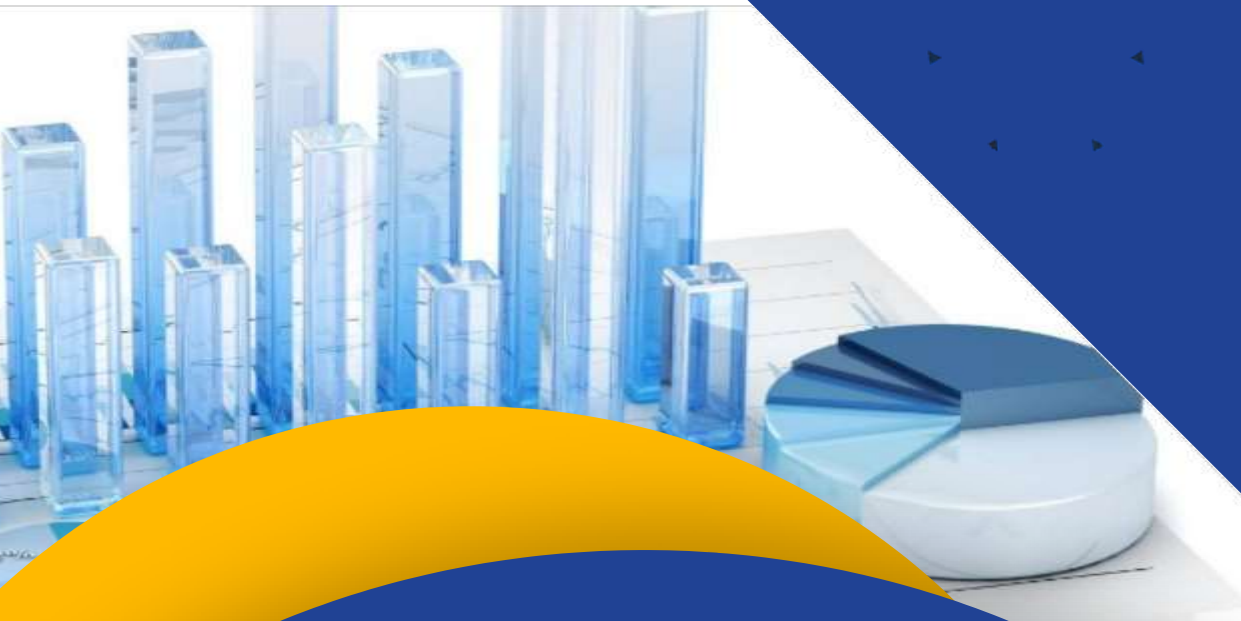




Zimbabwe National Statistics Agency

# National Strategy for The Development Of Statistics (NSDS III) 2021 - 2025



Innovation and Modernisation  
of Statistical Systems in an  
Evolving Data Ecosystem

# Contents

Abbreviations and Acronyms in this report .....	iii
Foreword .....	iv
Preface.....	vi
Executive Summary.....	x
1.1 Introduction.....	1
1.2 NSDS II Achievements and Challenges .....	3
1.3 Development Agenda and Frameworks .....	5
<b>1.3.1 National, Regional and Global Agenda.....</b>	<b>5</b>
<b>1.3.2 Statistical Frameworks .....</b>	<b>7</b>
1.4 Approach and Formulation Process of NSDS III .....	8
<b>2. National Statistical System Outlook .....</b>	<b>9</b>
2.1 Overview .....	9
2.2 The National Statistical System.....	9
2.3 Statistical Production and Development .....	11
<b>2.3.1 Institutional Environment .....</b>	<b>11</b>
2.4 Statistical Capability .....	13
<b>2.4.1 Aligning Data Demand and Production.....</b>	<b>14</b>
<b>2.4.2 Data Gaps .....</b>	<b>14</b>
2.5 Status of the Sectors .....	19
2.6 NSS SWOT Analysis .....	20
2.7 Emerging issues.....	22
3.0 NSS Strategic Framework.....	24
3.1 Overview .....	24
3.2 Vision, Mission and Values of the NSS.....	24
3.3 Strategic Goals, Outcomes and Objectives .....	24
<b>4 Action Plan.....</b>	<b>40</b>
<b>5 Implementation, Monitoring, and Institutional Arrangements.....</b>	<b>40</b>
5.1 Implementation .....	40
5.1 Institutional Arrangements .....	40
5.3 Monitoring and Evaluation (M&E).....	42
<b>Annex I NSDS III Multi-Year Action Plan, 2021-2025.....</b>	<b>43</b>
Annex II: NSDS Log Frame.....	34
<b>Annex III: SDG Indicator Gaps.....</b>	<b>39</b>
<b>Annex IV: Thematic Working Groups and the Sectors/MDAS.....</b>	<b>42</b>

**Annex V: Summary of Sector Plans for selected MDAs.....49**  
**Annex VI: References .....59**

## Abbreviations and Acronyms in this report

AfDB	African Development Bank
CATI	Computer Assisted Telephone Interviewing
CAPI	Computer Assisted Personal Interviewing
CPI	Consumer Price Index
COVID-19	Corona Virus Diseases 2019
CSO	Civil Society Organization
CTAPSD	Cape Town Global Action Plan for Sustainable Data
DFID	Department for International Development
EDDS	Enhanced Data Dissemination Standards
GBVIMS	Gender Based Violence Information Management System
GDDS	General Data Dissemination Standards
GIS	Geographical Information Systems
ICT	Information Communication Technology
IMF	International Monetary Fund
M & E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
NDS	National Development Strategy
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
OECD	Organization for Economic Cooperation and Development
OPC	Office of the President and Cabinet
PARIS21	Partnership for the Development of Statistics in the 21 <sup>st</sup> Century
PDA	Personal Digital Assistant
PDL	Poverty Datum Line
PICES	Poverty, Income, Consumption and Expenditure Survey
RISDP	Regional Indicative Strategic Development Plan
RBZ	Reserve Bank of Zimbabwe
SDG	Sustainable Development Goals
SHaSA	Strategy for the Harmonization of Statistics in Africa
SPI	Statistical Performance Indicators
TSP	Transitional Stabilization Programme
TWG	Thematic Working Group
UN	United Nations
UNDP	United Nations Development Programme
UNDQAF	United Nations Data Quality Assurance Framework
UNFPA	United Nations Population Fund
UNFPOS	United Nations Fundamental Principles of Official Statistics
UNICEF	United Nations Children's Fund
ZIMASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation
ZIMRA	Zimbabwe Revenue Authority
ZIMSTAT	Zimbabwe National Statistics Agency

## **Foreword**

High quality statistics provide a reliable measure of progress on inclusive and sustainable economic, social and environmental trajectories, which are essential for the formulation of evidence-driven policies and decisions. Importantly, statistics are needed to track national priorities aligned to regional and global development agendas, such as Southern African (SADC) Regional Indicative Strategic Plan, Agenda 2063 and the 2030 Sustainable Development Goals.

