Republic of Zimbabwe

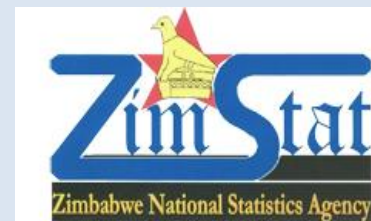**Strategic Plan: 2021 to 2025**

(REVIEWED 2025)

Agency

ZIMBABWE NATIONAL STATISTICS AGENCY (ZIMSTAT)

SECTION A: Profile of the Agency

i) Introduction

The advent of the Second Republic in Zimbabwe ushered a whole new national focus anchored on the mantra that 'Zimbabwe is open for business.' The new thrust entailed a radical shift in the way of doing business in general and economic fundamentals in particular. The immediate objective was to address the macro-economic challenges which were restricting national economic growth. This objective gave birth to the Transitional Stabilization Program (TSP), 2018-2020. A foundational initiative itself, designed to streamline the implementation of the new national vision ***"Towards a Prosperous and Empowered Upper Middle-Income Society by 2030."*** The massive achievements registered under the TSP necessitated two successive five-year **National Development Strategies** (NDS) namely, NDS1 2021-2025 and the NDS2 2026-2030. As such, in drafting its strategic plan, ZIMSTAT was heavily influenced by the IRBM approach. The NDS1 also played a pivotal role in shaping the strategic plan.

ii) Background

The Zimbabwe National Statistics Agency (ZIMSTAT) is a body corporate established under Section 3 of the Census and Statistics Act [Chapter 10:29]. As the primary source of official statistics in Zimbabwe, ZIMSTAT plays a crucial coordination and supervisory role within the National Statistical System. The operations of the Agency are controlled and managed by the Board, with the Government being committed to production of quality statistical information that adhere to international standards and procedures. ZIMSTAT is responsible for generating official statistics across various domains, including demographic, economic, financial, environmental, and social matters.

iii) National Level Contribution-

The Agency mainly contributes to the Economic Growth and Stability thematic group, however, its scope of operation cross cuts all National Development Strategy I thematic groups.

National Vision: Towards a prosperous and empowered upper middle-income society by 2030.

a. **National Priorities the Agency is contributing to:**

	Description of National Priority Area
NPA 1	Economic Growth and Stability

b. **National Key Result Areas the Agency is contributing to:**

	Description of National Key Result Area
NKRA 1	Macroeconomic Stability
NKRA 2	Sustainable Economic Growth
NKRA 3	Inclusive Economic Growth

c. **National Outcomes the Agency is contributing to:**

	Description of National Outcome
NOUC 1	Declining General Price Level
NOUC 2	Improving Balance of Payments
NOUC 3	Increased GDP
NOUC 4	Increased per capita Incomes
NOUC 5	Increased Decent Jobs
NOUC 6	Improved Financial Inclusion

iv) Sectoral Level Contribution:

Sector Name: Fiscal

a. Sectoral Key Results Areas

	Description of Sector Key Result Area
SKRA 1	

b. Sectoral Outcomes

	Description of Sectoral Outcome Description
SOUC 1	Improved Revenue Collection
SOUC 2	Improved Debt Management
SOUC 3	Price Stability
SOUC 4	Improved Levels of Financial Inclusion
SOUC 5	Improved BOP Account
SOUC 6	Increased Growth in the Agricultural Sector
SOUC 7	Increased Growth in the Mining Sector
SOUC 8	Increased Growth in the Manufacturing Sector
SOUC 9	Increased Growth in the Energy Sector
SOUC 10	Increased Growth in the Tourism Sector
SOUC 11	Improved Decent Jobs
SOUC 12	Improved Financial Inclusion

1.   **Agency:** ZIMSTAT

2.   **Agency Vote Number:**   N/A

3.   **Agency Vision Statement:** An effective and efficient statistical system that contributes to the improvement of the wellbeing of all citizens by 2030.

4.   **Agency Mission Statement:** To produce timely, accurate, reliable and relevant statistics for evidence-based policy and decision making, using qualified, competent, motivated and professional staff and state of the art technology in response to the demands of our clients.

5.   **Core Values:**

Quality consciousness

To produce timely, relevant, reliable and accurate statistics

User focus

Understand and meet the data needs and expectations of users

Integrity

Create and maintain public trust in official statistics by fully exercising professional independence.

Credibility

Producing statistics following international guidelines, best practices, standards and methodologies.

