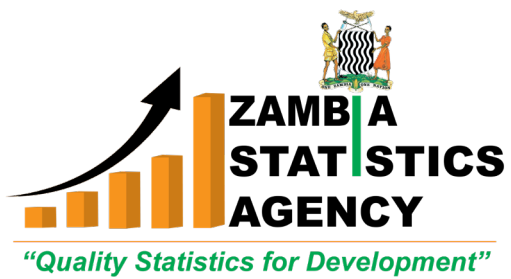


**2025 - 2026**

# **STRATEGIC PLAN**

*"Enhancing Lives through Quality Statistics"*



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# FOREWORD



It is with immense pride and a deep sense of responsibility that we present the Zambia Statistics Agency (ZamStats) Strategic Plan for 2025–2026. This document is not merely a plan—it is a bold affirmation of our unwavering commitment to strengthening the role of official statistics as a cornerstone of evidence-based decision-making and sustainable development in Zambia.

The Strategic Plan sets out a clear and forward-looking direction for ZamStats, anchored in a vision of excellence, innovation, and responsiveness to the evolving data landscape. It outlines our aspiration to transform ZamStats into a modern, agile, and trusted national statistical institution—one that consistently delivers high-quality, timely, and relevant data for all.

At the heart of this strategy are four strategic themes:

1. Operations and Organizational Optimization
2. Publication of Official Statistics
3. National Statistical System Coordination
4. Financial Capacity

These focus areas were carefully chosen to address existing challenges while harnessing emerging opportunities. Our priorities include improving the availability and quality of official statistics,

deepening stakeholder engagement, strengthening ICT infrastructure, and ensuring financial sustainability. These are underpinned by robust monitoring and evaluation frameworks designed to track progress and ensure accountability.

The successful implementation of this Strategic Plan will rely on a strong culture of excellence, teamwork, collaboration, and transparency. We are guided by core values of integrity, confidentiality, accountability, innovation, quality, user-focus, and collective commitment. These values are central to our pursuit of a data ecosystem that empowers policy-makers, supports development planning, and meets the growing demand for credible statistics.

We acknowledge that the path ahead will require resilience, adaptability, and sustained engagement with our partners and stakeholders. We therefore call upon government institutions, development partners, academia, the private sector, civil society, and the public to join us in realizing this vision. Together, we can ensure that statistics remain a powerful enabler of inclusive growth and national transformation.

Importantly, this Strategic Plan is aligned with the Second National Strategy for the Development of Statistics (NSDS2) 2023–2027, reinforcing our role in supporting the modernization and strengthening of the entire National Statistical System (NSS). This alignment ensures that ZamStats contributes meaningfully to Zambia’s broader development agenda.

Let us move forward, united in purpose and shared commitment, to build a robust, integrated, and innovative statistical system—one that delivers on the promise of data to transform lives and drive sustainable development in Zambia.

A handwritten signature in blue ink, appearing to read 'Oliver J. M. Chinganya'. The signature is fluid and stylized, written over a light blue circular background.

Oliver J. M. Chinganya  
**BOARD CHAIRPERSON**

## ACKNOWLEDGEMENTS



The Zambia Statistics Agency (ZamStats) extends its heartfelt gratitude to all those who contributed to the development of this Strategic Plan for 2025–2026. This plan represents the collective efforts of various stakeholders and partners whose input has been invaluable.

We wish to acknowledge the guidance and support of the Government of the Republic of Zambia, particularly the Minister of Finance and National Planning for providing strategic leadership through the appointment of the able ZamStats Board of Directors. We recognise with deep appreciation the ZamStats Board of Directors for providing strategic guidance in the formulation of our strategic plan. Their experience and expert knowledge contributed immensely to the refinement of the document. We also acknowledge the Ministry of Finance and National Planning for providing policy direction through the 8<sup>th</sup> National Development Plan (8NDP) 2022–2026 which underpinned the process of alignment of the Strategic Plan.

Special thanks go to the Management Development Division (MDD) at Cabinet Office for their technical assistance during the strategic planning process. Their expertise and input were instrumental in shaping this document.

To our stakeholders, which include line ministries, cooperating partners, academia, the private sector, and civil society organizations, we are deeply grateful for your collaboration and participation on various statistical programmes that the Agency undertakes.

We also appreciate the commitment and dedication of the ZamStats team, whose insights and hard work ensured that this Strategic Plan reflects our vision, mission and priorities. Your contributions demonstrate the high level of professionalism and passion that drive this Agency.

Lastly, we extend our gratitude to the Zambian public for their ongoing trust and engagement in various aspects with ZamStats. Your reliance on our statistics for evidence-based decision-making motivates us to continuously improve our services and outputs.

As we embark on this journey, we are confident that, with the continued support of our stakeholders, we will achieve the goals set forth in this Strategic Plan and contribute meaningfully to Zambia's development agenda.



Sheila S. Mudenda

**ACTING STATISTICIAN GENERAL**

# ACRONYMS

8NDP	8th National Development Plan
AU	African Union
BSC	Balanced Scorecard
CBU	Copperbelt University
CCZ	Council of Churches in Zambia
CEEC	Citizens Economic Empowerment Commission
COMESA	Common Market for Eastern and Southern Africa
CP	Cooperating Partners
CRS	Catholic Relief Service
CSO	Central Statistical Office
CSPRO	Census and Survey Processing System
DAPP	Development Aid for People to People
EFZ	Evangelical Fellowship of Zambia
ERB	Energy Regulation Board
ERP	Enterprise Resource Planning
EU	European Union
GSBPM	Generic Statistical Business Process Model
ICT	Information and Communication Technology
IMF	International Monetary Fund
JICA	Japan International Cooperation Agency
MDD	Management Development Division
M&E	Monitoring and Evaluation
MIS	Management Information System
NGOCC	Non-Governmental Coordinating Council
NSDS2	Second National Strategy for the Development of Statistics
NSS	National Statistical System
PESTEL	Political Economic Social Technological Environmental and Legal Analysis
SADC	Southern African Development Community
SPSS	Statistical Package for the Social Sciences
STAC	Statistics in Action Course
UNECA	United Nations Economic Commission for Africa
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Emergency Fund
YMCA	Young Men's Christian Association
YWCA	Young Women's Christian Association
ZamStats	Zambia Statistics Agency
ZCCB	Zambia Conference of Catholic Bishops



## EXECUTIVE SUMMARY

The Zambia Statistics Agency (ZamStats) Strategic Plan (2025–2026) has been developed to provide strategic direction in fulfilling its mandate as the sole entity responsible for the publication of official statistics in Zambia. The Strategic Plan (2025-2026) aligns with the 8th National Development Plan (8NDP) 2022–2026, focusing on strengthening national data and information systems. This Strategic Plan also aligns with the Second National Strategy for the Development of Statistics (NSDS 2) which is focused on broader national efforts in strengthening statistical production, coordination and use across all sectors.

The Strategic Plan was developed through a consultative process with key stakeholders, comprising the Board, members of staff and the consulting team at the Management Development Division (MDD). The Agency employed an Integrated Institutional Assessment/Organizational Development approach using the Balanced Scorecard (BSC) methodology. This ensures alignment of daily operations with strategic objectives and measurable outcomes. The formulation process was also guided by the mandate and functions of ZamStats as prescribed in the Statistics Act No. 13 of 2018, and through external and internal assessments (PESTEL and SWOT). These processes identified critical opportunities, key issues and priorities to be addressed to support the Agency achieve its vision. In this regard the Strategic Plan identified strategic themes, goals and strategic results for the Agency to achieve the vision of becoming “a credible and innovative provider of official statistics”

The Strategic Plan also directly supports the objectives and priorities of the Second National Strategy for the Development of Statistics (NSDS2), especially in promoting efficient and effective data processes, transforming the National Statistical System (NSS), and enhancing statistical coordination. The sectoral approach of NSDS2 has been used as a guiding framework to ensure that ZamStats’ operations not only focus on internal transformation but also contribute to building a harmonized, modern and responsive statistical system in Zambia.

The following are the identified Strategic Themes and Strategic Results of the Agency :

- i. **Operations and Organizational Optimization** resulting in high quality services.
- ii. **Publication of Official Statistics** resulting in quality statistical information.
- iii. **National Statistical System Coordination** resulting in sustainable production and use of statistics.
- iv. **Financial capacity** resulting in sustainable funding for programmes.

Each strategic theme comprises strategic goals and initiatives describing how the Agency plans to achieve its results. In implementing the strategic plan, the institution will put in place a monitoring and evaluation system which will track progress and ensure accountability, focusing on Key Performance Indicators (KPIs) across all strategic objectives. Refer to Appendix II for the Balanced Scorecard presenting the performance metric that will help the Agency track and measure performance across four perspectives namely: Client/Stakeholder, Finance, Internal Processes, Organisational Capacity, and provides a holistic view of the Agency’s intended achievements.

The successful implementation of this Strategic Plan relies on critical enablers, including adequate funding, skilled personnel, technology, business processes such as the Generic Statistical Business Process Model (GSBPM)), stakeholder collaboration, and alignment with international best practices. By addressing identified challenges and capitalizing on opportunities, ZamStats will strengthen its role as a credible and innovative provider of official statistics, supporting evidence-based decision-making and national development.