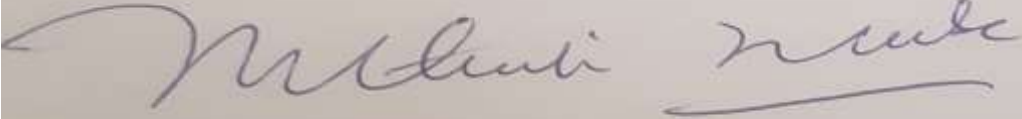
In recognition of the importance of statistics, the Government of Zimbabwe mandated ZIMSTAT to lead and coordinate different agencies of Government and other actors in the formulation of a National Strategy for the Development of Statistics (NSDS III). The NSDS III formulation process was participatory and inclusive as Ministries, Departments and Agencies (MDAs), Civil Society Organizations and the United Nations Agencies were actively involved.

In this regard, I am pleased to present the third NSDS III that sets out a framework for planning, budgeting and implementation of statistical activities in the National Statistical System for the period 2021-2025. The framework provides a coordinated platform that promotes synergies in the use of statistics.

Therefore, I commend the ZIMSTAT Board, Management and all stakeholders for the extensive and wide-ranging contributions towards the preparation of NSDS III. I salute you all, and give special tribute and gratitude to the selflessly serving demonstrated at the height of the COVID-19 threat. Your exemplary commitment towards improving the statistical landscape in our country is highly recognised and appreciated.

ZIMSTAT will endeavor to remain highly relevant within the context of development in Zimbabwe, notably for the achievement of NDS1 and agenda 2030 targets and objectives.

On behalf of the Government of Zimbabwe, I appeal to stakeholders to actively play their role that way enabling attainment of a strengthened and well-coordinated NSS.



Hon Prof Mthuli Ncube  
**Minister of Finance and Economic Development**

## **Preface**

The NSDS III was crafted at an opportune time when Government launched the National Development Strategy 1 (NDS1 covering period 2021 – 2025. The NDS1 is anchored on Vision 2030 that aims to attain an Upper-Middle Income Society by 2030. Importantly, NSDS III running from 2021 to 2025 is aligned to NDS1. However, production of the report was delayed due to activities associated with the 2022 Population and Housing Census activities and Covid 19 lockdown conditions.

Apart from setting up a framework for planning, budgeting and implementation of statistical activities in the National Statistical System for the period 2021-2025, the specific objectives of the NSDS are to:

- (i) Provide statistical data needed to monitor and evaluate the implementation of the National Development Strategy1 (NDS1) priorities, regional and global agendas e.g. Agenda 2063 and Agenda 2030 on Sustainable Development Goals.
- (ii) Strengthen the production of statistics in ZIMSTAT, Line Ministries, Departments and Agencies (MDA), and other players in the national data ecosystem.
- (iii) Improve coordination and collaboration among data producers and users across the data ecosystem.
- (iv) Enhance data quality control by promoting adherence to international standards, ensuring an enabling institutional environment for strengthening statistical production and instituting continuous quality measures.

The design of NSDS III was informed by an evaluation of the preceding strategy and a situational analysis of the National Statistical System (NSS).

NSDS III is running under the theme, *“Innovation and modernization of statistical systems in an evolving data ecosystem”*. There was a vigorous stakeholders’ engagement in the development of NSDS III strategic thrust, and all building blocks leading to the final product. Participation of sectors within the NSS in data production is also highlighted in the strategy, hence the inclusion of selected sector plans.

The novel features of the NSDS III include embracing the NSS modernization drive, engaging non-traditional players in the data ecosystem and lobbying for the use of non-traditional platforms for statistical purposes. However, the participation of the private sector was limited and hence this calls for more engagement in the next strategy.

It is my hope and belief that implementation of this strategy will go a long way in reducing data gaps in statistics, thus satisfying data needs at all levels. As you might be aware, disaggregated data at sub-national level is required to satisfy the devolution agenda.

On behalf of the ZIMSTAT Board and Management, I wish to appreciate efforts of NSDS III ZIMSTAT team, World Bank Task Lead, Consultants and the United Nations Family.

I appreciate the commitment and cooperation of all members of the National Statistical System in the crafting of NSDS III.

Finally, I take this opportunity to thank the Government of Zimbabwe for supporting the development of statistics in the country. Thus, the ZIMSTAT Board presents NSDS III for adoption as a national framework for planning, budgeting and implementation of statistical activities for the period 2021-2025.



Dr N.N. Wekwete  
ZIMSTAT Board-Chairman



## **Executive Summary**

The NSDS III (2021-2025) is a successor to the NSDS II (2016-2020) that was developed at the expiry of the NSDS I (2010-2015). ZIMSTAT developed NSDS III to provide a framework for mainstreaming statistics into national policy and planning processes, mainstreaming selected sectors into the NSS, and strengthening statistical capacity building and effective coordination of the NSS. This was achieved by setting a vision and mission and providing a complete strategic framework for actions to be undertaken to enhance statistical development in the country.

The development of the NSDS III was informed by the NSDS II terminal evaluation, the NSS situational analysis and the outcome of the NSDS strategic planning workshop conducted in Mutare in February 2022. The key emerging issues that came to light include the modernization of the NSS, cyber security, and a data ecosystem that embraces non-traditional sources of data such as citizen-generated and big data, courtesy of the data revolution.

The implementation of the strategy is a critical phase of the strategic plan as it determines the level of success of the strategy. The implementation of NSDS III is premised on the coordination by ZIMSTAT of all NSS activities based on the strategic goals and objectives as stated in this document. An important aspect of the action plan is the regular monitoring and evaluation of progress in the attainment of the goals of the strategy. Therefore, there is a need to establish an institutional arrangement for the M & E process.

There will be concerted effort to spearhead an NSS modernization drive that is inclusive with a gender lens. This will entail paying particular attention to five aspects, namely, modernizing the business architecture of census, survey and administrative data sources, strengthening ICT capacities, reviewing the legislative environment and strengthening engagement processes. Information technology (IT) development is envisaged to offer new solutions and increase efficiency in processing huge amounts of data and in accessing new sources of data in a more

efficient way in terms of speed and financial costs. The NSDS III strategic foundation and framework are as follows:

### NSDS III Strategic Direction

<b>Vision</b>	An effective, efficient, inclusive and modern National Statistical System by 2025
<b>Mission</b>	To develop a well-coordinated NSS and produce relevant, accurate and timely statistical information for evidence-based decision making, planning, policy formulation, monitoring and evaluation to enhance human well-being.
<b>Core Values</b>	User focus, Inclusivity, Integrity, Credibility and Quality consciousness
<b>Theme</b>	Innovation and modernization of statistical systems in an evolving data ecosystem.

