take forward NSDS activities in sectors. At ZamStats, members of the NSDS design team doubled up as members of the Sector Statistics Committee for ZamStats.

In each selected sector, the following activities were conducted;

- (i) High level statistical advocacy to secure buy-in and support from the sector leadership.
- (ii) Assessment of the state of statistics in the sector using the provided format.
- (iii) Design of a Sector Statistics Plan (SSP) to address data challenges in the sector. For ZamStats, the SSP is this Strategic Plan.

The SSPs of respective sectors were used as building blocks to elaborate the NSDS.

## 2.0 ASSESSMENT OF THE STATE OF STATISTICS

### 2.1 Why the Assessment?

Best practice in strategic planning requires that an assessment of the current situation is undertaken to provide a basis for formulating a new strategic plan. It is important that such an assessment is deep, realistic, objective, critical, and inclusive of the user perspective. It should take into account ongoing improvement programmes, best practice and international standards and frameworks as appropriate. The assessment should identify what has worked well and why, and what has not worked well and why. Doing this ensures that past mistakes are avoided. Even more crucially, baselines against which to measure progress during implementation of the Plan are established.

Consequently, an assessment was made to determine, inter alia:

- (i) the external environment in which ZamStats operates;
- (ii) legal and institutional framework for production of official statistics;
- (iii) determination of current and future user needs;
- (iv) linkages and coordination arrangements among producers and between producers and users of statistics;
- (v) existing capacity (organisational, infrastructural, technical and resources) to meet user needs and fill existing data gaps;
- (vi) how statistics are produced - methods and procedures, adherence to international standards, challenges and constraints, etc.;
- (vii) how data is processed, archived, analysed and disseminated;
- (viii) role of ICT in statistical work and programmes; and
- (ix) Preparedness by ZamStats to embrace change and undertake data innovation as part of the data revolution.

### 2.2 How was Assessment done?

The assessment included review of relevant documents including the Vision 2030; the Statistics Act (Act no.13 of 2018) and the NSDS (2014 - 2018). Other relevant documents consulted were the international statistical frameworks such as the Fundamental Principles of Official Statistics and associated African Charter on Official Statistics; the SADC Regional Strategy for the Development of Statistics (RSDS)(2015-2020); the Strategy for the Harmonization of Statistics in Africa (SHaSA); the Africa Agenda 2063; the IMF's Data Quality Assessment Framework (DQAF); the IMF's General Data Dissemination System (GDDS); the PARIS21 NSDS Guide 2.3 and the Cape Town Global Action Plan for Sustainable Development Data (CTGAP).

The assessment was undertaken by members of the NSDS design team headed by Mrs Sheila Mudinda. The team was established by the Interim Statistician General. The NSDS design team membership was comprised of the following:

- (i) Sheila S. Mudenda, Assistant Director. IRD (NSDS Coordinator)
- (ii) Batista Chilopa Mwale
- (iii) Cecilia Munjita
- (iv) Lubinda Mukata
- (v) Welani Simwinga
- (vi) Greenson Samaliya

- (vii) Harriet Namukoko
- (viii) Robson Sinkamba
- (ix) Nkandu Kabibwa
- (x) Perry Musenge

ZamStats organized a number of trainings for members of Sector Statistics Committees from different sectors. The trainings aimed at enabling sector members of the Committees to understand concepts, the purpose and role of the NSDS in national statistical development.; Training were also for them to better appreciate their roles in undertaking the assessment of the state of statistics in sectors and to help them design a good sector statistics plan. In addition, training covered a common format developed by ZamStats for use in undertaking the said assessment. The assessment format which is attached to this document covered the following areas:

- Stakeholder Assessment
- Statistical Advocacy
- Organizational Development and Management
- Coordination
- Statistical Programming and Planning
- Data Development
- Data Quality
- Gap Analysis
- Major Challenges
- Strengths, Weaknesses, Opportunities and Threats (SWOT)

Having developed the first NSDS, ZamStats acknowledges the importance of statistics development and the Agency's leadership thus provided support to the designing of the sector statistics plan.

Consultations were held with different stakeholders mainly staff of different departments in the ministry and related institutions in the sector. The format was filled during focus group discussions. Three such discussions were held and these included about 10 officials at a time. All these activities were undertaken between May and December 2019.

In addition, stakeholders outside ZamStats, mainly data users of the institution's products were consulted, namely: Ministry of Lands; Ministry of Labour; Ministry of Health; Ministry of General Education; Ministry of Tourism; Ministry of Commerce; Bank of Zambia; Zambia Revenue Authority; Ministry of Livestock and Fisheries; Ministry of Agriculture; and Ministry of Finance.

The results of the state of statistics assessment of ZamStats are presented in the next chapter.

## 3.0 FINDINGS OF THE ASSESSMENT

This chapter presents results of the sector assessment of ZamStats. It presents information on ZamStats' different stakeholders, ZamStats structure, staff post filled, staff turnover; Infrastructure, Statistical programmes, data sources and data quality; Data analysis, dissemination and use; Main challenges to statistical production and management; and SWOT Analysis

### 3.1 Stakeholder Analysis

ZamStats collaborates with several stakeholders on census and survey activities. Prior to any data collection activity, consultations with various institutions and agencies are undertaken through meetings and workshops to ensure that the various needs of stakeholders are integrated. Specifically, the Agency writes to relevant stakeholders, informing them of the upcoming event and shares respective instruments for review before the meeting/workshop is held.

The stakeholders for ZamStats include, all government ministries, agencies, research institutions, cooperating partners and individual members of the public. Table 1 presents the main data users and their data requirements.