## SUMMARY OF THE STRATEGIC DIRECTION



### VISION

*A Credible and Innovative Provider of Official Statistics*

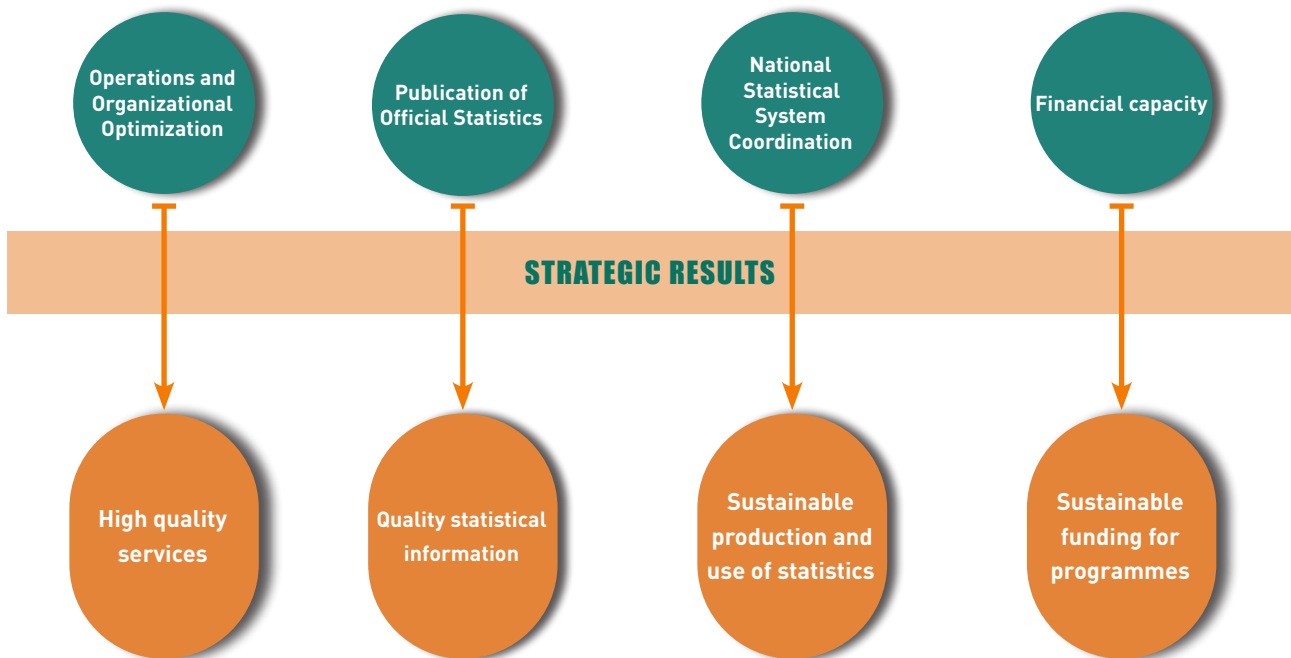


### MISSION

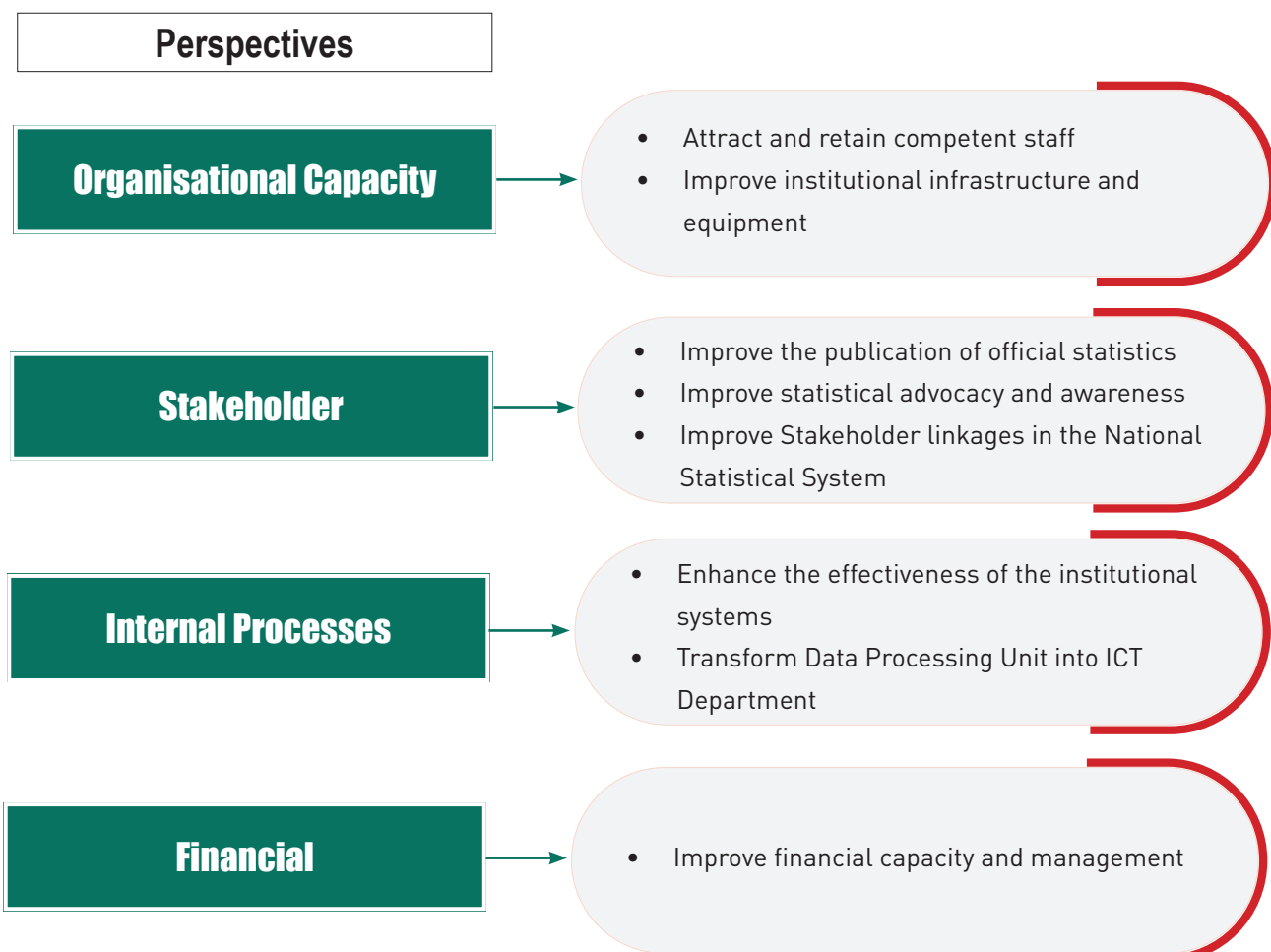
*To efficiently and effectively coordinate the collection, compilation, analysis and dissemination of official statistics for evidence-based decision making and national development*



## STRATEGIC THEMES



## STRATEGIC OBJECTIVES



The Zambia Statistics Agency (**ZamStats**) was established as the sole entity responsible for publishing official statistics following the enactment of the Statistics Act No. 13 of 2018. Prior to this, the then Central Statistical Office (**CSO**) operated as a department within the Ministry of Finance and National Planning under the outdated Census and Statistics Act of 1964, which failed to meet the rapidly changing data needs and advancements in technology. The Government repealed this outdated Act and replaced it with the new Statistics Act as part of the statistical reforms aimed at improving production and use of quality official statistics and in alignment with the 1994 UN Fundamental Principles of Official Statistics and the 2009 African Charter on Statistics.

The Statistics Act No. 13 took effect with the signing of Statutory Instrument No. 60 of 2019 and the gazetting of the Commencement Order on September 6, 2019. The Act establishes an integrated National Statistical System, outlining mechanisms for the coordination, collection, management and dissemination of statistics while promoting the use of statistical data at individual, institutional, national and international levels. Effective statistical coordination is crucial for fostering collaboration among data producers, minimizing duplication of efforts, rationalizing resource use and ensuring data quality.

### 1.1. Mandate of Zambia Statistics Agency

The Zambia Statistics Agency is the sole designated entity responsible for the publication of official statistics. The Agency operates under the Statistics Act No. 13 of 2018. The Agency has the mandate to:

1. provide for the production and compilation of official statistics in a transparent and impartial manner;
2. ensure the protection of personal data collected for statistical compilation purposes;
3. build sustainable capacity for the production and use of statistical data and information for planning purposes;
4. ensure coordination among statistical agencies;
5. give effect to the United Nations Fundamental Principles of Official Statistics and Principles of the African Charter on Statistics;

### 1.2. Functions of the Zambia Statistics Agency

The Agency's functions, as stipulated in the Statistics Act No. 13 of 2018, include:

1. Develop and coordinate an integrated National Statistical System;
2. Establish consultative mechanisms for effective dialogue with a statistical agency or user for the purposes of this Act;

3. Advise the Minister on matters related to official statistics and other statistics;
4. Review all initiatives to collect data at the national level in the context of an integrated National Statistical System;
5. Approve an instrument for data collection developed for national level data collection, including a census frame, register, sample design and questionnaire to be used in conducting a census and survey;
6. Promote and encourage use of common concepts, definitions, nomenclatures and standards in the collection, analysis and dissemination of statistics in order to ensure integration of the National Statistical System;
7. Compile, analyse, abstract and disseminate demographic, social, economic, financial, agricultural, environmental and other statistics;
8. Undertake research on, and develop techniques and methods of, generating statistics;
9. Promote user and producer interface on statistics; and
10. Maintain a coordinated National Statistical System through capacity building, promotion of professional ethics, standards, timeliness and quality of work.

### 1.3. Governance Structure, Management and Operational Structure

Zambia Statistics Agency Board of Directors appointed by the Minister responsible for statistics is the governing body of the Zambia Statistics Agency. The Board provides strategic oversight on the Agency and delegates execution of the Agency functions to management. The Board operations are supported by the three Board committees as follows;

1. Technical and Policy Advisory Committee;
2. Finance and Administration Committee; and
3. Audit and Risk Committee.

The ZamStats management structure is led by the Statistician General and has five (5) Directors with specific areas of responsibility. Below is the approved 2018 structure of the Agency (refer to Appendix III) for the ZamStats Organogram.

#### 1. Office of the Statistician General

- a) Communication and Dissemination Unit

#### 2. Demography and Social Statistics Department

- a) Demographic and Social Surveys Section;
- b) Census and Social Statistics Section; and
- c) Geographical Information System (GIS) Section.

#### 3. Economic Statistics Department

- a) Production Statistics Section;
- b) National Accounts Section; and
- c) International Trade, Prices and Balance of Payments Section.

#### **4. National Statistical System Coordination Department**

- a) Statistical Methods and Coordination Section; and
- b) Regional Offices.

#### **5. Information and Communication Technology**

- c) Database Administration Section;
- d) Management Information Systems Section; and
- e) Network and ICT Infrastructure Support Unit.

#### **6. Corporate Services Department**

- a) Human Resource and Administration Section;
- b) Training Section;
- c) Finance Section; and
- d) Legal Services Unit.

#### **7. Internal Audit and Risk Management Unit**

#### **8. Procurement and Supplies Unit**

### **1.4. Strategic Operational Linkages**

The demand for statistics for evidence-based planning and monitoring of development initiatives has grown to unprecedented levels in response to changes in the social, economic, environmental and political domains of the country. In recognition of the importance of statistics, the development of statistics has been mainstreamed into the 8th National Development Plan. Therefore, ZamStats collaborates with various stakeholders, including line ministries, public institutions, cooperating partners, regional and international statistical bodies, research institutions and academia in the production and dissemination of statistics for policy formulation, planning, decision-making, resource allocation, and research purposes. Other areas of interaction with stakeholders include capacity building and survey implementation. Stakeholders also provide technical support to ensure adherence to international statistical standards. ZamStats aims to maintain effective relationships with stakeholders through continuous engagement and consultation to address their needs and concerns.

This Strategic Plan is also anchored in the strategic framework of the NSDS2 (2023–2027). NSDS2 provides the national roadmap for strengthening statistical coordination, addressing capacity gaps, and integrating modern technologies into statistical production. ZamStats, as the coordinating agency of the NSS, plays a pivotal role in advancing this national strategy. Through this Strategic Plan, ZamStats aims to operationalize the NSDS2 priorities, including improving administrative data systems, enhancing statistical advocacy, and ensuring data quality and accessibility across all sectors.

## 1.5. Rationale for Developing the Strategic Plan

The development of the Zambia Statistics Agency's Strategic Plan (2025-2026) is crucial for providing strategic direction and an operational framework for executing its mandate as the sole entity responsible for publishing official statistics. Zambia Statistics Agency, previously operated under the umbrella of the Ministry of Finance and National Development. As such, the Agency relied on the Strategic Plan of the parent Ministry, which was domesticated to the strategic aim, goals and values of the statistics sector. The Agency realised the need to have its own strategic plan and embarked on the development the Agency's strategic plan, in order to prepare for the transformation of the Institution into a fully-fledged autonomous institution.

In developing this Strategic Plan, ZamStats has ensured full alignment with two major national frameworks: the Second National Strategy for the Development of Statistics (NSDS2) for the period 2023–2027 and the 8th National Development Plan (8NDP) for the period 2022–2026.

The NSDS2 was designed through a sectoral approach comprising eight (8) line ministries and three (3) sectors including ZamStats, provides a comprehensive blueprint for reforming and modernizing the National Statistical System (NSS). It emphasizes sectoral collaboration, capacity strengthening, the adoption of innovative technologies, and the use of administrative data to enhance the quality, accessibility, and utilization of statistics nationwide. The ZamStats Strategic Plan directly supports NSDS2 priorities, particularly in areas such as statistical advocacy, institutional coordination, ICT modernization, and infrastructure development.

Simultaneously, the Plan is also directly linked to the 8NDP, which identifies data and statistics as key enablers of national development under Pillar 4: Good Governance Environment. Specifically, the Strategic Plan addresses Strategy 2 under Development Outcome 1, which aims to strengthen national data and information systems. By prioritizing institutional optimization, human capital development, and digital transformation, ZamStats contributes to the realization of Zambia's broader development goals articulated in the 8NDP. The 8NDP also emphasizes the development of a data catalogue to facilitate access and understanding of national indicators. It envisions standardizing data generation on these indicators, requiring institutions to routinely collect and process administrative data for monitoring and evaluation.

This Strategic Plan, NSDS2, and the 8NDP form a unified framework aimed at creating a credible, responsive, and future-ready statistical system that can inform and guide Zambia's socio-economic transformation. ZamStats commits to playing a central role in this transformation by ensuring that data becomes a cornerstone of evidence-based decision-making, both within government and across the broader development community.

By developing this strategic plan, the Agency aims to:

1. Facilitate a well-coordinated, standardized and harmonized National Statistical System (NSS) that produces high-quality, timely statistical information.