### Strategic Goals and Strategic Objectives

Strategic Goal	Strategic Objectives
1. Promote and ensure availability of quality and credible official statistics	1.1 Harmonise the generation, management, and dissemination of quality statistics within NSS 1.2 Strengthen vital registration, administrative records, censuses, surveys, and other alternative sources of data for the generation of integrated and disaggregated data and statistics.
2. Improve capacities and systems across the NSS	2.1 Enhance capacities within the NSS in terms of ICT and physical infrastructure 2.2 Enhance statistical capacity building and data literacy. 2.3 Improve resource mobilization and build strategic partnerships
3. Enhance data User satisfaction	3.1 Improve the dissemination of user-responsive statistics to various audiences 3.2 Enhance statistical advocacy and data use 3.3 Increase access to data and microdata for in-depth and inclusive analysis.
4. Modernise the NSS	4.1 Create an enabling environment for an inclusive and sustainable innovation drive within the NSS 4.2 Strengthen coordination within the NSS 4.3 Strengthen data management and sharing across NSS

## Implementation and Institutional Arrangements

The implementation of the strategy is a critical phase of the strategic plan as it determines the level of success of the strategy. The implementation of NSDS III is premised on the coordination by ZIMSTAT of all NSS activities based on the strategic goals and objectives as stated in this document. An important aspect of the action plan is the regular monitoring and evaluation of progress in the attainment of the goals of the strategy. Therefore, there is a need to establish an institutional arrangement for the M & E process.

The implementation plan must consider management of the resources available and regularly monitor the progress in the achievement of the strategic goals through an effective monitoring and evaluation structure.

## Monitoring and Evaluation

ZIMSTAT will structure a Monitoring and Evaluation system, in line with NDS1 Monitoring and Evaluation guidelines, to monitor the NSDS III implementation processes and performance. This system focuses on the results and milestones for the multi-year plan.

### NSDS III Budget Projections (USD)

Goal	2021	2022	2023	2024	2025	Total
1. Promote and ensure availability of quality and credible official statistics	45,675,288	13,662,856	13,364,395	6,838,981	5,213,033	<b>84,754,553</b>
2. Improve capacities and systems across the NSS	0	1,917,826	2,072,927	2,066,067	2,053,264	<b>8,110,084</b>
3. Enhance user satisfaction	0	53,600	154,560	208,725	167,015	<b>583,900</b>
4. Modernise the NSS	0	1,178,200	1,237,810	1,240,518	1,231,585	<b>4,888,113</b>
<b>GRAND TOTAL</b>	<b>45,675,288</b>	<b>16,812,482</b>	<b>16,829,692</b>	<b>10,354,291</b>	<b>8,664,897</b>	<b>98,336,650</b>

# 1. Background and Statistical Development Context

## 1.1 Introduction

Statistics are essential for the formulation of evidence driven policies and decisions for measuring the high, accelerated, inclusive and sustainable economic growth outcomes and socio-economic transformation. A number of the economic and structural problems can be overcome or mitigated if the right data is available at the right time for decision-makers to formulate policies based on evidence. Importantly, recognizing the importance of statistics increases the demand for statistics and in most cases results in a commitment towards statistical development. In Zimbabwe, there is strong Government support towards statistical development as evidenced by the amendment of Census and Statistics Act [Chapter 10:29] in 2007 and transformation of ZIMSTAT into a semi- autonomous Agency.

In view of strengthening statistical capacity, ZIMSTAT made a strategic decision to develop the NSDSs. The National Strategy for the Development of Statistics provides the strategic framework for strengthening statistical development in the country. NSDSs are developed not only to meet global quality assurance benchmarks, but also to support the design, monitoring and evaluation of national development plans including sector strategies as well as tracking regional and global development agendas.

The NSDS approach to National Statistical Development was first promoted by the Addis Ababa Plan of Action for Statistical Development in the 1990s and has evolved over years in response to the ever-increasing data demand, *Table 1.1*. The NSDS development process in Zimbabwe was guided by the Partnerships in Statistics for Development in the 21st Century (PARIS21) Sectoral Mainstreaming guidelines supported by the United Nations and the World Bank.

**Table 1.1 The Evolution of NSDSs, 1990-2013**

1990s	<b>Addis Ababa Plan of Action for Statistical Development</b> promoted the development and implementation of the Needs Assessment Strategy Development (NASD)
Late 1990s	<b>IMF's Dissemination Standards</b> (Special Data Dissemination Standards (SDDS), General Data Dissemination Standards (GDDS) and Data Quality Assessment Framework served as benchmarks for reinforcing the quality of statistics
2004	<b>Marrakech Action Plan for Statistics (MAPS)</b> - " <i>Better Data for Better Results</i> " urged countries to design NSDSs with the view of developing nationally owned statistics to inform design and implementation of policies and track development agendas
2009	<b>Dakar Declaration on the Development of Statistics (DDS)</b> called for international efforts for effective and efficient implementation of NSDSs
2011	<b>Busan Action Plan for Statistics (BAPS)</b> – " <i>Statistics for Transparency, Accountability and Results</i> " promoted a system-wide approach to statistical capacity development to integrate national statistical activities with requirements of development planning, budgeting, monitoring and results.
2013	<b>The 44<sup>th</sup> Session of the Statistical Commission</b> urged African countries to give high priority to statistics, including mainstreaming statistics in the development processes

## 1.2 NSDS II Achievements and Challenges

The NSDS II provided a framework that guided strengthening of NSS as a whole over the period 2016-2020. The focus of the NSDS II was on strengthening the capacity of the NSS to ensure the production of data that meets international standards. The NSDS II, inter-alia, sought to improve availability of administrative data systems, surveys and censuses in response to Government needs. The NSDS II also aimed at strengthening the coordination role of ZIMSTAT over the NSS and increasing the use of mobile technology in data collection.

### **Achievements:**

- i. **Statistical Performance:** The World Bank Statistical Performance Indicator (SPI) score for the NSS was 42.64 in 2017, and increased annually, reaching 61.65 in 2020. Capacities were strengthened in areas of human resources, staff development, IT Infrastructure, asset management and financial management.
- ii. **Statistical Products:** Statistical reports and relatively up-to-date statistics were produced from major surveys, rebased national accounts and prices. Statistical products were also produced from administrative records and civil & vital registration.
- iii. **ICT infrastructure:** The use of mobile devices (tablets, PDAs, smart phones) for data collection increased significantly during the period 2016 to 2020. There has been a huge increase in the use of mobile devices, particularly for ZIMSTAT surveys.
- iv. **Data Improvement/Production:** There was increased complementarity among data producers as Government Ministries, Agencies and the private sector complemented ZIMSTAT in the production of statistics. The Agency upgraded its systems from GFS 2001 to GFS 2014 for ease of National Accounts computation. Overall, the NSDS II was relevant to data needs of national priorities enshrined in the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET) 2013-2018 and the Transitional Stabilization Programme (TSP) 2018-2020.

- v. **COVID-19 and statistics production:** Despite COVID-19 lock-down restrictions in 2020, ZIMSTAT managed to consistently produce regular statistics without any gaps. Preparations for the 2022 Population and Housing Census were not deferred as the Census field mapping exercise continued regardless of COVID-19 threats. To counter the threat of COVID-19, ZIMSTAT adopted Computer Assisted Telephone Interviewing (CATI).
- vi. **Data Dissemination:** ZIMSTAT introduced virtual dissemination of survey results in the context of COVID-19 lockdown restrictions.