**TABLE 1. DATA USERS AND THEIR DATA REQUIREMENTS**

DATA USERS	MAIN DATA REQUIREMENTS
Bank of Zambia	Prices, Trade statistics and National Accounts
Zambia Revenue Authority	Frame of Establishments
Zambia Development Agency	Trade statistics
University of Zambia	Socio-economic, Demographic and Population Statistics
Ministry of Agriculture	Agriculture Statistics, Commodity Prices and Trade Statistics
Ministry of Labour	Labour Statistics
Ministry of Health	Social Statistics, (Demographic, Population, Maps)
Ministry of Commerce, Trade & Industry	Trade Statistics
COMESA	Price and Trade Statistics
International Monetary Fund	National Accounts, Government Finance Statistics (GFS) and Price Statistics
World Bank	Living Conditions Statistics
Ministry of Water Development	Demographic Data
Ministry of Home Affairs	Migration Statistics
Electoral Commission of Zambia	Population Statistics
Ministry of Finance and National Planning	Economic Performance Statistics
NAPSA	Labour and Population Statistics

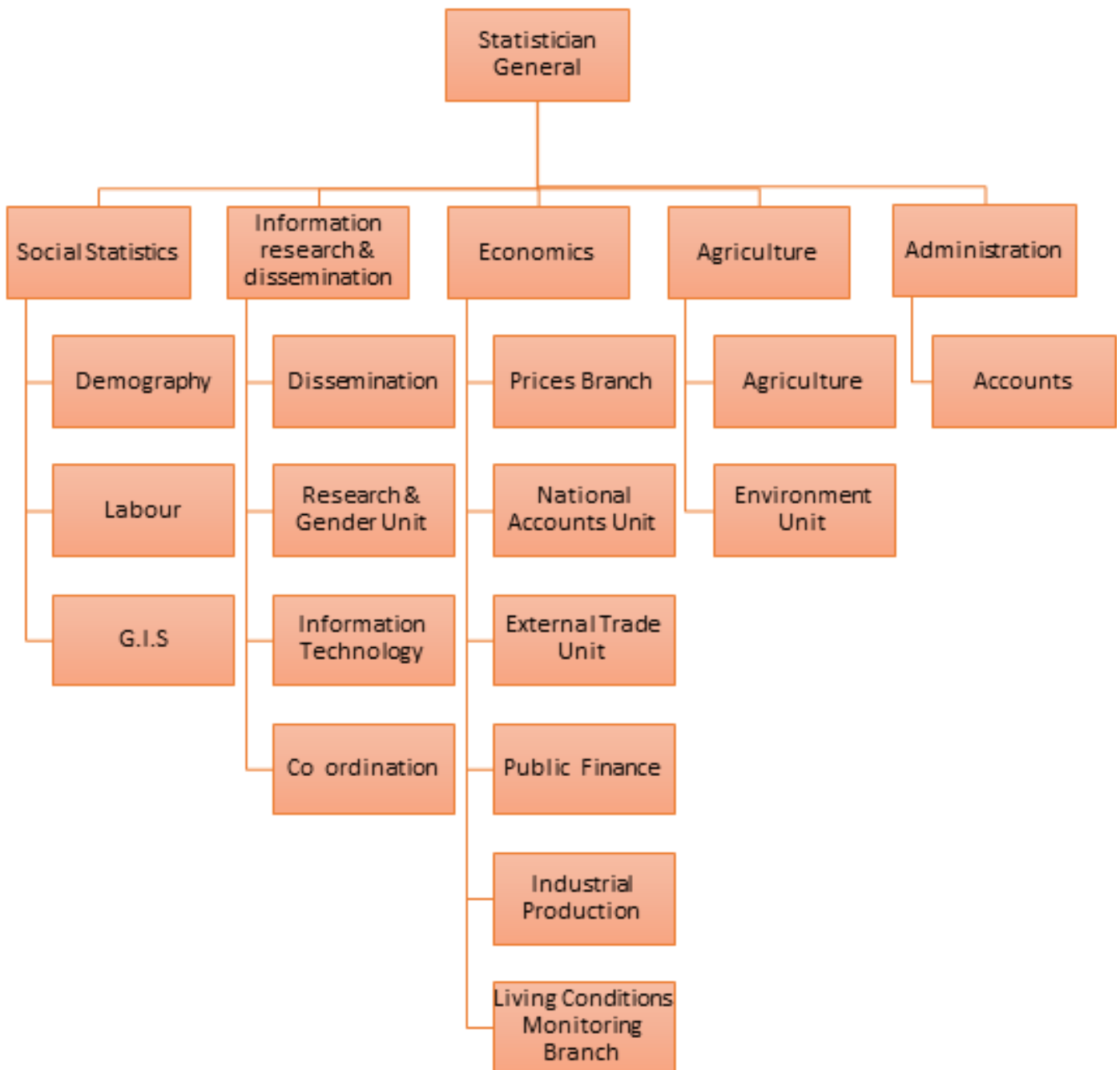
### 3.2 ZamStats Structure, Staffing, Staff Turnover

#### 3.2.1 ZamStats Structure

Currently, ZamStats is headed by an Interim Statistician General. The Agency is functionally divided into four Divisions namely: Economic and Financial Statistics; Social Statistics; Agriculture and Environment Statistics; and Information Research and Dissemination (IRD). Each Division is headed by an Assistant Director and divided into Branches while each branch is headed by a Principal Statistician. ZamStats has presence in each province headed by a Principal Statistician. The other cadre or levels in the institution, include: Senior Statisticians, Statisticians, Senior Statistical Officers, Statistical Officers and Statistical Clerks. The following figure presents the current ZamStats organogram.

All the Divisions, except IRD, collect, compile, and analyse statistics. The IRD Division provides data and statistical information to individuals, local institutions, regional and international organizations. It is also responsible for planning and implementing marketing and other dissemination strategies to increase information usage. Other functions of IRD Division are to provide statistical and research consultancy; and to establish a central database. The Division also provides the overall Information Technology (IT) application to support statistical systems development and general data processing services. The coordination aspects within the Agency and across the NSS are also a responsibility of IRD.

**Figure 1: Current Organogram of ZamStats**



### 3.2.2 Staffing

The Statistician General is the overall head. The total establishment for the Agency is 660 positions out of which 547 are filled and active. Out of the 547 filled positions, 454 are male while 135 are female. There are in total 406 staff that undertake statistical functions while the rest provide support to statistical production in their respective categories. The number of positions is however, likely to reduce in the proposed ZamStats structure. Below is a breakdown of staff performing Statistical functions in the institution.

**TABLE 2: STAFF PERFORMING STATISTICS FUNCTION**

CATEGORY	NUMBER
Assistant Director	4
Chief Statistician	1
Principal Statistician/ Regional Statistician	22
Senior Research Officer	2
Senior Statistician	16
Senior Nutritionist	1
Nutritionist	1
Senior Systems Analyst	3
Senior Demographer	3
Demographer	5
Systems Analyst	8
Librarian	1
Desktop Publication Officer	1
Programmer Analyst	3
Senior Cartographer	1
Cartographer	2
Gender Analyst	2
Assistant Desktop Publication Officer	1
Sales Officer	1
Data Control Clerk	8
Statistician	43
Documentalist	1
Field Coordinator	1
Assistant Field Coordinator	1
Printer superintendent	1
Screen Editor	5
Assistant Librarian	1
Senior Statistical Officer	17
Mappers	33
Statistical Officer	32
Statistical Clerk	137
Assistant Mapper	36
Data Entry Operator	13
<b>TOTAL</b>	<b>405</b>

There are in total 405 staff that undertake statistics functions. Less than half are currently engaged in the actual compilation of statistical data. Participation of Statisticians in the designing, monitoring and implementation of development plans and programs at ZamStats is low. Statisticians are more engaged in data processing and data analysis.