These are summarised using the following acronym- QUIC

6.   **Terms of Reference:**

a) Constitution of Zimbabwe (Amendment No.20), 2013

b) Census and Statistics Act [Chapter 10:29]

7.   **Overall Functions:**

Subject to the Census and Statistics Act, the functions of ZIMSTAT are to:

a) Conduct the national census or any other censuses and surveys in terms of sections 12 and 13 of the Act;

b) Co-ordinate and supervise the National Statistical System;

c) Advise the Government on all matters related to statistics;

d) Develop and promote the use of statistical standards and appropriate methodologies in the National Statistical System;

e) Collect, compile, analyse, interpret, publish and disseminate statistical information alone or in co-operation with other Government Ministries or institutions;

f) Develop and maintain a Central Business Register in relation to establishments, containing such particulars as may be prescribed;

g) Develop and maintain a comprehensive national statistics database;

h) Provide a focal point of contact with international agencies on statistical matters; and

i) Perform any other function that may be conferred or imposed upon the Agency by this Act or any other enactment.

8. **Departments in the Agency and their functions:**

DIVISION	ROLES
Macroeconomic Statistics	Production of: ▪ National Accounts Statistics ▪ Prices Statistics ▪ International Trade and Balance of Payments statistics ▪ Finance statistics ▪ Labour Market Information statistics ▪ Poverty Analysis Statistics
Production Statistics	Production of: ▪ Services statistics ▪ Industry, Mining and Energy statistics ▪ Agriculture statistics ▪ Environment statistics
Demography and Social Statistics	Production of: ▪ Population Statistics ▪ Migration Statistics ▪ Vital Statistics ▪ Gender Statistic ▪ Education Statistics ▪ Health Statistics ▪ Judicial Statistics ▪ Crime Statistics ▪ Living Conditions Statistics ▪ Tourism and Culture Statistics
Statistical Services	▪ Provincial Operations management ▪ Censuses and Surveys ▪ Monitoring and Evaluation ▪ Cartography ▪ National Statistical System Coordination ▪ Statistical Databases ▪ Desktop Publishing
Finance and Administration	▪ Budgeting and Financial Planning ▪ Resource Mobilization ▪ Disbursements, management and Financial Reports

DIVISION	ROLES
	- Stores Management - Transport and Logistics Management - Asset Management - Printing - Office space, repairs and maintenance of office equipment, - Liaison with Internal and External Auditors.
Human Resources	- Recruitment and Selection - Job evaluation and grading - Staff Compensation - Training and Development - Performance Management - Health and Safety - Industrial Relations - Library, Records Keeping
Public Relations and Communications	- Communication, advocacy and publicity of the Agency activities - Handling with enquiries from the public, the press, and related organisations - Organising and attending promotional events including press conferences, open days, exhibitions, tours and visits
Legal and Corporate Affairs	- Corporate Services, - Litigation support, - Legislative agenda, - Contract drafting/scrutiny and legal advice function
Audit	Provide assurance to the policy makers and Management on the efficiency and effectiveness of the internal controls and governance processes
Procurement	- Procurement of goods, works and services for the Agency - Contract management - Disposal of assets
Information Technology	- Network Infrastructure management - Systems development - Database and Website management
Risk Management	Develop risk plan and framework

DIVISION	ROLES
	▪ Conduct risk assessments ▪ Develop and maintain risk register

9. **State Enterprises and Parastatals, Statutory Bodies and Grant Aided Institutions under the Agency and their functions.**

10. **Agency KRAs**

No.	Key Result Area	Weightage	Responsible Department/s	Sector KRA Reference	Linkages to National Priority Areas (Reference and Description)	SDG Reference
KRA1	**Governance and Administration**	30%	▪ Finance and Administration ▪ Human Resources ▪ IT ▪ Internal Audit ▪ Legal and Corporate Affairs ▪ Public Relations & Communication ▪ Procurement Management Unit ▪ Risk Management Unit	International engagement and re-engagement Sustained Growth	Economic growth and Stability Image Building	
KRA2	**Statistics Production**	70%	▪ Macroeconomics ▪ Production Statistics ▪ Demography and Social Statistics ▪ Statistical Services	International engagement and re-engagement Sustained Growth	Economic growth and Stability Image Building	

11.   Environmental Scan

11 a.   PESTLEG Analysis

	Positive	Negative
Political	• Stable political environment provides a conducive atmosphere for collecting censuses and surveys data • Political will increases support for Agency programs	• Misconception of political affiliation by respondents as they associate Agency officials with political parties resulting in low response rates, e.g. settling and resettling of citizens by political leaders and subsequent demolition of people's houses. • Possibility of political instability in neighbouring countries is likely to impact on the Agency's operations in some provinces.
Economic	• Government investment in infrastructure e.g. roads, assists in accessibility and efficiency in conducting surveys • Increased tax revenue and economic growth can enhance collaboration with MDAs and private institutions	• High inflation and unstable exchange rates can erode the purchasing power of the local currency, making it difficult for ZIMSTAT to sustain its operations • Currency devaluations affect macroeconomic statistics compilation and timely production of the statistics • Currency changes affects ZIMSTAT's capacity to purchase international products e.g. software like STATA • Unemployment: individuals may be less likely to respond to survey resulting in low response rates • Taxation: establishments maybe less likely to respond to business surveys resulting in low response rate
Social	▪ High national literacy level enhances provision of high-quality data during censuses and surveys	▪ Attitudes and opinions negatively affect acceptance of some of the ZIMSTAT statistics ▪ Disease outbreaks affect collection of data, e.g. cholera