### Challenges

- i. **Statistics Production:** Low response rates in establishment-based surveys. Low cooperation by some providers of administrative data.
- ii. **ICT infrastructure:** Lack of integrated systems for data sharing.
- iii. **NSS Coordination:** Inadequate coordination was a draw-back to the entire NSS resulting in NSDS sectors not delivering to expectation. In addition, statistics produced by various organizations in the NSS were not comparable as different concepts, methods, classifications and definitions were used.
- iv. **Legislative environment:** Inadequate legislative provisions to regulate sharing of data between MDAs and ZIMSTAT, and no clear provisions to regulate the NSS.

- v. **Advocacy, publicity and Data Use:** The NSS was characterized by non-systematic dissemination of statistics to users. Dissemination was limited to physical workshops and use of emails in the absence of a public relations unit, functional website and social media platforms at ZIMSTAT. This resulted in unidirectional messages that did not allow for effective feedback from data users in the NSS.

### 1.3 Development Agenda and Frameworks

Statistics have an intrinsic value to development frameworks at sub-national, sectoral, national, regional and global levels. Development agendas require reliable statistics that are available in real time and comparable in both time and space.

#### 1.3.1. National, Regional and Global Agenda.

NSDS III is positioned to answer the statistical requirements of national, regional, and global agenda.

- i. **National Development Strategy (NDS1), 2021-2025:** The overall goal of NDS1 is to ensure a high, accelerated, inclusive and sustainable economic growth. The National Vision 2030 of attaining an Upper-Middle Income Society by 2030 provided guidance to the development of NDS1. The NDS1 was developed during the disruption of economic activities globally by the COVID-19 pandemic. Zimbabwe had to adapt to the new normal of undertaking activities through virtual communication and moving fast with the digitisation process. Hence the statistical programmes of the NSS have to be consistent with the objectives and

<p>NDS1 objectives</p> <ul style="list-style-type: none"> <li>a. Strengthen macroeconomic stability, characterised by low and stable inflation, and, exchange rate stability;</li> <li>b. Achieve and sustain inclusive and equitable real GDP growth;</li> <li>c. Promoting new enterprise development, employment and job creation;</li> <li>d. Strengthen Social Infrastructure and Social Safety nets;</li> <li>e. Ensure sustainable environmental protection and resilience;</li> <li>f. Promote good governance and corporate social investment; and</li> <li>g. Modernise the economy through ICT and digital technology.</li> </ul>
--

key performance indicators of the NDS1.

- ii. **SADC Regional Indicative Strategic Development Plan (RISDP):** The SADC Regional Indicative Strategic Development Plan (RISDP) 2015-2020 was the revised proposal to regional integration whereby member states agreed to *“integrate their markets, co-operate and ~~work~~ closely together to achieve peace, stability and wealth”*<sup>1</sup>.
- iii. **Agenda 2063 – “the Africa We Want”:** This developmental framework aims to encourage inclusive and sustainable development by promoting “unity, self-determination, freedom, progress and collective prosperity”<sup>2</sup>.
- iv. **Agenda 2030:** The 2030 Agenda on sustainable development has created a framework of goals and targets of universal applicability and adage of leaving no one behind. This increased the demand for high quality and reliable data to guide decision making, planning, budgeting, monitoring, and reporting development progress<sup>3</sup>. The monitoring of the 2030 Agenda for Sustainable Development requires the collection, processing, analysis and dissemination of unprecedented amounts of data and statistics at the local and national levels by multiple

---

<sup>1</sup> Southern African Development Community, Revised Regional Indicative Strategic Development Plan

<sup>2</sup> African Union, Agenda 2063: The Africa We Want

<sup>3</sup> SHaSA, 2017-2026.

stakeholders. SDG Target 17.18 seeks to increase the availability of quality statistics, while SDG indicator 17.18.3 seeks to monitor countries with national statistical plans that are fully funded and under implementation by source of funds (SHaSA 2, 2017-2026).

### 1.3.2 Statistical Frameworks

In an endeavor to produce comparable data for integration, measurement, evaluation, and planning, the national statistical system is aligned to regional and global statistical frameworks that include:

i. **Strategy for the Harmonization of Statistics in Africa (SHaSA):** The main objective of SHaSA 2 (2017-2026) is to enable the African Statistics System to generate timely, reliable and harmonized statistical information covering all aspects of inclusiveness and sustainable development based on the four components, namely, environmental, social, economic as well as cultural and political dimensions.

ii. **The Cape Town Global Action Plan for Sustainable Development Data (CTAPSD):**

The UN Statistical Commission adopted CTAPSD in March 2017, to provide a global framework for the *“Planning and implementation of statistical capacity building necessary to achieve the scope and intent of the 2030 Agenda”*<sup>4</sup>.

iii. **UN Fundamental Principles of Official Statistics (UNFPOS):** UNFPOS are a set of fundamental values and principles, which National Statistical Offices and other data producers should have or observe for the public to have trust in official statistics they produce. They cover four elements namely: independence<sup>5</sup>, relevance<sup>6</sup>, credibility<sup>7</sup> and respondent relations.

iv. **United Nations Data Quality Assurance Framework (UNDQAF):** UNDQAF is designed to go a step beyond principles governing International Statistical Activities for international organisations by introducing a common understanding of the quality dimensions and quality assurance for all relevant UN agencies, i.e. agencies in the United Nations Statistical System (UNSS)

## 1.4 Approach and Formulation Process of NSDS III

The NSDS Cycle embedded wide consultation and participation of key stakeholders and builds on the previous efforts. It involved diverse public and non-state actors including Government Ministries, Departments and Agencies and new entrants in the data ecosystem such as the Civil Society Organisations, relevant Private Sector Institutions and Development Partners. To meet stakeholders data requirements, strategies were laid down for producing demand-driven data from censuses, surveys, and administrative sources.

---

<sup>4</sup> United Nations, Department of Economic and Social Affairs, Statistics Division: Cape Town Global Action Plan for Sustainable Development Data

<sup>5</sup> Independence of the National Statistical Office to protect the credibility and integrity of official statistics

<sup>6</sup> Relevance, which refers to the appropriateness and comprehensiveness of statistical product

<sup>7</sup> Credibility, which refers to the professionalism, transparency and ethical standards that help to create a brand name and define independence and separation from political influence

## 2. National Statistical System Outlook

### 2.1 Overview

This section presents the current status of the NSS reflecting developmental progress, achievements, challenges and recommendations. Additionally, the situational analysis includes the determination of data gaps and presents an analysis of the background and atmosphere that informed the design of the strategic plan.

### 2.2 The National Statistical System

The National Statistical System comprises the following institutions: ZIMSTAT, Government Ministries, Departments, Agencies, CSOs, Development Partners, Private Sector, Local Authorities, Public Enterprises and the Academia. ZIMSTAT is at the centre of the NSS and coordinates the collection and dissemination of statistics. There is need to improve collaboration between ZIMSTAT and the rest of the members of the NSS as well as within the members of the NSS. Figure 2.1 shows the structure of the NSS.