Some officers that perform statistical duties possess IT skills in Statistical Software Application, Supervisory skills, word processing skills, Power point presentation skills and few in Computer System Development. There are skills gaps in Data analysing, sampling techniques, report writing skills.

The Agency has a three-year rolling Training Plan which is reviewed every year. The plan is developed on the basis of the Training Needs Assessment which identifies training gaps. The plan acts as a guide on training programmes to be undertaken by members of staff and Training sponsorship based on the priority list and availability of financial resources during a particular year. In the past, ZamStats used to conduct an in-service training programmes for the statistical cadre as a foundation for further training in the statistical field. In the past five years, a total of 27 members of staff have undergone and completed training in various fields within and outside Zambia under the full and partial sponsorship by Government.

Details are in the table below:

S/NO.	PROGRAMME	NUMBER OF OFFICERS
1	Masters in Official Statistics	1
2	Master of Engineering in ICT	1
3	Masters in Population Studies	1
	Master of Science in Accounting and Finance	1
4	Masters in Economic Policy Management	2
	Master of Science in Economics and Finance	1
5	Masters in Human Resource Management	1
6	Degree in Official Statistics	3
7	Diploma in Official Statistics	2
8	Degree in Computing	
9	Degree Accounting	6
10	Degree in Business Administration	1
11	Diploma in Geographical Information,	3
12	Degree in Purchasing and Supply	1
13	Sampling for Survey Statisticians (certificate)	1
14	Survey Research Techniques (certificate)	1
<b>Total</b>		<b>27</b>

At the time of the assessment, four officers were undergoing training under Government sponsorship in fields which include; Degree in Economics, Masters in Data Science, and Degree in Computer Science. In addition, a number of officers have undergone/and or undergoing training in various relevant fields through self-sponsorship in order to enhance their skills.

Members of staff are motivated through training opportunities, recognition awards, and promotions whenever a vacancy occurs. However, the current structure does not have enough professional positions to which officers with higher qualifications could be placed. Qualifications to this effect a number of officers continue to leave the agency.

The proposed structure under the new ZamStats provides for more professional positions than non-professional positions. The new structure which is awaiting treasury authority will enable the placement of professional staff to higher positions. The Agency has not conducted any staff satisfaction surveys yet.

### 3.3 Infrastructure

#### 3.3.1 Office Infrastructure

ZamStats is housed in a spacious pyramid office building with adequate office space. The office space and state of furniture in the building was considered good. The Agency has twelve other offices located in the 10 Provinces of Zambia. Two Provincial Offices namely Copperbelt and southern Provinces have district offices in Kitwe and Choma, respectively.

#### 3.3.2 IT Infrastructure

##### (a) Hardware

ZamStats does not have adequate IT infrastructure. Most computers are obsolete and software is inadequate. The institution does not have for instance, the data warehousing software which is necessary for integrating databases from different divisions to serve as a central data repository.

Currently ZamStats is using a Local Area Network, with an in-house server. The institution also possesses a fully functional website which is user friendly and can be accessed by devices with internet connection.

##### (b) Software Used

During data collection for censuses and surveys, Computer Assisted Personal Interviewing (CAPI) technique is used. Tablets are loaded with the Census and Survey Processing System (CSPPro and Survey Solutions). For data analysis, the software used are STATA, SPSS and SAS.

##### (c) Data Analysis

Census or survey data are subjected to extensive checks on their validity and consistency in order to facilitate analysis using statistical software's. A master version of the files is maintained in ASCII format, which is the universal standard readable format by other software.

##### (d) Data Storage and Security

Data transmitted from the field is stored in a secure database, located on the central server maintained by the Agency. The server is located in a facility which is physically and environmentally secure. All files received by the server's software are securely stored. Currently there is no existing offsite storage facility.

##### (e) Proposals for improvement

There is need for new computers and capacity building in terms of skills for staff to keep abreast with emerging technology. All provincial offices need to be internet wired for ease of communication with other sectors and the head office.



## 3.4 Statistical Programmes, Data Sources and Data Quality

### 3.4.1 Statistical Programmes

The Agency draws its mandate to compile statistics from the provisions of the Statistics Acts No. 13 of 2018. The Act also provides the Agency with the mandate to coordinate statistical activities of other sectors in the National Statistical System (NSS).

The Agency develops an annual work plan that outline statistical activities to be undertaken. These plans primarily respond to the needs of National Development Plans and other obligatory statistics required by government like the consumer price index (CPI) and the GDP. ZamStats also responds to the needs of the private sector and research institution when coming up with annual work plans.

Being both a producer and user of official statistics, consultative meeting are held among divisions in the Agency when developing these plans. Before implementing annual plans, key stakeholders are engaged to ensure that their interests are taken into account. The activities are funded by both government and cooperating partners including the private sector.

### 3.4.2 Data Sources

The main sources of data are censuses and surveys. These include but not limited to:

#### (a) Censuses

1. **Census of Population and Housing**; the census is conducted every 10 years. The first census was conducted in 1969 followed by one in 1980, 1990, 2000, and 2010. The next one will be conducted in 2020.
2. **Agricultural Census**; this census should be ideally conducted every 10 years, however, due to lack of funds, only one agriculture census was conducted in 1991.
3. **Economic Census**; this census should be conducted every 5 years. The first economic census was conducted in 2011 for the census year 2010. A follow up census which should have been conducted in 2016 was not undertaken due to lack of funds.

#### (b) Surveys

Surveys provide about ten (10) percent of all the data needed for planning, policy formulation and monitoring development. The following are the main surveys undertaken by ZamStats:

1. **Demographic and Health Survey**; this survey is conducted every 4 years. The first survey was conducted in 1992 followed by 1996, 2000, 2007/8, 2013/14 and 2018.
2. **Living Conditions and Monitoring Survey**; the first LCMS was conducted in 1996 this was followed by 2008, 2003/4, 2010, 2012, 2015 and 2022.
3. **Quarterly Labour Force Survey**; this survey is conducted every quarter. The first quarterly survey was conducted in 2017 followed by 2018, 2019, and the last quarterly survey was conducted in the first quarter of 2020. The quarterly surveys are consolidated at the end of the year to provide annual Labour Force estimations. Before the series of quarterly Labour Force surveys was the Labour Force Survey which was a biannual survey. The first survey was conducted in 2005, followed by 2008, 2012, and 2014.