	Positive	Negative
	- Religious and cultural tolerance enables data collection and dissemination of statistics (Zimbabweans are naturally sociable) - Growing demand for data (this promotes the Agency's work) - The social structure of Zimbabwe enhances statistical operations.	- Migration dynamics complicates collection and processing of migration data. - Increased crime rate affects respondents' trust and cooperation with enumerators, leading to low response rates - Poor statistical literacy leading to misinterpretation of disseminated statistics by some users - Brain-drain makes it difficult to get the necessary technical expertise - Challenges in collecting data from gated communities - Danger from dogs in households
Technological	- Availability of modern technology enhances operational efficiency e.g. CAPI & CAWI - Technology transfer e.g. ongoing collaboration with UNECA on data science - Adoption of technologies by users of statistics enables the use of non-traditional dissemination platforms - Non-traditional data sources help improve the frequency of producing key indicators as well as generation of new indicators - Interoperability and integration of information systems across the National Statistical System - Connectivity - Artificial Intelligence - Big data platforms	- Cyber security threats affect data confidentiality, integrity and availability - Rapidly changing technology affects existing ICT investments, (end-of-life support renders other technologies obsolete e.g. Windows 7 and XG210 Firewall, requiring re-investment). - High initial costs associated with acquisition of new technology - High cost of skills training - Steep learning curve for some cutting-edge technologies/software
Environmental	- Availability weather forecasting and prediction models - Regional integration- support from COMESA,SADC,UN,IMF, World Bank etc.	- Climate change effects e.g. cyclones, affects data collection - Poor office accommodation reduces human capital productivity - Human-wildlife conflict - Limited accessibility to difficult-to-reach

	Positive	Negative
		areas ▪ Disease outbreaks and pandemics disrupts operation schedules
Legal	▪ Availability of the enabling Act and regulations ▪ Existence of legal reforms ▪ Availability of Labour laws ▪ Availability of data protection laws ▪ Availability of international instruments on statistical e.g. African Charter on Statistics and SADC Protocol on Statistics	▪ Non-alignment of legal frameworks ▪ Conflicting judgements ▪ Weak enforcement of the legal framework when collecting data ▪ Inadequate and weak legal framework on data collection

Governance	▪ Existence of the Corporate Governance Act to guide and regulate Agency governance aspects.
	▪ Existence of the Corporate Governance Unit
	▪ Existence of Zimbabwe Anti-Corruption Commission (ZACC) and other Independent Bodies to ensure compliance with the Corporate Governance Act
	▪ Adoption of IPSAS Financial Reporting Standards enhances accountability, sustainability and adherence to international accounting reporting standards.
	▪ Presence of the Public Procurement and Disposal of Public Assets Act – Electronic Government Procurement System (EGPS):
	  ▪ Ensures transparency in Government procurement processes.
	  ▪ Enhances value for money
	  ▪ Existence of cross cutting themes within the DG's contract compels the Agency to address key cross cutting governance themes which are:
	    o Promotion of integrity/corruption eradication
	    o Promotion of wellness programs
		▪ Bureaucracies/ red tapes
		▪ Implementation beyond Agency control
		▪ Corruption increases operational costs and compromise on quality
		▪ Monitoring of corporate governance related issues requires funding and may be costly.

	Positive	Negative
	o Inclusive programming e.g. youth, gender mainstreaming o Promotion of a clean environment	

11 b. SWOT Analysis

STRENGTHS	▪ Supportive and visionary leadership ▪ Existence of Board of Directors for policy guidance and direction ▪ Supportive legal and internal policies ▪ Existence of internal controls checking mechanisms e.g. through Audit and Risk Management Units ▪ Existence of a good geographic information database e.g. enumeration area maps and spatial data ▪ Qualified, experienced and committed personnel ▪ Highly decentralised in data collection ▪ Automated systems (CAPI) and (CAWI) ▪ Lean reporting structure with no bottlenecks ▪ Continuous human capacity development training programmes ▪ Established data collection system ▪ Excellent management coordination ▪ Flexibility in data collection tools, PAPI, CAWI
WEAKNESSES	▪ Lack of Monitoring and Evaluation (M&E) framework ▪ Lack of Enterprise Resource Planning platform ▪ Lack of Statistical Quality Assurance Framework ▪ Lack of own office accommodation ▪ Weak stakeholder linkages especially among data suppliers which leads to low response rates ▪ Inadequate composition of Board of Directors for policy guidance and direction ▪ Use of paper questionnaires in business surveys which delays release of results ▪ Lack of internet services in some district offices which hampers communication and transfer of data to central office ▪ Inadequate Standard Operating Procedures ▪ Census and Statistics Act that requires updating ▪ The Generic Statistical Business Process Model (GSBPM) not fully followed ▪ Lack of knowledge management systems ▪ Outdated Statistical Business Register