2. Establish goals and objectives aligned with its mandate and prioritized activities in the national development plan.
3. Ensure prudent resource allocation and utilization to achieve its objectives.
4. Identify and address inadequacies in institutional arrangements, management systems and skills gaps.
5. Maintain continuous stakeholder/client engagement to support their data needs and concerns.
6. Provide official statistics that inform planning and policy formulation, with increased timeliness and relevance.

## **1.6. Methodology for Strategic Plan development**

The methodology for developing the Strategic Plan follows guidelines from the consulting team at the Management Development Division (MDD). A core team representing all divisions and units of ZamStats collaborated with MDD to spearhead the development of the 2025-2026 Strategic Plan. The Agency employed a technical strategic planning approach known as Integrated Institutional Assessment/Organizational Development - Balanced Scorecard. This holistic two-phased approach includes:

### **Phase I: Institutional Assessment**

Involved management audits, literature reviews, stakeholder analysis and environmental analysis to critically examine institutional arrangements, processes, management systems, skills and operations, highlighting achievements, challenges, and recommendations for improvement.

### **Phase II: Organizational Development**

Determines the strategic direction of the institution, including its vision, mission, strategic objectives, and core values.

The Balanced Scorecard (BSC) approach enables organizations to:

1. Communicate their objectives effectively;
2. Align day-to-day work with strategic goals;
3. Prioritize projects, products, and services; and
4. Measure and monitor progress toward strategic targets.

As this is the Agency's first strategic plan, the holistic methodology, including preliminary processes from Phase I, was adopted to inform its development, rather than relying on a review of existing institutional strategies.

This section analyses the environment in which the Zambia Statistics Agency operates, following its transformation from the Central Statistical Office to ZamStats in accordance with the Statistics Act No. 13 of 2018. The analysis includes both internal and external factors, identifying strategic issues that significantly impact the Agency's operations. Additionally, optimization and mitigation measures to ensure the successful implementation of the agency's strategy are identified.

The **external environment analysis** primarily utilizes a PESTEL framework considering political, economic, social, technological and legal factors to assess developments affecting ZamStats' performance. Further, opportunities and threats, along with relevant optimization and mitigation strategies are highlighted.

The **internal environment analysis** examines ZamStats' capabilities through a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). This assessment identifies key issues that, if unaddressed, could hinder the agency's ability to fulfill its mandate. A review of the performance of ZamStats since its transition from the CSO was also done.

In addition to these analyses, the needs and concerns of ZamStats' clients and stakeholders were also addressed to provide a comprehensive overview of the agency's operational context.

### 2.1. External Environment Analysis (PESTEL ANALYSIS)

**Table 1 : PESTEL Analysis and Linkages to Strategic Initiatives**

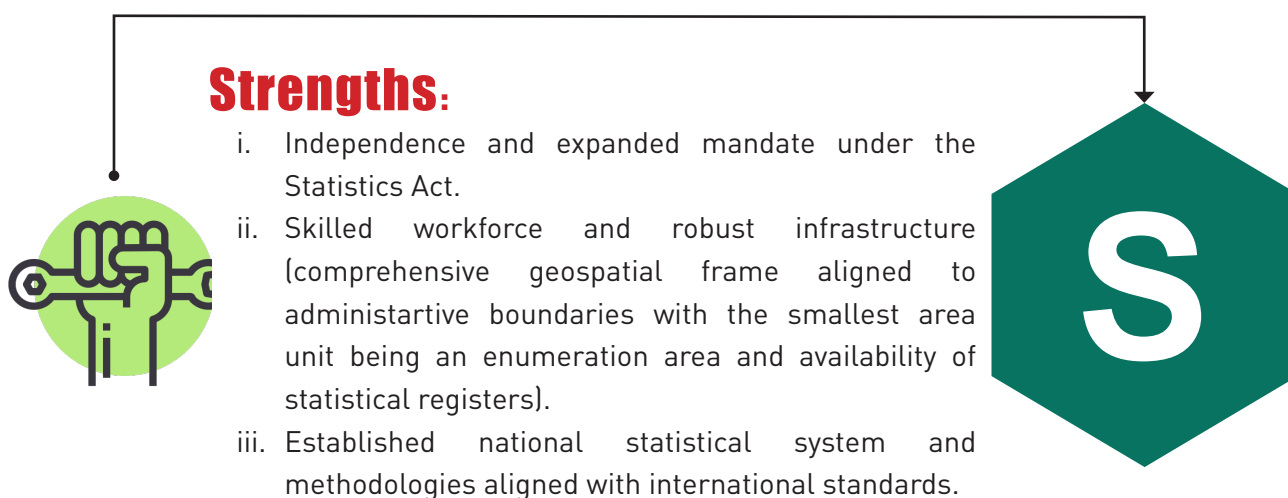
PESTEL FACTOR	OPPORTUNITY/ THREAT	STRATEGIC OBJECTIVE(S)	STRATEGY/INITIATIVE
<b>Political:</b> ZamStats will take advantage of the conducive political and policy environment for successful execution of the Agency's mandate	<b>Opportunities</b> 1. Alignment with the 8th National Development Plan (8NDP) and the second National strategy for the Development of Statistics (NSDS2) 2. Existence of international frameworks, standards and guidelines such as the UN Fundamental Principles of Official Statistics and the Principles of the African Charter on Statistics	Improve statistical advocacy and awareness  Improve the publication of official statistics	<ul style="list-style-type: none"> <li>Strengthen stakeholder engagement</li> <li>Enhance statistical advocacy</li> <li>Enhance sensitisation on the Second National Strategy for the Development of Statistics (NSDS2)</li> <li>Develop and implement the annual National Statistical Release Calendar</li> <li>Develop and implement the Generic Statistical Business Process Model for Statistical production</li> <li>Strengthen dissemination of official statistical</li> <li>Strengthen quality assurance mechanisms for publication of official statistics (Including publishing Quality reports)</li> </ul>
	<b>Threat</b> 1. Political Instability or Policy shifts both at national level and international level affecting funding and support for statistical initiatives 2. Statistical Independence		

PESTEL FACTOR	OPPORTUNITY/ THREAT	STRATEGIC OBJECTIVE(S)	STRATEGY/INITIATIVE
<b>Economic:</b> The state of the economy impacts funding by government for statistical activities. ZamStats can contribute to economic growth by provision of key economic indicators to guide planning, track progress and inform interventions and government programmes	<b>Opportunities</b> 1. Increased funding potential from cooperating partners and economic growth projections.	Improve financial capacity and management	<ul style="list-style-type: none"> <li>Strengthen budget performance management</li> <li>Develop and implement a Risk Management Framework</li> <li>Develop and implement a Business Plan</li> <li>Develop and implement a Resource Mobilisation Strategy</li> <li>Establish and operationalise the National Statistics Development Fund</li> <li>Engage cooperating partners on specific project funding</li> <li>Enhance financial accounting and reporting</li> </ul>
	<b>Threat</b> 1. Inflation, high unemployment and limited government resources could affect program financing. 2. Inadequate funding from government		
<b>Social:</b> Increased population and shifting demographic trends and high poverty levels may impact implementation of statistical programmes.	<b>Opportunities</b> A young population provides a resource for capacity-building programs and statistical undertakings.	Attract and retain competent staff	<ul style="list-style-type: none"> <li>Strengthen performance management by carrying out bi-annual assessment appraisal in line with individual workplans</li> <li>Enhance implementation of capacity building programmes</li> <li>Strengthen staff orientation programmes</li> <li>Enhance staff sensitization on core values and the Code of Ethics for the Public Service</li> <li>Review and operationalise the ZamStats structure</li> <li>Develop and implement a staff retention plan</li> <li>Review conditions of service</li> </ul>
	<b>Threat</b> 1. High poverty levels and limited statistical literacy hinder data collection and use. 2. High poverty levels may also lead to reduced priority for and investment in statistics		
Occurrence of Epidemics and Pandemics	<b>Opportunities</b> Enhance planning and collaboration with relevant sectors for contingency surveys and informing interventions.		<ul style="list-style-type: none"> <li>Strengthen implementation and monitoring of statistical programmes</li> </ul>
	<b>Threat</b> Delayed implementation and increased expenditure for planned statistical programmes.		
<b>Technological:</b> The use of advanced technology has enhanced statistical production.	<b>Opportunities</b> 1. Advancements in ICT tools (e.g., GIS, cloud solutions) improve data collection, analysis, and dissemination. 2. Opportunity to share experiences and facilities in the African region and beyond.	<ul style="list-style-type: none"> <li>Enhance the effectiveness of the institutional systems</li> </ul>	<ul style="list-style-type: none"> <li>Review, automate and integrate operational systems (ERP)</li> <li>Enhance the National Data Archive (NADA)</li> <li>Strengthen maintenance of data platforms</li> <li>Establish and operationalize a centralized data repository for data mining and analysis</li> <li>Strengthen institutional planning and coordination</li> </ul>
	<b>Threat</b> 1. Rapid obsolescence of technology, High cost of IT equipment and software, cybersecurity risks and insufficient ICT infrastructure.		

PESTEL FACTOR	OPPORTUNITY/ THREAT	STRATEGIC OBJECTIVE(S)	STRATEGY/INITIATIVE
<p><b>Environmental:</b> While climate change and climate variability continue to negatively affect the environment, it also provides opportunities for the Agency</p>	<p><b>Opportunities</b> Growing demand for climate and environmental statistics opens avenues for partnerships</p> <p><b>Threat</b> Climate change, natural disasters and pandemics disrupt field operations and increase costs.</p>		<ul style="list-style-type: none"> <li>Engage stakeholders on standardisation of selected indicators</li> </ul>
<p><b>Legal:</b> The Statistics Act No. 13 gives ZamStats a broader mandate of coordinating the NSS.</p> <p>National Planning and Budgeting Act No. 1 of 2020 emphasises the need for evidence-based decision making in national planning and budgeting.</p>	<p><b>Opportunities</b> Strengthened mandate under the Statistics Act No. 13 of 2018 supports data governance and coordination.</p> <p>Long-Term National Development Planning as prescribed in the National planning and budgeting act provides the opportunity for promoting utilization of data for evidence-based planning</p> <p><b>Threat</b> Lack of regulations to fully operationalize the Act limits enforcement capabilities.</p>	<p>Improve Stakeholder linkages in the National Statistical System</p>	<ul style="list-style-type: none"> <li>Reintroduce the in-service statistical training programme</li> <li>Develop and disseminate the Code of Practice for Statistics</li> <li>Strengthen sensitisation on Statistical Standards.</li> <li>Promote the use of administrative data to produce statistics               <ul style="list-style-type: none"> <li>- Ensure timely production and dissemination of reliable and quality statistical data.</li> </ul> </li> </ul>

## 2.2. Internal Environmental Analysis

This section shows the finding of the SWOT Analysis of the Zambia Statistics Agency. The Internal Analysis identified factors within the Zambia Statistics Agency in respect of Strengths and Weaknesses that would facilitate or hinder, the execution of the mandate. In addition, the analysis identified factors outside the control of the Agency in respect of Opportunities and Threats that would facilitate or hinder the execution of the mandate. The factors identified were as follows:





## Weaknesses:

- i. Outdated ICT systems and limited automation.
- ii. Staffing shortages and skill gaps, particularly in advanced statistical methodologies.
- iii. Low statistical advocacy and awareness activities.
- iv. Inadequate internal policies and guidelines on organisational processes and decisions
- v. Failure to measure organizational performance
- vi. Insufficient assessment of user needs
- vii. Lack of Regulations to fully operationalize the Act



## Opportunities:

- i. Increased recognition of statistics in development planning.
- ii. Opportunities for regional and international collaborations.
- iii. Advancements in data science and analytics for improved decision-making.



## Threats:

- i. Inadequate coordination of the NSS, leading to duplication of efforts.
- ii. Preference for unofficial data sources undermines ZamStats' credibility.
- iii. Stakeholder expectation gaps due to limited public awareness of ZamStats' mandate.