4. **Crop Forecast Survey**; the survey is conducted annually with the first ever being in 1985/86 and has since then been conducted annually.
5. **Post-Harvest Survey**; the survey is conducted annually after the agricultural harvest season. However due to financial constraints the last Post Harvest Survey was conducted in 2015.
6. **Consumer Price Index**; the first Consumer Price Index was conducted in 1968 and has since been published monthly to date.

The challenges in conducting censuses and surveys have been inadequate funding from both Government and support from cooperating partners. This has resulted in many surveys failing to take place, especially between 2016 and 2018.

### (c) Secondary Data Sources

In addition to collecting primary data from censuses and surveys, ZamStats also collects secondary data from other sectors to compile national development indicators like the GDP. As the coordinator of the NSS, ZamStats aims to strengthen sectors capacities to produce and use better quality statistics. In particular, ZamStats provides support by giving guidance on upholding international standards, classifications and procedures in the compilation of data.

### (d) Non-Traditional Data Sources

Under the United Nations data revolution for sustainable development, countries are encouraged to use non-traditional data sources such as big data to improve official statistics. ZamStats has not yet started using this method of data collection but hopes to explore it in the future.

#### 3.4.3 Data Quality

To ensure data quality and comparability, ZamStats uses internationally accepted standards and best practices. Among these include the:

- (i) UN Fundamental Principles of Official Statistics.
- (ii) Africa Charter for Statistics.
- (iii) Strategy for the Harmonisation of Statistics in Africa (SHaSA).
- (iv) International nomenclatures like the I.S.I.C revision 4, S.N.A 2008, IRIS, etc.
- (v) Principles and Recommendations for Population and Housing Censuses.

In consultation with other key stakeholders, ZamStats developed a Compendium of Statistics for use by the NSS. The Compendium of Statistics will enhance standardization and harmonization of concepts and definitions to allow comparability of data over time, locally and globally.

The Agency also ensures data quality by conducting training i to all data collectors prior to every data collection activity. ZamStats also routinely reviews the data collection instruments in consultation with key members of staff and stakeholders

## 3.5 Data Analysis Skills, Dissemination and Use

### 3.5.1 Data Analysis Skills

The assessment rated the statistical skills for data analysis as being moderate. Some members of staff had skills to analyse data, while others did not. The knowledge about statistical packages such as SPSS, STATA and Excel among members of staff was rated as moderate. The sector has huge amounts of data that have not been analysed due to inadequate analytical skills.

ZamStats has been collaborating with stakeholders to conduct data analysis for Censuses and specialized surveys. Some of the stakeholders include, the University of Zambia, consultants from UNFPA, UNICEF, IAPRI, UNECA, IMF, and the World Bank.

### 3.5.2 Data Dissemination and Use

#### (i) Data Dissemination

The assessment rated the statistical skills for data dissemination as low. However, the sector showed achievements with regards to dissemination of statistics. The sector uses various platforms and formats for reaching different users of statistics. The dissemination platforms include

:

##### (a) Data Portal

This is an Open Data Platform used for dissemination of data. The data portal initiated in 2011 is managed by the ZamStats with the support of African Development Bank (AfDB). The platform is easily accessible through any internet browser and is very interactive. Users of this platform can easily manipulate and search preferred data and present it in any format such as graphs and charts. Available data includes statistics on National Accounts, External Trade, Prices, Industrial Production, Living Conditions, labour force, gender, education, health and others.

The data portal contains statistics up to provincial level. The portal has also incorporated an SDG module in 2019, bearing baseline and updates for the SDG national indicator framework. It can be accessed through the ZamStats Website (<https://www.zamstats.gov.zm/>) and directly through <https://zambia.opendataforafrica.org>

##### (b) Website

All statistical reports and bulletins published, and information on the census and other activities can be accessed from the Agency website. [www.zamstats.gov.zm](http://www.zamstats.gov.zm).

##### (c) Walk in Clients

Members of the public are allowed to walk in and request for data and information through the dissemination unit. When on hand, data is provided instantly. Statistical reports

All census and survey results are disseminated through published statistical reports. These reports are usually given out at no cost.

#### (d) Monthly Bulletin

Each month, a bulletin disseminates high frequency economic performance indicators and any new statistics produced by the Agency.

Though ZamStats has been producing statistical information for a long time, the office does not have a data dissemination policy to guide the dissemination of statistics.

ZamStats had no calendar indicating the dates for the release of various statistics, however, the sector published its first ever Statistics Release Calendar in the year 2022.

#### (ii) Data Use

Statistics from ZamStats is highly sought for, particularly data on inflation, GDP, and Trade. Request for data are received through the dissemination office and through the Agency email address. ZamStats has huge and numerous datasets from censuses, surveys and administrative sources. It has been publishing various subject matter reports for use by different factions which include policy makers.

Currently ZamStats does not conduct a targeted user needs survey. However, an online platform exists where users provide feedback on their experience in using the website and on the usefulness of the information available.

The ZamStats has made strides to train data users and producers in different sectors on the utilisation and interpretation of statistics.

### 3.6 Main Challenges to Statistical Production and Management

Despite having a strong statistical mainstay, ZamStats experiences some challenges in the production and management of statistics. Most of the departments within the sector had a tendency to work in silos hence experiences a lack of coordination among the different departments.

### 3.7 SWOT Analysis

Strengths and weaknesses are internal to ZamStats, while opportunities and threats are external to ZamStats. Table 3 presents the SWOT Analysis for ZamStats.