	▪ Inadequate National Statistical System coordination ▪ Unavailability of power back-up in ZIMSTAT Offices ▪ Dependency on government funding. No alternative sources of finance. ▪ Inadequate staff complement in some departments
OPPORTUNITIES	▪ Government commitment to the development of statistics in the country ▪ Existence of enabling national, regional and international statistical and development frameworks ▪ Existence of supportive development partners in capacity building. ▪ Existence of expanded integrated media platforms which enhance data dissemination and communication ▪ Government Support for example release of financial resources for operations ▪ Existence of a growing market for providing consultancy services to MDAs and other organizations ▪ Availability of enabling legislation ▪ Existence of big data and citizen generated data to augment traditional data sources ▪ Good working rapport with local leadership at grassroots level facilitates data collection ▪ Advancement in ICT making it possible to improve on statistical production processes ▪ Availability of integrated systems which bring together MDAs and enable direct access to administrative data to be used for analysis ▪ Increasing NSS network
THREATS	▪ Low levels of statistical literacy across society including among policy makers, technical staff in Ministries, Departments and Agencies (MDAs). ▪ Proliferation of non-official sources of data ▪ Competing national priorities for financial support. ▪ Negative media comments on some statistics produced by the Agency ▪ Ever-changing advancement of IT systems requiring constant acquisitions and training to keep up to date. ▪ Possibility of internet hacking and intrusion on virtual disseminations (cyber bullying)

12. **Agency Programmes and Outcomes:**

Prog. Ref	Programme Name	Programme Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
1.	**Governance and Administration**	Improved Governance and Administration	30%	▪ Human Resources Division ▪ Finance & Administration Division ▪ DG's Office ▪ Audit ▪ Procurement Unit ▪ Legal and Corporate Affairs ▪ IT ▪ Public Relations	MoFEDIP PRAZ Ministry of Justice Legal and Parliamentary Affairs Auditor General OPC PSC	Budgetary support Policy guidance Legal guidance Policy adherence M & E & Corporate Governance Unit Recruitment and training	1-12	**NOUC 1, 2,3,4,5,6**	16, 5, 8
2.	**Statistics Production**	Enhanced quality of official statistics	50%	Production Statistics	MoFEDIP MDAs POTRAZ FAO UNECA SADC	Financial support Data Supply Financial Support Financial & technical support	1-12	**NOUC 1, 2,3,4,5,6,7 ,8,9,10**	1,2, 8

Prog. Ref	Programme Name	Programme Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
				Statistical Services	UNFPA	Financial & technical support			
				Demography & Social Statistics	UNFPA UNDP UNICEF	Financial support			
				Macroeconomics Statistics	WORLD BANK	Financial & technical			
					IMF	Data provision Financial & technical			
					ILO	Technical			
					FAO	Data provision Technical support			
						Financial & technical support			
3.		A Highly coordinated National Statistical System	20%	Statistical Services Demography & Social Statistics Macroeconomics Statistics	All MDA's CSO's Development Partners	Data provision Data provision Data provision, financial and technical support	1-12	**NOUC 1, 2,3,4,5,6**	1,2, 8

Prog. Ref	Programme Name	Programme Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
				Production Statistics					

13. **Policies Applicable for the Agency:**

	External policies	Prog Ref.
1.	Vision 2030	1& 2
2.	Constitution of Zimbabwe (Amendment No. 20) Act 2013	1& 2
3.	National Development Strategy I 2021-2025	1& 2
4.	Census and Statistics Act and Regulations	1& 2
5.	Labour Act (Chapter 28:01)	1& 2
6.	Africa Union Agenda 2063	1& 2
7.	United Nations 2030 Agenda for Sustainable Development (SDGs)	1& 2
8.	Public Finance Management Act (Chapter 22:19)	1
9.	Public Procurement and Disposal of Public Assets Act (Chapter 22:23)	1
10.	Public Entities Corporate Governance Act (Chapter 10:31)	1
11.	International Public Sector Accounting Standard (IPSAS)	1
12.	Environmental Management Act (Chapter 20:27)	2
13.	Climate Policy	2
14.	Water Policy	2
15.	Gender Policy	1 & 2
16.	Forestry Policy	2
17.	Migration Framework Emergency Manual	2
18.	Audit Office Act (Chapter 22:18)	1
19.	Income Tax Act (Chapter 23:06)	1
20.	Public Service Commission Circulars	1& 2

	External policies	Prog Ref.
21.	Appropriation Act 2022, Act 2021	1
22.	International Public Sector Accounting Standards	1
23.	International Standards on Audit	1
24.	Public Health Act (Chapter 15:17)	1& 2
25.	Civil Protection Act (Chapter 10:06)	1
26.	Treasury instructions	1
27.	Internal Audit Standards	1