*Figure 2.1 Structure of the NSS*



The NSS is divided into thematic working groups consistent with NDS1 priority areas. Each thematic working group has a committee that meets periodically to formulate policy and review progress in terms of the production of sector statistics required by users.

Each thematic working group is developing a plan that feeds into the NSDS

The Census and Statistics Act [Chapter 10:29] underpins the institutional arrangements of the NSS. It regulates the collection, management, and dissemination of official statistics in the country. It also promotes professional independence of ZIMSTAT and enhances the integrity, impartiality, and reliability of official statistics. It also sets out clear responsibilities and relationships between ZIMSTAT and other actors, which are necessary for a decentralised National Statistical System (NSS)<sup>8</sup> to work efficiently and effectively. Accordingly, ZIMSTAT is at the centre of these institutions and coordinates and supervises the collection and dissemination of data to all stakeholders including the public and development partners. ZIMSTAT roles are to;

- (a) Conduct the national census or any other censuses and surveys in terms of sections 12 and 13; and
- (b) Co-ordinate and supervise the National Statistical System; and
- (c) Advise the Government on all matters related to statistics; and
- (d) Develop and promote the use of statistical standards and appropriate methodologies in the National Statistical System; and
- (e) Collect, compile, analyse, interpret, publish and disseminate statistical information alone or in co-operation with other Government Ministries or institutions; and
- (f) Develop and maintain a central business register in relation to establishments, containing such particulars as may be prescribed; and
- (g) Develop and maintain a comprehensive national statistics database; and

---

<sup>8</sup> NSS is a combination of statistical organizations and units within a country that jointly collect, process and disseminate official statistic on behalf of the national government<sup>8</sup>. These institutions include, National Statistical Offices (ZIMSTAT); Government Ministries; Government Agencies; Public enterprises; Non-Governmental Institutions; Academic Institutions; Non-State actors;

- (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

ZIMSTAT will be integral to the NSDS III monitoring process by providing data for the tracking national priorities aligned to the regional, continental, and global development agendas. ZIMSTAT and stakeholders will execute a planned schedule of surveys and censuses to meet the data and information needs of NDS1. In addition, ZIMSTAT will provide capacity support to various sectors in the NSS to strengthen administrative data collection systems. ZIMSTAT will also compile the metadata for monitoring indicators for the NDS1 and, towards the end of the strategy period, provide the statistics needed to evaluate NDS1 and assist the design of the next government policy document.

## **2.3 Statistical Production and Development**

### **2.3.1 Institutional Environment**

#### **i. Governance**

The Census and Statistics Act [Chapter 10:29] constitutes a legal framework that articulates the governance of the national statistical system. The key elements of the national statistical governance are expected to align to the statutes of this legal framework. The Act also defines ZIMSTAT's roles as a corporate organization and as the 'heartbeat' of the national statistical system.

However, the current Act does not provide for the sharing of data between MDAs and ZIMSTAT. Secondly, it does not prescribe Line Ministries to establish statistical units within their organizational structures.

## **ii. Capacity**

In order for ZIMSTAT to effectively coordinate and supervise the NSS, there is need to build capacity in ICT and physical infrastructure as well as human resource expertise. Physical assets as well as efficient support to statistical activities are necessary if goals of the NSS are to be fully achieved.

### **a. ICT Infrastructure**

The Agency intends to upgrade the existing ICT infrastructure through acquisition of powerful servers that can handle data flow from various sources within the NSS. It also entails upgrading of security to protect data from cyber threats. Procurement and renewal of software licenses for data processing software such as SAS and Stata is necessary to enable statistics production.

In line with the modernization of infrastructure, ZIMSTAT is plans to acquire a dedicated server for the Cartography department as well as Geographical Information System (GIS) software. A GIS software is designed to store, retrieve, manage, display, and analyse all types of geographic and spatial data. It also enables the production of maps and other graphic displays of geographic information for analysis and presentation.

The use of drones and updated satellite image will be vital for producing enumeration area maps that depict the current situation on the ground in terms of geographical location of households.

### **b. Physical infrastructure**

ZIMSTAT is currently using government buildings for office space, and it has partitioned some rooms to create more office space. However, the office space remains inadequate. ZIMSTAT therefore needs to acquire its own office space for convenience.

### **c. Moveable Assets**

Since ZIMSTAT collects data through censuses and surveys, the need to have a reliable fleet for fieldwork activities becomes inevitable. The Agency's data collection activities cover all Provinces and the desired position is to provide all terrain vehicles to Provincial teams to enable them access hard to reach areas.

The fleet should be replaced periodically to avoid disruptions in data collection.

#### **d. Human Resources**

ZIMSTAT has an authorized establishment of 646 spread out from Head Office across all ten (10) Provinces. In line with the devolution agenda, ZIMSTAT intends to create additional Statistician posts at Provincial level to decentralized some of its technical operations.

In addition, the Agency seeks to continuously develop employee skills in line with trending technological advancements and modernization drive of the NSS.

### **2.4 Statistical Capability**

The production of statistics mainly depends on the capacity of the NSS. ZIMSTAT has the capacity to produce data through censuses and surveys while MDAs supply administrative data. However, the MDAs require capacitation in terms of the appropriate methodologies in the collection and analysis of data. Statistical capability within the thematic working groups can be enhanced through improved coordination and collaboration between ZIMSTAT and the thematic working groups.

## 2.4.1 Aligning Data Demand and Production

ZIMSTAT produces statistics mainly through censuses and surveys, whilst MDAs provide administrative data. Users within the NSS drive the demand for statistics.

The implementation of NDS1 calls for production of relevant statistics to inform designated indicators. This allows the monitoring of progress in the attainment of the developmental goals of the nation. The regional and international development agenda demand data for monitoring and reporting progress.

ZIMSTAT continues to collect data to satisfy economic, social, environmental and demographic needs. However, there is need to harness new data sources such as big data, which necessitates setting up IT infrastructure that has high speed and computational power.

ZIMSTAT has been undertaking symposiums between producers and users of statistics. The last one was held in March 2020 in Nyanga. The symposium is an important occasion where the users formally pronounce the data gaps in the production of statistics thereby requesting an alignment of data demand and production

## 2.4.2 Data Gaps

Data gaps are identified by analysing the current data available and the data required by stakeholders and socio-economic discourse (dictated by national development plans, regional and international agendas).

### Sources of Data Gaps

There are various causes of data gaps in the NSS and these include;

**Frequency data gaps:** The mismatch between the required periodicity to produce statistics and the demand intervals. This data gap was quite often caused by the lack of funding to undertake the census and surveys.