## STAKEHOLDER AND CLIENT ANALYSIS

Conducting a stakeholder and client analysis is a critical component of the strategic planning process as it fosters greater engagement and buy-in from key stakeholders and clients, ensuring the successful execution of the Strategic Plan. This process involves identifying and categorizing stakeholders and clients, developing strategies for meaningful engagement, addressing their concerns, and aligning the Strategic Plan with their expectations. By proactively involving stakeholders and clients, the Agency can build trust, strengthen partnerships, and ensure that the plan effectively meets the needs of all parties involved.

### 3.1. Stakeholder Analysis

Stakeholder analysis was done in a structured approach for identifying and understanding the roles, interests, and influence of both primary and secondary stakeholders, including individuals, groups, and institutions. The following key steps were done:

#### 3.1.1. Identification and Categorization

A comprehensive list of stakeholders was compiled with their specific needs, interests, and the ways in which they interact with ZamStats and these include but are not limited to;

All Government line Ministries and other public institutions, regulatory bodies, research institutions and academia, Cooperating partners, UN-system, religious bodies, NGO's, Private sector and the Media.

The identified interests include;

1. Collaboration in the production of statistics
2. Collaboration in the dissemination of statistics
3. Promotion of utilisation of statistics
4. Access to statistical information
5. Collaboration in Statistical Capacity building
6. Collaboration in Research and Consultancy Services
7. Domestication of International Protocols for the production of statistics

#### 3.1.2. Influence and Contribution Analysis

Some key stakeholders, namely Ministry of Finance and National Planning and the National Assembly were identified as having high level influence in ZamStats and important contributors to the Agency effectively executing its mandate.

By systematically analyzing stakeholders, the Agency can develop targeted approaches to address their concerns, leverage their support and align efforts to achieve mutual goals effectively.

### **3.1.3. Client Analysis**

Clients are defined as individuals, groups or institutions for whom the organization was primarily established to provide services, fulfilling their specific needs. For the Zambia Statistics Agency (ZamStats), the identified categories of clients include:

- 1. Line Ministries and Other Public Institutions:** These are government entities that rely on official statistics for policy development, planning and decision-making..
- 2. UN System and Cooperating Partners:** These include international organizations and development partners that collaborate with ZamStats to support statistical activities and utilize data for global and regional initiatives.
- 3. Private Sector:** These include both financial and non-financial private sector institutions that utilise economic and social data for planning and evidence-based decision making, which impact their important contribution to economic growth. The private sector is also key in the provision of high frequency, real-time and big data.

## **3.2. Clients' Identified Needs**

Understanding and addressing the needs of clients is fundamental to the effective functioning of the Zambia Statistics Agency (ZamStats). Clients rely on the Agency to provide critical services and resources that enable evidence-based decision-making, policy formulation, and sustainable development. By identifying and prioritizing these needs, ZamStats ensures that its operations remain relevant, responsive, and aligned with both national and international standards.

The primary needs of ZamStats' clients are outlined as follows:

- 1. Access to Data and Statistics:** Reliable, accurate, and timely statistical information to support evidence-based planning and decision-making.
- 2. Technical and Financial Collaborations:** Partnerships to strengthen statistical capabilities and enhance resource mobilization.
- 3. Enforcement of Statistical Standards:** Assurance that data collection, processing, and dissemination adhere to national and international statistical frameworks and best practices..

By addressing these needs, ZamStats ensures that its services are relevant, impactful and aligned with the expectations of its clients. A detailed analysis of stakeholder and their areas of interests are outlined in **Appendix IV**.

### 3.3. Stakeholder and Client Expectations

The analysis revealed key expectations from clients and stakeholders, reflecting their reliance on the Zambia Statistics Agency to meet their data and coordination needs. These expectations include:

1. **Provision of Reliable Official Statistics:** Stakeholders expect ZamStats to deliver accurate, timely, and relevant statistics that inform planning, policy formulation and evidence-based decision-making at all levels.
2. **Effective Coordination of the National Statistical System (NSS):** Clients and stakeholders anticipate that ZamStats will ensure a well-organized and integrated NSS. This includes harmonizing data collection, promoting adherence to statistical standards and fostering collaboration among various institutions involved in statistical activities.

By meeting these expectations, ZamStats reinforces its role as a trusted provider of high-quality statistics and a pivotal player in the national development process.

### 4.1. Vision

The Agency has set out its Vision as follows:

#### *“A Credible and Innovative Provider of Official Statistics”*

This entails that the Agency is able to operate autonomously from external influence, ensuring objectivity. The Agency will ensure accuracy in the production of statistics. The Agency envisions use of cutting-edge tools in data collection and big data analytics. This vision will enable the Agency to reposition itself as a Statistical Hub.

### 4.2. Our Core Values and Principles

Our core values are consistent with the United Nations (UN) Fundamental Principles of Official Statistics and the African Charter on Statistics.

- 1. Integrity:** We are honest and have strong moral principles. We endeavour to do the right thing and ensure our conduct is consistent with agreed moral and ethical standards in the execution of our duties.
- 2. Confidentiality:** We keep micro data relating to individuals or entities collected for the purpose of compiling statistics at an aggregated level and ensure that it is protected from unauthorized access and/or manipulation.
- 3. Accountability:** We take responsibility for decisions for assigned tasks, owning the outcome/ results.
- 4. Innovation:** We embrace innovation as a catalyst for improving the production, analysis, and dissemination of official statistics. By leveraging emerging technologies, new data sources, and modern methodologies we continuously seek more efficient, and inclusive ways to meet the evolving data needs of our users.
- 5. Quality:** All statistical processes are monitored to ensure that the production of statistics meets quality standards of relevance, accuracy, coherence, comparability, timeliness, frequency, reliability and accessibility.
- 6. User Focus:** We strive to pay attention to the user needs in the production of our statistics. We engage our users to ensure relevance of statistics produced.
- 7. Team work:** We are a collaborative Agency working together to achieve common goals in an efficient and effective way. We facilitate the coordination of National Statistical System sectors to ensure adherence and timely production of statistics.

### 4.3. Strategic Themes and Strategic Results

The following are the strategic themes and the strategic results of the Agency:

1. Operations and Organizational Optimization resulting in high quality services;
2. Publication of Official Statistics resulting in quality statistical information;
3. National Statistical System Coordination resulting in sustainable production and use of statistics;
4. Financial capacity resulting in sustainable funding for programmes.

### 4.4. Mission Statement

The Agency has set out the following Mission Statement:

*“To efficiently and effectively coordinate the collection, compilation, analysis and dissemination of official statistics for evidence-based decision making and national development”*

Through this mission, the Agency will harness benefits of technological advancements in the publication of Statistics. This entails having an integrated National Statistical System that will ensure sectors involved in the production of statistics adhere to national and international standards for enhanced credibility of statistics. The Agency will engage stakeholders on access and use of statistics to ensure that the statistics produced meet their needs. The Agency will ensure timely dissemination of statistics that meet user needs.

### 4.5. Strategic Objectives, Intended Results, Unit of Measurements, Targets and Strategies

In the next two (2) years, the Agency commits to pursue the following eight (8) strategic objectives with their associated intended results, units of measurement, targets and strategies (initiatives):

**Strategic Theme:** Operations and Organizational Optimization

**Strategic Result:** High Quality Services

**Strategic Objectives:**

#### *4.5.1. Attract and retain competent staff*

**Strategies:**

1. Strengthen performance management
2. Enhance implementation of capacity building programmes
3. Strengthen staff orientation programmes
4. Establish and operationalise an Integrity Committee

5. Enhance staff sensitization on core values and the Code of Ethics for the Public Service
6. Review and operationalise the ZamStats structure
7. Develop and implement a succession plan
8. Develop and implement a staff retention plan
9. Develop attractive conditions of service
10. Develop Human resource policies and procedures
11. Develop and implement staff welfare programmes.

**Intended results:**

1. High staff performance
2. Positive work culture
3. Optimal staffing
4. Satisfied staff

***4.5.2. Improve institutional infrastructure and equipment***

**Strategies:**

1. Develop and implement Procurement Plans
2. Develop procurement policies and procedures
3. Develop and implement an Infrastructure Development and Maintenance Plan
4. Engage relevant stakeholders on acquisition of parcels of land for office space

**Intended result:**

1. Conducive work environment

***4.5.3. Enhance the effectiveness of the institutional systems***

**Strategies:**

1. Review, automate and integrate operational systems (ERP)
2. Enhance the National Data Archive (NADA)
3. Strengthen maintenance of data platforms
4. Establish and operationalize a centralized data repository for data mining and analysis
5. Develop and implement a Service Delivery Charter
6. Establish and implement a Monitoring & Evaluation Framework
7. Strengthen institutional planning and coordination

**Intended results:**

1. Efficient services
2. Effective monitoring and evaluation of programmes

#### *4.5.4. Transform Data Processing Unit into ICT Department*

##### **Strategies:**

1. Enhance ICT Skills and Capacity
2. Upgrade capacities of existing staff with advanced data analytics and data science capabilities
3. Modernize Data Infrastructure
4. Strengthen Data Governance and Security
5. Improve Data Accessibility and Dissemination

##### **Intended result:**

1. Modern, Efficient and Integrated ICT Department

**Strategic Theme:** Publication of Official Statistics

**Strategic Result:** Quality Statistical Information

Strategic Objectives:

#### *4.5.5. Improve the publication of official statistics*

##### **Strategies:**

1. Strengthen implementation and monitoring of statistical programmes
2. Develop and implement the annual National Statistical Release Calendar
3. Develop and publish quality reports for statistical products
4. Develop and implement the Generic Statistical Business Process Model for Statistical production
5. Expand the data eco-system to incorporate high frequency, real time and big data
6. Review and implement the statistical compendium of concepts and definitions
7. Strengthen quality assurance mechanisms for publication of official statistics

##### **Intended results:**

1. Timely publication of official statistics
2. High adherence to statistical standards and methodologies

#### *4.5.6. Improve statistical advocacy and awareness*

##### **Strategies:**

1. Strengthen stakeholder engagement
2. Strengthen statistical advocacy
3. Strengthen dissemination of official statistical
4. Explore innovative dissemination platforms
5. Enhance sensitisation on the Second National Strategy for the Development of Statistics (NSDS2)

**Intended result:**

1. Enhanced use of statistics

**Strategic Theme:** National Statistical System Coordination

**Strategic Result:** Sustainable production and use of statistics

Strategic Objectives:

*4.5.7. Improve Stakeholder linkages in the National Statistical System*

**Strategies:**

1. Reintroduce the in-service statistical training programme
2. Integrate data science in the In-service training curriculum
3. Develop and disseminate the Code of Practice for Statistics
4. Strengthen sensitisation on Statistical Standards
5. Engage stakeholders on standardisation of selected indicators
6. Promote the use of administrative data to produce statistics
7. Formulate national data policy to provide clear data governance roles in the NSS
8. Enhance linkages with research and academic institutions

**Intended results:**

1. Increased statistical capacity
2. Enhanced production of administrative data

**Strategic Theme:** Financial Capacity

**Strategic Result:** Sustainable funding for statistical programmes

Strategic Objectives:

*4.5.8. Improve financial capacity and management*

**Strategies:**

1. Strengthen budget performance management
2. Develop and implement a Risk Management Framework
3. Develop and implement a Business Plan
4. Develop and implement a Resource Mobilisation Strategy
5. Develop a structured plan for resource mobilisation for CP engagement
6. Develop policies and procedures for finance management
7. Develop policies and procedures for internal audit
8. Establish and operationalise the National Statistics Development Fund

9. Strengthen internal controls
10. Strengthen the Internal Audit Function
11. Enhance financial accounting and reporting

**Intended results:**

1. Effective Financial Performance
2. Adequate Financial Resources
3. Improved Accountability

The strategic themes, strategic results, strategic objectives, intended results, unit of measurements, key performance indicators (targets) and strategies (initiatives) are presented in detailed in **Appendix I**.

### 5.1. Pre-Conditions

These are critical success factors within the control of the Agency that need to be in place for successful implementation of the Strategic Plan.