	Technical Guidelines	Program ref
1.	UN Fundamental Principles of Official Statistics	2
2.	System of National Accounts 2008	2
3.	International Standard Classification of Occupation 2008	2
4.	International Standard Classification of Education and Training 2011	2
5.	International Classification of Status in Employment	2
6.	Integrated System of Environmental Central Framework	2
7.	International Recommendations on Water Statistics	2
8.	Enhanced General Data Dissemination Standards (GDDS)	2
9.	International Standard Industrial Classification of all economic activities Revision 4	2
10.	Manual for measuring ICT access and use by households and individuals	2
11.	Central Product Classification Version 2	2
12.	Government Finance Statistics Manual 2014	2
13.	Balance of Payment Manual 6	2
14.	Framework for Development of Environment Statistics (FDES) 2013	2
15.	International Conference of Labour Statisticians resolutions (as revised)	2
16.	International Recommendations for Industrial Statistics (IRIS) 2008	2
17.	International Classification of Diseases and Related Health problems	2

	Technical Guidelines	Program ref
18.	Principles and Recommendations of the 2020 round of population and Housing Census Revision 3	2
19.	World Program for the Census of Agriculture 2020	2
20.	International Recommendations on Distributive Trade Statistics (IRDTS)	2
21.	Promoting Migration Governance Manual	2
22.	Guide on Employment Policy and International Labour Standards	2
23.	Migration Governance Framework (M. GoF) Emergency Manual	2
24.	Convention on the Rights of Persons with Disabilities (CRPD)	2
25.	International Classification of Functioning Disability and Health 2001 Agricultural Cost of	2
26.	Guidelines on improving and using administrative data in agricultural statistics, 2018	2
27.	Guidelines to Enhance Small-Scale Fisheries and Aquaculture Statistics through a Household Approach, 2018	2
28.	Guidelines to Enhance Fisheries and Aquaculture Statistics through a Census Framework, 2018	2
29.	Guidelines on data collection for national statistics on forest products, 2018	2
30.	Production Statistics Guidelines for Data Collection, Compilation and Dissemination, 2018	2
31.	Guidelines for the compilation of Food Balance Sheets, 2018	2
32.	Strategic Plan for Agricultural and Rural Statistics (SPARS), 2018	2
33.	Compendium of concepts and definitions	2

	Internal Policies	Program Ref
1	Finance and Administration Manuals	1
2	Human Resources Manuals	1
3	Code of Conduct	1& 2
4	Approved Budget	1
5	ZIMSTAT IT policy	1
6	ZIMSTAT Transport Policy	1

7	Finance & Administration Policy	1
8	Finance and Administration standard operating procedures manual	1
9	Procurement Procedures Manual	1
10	Risk Management Policy	1
11	Standard Operating Procedures Manuals	1
12	Internal Audit Charter	1
13	Survey specific field manuals	1
14	Anti-Fraud and Corruption Policy	1& 2

14   CLIENT NEEDS/PROBLEMS ANALYSIS:

Direct Stakeholders	Demands/ Expectations	Extent *(Magnitude/seriousness)*
OPC	▪ Compliance to the Public Entities Corporate Governance Act	High
	▪ Timely submission of IRBM documents	High
	▪ Efficient service delivery	
	▪ Timely, devolved statistics	High
		High
Ministry of Finance, Economic Development and Investment Promotion	▪ Timely devolved statistical reports	High
	▪ Compliance to policies and regulations	High
	▪ Transparency & Accountability	High
	▪ Timely submission of budget bids and financial returns	High
	▪ Agility in resource mobilization	High
	▪ Adopt international best practices	High
Line Ministries (MDAs)	▪ Timely, comprehensive and reliable statistics, compliance and Accountability	High
	▪ Enhanced collaboration	Medium
	▪ Capacity building	Medium
	▪ Availability and accessibility of data (data repository)	High
	▪ Anonymised micro data	Low
	▪ Collaborations in data sharing	High
ZRP/ZPCS	▪ Capacity building	Medium
	▪ Invest in a national electronic statistics system	Medium
	▪ Technical Assistance on the Crime Management System	Medium
PRAZ	▪ Compliance with Public Procurement and Disposal of Public Assets Act and Regulations	High
PSC	▪ Compliance with relevant circulars and regulations	High
RBZ	▪ Compliance with financial regulations	High

Direct Stakeholders	Demands/ Expectations	Extent *(Magnitude/seriousness)*
Parliament	▪ Continuous effective collaborations	High
	▪ Compliance to legislation and accountability	High
ZIMRA	▪ Compliance to regulations and written agreements	High
	▪ Technical Assistance	Medium
Development Partners	▪ Timely Statistics	High
	▪ To develop data sharing modalities with stakeholders, beyond government and MDAs	High
	▪ Review of the Census and Statistics Act	High
	▪ Continuous resource mobilization	
	▪ Strengthened and inclusive NSS coordination	High
		High
General Public	▪ Publicity	High
	▪ Statistical literacy	High
Regional bodies	▪ Statistics that support regional integration and guide regional policy and decision-making	Medium
	▪ Adherence to global statistics commitments and observing international statistical standards.	High
	▪ Peer reviews with other countries	Medium
Competition and Tariffs Commission	▪ Timely, devolved statistics	High
	▪ Collaborations in data sharing	High
Media	Newsworthy and informative Statistical information	Medium