### Frequency Data Gaps

Data Gaps	Census or survey
Balance of Payments (BOP)	<ul style="list-style-type: none"> <li>a. Terms of Trade Survey</li> <li>b. Informal Cross Border Trade Survey</li> <li>c. Private Capital Flows Survey</li> </ul>
Finscope Consumer and Small Business Surveys	<ul style="list-style-type: none"> <li>a. Finscope Consumer Survey</li> <li>b. Finscope Small Business Survey</li> </ul>
Households Accessing Safe Sanitation	<ul style="list-style-type: none"> <li>a. National Health Profile</li> <li>b. Waste and Water Survey</li> </ul>
Infrastructure and Access to Services	<ul style="list-style-type: none"> <li>a. ICT access by Households and Individuals</li> <li>b. ICT access by Health and Education Facilities</li> <li>c. ICT access by Business</li> <li>d. Census of Transport</li> </ul>
Digital Economy	<ul style="list-style-type: none"> <li>a. ICT access by Households and Individuals</li> <li>b. ICT access by Health and Education Facilities</li> <li>c. ICT access by Business</li> </ul>
Affordable and Quality Housing and Social Amenities	<ul style="list-style-type: none"> <li>Living Standards Survey</li> <li>Waste and Water Survey Rural</li> </ul>

Inclusive Social Protection	Finance and Insurance Survey
Environmental Protection	Environment Statistics Production Account of Agriculture, Forestry and Fishery Environment Satellite Account
Governance	ICT access by Households and Individuals Census of Transport Urban/Rural WASH Survey Census of Services Central Government Survey

**Data Disaggregation gaps:** Data gaps also arise from the lack of adequate disaggregated statistics. In the production of household statistics or data pertaining to individuals, most data were disaggregated. However, in some cases the disaggregated data omitted some information required for drafting inclusive policies resulting in some key segments of the population left out of the development space. There was need for disaggregated data by to sex, disability, age, income, geographical location (rural/urban) and education as outlined in the matrix below.

### Data Disaggregation Gaps

Data Gaps	Census and Survey
Finscope Consumer and Small Business Surveys	<ul style="list-style-type: none"> <li>➤ Finscope Consumer Survey</li> <li>➤ Finscope Small Business Surveys</li> </ul>
Households Accessing Safe Sanitation	<ul style="list-style-type: none"> <li>➤ National Health Survey</li> </ul>
Digital Economy	<ul style="list-style-type: none"> <li>➤ ICT access by Households and Individuals</li> <li>➤ ICT access by Health and Education Facilities</li> <li>➤ ICT access by Business</li> </ul>
Affordable and Quality Housing and Social Amenities	<ul style="list-style-type: none"> <li>➤ Living Standards Survey</li> <li>➤ Waste and Water Survey</li> <li>➤ Rural /Urban WASH Survey</li> </ul>
Specialised Workforce	<ul style="list-style-type: none"> <li>➤ Quarterly Employment Inquiry</li> </ul>
Youth Participation in Decision Making	<ul style="list-style-type: none"> <li>➤ Business Tendency Survey</li> <li>➤ Labour Force and Child Labour Survey (LFCLS)</li> </ul>
Cultural and Creative Practices	
Culture Statistics	
Inclusive Social Protection	<ul style="list-style-type: none"> <li>➤ Quarterly Employment Inquiry</li> <li>➤ Finance and Insurance Survey</li> <li>➤ Labour Force and Child Labour Survey</li> <li>➤ Inter-Census Demographic Survey (ICDS)</li> <li>➤ Multiple Indicator Cluster Survey (MICS)</li> <li>➤ Zimbabwe Demographic Survey</li> <li>➤ Health Survey</li> <li>➤ Rent and Domestic Workers Survey</li> </ul>

Environmental Protection	<ul style="list-style-type: none"> <li>➤ Environment Statistics</li> <li>➤ Production Account of Agriculture, Forestry and Fishery</li> <li>➤ Environment Satellite Account</li> </ul>
Governance	<ul style="list-style-type: none"> <li>➤ ICT access by Households and Individuals</li> <li>➤ Census of Transport</li> <li>➤ Urban/Rural WASH Survey</li> <li>➤ Census of Services</li> <li>➤ Central Government Survey</li> </ul>

**Data Gaps Associated with NDS1:** These gaps are associated with the mapping of NDS1 indicators to the censuses and surveys that would ensure that the key performance indicators (KPIs) are covered in the statistics produced. The data gaps arise at the planning stage when such KPIs are not included in the censuses and surveys. The identification of these gaps will also assist in tracking Zimbabwe’s National Development towards *Vision 2030*.

<b>NDS1 Sector</b>	<b>KPI</b>
Health and Well-Being	<ul style="list-style-type: none"> <li>➤ Portable Water Supply Coverage</li> <li>➤ Service Availability Index</li> </ul>
Youth, Sports and Culture	<ul style="list-style-type: none"> <li>➤ % of Government and Foreign Missions building Adorned</li> <li>➤ % increase on Research Papers/Publications on Cultural and Creative Industries (CCIs) and Heritage</li> </ul>
Governance	<ul style="list-style-type: none"> <li>➤ Social Cohesion and Reconciliation Index</li> <li>➤ Number of Incidents of Conflicts reported and resolved</li> </ul>

**Data gaps emanating from misalignment with Regional and International Agendas:** The fourth type of data gaps arise at the planning stage, when censuses and surveys do not take into consideration the regional and international developmental aspects. For example, if the censuses and surveys are not mapped against the SDGs, RISDP, and **Agenda 2063** objectives and indicators, then this would create some data gaps. To a large extent, these data gaps are consistent with the SDG data gaps.

**SDG Data Gaps:** *See Annex III*

**New sources of data:** Another data gap emanated from the lack of consideration to new sources of data which included, data needs by the non-traditional data sources like the CSOs, new technology (e.g. mobile phone information) and Big Data.

**User Data Gaps:** Users have indicated that in addition to the data gaps summarised above, there are also data gaps within the health, education, labour services and agricultural statistics sectors.

User Needs	<ul style="list-style-type: none"> <li>• Health</li> </ul> <p>Data from alternative producers of data Data on social security statutory funds Statistics on homeless people Electronic database on social welfare beneficiaries</p>
	<ul style="list-style-type: none"> <li>• Education</li> </ul> <p>Students enrolled in tertiary schools outside the country Harmonised gender-based violence Youth, Sports and Culture contribution to GDP</p>
	<ul style="list-style-type: none"> <li>• Labour Services</li> </ul> <p>Informal Sector Statistics</p>
	<ul style="list-style-type: none"> <li>• Agriculture Statistics</li> </ul> <p>Updated data on farm sizes and productivity</p>
	<ul style="list-style-type: none"> <li>• Update on Agro-Ecological Zones</li> </ul>

---

<sup>9</sup> Vision 2030, is the National Developmental Goal which is to be supported by National Developmental Plans and the statistics produced to track progres

## 2.5 Status of the Sectors

Within the National Statistical System, thematic working groups were established and as such, the committees meet on a regular basis. ZIMSTAT personnel are members of all NDS1 thematic working groups. Further, there some formal data sharing arrangements between ZIMSTAT and selected MDAs including the Registrar General's Department and ZIMRA.