1. Adequate numbers of skilled and competent staff;
2. Development of Regulations to fully operationalize the Statistics Act No. 13 of 2018;
3. Implementation of at least 50% of the approved 2018 structure;
4. Alignment of Institutional Plans to the Strategic Plan;
5. Availability of a robust ICT Infrastructure;
6. Ownership of the strategic plan by all members of staff;
7. Transformational leadership and staff mindset change;
8. Development and implementation of Statistical Business Process

### 5.2. Assumptions

These are critical success factors outside the control of the Agency but are necessary for a successful implementation of the Strategic Plan.

- I. Adequate and timely funding.
- II. Coordinated Stakeholder support.
- III. Political will and stability.
- IV. Economic stability.
- V. Occurrence of epidemics, epidemics, climate change and variability.

ZamStats has established specific Key Performance Indicators (KPIs) with incremental targets to ensure progress toward its objectives. These include increasing the timely publication of statistical reports from 48 percent in 2024 to 60 percent in 2025 and reaching 80 percent by 2026. The Agency aims for a 80 percent improvement in staff satisfaction rates and targets achieving 99 percent network uptime for ICT infrastructure by 2026. **Refer to Appendix I for details.**

The Agency currently does not generate any revenue, therefore, the two year strategic plan will primarily be financed by the government and cooperating partners. The total planned budget for the period 2025-2026 is K829,146,382.

**Table 2: SUMMARY BUDGET (2025 – 2026)**

FISCAL YEAR	2025		2026		Total
	Government	Donor	Government	Donor	
	ZMW	ZMW	ZMW	ZMW	ZMW
Strategic Theme 1: Operations and Organizational Optimization	14,684,119	40,607,837	41,295,308	65,000,000	161,587,265
Strategic Theme 2: Publication of Official Statistics	64,226,331	326,162,410	101,856,138	79,172,453	571,417,332
Strategic Theme 3: National Statistical System Coordination	13,171,030	37,565,779	10,719,230	28,855,829	90,311,868
Strategic Theme 4: Financial Capacity	2,776,151	Nil	3,053,766	Nil	5,829,917
<b>TOTAL</b>	<b>94,857,631</b>	<b>404,336,026</b>	<b>156,924,442</b>	<b>173,028,282</b>	<b>829,146,382</b>

*Figures in ZMW*

## MONITORING AND EVALUATION

To ensure successful implementation of the Strategic plan, a Monitoring and Evaluation (M&E) framework will be implemented. The M & E framework is a structured and results-based framework that ensures systematic tracking, assessment, and reporting of performance against the objectives of the ZamStats Strategic Plan (2025–2026), thereby enhancing accountability, learning, and strategic alignment with national and sectoral priorities. ZamStats will employ an adaptive approach and can make necessary course corrections based on real-time data and insights, ensuring that strategies remain relevant and effective. The implementation of the M&E framework will involve conducting quarterly progress reviews to assess performance, utilizing digital dashboards for real-time monitoring against key performance indicators (KPIs) and review of relevant reports. The management team will, therefore, monitor and report the status of implementation through regular data collection and monitoring of key performance indicators outlined in the Monitoring and Evaluation (M&E) Implementation Matrix for ZamStats Strategic Plan 2025–2026 (refer to **Appendix V**).

Holistic approach to risk management is fundamental to good corporate governance and a critical success factor to achieve targets in the implementation of the Zambia Statistics Agency's Strategic Plan 2025-2026. The risks identified are flexible enough to meet all the various needs of Zamstats overtime and will be tracked and assessed to ensure they increase the probability of achieving ZamStats objectives.

Risk	Description/Discussion	Level of Risk	Mitigation Measure
Inadequate and untimely funding for statistical activities	Limited appreciation of importance of Statistics especially by policy and decision makers impacting funding for routine statistical activities.  To effectively implement the activities, it is key that adequate funds are available. It is critical that funds from Government and others sources are disbursed on time.	High	<ul style="list-style-type: none"> <li>Undertake continuous statistical advocacy on importance of data for evidence-based decision making among policy and decision makers</li> <li>Mainstream statistics in all national policy and planning processes</li> <li>Establish and Operationalise the National Statistics Development Fund.</li> <li>Mobilise resources for statistics from cooperating partners</li> </ul>
Lack of Stakeholder support	Reluctance by stakeholders within the NSS to support ZamStats in carrying out its coordination mandate and regulating the production of official statistics.	Moderate	<ul style="list-style-type: none"> <li>The Agency has developed coordinating mechanisms to improve stakeholder linkages and coordination such as the Code of Practice, National Statistics Coordinating Committee, National Technical working Groups and the NSRC.</li> <li>Implementing the STAC-training is a good platform for networking and building relations within NSS.</li> </ul>

Risk	Description/Discussion	Level of Risk	Mitigation Measure
Lack of political will and stability	<p>Political leaders in sectors interfering in data production and release which affects the credibility and integrity of official statistics.</p> <p>Political will and stability are essential to the successful implementation of the strategic plan.</p>	High	<ul style="list-style-type: none"> <li>• Create greater awareness about the need for statistical independence and data with integrity and objectivity</li> </ul>
Delayed Implementation of the approved 2018 structure	An optimal organisational structure is key in the delivery of this strategic plan and timely implementation of statistical programmes.	High	<ul style="list-style-type: none"> <li>• The Agency has developed a restructuring strategy which spells out the roadmap to and will adopt a change management approach.</li> </ul>
Inadequate numbers of skilled and competent staff	Inadequate skilled and competent staff to implement strategic goals and statistical activities of the Agency .	High	<ul style="list-style-type: none"> <li>• The Agency will implement capacity building initiatives to strengthen technical capabilities of the existing workforce.</li> <li>• Implement in-service training programmes, engage in south-to south collaborations and strengthen staff orientation programmes</li> </ul>
Development of Regulations to fully operationalize the Statistics Act No.13 of 2018	<p>Lack of regulations and guidelines impedes full operationalisation of the Statistics Act.</p> <p>Regulations will enhance the efficiency and effectiveness of the institution.</p>	Moderate	<ul style="list-style-type: none"> <li>• The Agency urgently requires the operationalisation of ZamStats organisation Structure which includes the position of the legal counsel who will spearhead this activity.</li> </ul>
Alignment with Strategic Plan and Development Plans	For successful implementation, the Strategic plan should be aligned to development plans and the second National Strategy for the Development of Statistics,	Low	<ul style="list-style-type: none"> <li>• Harmonization and integration of planned activities in the planned period to enhance delivery of expectation in the NSDS2 and 8NDP.</li> <li>• Processes and activities to align the NSDS2, Strategic Plan and 8NDP are already being implemented</li> </ul>

Risk	Description/Discussion	Level of Risk	Mitigation Measure
Transformational leadership	There is need for a transformational management style of leadership that focuses on inspiring and motivating employees to think outside of the box to raise the bar, both to achieve institutional goals and reach their full professional potential to achieve organisational goals.	Moderate	<ul style="list-style-type: none"> <li>• Implement effective Change management strategies.</li> </ul>
Insufficient statistical competence within the NSS	Most statistical agencies in the NSS lack a dedicated statistical unit or staff with statistical competence to produce quality statistics for evidence based decision making.	Moderate:	<ul style="list-style-type: none"> <li>• The Agency will provide training targeted towards the NSS.</li> <li>• ZamStats has guided all sectors within the NSS to establish statistical units and strengthen statistical capacities.</li> <li>• Implementation of the STAC training demonstrates its responsiveness to the expectations outlined in the 8NDP by meeting one of the key indicators aimed at enhancing Zambia's basic statistical capacities.</li> </ul>



## APPENDIX I: STRATEGY IMPLEMENTATION MATRIX

### Strategic Themes, Strategic Results, Strategic Objectives, Intended Results, Unit Of Measurements, Key Performance Indicators (Targets) And Strategies (Initiatives)

STRATEGIC THEMES (A): Operations and Organizational Optimization				
STRATEGIC RESULTS: High Quality Services				
Strategic objective 1: Attract and retain competent staff				
Intended results	Measures	Baseline	Targets	Strategies/ Initiatives
High staff performance	Percentage of staff on the training plan trained annually.	5% of staff on the training plan trained annually.	At least 50% of staff on the training plan trained annually.	<ul style="list-style-type: none"> <li>Strengthen performance management by carrying out bi-annual assessment appraisal in line with individual workplans</li> <li>Enhance implementation of capacity building programmes</li> <li>Strengthen staff orientation programmes.</li> </ul>
	Percentage of staff appraised scoring on target.	5% of staff appraised scoring on targets annually.	At least 50% of staff appraised scoring on targets annually.	
Positive work culture	Percentage staff compliant to core values.	30% staff compliant to core values annually.	At least 70% of staff compliant to core values annually.	<ul style="list-style-type: none"> <li>Establish and operationalise an Integrity Committee</li> <li>Enhance staff sensitization on core values and the Code of Ethics for the Public Service</li> </ul>
	Integrity committee established.	None	An integrity committee established.	
Optimal staffing	Percentage of the Structure filled.	0% of the 2018 approved Structure filled.	At least 80% of the approved structure filled by 2026.	<ul style="list-style-type: none"> <li>Review and operationalise the structure</li> <li>Develop and implement a succession plan</li> <li>Develop and implement a staff retention plan.</li> <li>Develop Human resource policies and procedures</li> </ul>
Satisfied staff	Percentage of staff satisfaction levels attained.	20% of staff satisfaction levels attained annually.	At least 50% of staff satisfaction levels attained annually.	<ul style="list-style-type: none"> <li>Develop attractive conditions of service.</li> <li>Develop and implement staff welfare programmes.</li> <li>Staff/employee Satisfaction Survey implemented</li> </ul>

Intended results	Measures	Baseline	Targets	Strategies/ Initiatives
<b>Strategic objective 2: Improve institutional infrastructure and equipment</b>				
Conducive work environment	Percentage of offices to be furnished with furniture and equipment.	20% of targeted offices furnished with furniture and equipment annually.	At least 50% of targeted offices furnished with furniture and equipment annually.	<ul style="list-style-type: none"> <li>• Develop and implement Procurement Plans</li> <li>• Develop procurement policies and procedures.</li> <li>• Develop and implement an Infrastructure Development and Maintenance Plan</li> <li>• Engage relevant stake holders on acquisition of parcels of land</li> </ul>
	Number of appropriate vehicles.	44 appropriate vehicles.	10 additional appropriate vehicles procured by 2026.	
	Percentage of planned rehabilitation and maintenance works.	10% of planned rehabilitation works completed annually.	Attain at least 60% of planned rehabilitation works annually.	
	Number of parcels of land acquired for construction of provincial office blocks.	3 Provincial offices already have parcels of Land.	Acquire at least 3 parcels of land for construction of provincial offices blocks by 2026.	
	Percentage of targeted construction works completed annually.	0% targeted construction works completed annually.	Complete at least 20% of targeted construction works annually.	
<b>Strategic objective 3: Enhance the effectiveness of the institutional systems</b>				
Efficient services	Number of operational systems automated.	No operational systems automated.	3 operational systems automated by 2026.	<ul style="list-style-type: none"> <li>• Review, automate and integrate operational systems</li> <li>• Enhance the National Data Archive</li> <li>• Strengthen maintenance of data platforms</li> <li>• Establish and operationalize a centralized data repository for data mining and analysis</li> <li>• Develop and implement a Service Delivery Charter</li> </ul>
	Data sets Migrated into a central data repository.	One data set Migrated into a central data repository.	At least 10 data sets migrated into a central data repository by 2026.	
	Fully functional NADA operational.	One data set on the National Data Archive.	At least 20 data sets on the National Data Archive by 2026.	
	Service Delivery Charter developed.	No service delivery charter.	A service delivery charter developed.	
	Percentage of services provided in line with set service standards.	0% services provided in line with set service standards.	At least 50% services provided in line with set service standards.	
Effective monitoring and evaluation of programmes	Percentage of planned programmes implemented.	40% planned programmes implemented annually.	At least 80% planned programmes implemented annually.	<ul style="list-style-type: none"> <li>• Establish and implement a Monitoring &amp; Evaluation Framework</li> <li>• Strengthen institutional planning and coordination</li> </ul>