15 STAKEHOLDER ANALYSIS

Direct Stakeholders	Demands/ Expectations	Extent *(Magnitude/seriousness)*
OPC	▪ Compliance to the Public Entities Corporate Governance Act	High
	▪ Timely submission of IRBM documents	High
	▪ Efficient service delivery	High
	▪ Timely, devolved statistics	High
Ministry of Finance, Economic Development and Investment Promotion	▪ Timely devolved statistical reports	High
	▪ Compliance to policies and regulations	High
	▪ Transparency & Accountability	High
	▪ Timely submission of budget bids and financial returns	High
	▪ Agility in resource mobilization	High
	▪ Adopt international best practices	High
Line Ministries	▪ Timely statistics, compliance and Accountability	High
	▪ Enhanced collaboration	Medium
	▪ Capacity building	Medium
	▪ Availability and accessibility of data (data repository)	High
	▪ Anonymised micro data	Low
	▪ Collaborations in data sharing	High
ZRP/ZPCS	▪ Capacity building	Medium
	▪ Invest in a national electronic statistics system	Medium
	▪ Technical Assistance on the Crime Management System	Medium
PRAZ	▪ Compliance with Public Procurement and Disposal of Public Assets Act and Regulations	High

PSC	▪ Compliance with relevant circulars and regulations	High
RBZ	▪ Compliance with financial regulations	High
	▪ Continuous effective collaborations	High
Parliament	▪ Compliance to legislation and accountability	High
ZIMRA	▪ Compliance to regulations and written agreements	High
	▪ Technical Assistance	Medium
Development Partners	▪ Timely Statistics	High
	▪ To develop data sharing modalities with stakeholders, beyond government and MDAs	High
	▪ Review of the Census and Statistics Act	High
	▪ Continuous resource mobilization	High
	▪ Strengthened and inclusive NSS coordination	High
General Public	▪ Publicity	High
	▪ Statistical literacy	High
Regional bodies	▪ Peer reviews with other countries	Medium
Competition and Tariffs Commission	▪ Timely, devolved statistics	High
	▪ Collaborations in data sharing	High

16. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Strategies: Game plan to achieve the targets

Assumptions: Positive factors that can assist in the achievement of the targets

Risks: Factors which militate against the achievement of results

Mitigation: Interventions to reduce the gravity or intensity of the damage

Period	Strategies	Assumptions	Risks	Mitigations
Programme: Governance and Administration				
Outcome 1: Improved Governance and Administration				
Budget Year 2025	Modernisation of work processes	Smooth transition	Incompatibility of systems	▪ Gradual integration and phased roll-out ▪ Training and development of staff
	Strengthen culture change innovations and initiatives	Leadership commitment and Employee buy-in	Resistance to change Non-monitoring of change	▪ Comprehensive change management plan ▪ Periodic measuring and monitoring of progress
	Strengthen staff capacity	Staff readiness for development	Competing priorities	▪ Regular adjustments
	Explore sustainable funding model	Availability of multiple revenue sources	Overreliance on a particular source	▪ Periodic evaluation of funding sources
	Restructure the Agency	Clear vision and objectives	Disruption of operations	▪ Comprehensive change management plan ▪ Phased implementation
	Improve Corporate Image (Rebranding)	Rebranding will increase the Agency's efficiency	Brand confusion	▪ Clear communication strategy
Programme: Statistical Production				
Outcome 2: Enhanced Quality of official Statistics				
Period	**Strategies**	**Assumptions**	**Risks**	**Mitigations**
Budget Year **2025**	Establish data quality management teams for all censuses and surveys	Availability of skilled staff	Competing priorities	▪ Improve conditions of service

Period	Strategies	Assumptions	Risks	Mitigations
				▪ Motivation of staff
	Automate data production cycle	Availability of personnel with requisite skills	Cybersecurity threats Erratic power supply	▪ Enhance cybersecurity systems ▪ Alternative power source
	Implement latest international best practices	Availability of skills Stakeholder buy in Capacity to implement	Resistance to change Staff attrition Exchange rate fluctuation	▪ Sensitization ▪ Non-monetary incentives ▪ Exploring other funding streams
	Establish benchmarks for acceptable data quality levels	Benchmarks are meaningful, achievable and aligned with organisational goals	Technical limitations	▪ Capacity development
	Increase publicity for data collection activities leading to improved response rate	Resource availability for doing publicity	Misconceptions of the publicity processes or content	▪ Sensitization of stakeholders
	Develop a Statistics Quality Assurance Framework document	Buy-in from central government	Lack of commitment by MDAs. Lack of coordination in data collection	▪ Stakeholder engagement ▪ Set up or revive statistics committees
	Update and automate the statistical business register	Availability of technical and financial support Availability of required data from internal feeder departments and suppliers of administrative data	Process delays Lack of cooperation from other stakeholders	▪ Continuous engagements with stakeholders
	Strengthen harnessing of emerging data sources	Availability of diverse emerging data sources	Little or no knowledge in use of emerging data sources	▪ Training