A few sectors represented by MDAs established statistics sections or departments with the assistance of ZIMSTAT and in some instances have staff seconded from ZIMSTAT.

All sectors and MDAs were assigned to NDS1 Thematic Working Groups that are listed below.

### NDS1 Thematic Working Groups

Thematic Working Groups	Chair	Co-Chair
1. Economic Growth and Stability	Ministry of Finance and Economic Development	Reserve Bank of Zimbabwe
2. Food and Nutrition Security	Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement	Ministry of Health and Child Care
3. Infrastructure and Utilities	Ministry of Transport and Infrastructure Development	Ministry of Energy and Power Development
4. Governance	Ministry of Justice, Legal and Parliamentary Affairs	Ministry of Foreign Affairs and International Trade
5. Moving the economy up the Value Chain and Structural Transformation	Ministry of Industry and Commerce	Ministry of Mines and Mining Development
6. Housing Delivery	Ministry of National Housing and Social Amenities	Ministry of Local Government and Public Works
7. Health and Wellbeing	Ministry of Health and Child Care	Ministry of Public Service, Labour and Social Welfare
8. Human Capital Development and Innovation	Ministry of Higher and Tertiary Education, Innovation Science and Technology Development	Ministry of Public Service Labour and Social Welfare
9. Environmental Protection, Climate Resilience and Natural Resources Management	Ministry of Environment, Climate, Tourism and Hospitality Industry	Ministry of Mines and Mining Development

10. Image Building, International Engagement and Re-engagement	Ministry of Foreign Affairs and International Trade	Ministry of Finance and Economic Development
11. Devolution	Ministry of Local Government and Public Works	Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement
12. Social Protection	Ministry of Public Service Labour and Social Welfare	Ministry of Primary and Secondary Education
13. Digital Economy	Government and Technology Unit, Office of the President, and Cabinet	Ministry of Information Communication Technology Postal and Courier Services
14. Youth, Sport and Culture	Ministry of Sport, Arts and Recreation	Ministry of Home Affairs and Cultural Heritage.

*A detailed list of the sectors/MDAs are under Annex IV*

The Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement and the Ministry of Primary and Secondary Education drafted a summarised brief of the sector plans indicating, priority indicators, sector challenges and preliminary action plans and these are appended under Annex V.

## **2.6 NSS SWOT Analysis**

A SWOT analysis was developed for the whole National Statistical System. The NSS may leverage its strengths and opportunities to enhance statistical production and dissemination. Similarly, the weakness and threats will be mitigated to ensure effectiveness and efficiency in the NSS.

**Table 2.3 NSS SWOT Analysis**

STRENGTHS	WEAKNESS
<ol style="list-style-type: none"> <li>1. Availability of requisite data/statistics</li> <li>2. Skilled staff</li> <li>3. Presence of ZIMSTAT and MDAs at sub- national level</li> <li>4. Availability of data dissemination platforms (data portal)</li> <li>5. Existence of Compendium of Concepts and Definitions</li> <li>6. Existence of a sampling frame, master sample, enumeration area maps within ZIMSTAT</li> </ol>	<ol style="list-style-type: none"> <li>1. Weak enforcement of the Act with regards to data collection and exploitation within the NSS</li> <li>2. Inadequate funding, resulting in unfinished business for NSDS II.</li> <li>3. Weak coordination within NSS</li> <li>4. Limited compliance: Data validation rarely done across the NSS, hence existence of conflicting statistics</li> <li>5. Existence of broken data series for several indicators.</li> <li>6. Absence of Risk Management Framework</li> <li>7. No clear road map for exploiting alternative sources of data (big data, citizen-generated data) within the National Statistical System.</li> <li>8. Existence of sectors without strategic statistical plans</li> <li>9. Inadequate internal financial control systems for several institutions within the NSS.</li> <li>10. Inadequate office space and persistent power cuts</li> <li>11. Absence of MoU between ZIMSTAT and other MDAs save with ZIMRA</li> <li>12. Limited integration of NSDS and M&amp;E systems</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. High demand for devolution statistics through alignment of the NSDS III to NDS1.</li> <li>2. Existence of a M&amp;E unit within the Office of the President and Cabinet (OPC) with a bias towards use of statistical data</li> <li>3. Partnerships between ZIMSTAT and Register General’s Office and Ministry of Health and Child Care to produce Vital Statistics and other MDAs</li> <li>4. Existence of gender mainstreaming across the NSS</li> <li>5. Existence of alternative funding from Development Partners</li> </ol>	<ol style="list-style-type: none"> <li>1. Conflicting laws of various institutions in MDAs hinder data sharing</li> <li>2. Funding gaps.</li> <li>3. Natural disasters and pandemics</li> </ol>

## 2.7 Emerging issues

This section presents emerging issues within the NSS in line with the NSDS III theme “Innovation and Modernisation of Statistical Systems in Evolving Data Ecosystems”.

1. **Modernization of the National Statistical System:** The national statistics system is greatly influenced by dynamics in the global arena. The UN Statistical Commission 46<sup>th</sup> Session (2015, New York), recognised the need for modernizing and strengthening the national, regional and global statistical systems. This includes the implementation of the proposed Transformative Agenda for Official Statistics. The first objective of the Transformative Agenda for Official Statistics is to promote and advance in a collaborative way the implementation and modernization of global, regional and national statistical systems.

For Zimbabwe to make meaningful gains with the modernisation drive, it is expected to create an enabling environment. This includes reviewing the Census and Statistics Act [Chapter 10:29], to provide for the non-traditional data sources as key inputs for statistical purposes and allowing for an all-inclusive engagement process. Other areas of focus include modernizing and standardising a statistical business architecture and strengthening ICT capabilities.

2. **Data revolution:** The complexity of the 2030 Agenda on sustainable development has increased the demand for high quality and reliable data to guide decision making, planning, budgeting, monitoring and reporting development progress. This has also coincided with the rapid changes on the statistical landscape from data revolution. Therefore, there is need to explore ways to exploit opportunities of the data revolution, (what is popularly called “Big Data” -- “*traces of human actions picked up by digital devices*” (Letouze et al., 2013)<sup>10</sup>). Therefore, a revolution presents an urgent need for the national statistical system to adapt and develop in order to meet the widening, increasing and evolving needs of data users.

3. **Coordination:** To buttress NSS coordination, it is important to develop data sharing agreements with MDAs. This might also entail developing a government-wide integrated data warehouse and instituting cross-government data access.
4. **Data Production:** The NSS should embrace non-traditional sources of data such as citizen generated and big data to complement administrative data and statistics produced by ZIMSTAT through censuses and surveys. Closing data gaps requires collaborative efforts of all stakeholders in the production of statistics.
5. **Gender Mainstreaming:** Gender-mainstreaming is necessary in the production of statistics. A Gender-based Violence Information Management System (GBVIMS) should be developed and operationalized. In addition, there is a need to develop strategies to address data needs for BPfA and CEDAW reporting, tracking gender-specific SDGs indicators, and other gender-related reporting obligations. Improving the dissemination and visibility of gender statistics through-out the NSS but more importantly through ZIMSTAT's data portal will assist in the identification of gaps stemming from gender statistics and areas where microdata on gender can be generated.
6. **Cyber Security:** As businesses and household surveys become increasingly digitalized, there is need for secure and reliable infrastructure and assurance that private and sensitive information is protected from any potential cyber risks.