Intended results	Measures	Baseline	Targets	Strategies/ Initiatives
<b>Strategic objective 4: Transform Data Processing Unit into ICT Department</b>				
Modern, Efficient and Integrated ICT Department	Number of Staff trained	0 staff Trained	At least 40 staff trained by 2026	<ul style="list-style-type: none"> <li>Enhance ICT Skills and Capacity</li> <li>Modernize Data Infrastructure</li> <li>Strengthen Data Governance and Security</li> <li>Improve Data Accessibility and Dissemination</li> </ul>
	Percent (%) of Legacy Data Systems upgraded to cloud-Based Data System	20% of Data system is currently cloud-Based (Website & Data Portal)	At least 70% of legacy Data system upgraded to cloud-based data Systems	
	Compliance audit score (%)	50 % Compliance audit score	At least 90 % Compliance audit score	
	Increase the number of publicly available data sets	20% Increase in the number of publicly available data sets	Increase the number of publicly available data sets by at least 80% within 2 years.	
<b>STRATEGIC THEME: Publication of Official Statistics</b>				
<b>STRATEGIC RESULT: Quality Statistical Information</b>				
<b>Strategic objective 5: Improve the publication of official statistics</b>				
Timely publication of official statistics	Percentage of reports published according to the National Statistical Release Calendar (NSRC).	48% of reports published according to the NSRC.	At least 80% of reports published according to the NSRC.	<ul style="list-style-type: none"> <li>Strengthen implementation and monitoring of statistical programmes.</li> <li>Develop and implement the annual National Statistical Release Calendar</li> <li>Develop and publish quality reports for statistical products</li> <li>Develop and implement the GSBPM for statistical production</li> </ul>
	Number of statistical products published.	53 statistical products published annually.	80 statistical products published annually.	
High adherence to statistical standards and methodologies	Percentage of publications meeting quality criteria for official statistics.	10% of statistical publications published on time with a Quality Report.	At least 80% of statistical publications published on time with a Quality Report.	
Publication of statistics based on high frequency and big data.	Number of statistical publications based on high frequency and big data.	0 statistical publications based on high frequency and big data.	3 statistical publications based on high frequency and big data.	
<b>Strategic objective 6: Improve statistical advocacy and awareness</b>				
Enhanced use of statistics	Percentage access to statistical products.	20% increase in access to statistical products on various platforms annually.	At least 60% increase in access to statistical products on various platforms annually.	<ul style="list-style-type: none"> <li>Strengthen stakeholder engagement</li> <li>Enhance statistical advocacy</li> <li>Explore innovative dissemination platforms</li> <li>Implement User Assessment Survey every two years.</li> </ul>
	Number of demand-driven surveys.	2 demand-driven surveys undertaken annually.	4 demand-driven surveys undertaken annually.	

Intended results	Measures	Baseline	Targets	Strategies/ Initiatives
	Percentage user and stakeholder feedback on statistics.	20% positive stakeholder feedback on statistics annually.	Attain at least 70% positive stakeholder feedback on statistics annually.	<ul style="list-style-type: none"> <li>Enhance sensitisation on the second strategy for the Development of Statistics (NSDS2)</li> </ul>
<b>STRATEGIC THEMES: National Statistical System Coordination</b>				
<b>STRATEGIC RESULTS: Sustainable production and use of statistics</b>				
<b>Strategic objective 7: Improve Stakeholder linkages in the National Statistical System</b>				
Increased statistical capacity	Percentage of statistical products by NSS Stakeholders meeting criteria for quality statistics.	10% statistical products in the NSS published with quality reports.	At least 50% of statistical products in the NSS published with quality reports.	<ul style="list-style-type: none"> <li>Reintroduce the in-service statistical training programme.</li> <li>Implement the Statistics in Action (STAC) course.</li> <li>Equip and trained statisticians with data analysis using SPSS, CSPRO, EXCEL or STATA.</li> <li>Implement the Code of Practice for Statistics.</li> </ul>
	Number of staff trained in basic statistical methodology and official statistics.	At least 10 staff in the NSS trained annually.	At least 25 staff in the NSS trained annually.	
	Number of staff trained in data analysis.	5 staff in the NSS trained annually in Data analysis.	At least 10 staff in the NSS trained annually in Data analysis.	
Enhanced production of administrative data.	Number of statistical publications based on administrative data certified official.	3 statistical publications based on administrative data certified official annually.	At least 10 statistical publications based on administrative data certified official annually.	<ul style="list-style-type: none"> <li>Strengthen sensitisation on Statistical Standards</li> <li>Engage stakeholders on standardization of selected indicators</li> <li>Promote the use of administrative data to produce statistics</li> </ul>
Standardised and interoperable national data.	Number of data sets standardised and integrated in the NSS.	3 data sets standardised and integrated in the NSS.	At least 6 data sets standardised and integrated in the NSS.	<ul style="list-style-type: none"> <li>Formulate National data policy to provide clear data governance roles in the NSS.</li> <li>Establish subject specific Technical working groups to support the National Statistical Coordinating Committee (NSCC) to improve linkages and coordination in the NSS</li> <li>Enhance linkages with research and academic institutions</li> </ul>
Improved coordination within the NSS.	Number of Technical Working Groups formed.	2 National Technical Working Groups.	5 National Technical Working Groups.	

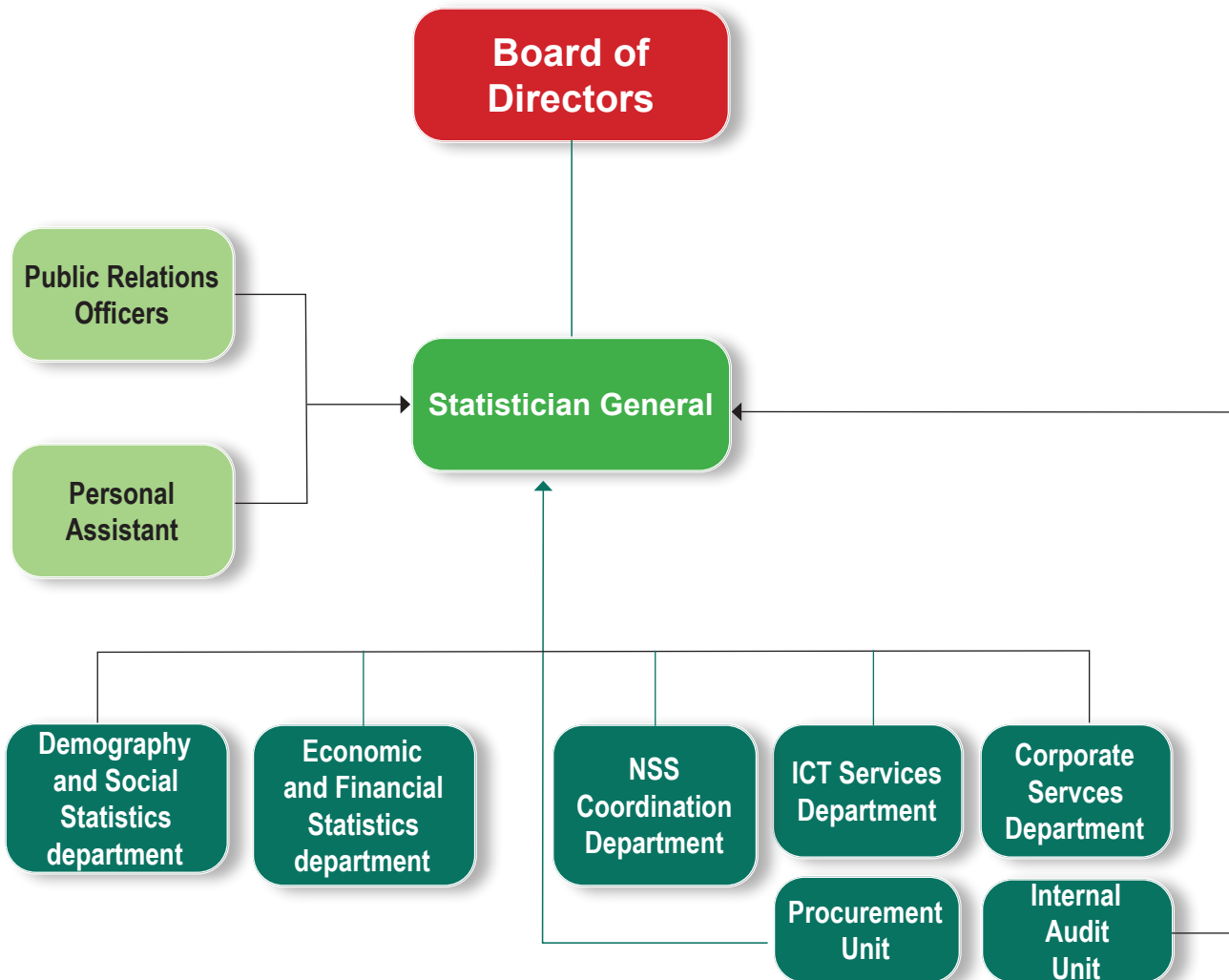
Intended results	Measures	Baseline	Targets	Strategies/ Initiatives
<b>STRATEGIC THEMES: Financial Capacity</b>				
<b>STRATEGIC RESULTS: Sustainable funding for statistical programmes</b>				
<b>Strategic objective 8: Improve financial capacity and management</b>				
Effective Financial Performance	Percentage budget consumption.	50% budget consumption.	At least 80% budget consumption.	<ul style="list-style-type: none"> <li>Strengthen budget performance management</li> <li>Develop and implement a Risk Management Framework</li> <li>Fully Implement an Enterprise Resource Planning (ERP) software.</li> </ul>
Adequate Financial Resources	Percentage funding from Government for statistical programmes.	20% funding for statistical programmes from Government annually.	At least 50% funding for statistical programmes from Government annually.	<ul style="list-style-type: none"> <li>Develop and implement a Business Plan</li> <li>Develop and implement a Resource Mobilisation Strategy</li> <li>Develop policies and procedures to operationalise the National Statistics Development Fund</li> <li>Develop a Public Private Partnering (PPP) plan for undertaking joint statistical activities</li> <li>Develop a plan for subscription based specialised products</li> <li>Strengthen internal controls</li> <li>Strengthen the Internal Audit Function</li> <li>Enhance financial accounting and reporting</li> <li>Develop risk management framework</li> </ul>
	Percentage funding from cooperating partners for statistical programmes reduced.	80% funding for statistical programmes from cooperating partners annually.	At least 50% funding for statistical programmes from cooperating partners annually.	
	Percentage expected from income-generating activities.	0% expected from income-generating activities.	At least 20% expected from income-generating activities.	
Improved Accountability	Percentage of audit recommendations actioned by management.	40% audit recommendations actioned by management annually.	At least 80% audit recommendations actioned by management annually.	<ul style="list-style-type: none"> <li>Strengthen internal controls</li> <li>Strengthen the Internal Audit Function</li> <li>Enhance financial accounting and reporting</li> <li>Develop risk management framework</li> </ul>
	Number of audited financial reports.	2022 unqualified audited financial report.	Unqualified audited financial reports annually.	