Period	Strategies	Assumptions	Risks	Mitigations
Programme: Statistical Production				
Outcome 3: A Highly Co-ordinated National Statistical System				
Period	**Strategies**	**Assumptions**	**Risks**	**Mitigations**
Budget Year 2025	Strengthen collaboration with administrative data suppliers to enhance compilation of official statistics	Availability of administrative data in NSS	Lack of cooperation from NSS stakeholders	▪ Stakeholders engagement
	Standardise data collection tools and methodologies in the NSS	Availability of technical assistance Stakeholder buy – in Availability of guidelines	Lack of effective collaboration mechanism High implementation cost	▪ Sensitize stakeholders ▪ Capacity building ▪ Pilot testing of instruments ▪ Exploring other funding streams
	Formation of Young African Statistical Association of Zimbabwe	Stakeholder buy in Mentorship	Leadership and Governance Issues – Potential for weak leadership or governance structures that could hinder effective coordination and decision-making	▪ Establish a clear governance framework with defined roles, responsibilities, and succession plans ▪ Encourage democratic elections for leadership positions to ensure inclusivity and transparency

SECTION B: PERFORMANCE FRAMEWORK FOR THE AGENCY

17 Programme Performance Framework

17. a. Outcome Performance Framework

Ref	Outcome Description	KPI:	Measurement Criterion (time;$;rate; etc)	Baseline Year	Baseline Value	2021 T	2021 A	2022 T	2022 A	2023 T	2023 A	2024 T	2024 A	2025 T	2025 ALV
	Improved Governance & Administration	Percentage compliance to PECG Act Cap 10:31	%	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0
		Citizen satisfaction Index rate	%	-	-	-	-	-	-	-	-	-	-	70%	+/-7
		Customer satisfaction Index rate	%	2024	70%	-	-	80%	-	85%	-	70%	-	70%	+/-7
		Employee Satisfaction Index rate	%	2023	49%	-	-	30%	-	30%	-	60%	49%	60%	+/-5
	Enhanced quality of Official statistics	Percentage compliance to standards	%	2021	100%	100%	0	100%	0	100%	0	100%		100%	0
		Household Surveys Response rate	%	2021	95%	-	-	95%	-	95%	-	95%		95%	+/-5%
		Establishment Surveys Response rate	%	2021	60%	-	-	60%	+/-5%	60%	+/-5%	60%		60%	+/-5%

Highly co-ordinated National Statistical System	Institutions sharing Administrative Data with ZIMSTAT	No.	-	-	-	-	-	-	-	-	35	?	46	+/-4

T = Target;   ALV = Allowable Variance

17. b. Outputs Performance Framework

No. & Prog. Code	Outputs	5-year target	Baseline		Previous Years									Current Year			Budget Year Target	
					2021			2022			2023			2024			2025	
			Value	Year	T	A	AV	T	A	AV	T	A	AV	T	A	AV	T	ALV
Programme1: Governance and Administration																		
OUC 1: Improved governance and administration																		
OP 1.1	Polices formulated	13	3	2021	3		0	3		0	3	4	1	4	2	2	11	+/-2
OP 1.2	Polices reviewed	18	4	2023	-	-	-	-	-	-	-	-	-	12	1	1	6	+/-1
OP 1.3	Strategic plan reviewed	5	1	2021	1	1	0	1	1	0	1	1	0	1	1	0	1	0
OP 1.4	Performance Contracts Managed	8	8	2022	-	-	-	-	-	-	-	-	-	8	8	0	8	0
OP 1.5	Board Meeting conducted	120	24	2021	24	24	0	24	24	0	24	24	0	24	24	0	24	0
OP 1.6	AGMs conducted	5	1	2021	-	-	-	-	-	-	1	0	-1	3	1	0	1	0
OP 1.7	Statutory reports produced	28	19	2025	6	6	0	6	6	0	6	6	0	6			19	0
OP 1.8	Annual Budget produced	5	1	2021	1	1	0	1	1	0	1	1	0	1	1	0	1	0
OP 1.9	Goods Services and works procured	100%	100%	2021	100%	100%	0	100%	100%	0	100%	100%	0	100%	100%	0	100%	0
OP 1.10	Assets Disposed	100%	-	-	-	-	-	-	-	-	-	-	-	100%	0	100%	100%	0