**TABLE 3: STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS TABLE**

STRENGTHS	WEAKNESSES
New elevated position for head of Agency	Insufficient assessment of user needs
New management structure	Inadequate statistical advocacy
Competence in large scale field operations	Limited management capacity and skills
Existence of survey infrastructure	Failure to measure organizational performance
Ability to coordinate the national statistical system	Inadequate coordination within ZamStats
Permanent spacious office accommodation.	Lack of a comprehensive strategic plan and reliance on ad hoc approaches
	Lack of IT strategy
	Lack of human resource development strategy
	Inadequate knowledge management
	Lack of a data dissemination policy
	Lack of a databank/data warehouse
	Limited information sharing between ZamStats and other sectors
	Limited archiving of Information for institutional memory
	Inadequate internal policies and guidelines on organisational processes and decisions
	Lack of orientation or induction guidelines for new staff
OPPORTUNITIES	THREATS
New Statistics Act	Insufficient coordination with data users
Increased demand for statistical information	Political interference
Increased international partnerships for statistical development	Reduced priority for and investment in statistics
Advances in technology	Inability to attract and retain staff
Opportunity to share experiences and facilities in the African region and beyond	Inadequate funding from government
Existence of international frameworks, standards and guidelines	

## 4.0 STRATEGIC FRAMEWORK

### 4.1 Vision and Mission

This chapter presents the vision and mission statements including core values that define the desired end result that ZamStats intends to achieve. It also outlines the key measures that will be deployed in the implementation of the ZamStats Statistics Plan as well as the risks and mitigation factors to the development of sector statistics.

### Vision

*“To become a leading institution in the production, analysis and dissemination of official statistics in the region.”*

### Mission

*“To develop and coordinate an integrated National Statistical System and the provision of 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”.*

### 4.2 Core Values

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

**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 culture of timely, complete, standardized, and relevant statistics through innovation, research and creativity to produce value added products and services.

### 4.3 Strategic Goals, Strategic Objectives and Actions

#### Goal

STRATEGIC GOALS	STRATEGIC OBJECTIVES
<b>SG1:</b> Enhance statistical co-ordination and management.	1. To increase inter and intra-departmental coordination and collaboration within the Agency.
	2. To strengthen statistical structures.
<b>SG2:</b> Undertake and improve data production and development.	3. To develop and implement regular data production activities for key socio-economic indicators.
	4. To develop and implement integrated censuses and national surveys programme.
	5. To provide enabling Information Technology and office infrastructure for data production.
<b>SG3:</b> Create more statistical awareness.	6. To improve statistical advocacy and awareness programmes.
<b>SG4:</b> Increase demand for and usability of statistics.	7. To improve data analysis and interpretation.
	8. To improve data dissemination methods.
<b>SG5:</b> Enhance data quality assurance.	9. To foster a culture of quality in statistical production.
<b>SG6:</b> Staff motivation.	10. Staff recruitment and promotion based on merit.
	11. Reform the pay structure to attract and retain staff.
	12. Training.
<b>SG7:</b> Strengthen human resource development and management in statistical production.	13. To attract and retain competent staff.
	14. To enhance staff performance to effectively implement the ZamStats strategy.
	15. To promote professionalization of human resource.
	16. Develop and implement comprehensive Human Resource Development policy including ongoing in-service training to develop capacity and skills.
<b>SG8:</b> Strengthen support services for statistical production.	17. To sensitize NSS stakeholders on the new Statistics Act.
	18. To strengthen corporate processes and systems.
	19. To develop and maintain compliant systems, infrastructure and initiatives that support statistical production, development and related services.
<b>SG9:</b> Strengthen statistical infrastructure.	20. Strengthen sampling frames, registers, maps, methodology, data dictionaries and common coding systems, and enhance provincial office operations.
<b>SG10:</b> Improve accessibility of official statistics.	21. Prepare data release calendars with simultaneous release to all stakeholders.
	22. Create and strengthen Information Centres in Provincial Statistics Offices and resource centres.
	23. Sensitize the media in data dissemination.
	24. Develop data warehouse to be accessible through the ZamStats website.
<b>SG11:</b> Attract wider financial support and efficient use of resources.	25. Conduct commissioned surveys and studies;
	26. Sell statistical products and avoiding loss of focus on core activities.
	27. Statistical advocacy among policy and decision-makers.
	28. Secure Government commitment and support of cooperating partners.

#### 4.4 Risks and Mitigating Measures

- A number of factors present risks to the implementation of the sector statistics development plan. They include factors from both within and outside the sector.
- An internal potential risk factor to the development of sector statistics is, the inadequate positioning of the sector in relation to the assumed authority to make decisions by the head of the sector. It would be preferable that the head of the sector be assigned a higher position and the sector achieve autonomy in making decisions on the development of sector statistics.
- Another potential internal risk is the lack of skills and capacity in the development of statistics by management. Management in the sector must be competent in terms of skills and capacity in order to drive the development of statistics production.
- A lack of awareness of the statistics needs of different users is another potential internal risk to the development of statistics. Statistics only adds value when it is necessary, hence there is need to have information on the statistical needs of stakeholders by conducting user needs assessments particularly for policy makers. The aspect of use of statistics hinges on the policy maker and stakeholder awareness and appreciation of the value of statistics, otherwise available statistics will serve no purpose in policy making. Therefore, there is need for sector deliberate initiative for statistical advocacy and stakeholder statistical awareness and education programs.

#### 4.5 Success Factors

The National Strategy for the Development of Statistics and the New Act No. 13 of 2018 are the key success factors. The NSDS 2014-2018 played a major role in influencing the revision of the Census and Statistics Act. The implementation of the New Statistics Act No. 13 of 2018 accords the sector legal grounds to undertake the various activities under its purview. Other factors include:

- New management structure that has been developed for the sector
- Ability to implement large scale field operations
- Existing survey infrastructure
- Versatility in data production
- Increased demand for statistical information
- Increased international partnerships for statistical development
- Advances in technology
- Opportunity to share experiences and facilities in the African region and beyond
- International frameworks, standards and guidelines



## 5.0 IMPLEMENTATION, MONITORING AND EVALUATION

### 5.1 Implementation of Activities

The implementation of activities in the sector highly depends on the availability of funds. The assessment rated the implementation of activities in the sector as good. The sector implements all the activities that are funded and executes them according to the plans. The planned activities not implemented by the sector were due to lack of funding. It is envisaged that the implementations and execution of planned activities by the sector will improve under the provisions of the new Act. The Act gives the sector authority to source for resources from both local and international sources. This will be in addition to the current resources of grants from Government and the sale of publications. This is expected to reduce the number of activities not implemented due to lack of funding.

### 5.2 Monitoring and Reporting Framework

Monitoring and evaluation in ZamStats was rated as inadequate. The sector assessment identified this as one of the weaknesses of the sector. Currently, there is no framework for monitoring and evaluating performance of activities in the sector. The new Act puts more emphasis on the sector to coordinate statistical activities of other sectors. Hence, a framework to monitor and evaluate the activities of the sector should be developed otherwise it will be difficult for the sector to coordinate activities of other sectors if it cannot monitor and evaluate its own activities.