# APPENDIX II: BALANCED SCORE CARD

2025 – 2026 BALANCED SCORECARD FOR THE ZAMBIA STATISTICS AGENCY				
A credible and innovative provider of official statistics				
To efficiently and effectively coordinate the collection, compilation, analysis and dissemination of official statistics for evidence-based decision making and national development				
Vision		Integrity, Confidentiality, Accountability, Meritocracy, Quality, User Focus, Team work.		
Mission		National Statistical System Coordination		
Core Values		Sustainable production and use of statistics		
Strategic Themes		Measures		
Strategic Results		National Statistical System and use of statistics		
Perspective		Sustainable production and use of statistics		
Publication of Official Statistics		Measures		
Quality Statistical Information		Sustainable production and use of statistics		
Strategic Objectives and Strategy Map		Sustainable production and use of statistics		
Client/ Stakeholder 30%		<ul style="list-style-type: none"> <li>Percentage of reports published according to the National Statistical Release Calendar</li> <li>Number of statistical products published annually</li> <li>Percentage of publications meeting quality criteria for official statistics</li> <li>Percentage access to statistical products</li> <li>Number of demand-driven surveys</li> <li>Percentage stakeholder feedback on statistics</li> <li>Percentage of statistical products by NSS Stakeholders meeting criteria for quality statistics</li> <li>Number of statistical publications based on administrative data</li> <li>Number of National technical working groups</li> </ul>	<ul style="list-style-type: none"> <li>80% of reports published according to the National Statistical Release Calendar annually</li> <li>80 statistical products published annually</li> <li>80% of publications have a Quality Report</li> <li>30% increase in access to statistical products on various platforms annually</li> <li>4 demand-driven surveys undertaken annually</li> <li>50% positive stakeholder feedback on statistics annually</li> <li>50% statistical products by NSS publish quality reports</li> <li>10 statistical publications based on administrative data annually</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen monitoring of statistical programmes</li> <li>Develop and implement the annual National Statistical Release Calendar</li> <li>Develop and publish quality reports for statistical products</li> <li>Develop and implement the GSBPM for statistical production.</li> <li>Strengthen statistical advocacy</li> <li>Strengthen stakeholder engagement</li> <li>Explore innovative dissemination platforms</li> <li>Strengthen quality assurance mechanisms for publication of official statistics</li> <li>Implement User Assessment survey every two years.</li> <li>Enhance sensitisation on the National Strategy for the Development of Statistics (NSDS)</li> <li>Reintroduce the in-service statistical training programme</li> <li>Implement the Statistics in Action (STAC) Course.</li> <li>Equip and train statisticians with Data Analysis using CSPro, Excel or Stata.</li> <li>Implement the Code of Practice for Statistics</li> <li>Strengthen sensitisation on Statistical Standards</li> <li>Engage stakeholders on standardisation of selected indicators</li> <li>Promote the use of administrative data to produce statistics</li> <li>Establish subject specific technical working groups to support the National Statistics Coordinating Committee</li> </ul>
Financial 10%		<ul style="list-style-type: none"> <li>Percentage budget consumption</li> <li>Percentage funding from Government for statistical programmes</li> <li>Percentage funding from cooperating partners for statistical programmes</li> <li>Percentage expected from income-generating activities</li> <li>Percentage of audit recommendations actioned by management.</li> <li>Number of audited financial reports</li> </ul>	<ul style="list-style-type: none"> <li>80% budget consumption</li> <li>50% funding for Statistical programmes from Government annually</li> <li>50% funding for Statistical programmes from cooperating partners annually</li> <li>20% expected from income-generating activities</li> <li>80% recommendation actioned by management annually.</li> <li>Unqualified audited financial reports annually</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen budget performance management</li> <li>Develop and implement a Risk Management Framework</li> <li>Fully implement an enterprise resource planning software</li> <li>Develop and implement a Business Plan</li> <li>Develop and implement a Resource Mobilisation Strategy</li> <li>Establish and operationalise the National Statistics Development Fund</li> <li>Engage cooperating partners on specific project funding</li> <li>Strengthen internal controls</li> <li>Strengthen the Internal Audit Function</li> <li>Enhance financial accounting and reporting</li> </ul>
Internal Processes 20%		<ul style="list-style-type: none"> <li>Number of operational systems automated</li> <li>Number of data warehouses developed</li> <li>Number of National Data Archive developed</li> <li>Percentage of services provided in line with set service standards</li> <li>Percentage of planned programmes implemented</li> <li>Number of IT Staff Trained</li> <li>Percent. (%) of Legacy Data Systems upgraded to cloud-based Data System</li> <li>Percentage compliance audit score</li> <li>Percent increase in data sets available for public access</li> </ul>	<ul style="list-style-type: none"> <li>3 operational systems automated by 2026</li> <li>At least 10 data sets migrated into a central data repository by 2026.</li> <li>At least 20 data sets on the National Data Archive by 2026.</li> <li>At least 50% services provided in line with set service standards</li> <li>At least 80% planned programmes implemented annually</li> <li>At least 70% of legacy Data system upgraded to cloud-based data Systems</li> <li>Increase the number of publicly available data sets by at least 80% within 2 years.</li> </ul>	<ul style="list-style-type: none"> <li>Review, automate and integrate operational systems</li> <li>Enhance the National Data Archive (NADA)</li> <li>Strengthen maintenance of data platforms</li> <li>Establish and operationalize a centralized data repository for data mining and analysis</li> <li>Develop and implement a Service Delivery Charter</li> <li>Establish and implement a Monitoring and Evaluation Framework</li> <li>Strengthen institutional planning and coordination</li> <li>Establish and operationalise a local server</li> <li>Enhance ICT skills and capacity</li> <li>Modernise data infrastructure</li> <li>Strengthen data governance and security</li> <li>Enhance capacity of ICT staff</li> <li>Improve data accessibility and dissemination</li> </ul>
Organisational Capacity 40%		<ul style="list-style-type: none"> <li>Percentage completion of agreed staff targets</li> <li>Percentage staff compliance to core values</li> <li>Percentage of the 2016 approved Structure filled</li> <li>Percentage staff satisfaction levels attained</li> <li>Percentage of offices to be furnished with furniture and equipment</li> <li>Number of appropriate vehicles</li> <li>Percentage of planned rehabilitation and maintenance works</li> <li>Number of parcels of land acquired for construction of provincial office books</li> <li>Percentage of targeted construction works completed</li> </ul>	<ul style="list-style-type: none"> <li>80% of staff appraised scoring on targets annually</li> <li>80% staff compliance to core values annually</li> <li>70% the Structure filled by 2026</li> <li>80% staff satisfaction levels attained annually</li> <li>50% of targeted equipment, furniture and tools acquired annually</li> <li>50 appropriate vehicles available by 2026</li> <li>60% of planned rehabilitation works completed annually</li> <li>80% of planned maintenance works completed annually</li> <li>7 parcels of land acquired for construction of provincial office blocks by 2027</li> <li>20% targeted construction works completed annually</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen performance management</li> <li>Enhance implementation of capacity building programmes</li> <li>Establish and operationalise an Integrity Committee</li> <li>Enhance staff sensitization on core values and the Code of Ethics for the Public Service</li> <li>Review and operationalise the structure</li> <li>Develop and implement a succession plan</li> <li>Develop and implement a staff retention plan</li> <li>Review conditions of service</li> <li>Develop and implement staff welfare programmes</li> <li>Develop and implement Procurement Plans</li> <li>Develop and implement an Infrastructure Development and Maintenance Plan</li> <li>Engage relevant stake holders on acquisition of parcels of land</li> </ul>

## APPENDIX III: High Level Organogram for Zambia Statistics Agency





## APPENDIX IV: STAKEHOLDERS

Name of Stakeholder	Area of Interest
Ministry of Finance and National Planning	<ul style="list-style-type: none"> <li>• Timely access to social and economic statistics</li> <li>• Prudent utilization of resources</li> <li>• Efficient and effective execution of the mandate</li> </ul>
Ministry of Agriculture	<ul style="list-style-type: none"> <li>• Collaboration in the production of Agricultural Statistics, Commodity Prices and Trade Statistics (Crop Forecasting Survey, Post-Harvest Survey,)</li> </ul>
Ministry of Fisheries and Livestock	<ul style="list-style-type: none"> <li>• Collaboration in the production of Livestock and Aquaculture Statistics</li> </ul>
Ministry of Commerce, Trade and Industry	<ul style="list-style-type: none"> <li>• Collaboration in the production of Trade and industry Statistics</li> </ul>
Ministry of Community Development and Social Services	<ul style="list-style-type: none"> <li>• Collaboration in the production of Disability Related Statistics.</li> </ul>
Ministry of Energy	<ul style="list-style-type: none"> <li>• Collaboration in the production of Energy Related Statistics.</li> </ul>
Ministry of Education	<ul style="list-style-type: none"> <li>• Collaboration in the production of Educational related statistics.</li> </ul>
Ministry of Green Economy & Environment	<ul style="list-style-type: none"> <li>• Collaboration in the production of compendium of Environmental statistics</li> </ul>
Ministry of Health	<ul style="list-style-type: none"> <li>• Collaboration in the production of health Statistics: Zambia Population-Based HIV Impact Assessment (ZAMPHIA), Zambia Demographic and Health Survey (ZDHS) data</li> </ul>
Ministry of Home Affairs & Internal Security	<ul style="list-style-type: none"> <li>• Collaborate on production of Migration, Vital and other social related statistics.</li> </ul>
Ministry of Infrastructure, Housing and Urban Development	<ul style="list-style-type: none"> <li>• Collaborate on production of Housing Statistics, Infrastructure Data, Urbanization Trends, Construction Sector, Land Use and Zoning, Infrastructure Investment</li> </ul>
Ministry of Information and Media	<ul style="list-style-type: none"> <li>• Collaboration in publicity of statistical programmes and dissemination of Various Statistical information and Data</li> </ul>
Ministry of Justice	<ul style="list-style-type: none"> <li>• Collaboration on Governance Statistics</li> <li>• Adherence to applicable laws</li> </ul>
Ministry of Labour and Social Security	<ul style="list-style-type: none"> <li>• Collaboration on the Labour Force Survey, Wage and Earnings Data, Employment Trends and Projections and Labor Market Disparities and Inequalities</li> <li>• Adherence to labour laws</li> </ul>
Ministry of Lands & Natural Resources	<ul style="list-style-type: none"> <li>• Collaboration on the production of Land use and Management Statistics</li> </ul>
Ministry of Local Government and Rural Development	<ul style="list-style-type: none"> <li>• Collaboration on the production of Economic, Financial and Living Conditions Statistics</li> </ul>
Ministry of Mines and Minerals Development	<ul style="list-style-type: none"> <li>• Collaboration on the production of Minerals Productions and investment Statistics</li> </ul>
	<ul style="list-style-type: none"> <li>• Access to economics statistics data</li> </ul>
Ministry of Small and Medium Enterprises	<ul style="list-style-type: none"> <li>• Access to social and economic statistics</li> </ul>

Name of Stakeholder	Area of Interest
Ministry of Technology and Science	<ul style="list-style-type: none"> <li>• Collaboration on the production of science and technology statistics</li> <li>• Access to information</li> </ul>
Ministry of Tourism	<ul style="list-style-type: none"> <li>• Collaboration on the production of tourism statistics</li> <li>• Access to social and economic statistics</li> </ul>
Ministry of Transport and Logistics	<ul style="list-style-type: none"> <li>• Collaboration on the production of Transport and Logistics Statistics</li> <li>• Access to information on social and economics</li> </ul>
Ministry of Water Development & Sanitation	<ul style="list-style-type: none"> <li>• Collaboration on the production of water and sanitation Statistics</li> <li>• Access to information on social and economics</li> </ul>
Ministry of Youth, Sports and Arts	<ul style="list-style-type: none"> <li>• Collaboration on the production of Statistics relating to Youth, Sports and Arts</li> <li>• Access to information on social and economics</li> </ul>
<p><b>Government Institutions:</b> National Assembly, Office of The Auditor General, Office of The President - State House, Office of The Vice President, Public Service Management Division, Smart Zambia Institute, Teaching Service Commission, Zambia Correctional Service, Zambia Correctional Service Commission, Zambia Police - Ministry of Home Affairs &amp; Internal Security, Zambia Police Service Commission, Zambia Security Intelligence Services - Office of The President, ZESCO, Anti-Corruption Commission, Cabinet Office, Civil Service Commission, Drug Enforcement Commission, Electoral Commission of Zambia, Human Rights Commission Judiciary, Judicial Service Commission, Local Government Service Commission</p>	<ul style="list-style-type: none"> <li>• Effective implementation of the mandate</li> <li>• Prudent utilisation and accountability of resources</li> <li>• Efficient and effective operations</li> <li>• Collaboration and Development of key public infrastructure</li> <li>• Access to accurate and timely information</li> <li>• Collaboration on production of Statistics</li> <li>• Integrity in the operations and corrupt free services</li> <li>• Adherence to Human Rights</li> <li>• Gender Equality</li> <li>• Collaboration on Policy Formulation</li> </ul>
<p><b>Cooperating Partners</b> (Regional Economic Communities): World Bank, EU, United Nations Systems (UNECA, UNDP, UNFPA, UNICEF, WHO, WFP etc), International Monetary Fund (IMF), Japan International Cooperation Agency (JICA), COMESA, SADC, AU, Japanese Embassy, Saudi Arabia Embassy, German Embassy, Chinese Embassy, Finland Embassy, Ireland Embassy</p>	<ul style="list-style-type: none"> <li>• Access to Statistics</li> <li>• Collaboration on production and dissemination of Statistics</li> <li>• Prudent utilisation and accountability for resources</li> <li>• Effective implementation of the mandate</li> <li>• Domestication of International Protocols</li> <li>• Adherence to International Standards on production of Statistics</li> </ul>
<p><b>Regulatory Bodies:</b> Bank of Zambia, Zambia Revenue Authority, Zambia Development Agency, NAPSA, ZICTA, PIA, Zambia Tourism Agency (ZTA), ZEMA, ZAFFICO, Hotels Board, ZCCM, ZAMEFA ZPPA, CEEC, ERB, SEC</p>	<ul style="list-style-type: none"> <li>• Access to timely and accurate statistics</li> <li>• Collaboration on production of statistics</li> </ul>