Code	Indicator				T	A	AV	T	A	AV	T	A	AV	T	A	AV	T	ALV
OP 1.11	Client service charter reviewed	3	1	2023	-	-	-	-	-	-	1	1	0	1	1	1	1	0
OP 1.12	Risk register updated	5	1	2021	1	1	0	1	1	0	1	1	0	1	1	0	1	0
OP 1.13	Legal advice proffered	5	100%	2021	100%	100%	0	100%	100%	0	100%	100%	0	100%	100%	0	100%	0
OP 1.14	Audit reports produced	48	16	2021	15	15	0	17	15	-2	17	0	-17	16			18	+/-2
OP 1.15	Staff Capacity Development Programmes conducted	70	20	2022	10			20			30			4			15	+/-2
OP 1.16	Vacancies filled	90	20	2021	20			20			20			20			10	+/-1
OP 1.17	E-Government Flagships Instituted	12	4	2022	-	-	-	4	4	0	4	4	0	4			4	+/-1
Programme 2: Statistics Production																		
OUC 2: Enhanced quality of Official statistics																		
OP 2.1	Census and Survey reports produced		200	2022	-	-	-	200			204			186			81	+/- 8
OP 2.2	Quality Assurance Framework developed	**2**	1	2024	-	-	-	-	-	-	-	-	-	1			1	0
OUC 3: A Highly co-ordinated National Statistical System																		
0P 3.1	Engagement meetings held	8	4	4	-	-	-	-	-	-	-	-	-	4			4	0

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T = Target   A = Actual   AV = Actual Variance   ALV = Allowable Variance

18. Programme Budget

Programme		Programme Outputs	Budget Last Year 2020 ZWL$	Budget Current Year 2021 ZWL$	Budget Year 1 2022 ZWL$	Budget Year 2 2023 ZWL$	Budget Year 3 2024 ZWL$	Budget Year 4 2025 ZWG$
A. Programme 1 Governance and Administration	Sub-Prog 1. Board and Director-General	Policies Formulated					263,740 000	3,540 000
		Policies Reviewed						
		Strategic plan reviewed						
		Performance Contracts managed						
		Board Meetings conducted						
		AGMs conducted						
		Client service charter reviewed		3 600 000,00	77 351 000,00		688,655 000	11,400 000
		Risk Register updated				484 249 000,00	117,218 000	4,930 980
		Legal Advise proffered					161,175 000	4,531 470
		Audit reports produced					234,436 000	3,766 530
	Sub-Prog 2 Finance, Administration and Procurement	Statutory Reports produced and Requirements completed	27 780 000,00	112 000 000,00	578 244 000,00		2,252,374 000	67, 562 490
		Goods, Services and Works produced					6,000,000,000	30,000 000
		Assets Disposed						
		Annual Budget Produced						
	Sub-Prog 3 Human Resource	Staff Capacity Development Programs conducted	15 440 000,00	3 600 000 ,00	764 175 000,00	879 831 000,00	1,923,637 000	46,768 530
		Vacancies Filled	21 000 000.00	136 900 000,00	560 344 000,00		20,128,000 000	108,571 000

	Sub-Prog 4	ZIMSTAT Website upgraded						
	Information Technology	E-Government Flagships Instituted	299 800 000,00	900 000 000,00	277 772 000,00		858,765 000	28,500 000
Total Programme Budget			280 356 000	671 620 000	2 181 661 000	2 181 661 000		309, 571 000
Programme 2 Statistics Production	Statistics Production	Census and Survey Reports Produced	31 600 000,00		1 864 023 000,00	1 870 789 000,00		399,000 000
		Quality Assurance Framework Developed						
		Engagement Meeting held						
Total Programme Budget			578 360 000,00	1 065 280 000,00	1 864 023 000,00	1 870 789 000,00		399,000 000
TOTAL MDA BUDGET			**858 716 000,00**	**1 736 900 000,00**	**4 350 762 000.00**	**5 369 927 000,00**	**192,779,837, 000**	**708,571 000**

19. Human Resources for the Strategic Period.

No.	Category	Programme 1	Programme 2	Agency Total Personnel Requirements by Category
1	Top Management	4	4	8
2	Middle Management	4	0	4
3	Supervisory Management	4	25	29
4	Operational and Support staff	90	515	605
5	**Total**	**102**	**544**	**646**

20. Other Resources

I. Materials, Equipment and ICTs

Materials/ Equipment /ICT	2021		2022		2023		2024		2025	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost (ZWL)	Quantity	Cost (ZWG)
Motor Vehicle							5	1,750,000,000	10	18,000,000
Computers and Networking								7.328,258,000	30	1,320,000
Motorbikes							300	4,200,000,000	1000	2,500,000
Furniture and fittings								2,800,000,000	25	2,250,000
Office Equipment								2,450,000,000	2	30,000
Conveyancing of Athol House									1	5,400,000
Building Renovations							1	14,000,000,000	1	3,000,000

Space Requirements

Location	2021		2022		2023		2024		2025	
	Quantity (m^2)	Cost	Quantity (m^2)	Cost	Quantity (m^2)	Cost	Quantity (m^2)	Cost	Quantity (m^2)	Cost (ZWG)
Head office									4000	2,510,769,472
Provinces									20000	15,000,000
Districts									10000	7,500,000