### 5.3 Budgets and Funding Arrangements

The sector assessment rated funding to the Agency as inadequate. ZamStats has not been funded according to the estimated budget in the yellow book in the past years. This has resulted in lack of implementation of many activities. The sector is a department in the Ministry of Finance and National Planning. As part of implementation of the new statistics act, the sector has been accorded the status of a grant aided institution. The new Act gives prospects of improvements in funding for the sector as it will be able to receive funds in form of grants from government in addition to other sources of funds from within and outside the country.

The annual budget presented in Table 4, represents the budget for statistical work in the Agency for 2022 to 2026. The total budget amounts to K971,645,762.

**TABLE 4: BUDGET OF THE SECTOR STATISTICS PLAN**

STRATEGIC	2022	2023	2024	2025	2026
Coordination of NSS	12,076,314	13,887,761	15,970,925	18,366,564	21,121,549
Capacity Building	12,076,314	13,887,761	15,970,925	18,366,564	21,121,549
IT Infrastructure	805,076	925,837	1,064,713	1,224,420	1,408,083
Data Development	103,050,722	118,508,330	136,284,580	156,727,267	180,236,357
Data dissemination	16,101,752	18,517,015	21,294,567	24,488,752	28,162,065
<b>TOTAL</b>	<b>144,110,178</b>	<b>165,726,705</b>	<b>190,585,710</b>	<b>219,173,567</b>	<b>252,049,602</b>

## ANNEXES

## ANNEX 1: Sector Statistics Action Plan

STRATEGIC OBJECTIVE	STRATEGIC INITIATIVE	OUTPUT	PERFORMANCE INDICATOR	MILESTONE/TARGET	
<b>GOAL: TO BECOME THE LEADING PRODUCER AND SUPPLIER OF QUALITY STATISTICS IN THE COUNTRY</b>					
Improve Statistical Infrastructure	(a) Improve IT infrastructure	Acquire Appropriate IT hardware	New Computers Purchased	100 Computers by December 2021	
		Acquire Appropriate Computer software	Data Analysis Software Purchased	CSPRO, SPSS and STATA acquired by December 2021	
		Acquire Data Warehouse Software	Data Warehouse Software Purchased	Data Warehouse Purchased and installed by June 2021	
		Internet Wiring of Provincial Offices with other sectors and Headquarters	Equipment for internet wiring purchased	Internet wiring of provincial offices by December 2021	
Training of statisticians in Computer, data analysis and dissemination skills	(b) Train statisticians to keep them abreast with changing technology	Train statisticians in computer skills	Computer Trainings conducted	Train 80 Statisticians by November 2020	
		(c) Equip statisticians with data analysis skills	Create a data analysis unit and train Statisticians in SPSS, STATA, EXCEL and CSPRO	Unit created and trainings conducted	Train 50 statisticians by July 2021
		(d) Train staff in dissemination skills	Conduct special trainings for dissemination staff	Trainings conducted	Conduct specialized training to all dissemination staff by April 2021
		(e) Constitute the Coordination, Monitoring and Evaluation unit in the sector	Conduct special trainings for the staff in the unit	Unit formed and trainings conducted	Develop strategy for Coordination, Monitoring and Evaluation by March 2021
Improve Coordination, Monitoring and Evaluation within and outside the sector	(f) Source other sources of funding for program implementation to reduce on total dependency on Government funding	Identify other sources of funding within and outside the country	Other sources identified	Contact other funders by August 2021	
<b>ENHANCE STATISTICAL CO-ORDINATION AND MANAGEMENT</b>					
To increase inter and intra-departmental coordination and collaboration within the Agency.	Intra and Inter-departmental meetings Evaluation meetings on statistical undertakings	Reports	Number of Intra and Inter-departmental meetings undertaken	Conduct quarterly meetings annually Conduct quarterly meetings annually	
To strengthen statistical structures.	Implement new ZamStats structure	New structure implemented	Operational structure	Operationalize new structure	
<b>UNDERTAKE AND IMPROVE DATA PRODUCTION AND DEVELOPMENT</b>					
To develop and implement regular data production activities for key socio-economic indicators.	Improve scope and frequency of key socio-economic indicators	1. Economic indicators 2. Social indicators 3. Review reports	1. Vital Statistics from Routine Data produced 2. Collection of Migration Statistics	Annual social economic indicators generated	
To develop and implement integrated censuses and national surveys programme.	1. Develop censuses and national surveys programme. 2. Update censuses and survey methodologies.	1. Bench mark and structural data generated. 2. Monitoring of censuses and surveys programmes undertaken.	1. Census programme to collect data on population and housing, developed by 2020. 2. Produce guidelines for conducting censuses and surveys. 3. Document methodologies for censuses and surveys.	1. Population and Housing Census conducted in December 2020. 2. Guidelines produced 3. Existing data collection tools and sampling frames reviewed by July 2020	

STRATEGIC OBJECTIVE	STRATEGIC INITIATIVE	OUTPUT	PERFORMANCE INDICATOR	MILESTONE/TARGET
To provide enabling Information Technology and office infrastructure for data production.	1. Develop and maintain appropriate data management systems and infrastructure within 2. Develop statistical infrastructure.	1. Infrastructure for data production, analysis and dissemination. 2. Increase staff capacity in databases management	1. Infrastructure for data production, analysis and dissemination developed. 2. Create statistical capacities in database management	1. Archiving routines for different datasets developed by 2022. 2. Staff capacity in data management developed by 2022.
<b>INCREASE DEMAND FOR AND USABILITY OF STATISTICS</b>				
To improve data analysis and interpretation (training end users).	Undertake detailed data analysis and interpretation by enhancing analytical capacity and improving statistical reporting	1. Number of publications. 2. Standard look for statistical reports. 3. Increased subject matter analysis.	1. Number of publications produced 2. Number of subject matter analysis.	10 publications produced annually 20 subject matter analyst by 2023.
To improve data dissemination methods.	1. Increase statistical data and information in the public domain. 2. Use different media to disseminate data and information.	1. Data dissemination policy. 2. Geo-Spatial reports/catalogues. 3. User Satisfaction Survey reports.	1. Develop data dissemination policy 2. Number of data users reached.	1. Data dissemination policy produced by 2021 2. Over 1000 data users reached annually. 3. User needs annually assessed.
<b>STAFF MOTIVATION</b>				
Staff recruitment and promotion based on merit.	1 Facilitate recruitment, selection and placement of qualified staff in the right positions 2 facilitate transfers and promotions of eligible staff based on merit	Report	1. Number of recruitment, selection and placement of qualified staff in the right positions created. 2. Review and reinforce ZamStats terms and conditions of Service.	Terms and Conditions of Service reviewed by June 2022.
Reform the pay structure to attract and retain staff.	1. Review current pay structure in order to attract and retain qualified and experienced staff.	Improved staff performance	1. Undertake job evaluation exercise. 2. Design and implement an appropriate reward system.	1. A new grading and salary structure in place by July 2022.
Training.	1. Undertake Training Needs Assessment to identify training gaps	Report	Undertake Training Needs Assessment	Training Needs Assessment Undertaken by 2021
	2. Prepare budget for training and development	Budget Report	Budget for training and development developed	Develop budget by 2021
<b>STRENGTHEN HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT IN STATISTICAL PRODUCTION</b>				
To promote professionalization of human resource.	Establish performance management system.	A functional output-based staff performance management system.	Reviewed staff appraisal instruments.	Staff appraisal aligned to the ZamStats strategic plan.
Develop and implement comprehensive Human Resource Development policy including ongoing in-service training to develop capacity and skills.	1. Develop and manage in service training.	Capacity building within the National Statistical System	Number of staff with competent statistical skills	30 skilled employees by 2022
<b>IMPROVE ACCESSIBILITY OF OFFICIAL STATISTICS</b>				
Prepare data release calendars with simultaneous release to all stakeholders.	1. Update data release calendars	Data release calendars	Create an Annual Release Calendar	Release Calendar Produced Annually