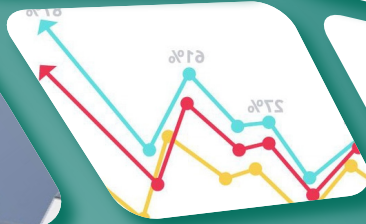
Name of Stakeholder	Area of Interest
<p><b>Research institutions and academia:</b> Zambia Institute Of Policy Analysis And Research (ZIPAR), Indaba Agricultural Policy Research Institute (IAPRI), University of Zambia (UNZA), University of Lusaka (UNILUS), Mulungushi University, Copperbelt University (CBU), Cavendish University, Institute of Economic and Social Research, Other Public University, Other Private University, Other tertiary and technical colleges</p>	<ul style="list-style-type: none"> <li>• Collaboration in the production of statistics</li> <li>• Access to the statistics</li> <li>• Collaboration in the development of training programmes</li> <li>• Collaboration in Research and Consultancy Services</li> <li>• Adherence to the international best practices on research</li> </ul>
<p><b>Religious Bodies:</b> Zambia Conference of Catholic Bishops (ZCCB), Council of Churches in Zambia (CCZ), Evangelical Fellowship of Zambia (EFZ), Independent Churches of Zambia, Apostolic Council of Churches, Seventh-Day Adventist Church, Christian Missions in Many Lands, Islamic Supreme Council of Zambia, Hindu Association of Zambia, Bahai Faith, Zambia Association of Jehovah's Witnesses</p>	<ul style="list-style-type: none"> <li>• Access to the statistics</li> <li>• Collaboration in the production of statistics</li> <li>• Collaboration in the sensitization of statistics</li> <li>• Adherence to National Values and Principles</li> </ul>
<p><b>Private Sector - Financial:</b> Commercial Banks, Microfinance institutions, Insurance Companies</p>	<ul style="list-style-type: none"> <li>• Access to Economic and Social Statistics</li> <li>• Collaboration on Social Economic Statistics</li> </ul>
<p><b>Private Sector - Non-financial:</b> Manufacturing Companies, Wholesale and Retail Companies, Mining Companies, Construction companies</p>	<ul style="list-style-type: none"> <li>• Access to Economic and Social Statistics</li> <li>• Collaboration on Social Economic Statistics</li> </ul>
<p><b>NGOs:</b> Catholic Relief Service (CRS), Development Aid for People to People (DAPP), Save the Children, World Vision, Non Governmental Gender Organisations' Coordinating Council (NGOCC), Young Womens Christian Association (YWCA), Young Men's Christian Association (YMCA), ActionAid Zambia, Transparency International Zambia, Rural Urban Development Initiative, Civil Society for Poverty Reduction</p>	<ul style="list-style-type: none"> <li>• Access to the statistics</li> <li>• Collaboration in the production of statistics</li> <li>• Collaboration in the sensitization of statistics</li> </ul>
<p><b>The General Public:</b> Individuals, Political Leaders, Traditional Leaders, Civic Leaders</p>	<ul style="list-style-type: none"> <li>• Access to the statistics</li> <li>• Collaboration in the production of statistics</li> <li>• Collaboration in the sensitization of statistics</li> </ul>
<p><b>Media:</b> Print Media (Newspapers, Magazines), Broadcast Media (TV, Radio), Outdoor Advertising/Houses, Out of Home (OOH) Media, Social Media Houses</p>	<ul style="list-style-type: none"> <li>• Access to comprehensive, good, and clear statistical data</li> <li>• Collaboration on dissemination of statistics</li> </ul>

## APPENDIX V: Monitoring and Evaluation (M&E) Implementation Matrix for ZamStats Strategic Plan 2025–2026

Strategic Objective	Strategy/Initiative	Key Performance Indicator (KPI)	Target (2026)	Data Source	Data Collection Method	Means of Verification	Frequency	Responsible Unit
1. Attract and retain competent staff	Enhance implementation of capacity building programmes	Percentage of staff on the training plan trained annually.	At least 50% of staff on the training plan trained annually	Capacity building plan	Review of capacity building reports	Capacity Building report	Annually	Human Resources Unit
	Strengthen performance management by carrying out bi-annual assessment appraisal in line with individual workplans	Percentage of staff appraised scoring on targets.	At least 50% of staff appraised scoring on targets annually	Human Resource Report	Review of annual performance reports	Annual performance report	Biannually	Human Resources Unit
	Enhance staff sensitization on core values and the Code of Ethics for the Public Service	Percentage of staff compliant to core values	At least 70% of staff compliant to core values annually	Staff performance report	Review of annual performance reports	Annual performance report	Annually	Human Resources Unit
	Develop and implement staff welfare programmes.	Percentage of staff satisfaction levels attained.	At least 50% of staff satisfaction levels attained annually	Staff Satisfaction Survey	Staff Satisfaction Survey implemented	Survey report	Annually	Human Resources Unit
2. Improve institutional infrastructure and equipment	Develop and implement Procurement Plans.	Percentage of offices furnished with furniture and equipment.	At least 50% of targeted offices furnished with furniture and equipment annually.	Procurement report	Review of procurement report	Procurement reports.	Annually	Procurement and Stores Unit
	Engage stakeholders on land acquisition for offices.	Number of parcels of land acquired for construction.	Acquire at least 3 parcels of land for construction of provincial offices blocks by 2026	Administration report	Review of administration report	Annual performance report	Annually	Administration Unit
	Maintain office rehabilitation and maintenance plans.	Percentage of planned rehabilitation and maintenance works completed.	Attain at least 60% of planned rehabilitation works annually	Administration report	Review of administration report	Annual performance report	Annually	Administration Unit
3. Enhance the effectiveness of institutional systems	Review, automate and integrate operational systems	Number of operational systems automated.	3 operational systems automated by 2026.	Automation completion reports.	Review Automation completion reports.	Annual performance report	Annually	Operations Unit
	Establish a centralized data repository for data mining.	Data sets Migrated into a central data repository	At least 10 data sets migrated into a central data repository by 2026	Data repository reports.	Review Data repository reports.	ICT report	Annually	IT Unit
	Implement an M&E Framework.	Percentage of planned programmes implemented.	At least 80% planned programmes implemented annually.	M & E report	Review M&E report	M&E framework reports.	Annually	M&E Unit

Strategic Objective	Strategy/Initiative	Key Performance Indicator (KPI)	Target (2026)	Data Source	Data Collection Method	Means of Verification	Frequency	Responsible Unit
4. Transform Data Processing Unit into ICT Department	Enhance ICT skills and capacity.	Number of staff trained.	At least 40 staff trained by 2026	Training report.	Review Training report	ICT report	Annually	IT Unit
	Modernize data infrastructure.	Percentage of Legacy Data Systems upgraded to cloud-based systems.	At least 70% of legacy Data systems upgraded to cloud-based.	System upgrade reports.	Review System upgrade reports.	ICT report	Annually	IT Unit
	Improve Data Accessibility and Dissemination.	Percent increase in datasets available for public access.	Increase the number of publicly available data sets by at least 80% within 2 years.	ZamStats Website and NADA	Review of the website and NADA platform	Platforms usage statistics.	Annually	IT Unit
5. Improve the publication of official statistics	Strengthen monitoring of statistical programmes.	Percentage of reports published according to the National Statistical Release Calendar (NSRC).	At least 80% of reports published according to the NSRC.	NSRC compliance report.	Review of NSRC report	Annual Report	Quarterly	Dissemination Unit
	Develop and publish quality reports for statistical products.	Percentage of publications meeting quality criteria for official statistics.	At least 80% of statistical publications published on time with a Quality Report	Annual statistical publications report.	Review of statistical publications report	Annual Report	Annually	Quality Assurance Unit
	Publication of statistics based on high frequency and big data	Number of statistical publications based on high frequency and big data	3 statistical publications based on high frequency and big data	Annual statistical publications report.	Review of statistical publications report	Annual Report	Annually	Quality Assurance Unit
6. Improve statistical advocacy and awareness	Strengthen stakeholder engagement.	Percentage increase in access to statistical products on various platforms.	At least 60% increase in access to statistical products on various platforms annually	ZamStats Website and User Satisfaction Survey	Review of the website and survey report	Platforms usage statistics.	Biannually	Advocacy Unit
	Enhance statistical advocacy.	Number of demand-driven surveys undertaken annually.	4 demand-driven surveys undertaken annually.	Survey Reports	Surveys implemented	Survey reports.	Annually	Advocacy Unit
	Implement User Assessment Survey every two years.	Percentage user and stakeholder feedback on statistics.	Attain at least 70% positive stakeholder feedback on statistics annually	User Satisfaction Survey	User Satisfaction Survey implemented	User assessment survey results.	Every two years	Advocacy Unit
7. Improve Stakeholder linkages in the National Statistical System	Reintroduce the in-service statistical training programme.	Percentage of statistical products by NSS Stakeholders meeting criteria for quality statistics.	At least 50% statistical products in the NSS published with quality reports.	NSS annual report	Review of NSS report	Annual Report	Annually	Capacity Development Unit
	Implement the STAC Course.	Number of staff trained in basic statistical methodology and official statistics.	At least 25 staff in the NSS trained annually.	STAC training report	Review STAC training report	Annual Report	Biannually	Capacity Development Unit
	Promote the use of administrative data.	Number of statistical publications based on administrative data certified official.	At least 10 statistical publications based on administrative data certified official.	Annual statistical publications report.	Review of statistical publications report	Annual Report	Annually	Research Unit
	Establish subject-specific Technical Working Groups.	Number of Technical Working Groups formed.	5 National Technical Working Groups.	NTWG report	Review meeting minutes and reports.	Annual Report	Annually	Coordination Unit

Strategic Objective	Strategy/Initiative	Key Performance Indicator (KPI)	Target (2026)	Data Source	Data Collection Method	Means of Verification	Frequency	Responsible Unit
8. Improve financial capacity and management	Strengthen budget performance management.	Percentage budgeted consumption.	At least 80% budget consumption.	Budget consumption report.	Review Budget performance	Annual financial reports	Quarterly	Finance Unit
	Fully implement ERP software.	Percentage funding from Government for statistical programmes.	At least 50% funding from Government annually.	Annual financial reports	Review Annual financial reports	Annual financial reports	Annually	Finance Unit
	Develop and implement Business and Resource Mobilisation Plans.	Percentage funding from cooperating partners for statistical programmes.	At least 50% funding from cooperating partners annually.	Partner funding agreements.	Review Partner funding agreements.	Annual financial reports	Annually	Resource Mobilisation Unit
	Strengthen internal controls.	Percentage of audit recommendations actioned by management.	At least 80% audit recommendations actioned by management annually.	Audit reports.	Review Audit reports.	Audit reports.	Annually	Internal Audit Unit



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