STRATEGIC OBJECTIVE	STRATEGIC INITIATIVE	OUTPUT	PERFORMANCE INDICATOR	MILESTONE/ TARGET
Create and strengthen Information Centres in Provincial Statistics Offices and Resource Centres.	1. Strengthen already existing provincial Statistics Offices and Resource Centres.	Refurbished provincial Statistics Offices and Resource Centres.	Number of Refurbished provincial Statistics Offices and resource centres.	5 Provincial Statistics Offices and Resource Centres refurbished.
Sensitize the media in data dissemination.	1. Conduct sensitisation workshops with the media	Media sensitization workshops conducted	Number of Media Sensitization Workshops conducted	4 Media Sensitization Workshops conducted by 2021
Develop data warehouse to be accessible through the ZamStats website.	1. Strengthen accessibility to databases	Data warehouse created through the ZamStats website	Develop a Data warehouse through the ZamStats website	Data warehouse created by 2021
<b>CREATE MORE STATISTICAL AWARENESS</b>				
To improve statistical advocacy and awareness programmes	Undertake general statistical advocacy.	ZamStats advocacy plan.	Number of advocacy tools & materials developed.  Number of activities undertaken	Advocacy tools, material & programmes developed and implemented annually throughout the plan period.  At least one media workshop held each year.

## ANNEX 2: Summarised Objectives by Goal, Strategic Initiatives, Broad Activities and Outputs

STRATEGIC GOALS	OBJECTIVES	ACTIVITIES BY DIRECTORATE/ DIVISION	OUTPUTS	DIRECTORATE/DIVI- SION	YEAR				
					1	2	3	4	5
<b>SG1:</b> Enhance Statistical Co-Ordination and Management	1. To increase inter and intra-departmental coordination and collaboration within the Agency.	Intra and Inter-departmental meetings	Report	Coordination	x	x	x	x	x
		Annual Recreational Event	Report	Coordination	x	x	x	x	x
Evaluation meetings on statistical undertakings		Report	Coordination	x	x	x	x	x	
	2. To strengthen statistical structures.	Implement new ZamStats structure		Coordination	x	x			
<b>SG2:</b> Undertake and Improve Data Production and Development	3. To develop and implement regular data production activities for key socio-economic indicators.	1. Vital Statistics from Routine Data	1. Vital Statistics Annual Report	Social Statistics Division	x	x	x	x	x
		2. Collection of Migration Statistics	2. Migration Annual Report	Social Statistics Division	x	x	x	x	x
		3. Preparation of result-based work plan for the Labour Force Survey (LFS), Statistical Business Register (SBR) and Employment and Earnings Inquiry (EEI). Domestication & implementation of international standards (if need be) to suit local conditions.	3. Survey instruments, manuals, draft frameworks, guidelines, reports, metadata reports, etc. Comparable and convertible indicators and coding processes.	Social Statistics Division		x		x	
	4. To develop and implement integrated censuses and national surveys programme.	1. Sample Vital Registration With Verbal Autopsy (SAVY) from Census data	1. SAVY Report	Social Statistics Division		x			x
			2. SAVY clean dataset						
		2. 2022 Zambia Demographic and Health Survey	3. ZDHS Report	Social Statistics Division				x	
		3. Preparation of labour market modules to be integrated into households surveys	4. Production of indicators including Labour Force Participation rate, Employment-to-population ratio, unemployment rate, average earnings, hours of work, etc.	Social Statistics Division	x	x	x	x	x
	5. To provide enabling Information Technology infrastructure for data production.	1. Allocation of resources for the procurement of IT equipment/materials as well as training of staff in IT infrastructural usage.	1. Fully trained workforce in IT usage; increased skill in IT usage; appropriate IT equipment and software for the production of statistics	Collaboration of Social Statistics, IRD and Administration	x			x	
			Procurement of computer hardware and software and other IT accessories such as Printer, and scanners	Number of IT infrastructure	IT Dept.	x		x	
	<b>SG3:</b> Create more Statistical Awareness	6. To improve statistical advocacy and awareness programmes.	1. Design An Advocacy Plan/Strategy.	Advocacy tools, material & programmes developed and implemented annually throughout the plan period.	IRD	x	x	x	x
2. Develop Advocacy Tools/Materials.			x			x	x	x	x
3. Produce Advocacy Tools.			x			x	x	x	x
4. Undertake Advocacy.			x			x	x	x	x



STRATEGIC GOALS	OBJECTIVES	ACTIVITIES BY DIRECTORATE/ DIVISION	OUTPUTS	DIRECTORATE/DIVI- SION	YEAR				
					1	2	3	4	5
<b>SG7:</b> Strengthen Human Resource Development and Management in Statistical Production	13. To attract and retain competent staff.	1. Facilitate recruitment, selection and placement of qualified staff in the right positions	Report						
		2. facilitate transfers and promotions of eligible staff based on merit	Number of Transfers and Promotions		x	x	x	x	x
	14. To enhance staff performance to effectively deliver ZamStats strategy.	1. provide logistical support and conducive work environment to enhance performance							
		1. Develop and manage a succession plan.	Operational succession plan in place						
	15. To promote professionalization of human resource.	2. Create training opportunities	Number of training opportunities created		x	x	x	x	x
16. Develop and implement comprehensive Human Resource Development policy including ongoing in-service training to develop capacity and skills.		1. Review, Develop and Interpret Contents of the HRD policy to staff	HRD Policy						
<b>SG8:</b> Strengthen Support Services for Statistical Production	17. To sensitize NSS stakeholders on the new Statistics Act.	1. Promote application of the new Act across the NSS.	Number of Information Workshops held on the new Act		x	x	x	x	x
		2. Sensitize stakeholders on the new Act.			x	x	x	x	x
	18. To strengthen corporate processes and systems.								
	19. To develop and maintain compliant systems, infrastructure and initiatives that support statistical production, development and related services.	1. Maintain an efficient procurement system that supports statistical production and related services.	Procurement Systems maintained		x	x			
1. Develop and maintain a sound financial management system that supports statistical production and related services.		Financial Management System developed		x	x				
<b>SG9:</b> Strengthen Statistical Infrastructure	20. Strengthen Sampling Frames, Registers, Maps, Methodology, Data Dictionaries and Common Coding Systems, and Enhance Provincial Office Operations.	1. Update Sampling Frames, Shape Files and Maintain Updated Coding Systems And Data Dictionaries			x	x			
<b>SG10:</b> Improve Accessibility of Official Statistics	21. Prepare Data Release Calendars with simultaneous release to all Stakeholders.	1. Update Data Release Calendars		Dissemination	x	x	x	x	x
	22. Create and strengthen Information Centres in Provincial Statistics Offices and Resource Centres.	1. Strengthen already existing provincial Statistics Offices and Resource Centres.	Number of improved provincial Statistics Offices and newly established Resource Centres.	I.R.D	x	x			
	23. Sensitize the media in data dissemination.	1. Conduct Sensitisation Workshops with the Media		Dissemination	x	x	x	x	x
	24. Develop data warehouse to be accessible through the ZamStats website.			IT dept.	x	x			

### ANNEX 3: Five Year Budget (in Zambian Kwacha)

BUDGET REQUIREMENTS FOR STRATEGIC GOALS (2020-2024)							
STRATEGIC GOALS	OBJECTIVES	DEPARTMENT	2022	2023	2024	2025	2026
<b>SG1:</b> Enhance statistical Co-Ordination and Management	1. To increase inter and intra-departmental coordination and collaboration within the Agency.	Coordination		330,000	363,000	399,300	439,230
	2. To strengthen statistical structures.	Coordination			550,000	605,000	665,500
<b>SG2:</b> Undertake and Improve Data Production and Development.	3. To develop and implement regular data production activities for key socio-economic indicators. (All Branches)	Labour Unit	1,000,000	1,100,000	1,210,000	1,331,000	1,464,100
		Prices Unit		4,800,000	5,280,000	5,808,000	6,388,800
		Population & Demography		2,800,000	2,700,000	2,700,000	2,700,000
		National Accounts		5,166,885	200,000	220,000	242,000
	4. To develop and implement integrated censuses and national surveys programme. (All Branches)	Labour Unit	3,000,000	3,300,000	3,630,000	3,993,000	4,392,300
		LCMB	20,000,000		23,000,000		26,450,000
		Agriculture	3,500,000	3,850,000	4,235,000	4,658,500	5,124,350
		Gender	4,500,000		5,175,000		5,951,250
		Prices Unit	550,000	605,000	665,500	732,050	805,255
		Population & Demography		1,251,959	50,034,455	8,151,350	
National Accounts	2,500,000		2,875,000		3,306,250		
5. To provide enabling Information Technology infrastructure for data production.	IT	200,000			240,000		
<b>SG3:</b> Create more Statistical Awareness	6. To improve statistical advocacy and awareness programmes.	Dissemination	150,000	165,000	181,500	199,650	219,615
<b>SG4:</b> Increase demand for and usability of statistics.	7. To improve data analysis and interpretation. (training end users)	Coordination	200,000	220,000	242,000	266,200	292,820
	8. To improve data dissemination methods.	Dissemination					
<b>SG5:</b> Enhance Data Quality Assurance	9. To foster a culture of quality in statistical production.	Coordination	100,000	110,000	121,000	133,100	146,410
<b>SG6:</b> Staff Motivation	10. Staff recruitment and promotion based on merit.	Administration	150,000	175,000	190,000	230,000	250,000
	11. Reform the pay structure to attract and retain staff.	Administration					
	12. Training.	HRD					
<b>SG7:</b> Strengthen Human Resource Development and Management in Statistical Production.	13. To attract and retain competent staff.	HRD					
	14. To enhance staff performance to effectively deliver ZamStats strategy.	Administration	300,000	350,000	450,000	500,000	650,000
	15. To promote professionalization of human resource.	HRD					
	16. Develop and implement comprehensive Human Resource Development policy including ongoing in-service training to develop capacity and skills.	Administration	300,000	350,000	400,000	450,000	600,000



BUDGET REQUIREMENTS FOR STRATEGIC GOALS (2020-2024)							
STRATEGIC GOALS	OBJECTIVES	DEPARTMENT	2022	2023	2024	2025	2026
<b>SG8:</b> Strengthen Support Services For Statistical Production	17. To sensitize NSS stakeholders on the new Statistics Act.	Coordination	350,000	385,000	423,500	465,850	512,435
	18. To strengthen corporate processes and systems.	Coordination					
	19. To develop and maintain compliant systems, infrastructure and initiatives that support statistical production, development and related services.						
<b>SG9:</b> Strengthen Statistical Infrastructure	20. Strengthen sampling frames, registers, maps, methodology, data dictionaries and common coding systems, and enhance provincial office operations.	Coordination	500,000	550,000	605,000	665,500	732,050
<b>SG10:</b> Improve accessibility of Official Statistics	21. Prepare data release calendars with simultaneous release to all stakeholders.	Dissemination	150,000	165,000	181,500	199,650	219,615
	22. Create and strengthen Information Centres in Provincial Statistics Offices and Resource Centres.	Dissemination	150,000	50,000	181,500	70,000	219,615
	23. Sensitise the media in data dissemination.	Dissemination	200,000	220,000	242,000	266,200	292,820
	24. Develop data warehouse to be accessible through the ZamStats Website.	IT					