---

<sup>10</sup> Emmanuel Letouzé et al (2015): PARIS21- Official Statistics, Big Data and Human Development: Towards a New Conceptual and Operational Approach

### **3.0 NSS Strategic Framework**

#### **3.1 Overview**

The NSDS provides a framework for mainstreaming statistics into national policy and planning processes, mainstreaming sectors into NSS, strengthening statistical capacity building and effective coordination of the NSS. This is achieved by setting a vision and providing a complete framework for the actions to be undertaken to enhance statistical development at national level. This NSDS presents the vision, mission, core values, goals and strategic objectives that guide the NSS for the period 2021 to 2025. The preparation of the NSDS III adopted largely an NSS system-wide approach, even though three priority sectors were considered for pilot.

#### **3.2 Vision, Mission and Values of the NSS**

##### **NSDS III Strategic Direction**

<b>Vision</b>	An effective, efficient, inclusive, and modern National Statistical System by 2025
<b>Mission</b>	To develop a well-coordinated NSS and produce relevant, accurate and timely statistical information for evidence-based decision making, planning, policy formulation, monitoring, and evaluation to enhance human well-being
<b>Core Values</b>	User focus, Inclusivity, Integrity, Credibility and Quality Consciousness
<b>Theme</b>	Innovation and modernization of statistical systems in an evolving data ecosystem

#### **3.3 Strategic Goals, Outcomes and Objectives**

To achieve the mission and outcomes, strategic objectives have been articulated under each of the four strategic goals (Table 3.1)

**Table 3. 1: Strategic Goals and Objectives**

Strategic Goal	Objectives
1. Promote and provide relevant quality and credible official statistics	1.1 Harmonise the generation, management and dissemination of quality statistics within NSS 1.2 Strengthen vital registration and modernise administrative data systems; conduct censuses, surveys and integrate alternative sources of data for the generation of integrated and disaggregated data and statistics.
2. Improve capacities and systems across the NSS	2.1 Develop capacities of ICT and physical infrastructure within the NSS 2.2 Strengthen statistical capability of data producers, invest in leadership and management development and data literacy. 2.3 Improve resource mobilization and build strategic partnerships
3. Enhance data user satisfaction	3.1 Improve the dissemination of user-responsive statistics to various audiences 3.2 Enhance statistical advocacy and data use 3.3 Increase access to data and microdata for in-depth and inclusive analysis.
4. Mordenise the NSS	4.1 Create an enabling environment for an inclusive and sustainable innovation drive within the NSS 4.2 Strengthen coordination within the NSS 4.3 Strengthen data management and sharing across NSS

**Goal 1: Promote and provide quality and credible official statistics**

This goal aligns with SHaSA 2 vision’s 1<sup>st</sup> strategic theme “Produce quality statistics for Africa”. It aims to provide an evidential basis for design and implementation of policies and for monitoring their impacts. Importantly, the theme is a clear approach to ensure the availability of information in all domains of development and integration. In sync, the NSDS goal 1 aims to provide quality and demand driven statistics for national key domains of development. Furthermore, the coordination and harmonization of statistics is a critical agenda on the continent.

Objective 1.1 emphasises the need for harmonization of generation, management and dissemination of quality statistics within the NSS.

<b>Objective 1.1:</b> <i>Harmonise generation, management and dissemination of quality statistics within NSS</i>	
<b>Strategies/Outputs</b>	<b>Interventions/initiatives</b>
1.1.1. Harmonised generation, management and dissemination of statistics	<ul style="list-style-type: none"> <li>● Promote use of standardized statistical concepts, methods, tools, classifications and definitions</li> <li>● Create an enabling environment to produce comparable statistics within the NSS</li> <li>● Enhance stakeholders’ appreciation of survey methodology and ZIMSTAT’s role in complex survey designs</li> </ul>
<b>Results:</b> 1.1.1 Production of non-conflicting statistics within the NSS	

In view of producing quality statistics, NSDS III intends to strengthen censuses, surveys and administrative sources. These are considered important for producing various data typologies that include monetary, financial prices and external transactions statistics, demographic and socio- economic statistics, agriculture statistics, health statistics, education statistics, transport statistics, environment statistics, industrial production statistics, gender statistics, culture and tourism statistics, labour services and informal statistics, vital statistics, poverty and social welfare statistics and geo-spatial statistics.

Notably, Zimbabwe participates in the International Monetary Fund (IMF) Enhanced General Data Dissemination System (eGDDS). The IMF, eGDDS was established in 2015 to guide countries in the provision to the public of comprehensive, timely, accessible and reliable economic, financial and socio-demographic data. Support for conducting specialized surveys/census is also provided by development partners, such as the World Bank and the United Nations in Zimbabwe among others.

Objective 1.2 points out on the need to strengthen vital and administrative records including censuses and surveys for production of integrated and disaggregated statistics.

<b>Objective 1.2:</b> <i>Strengthen vital registration, administrative records, censuses, surveys, and other alternative sources of data for the generation of integrated and disaggregated data and statistics</i>	
<b>Strategies/Outputs</b>	<b>Interventions/initiatives</b>
1.2.1 Strengthened vital statistics and administrative records	<ul style="list-style-type: none"> <li>● Promote the production of vital statistics from the civil registration records</li> <li>● Promote the collaboration and synergy between ZIMSTAT and MDAS on modernising administrative records, statistical awareness, and use of administrative sources for statistical purposes.</li> </ul>
1.2.2 Strengthened surveys, Census and other alternative sources of data	<ul style="list-style-type: none"> <li>● Implement the ZIMSTAT survey programme in line with the changing economy and development frameworks.</li> <li>● Develop and implement a roadmap for exploiting new sources of data (citizen-generated data and big data)</li> <li>● Integrate generation and use of new sources of data (big data, citizen-generated data) in the NSS.</li> </ul>
1.2.3 Humanitarian responses mainstreamed in data production chain	<ul style="list-style-type: none"> <li>● Develop and operationalize the NSDS III risk management framework and Human Rights based Approaches to Data (HRBAD)</li> <li>● Mainstream the responsiveness of the data production and dissemination in the wake of emergency situations</li> </ul>
1.2.4 Gender mainstreaming enhanced	<ul style="list-style-type: none"> <li>● Develop strategies to address data needs for BPfA and CEDAW reporting, tracking gender-specific SDGs indicators, and other gender-related reporting obligations</li> <li>● Standardize gender related concepts and definitions</li> <li>● Establish and operationalize a gender-based violence information management system (GBVIMS)</li> </ul>
<b>Results:</b> 1.2.1 Availability of quality disaggregated statistics from administrative records 1.2.2 Availability of quality disaggregated statistics from surveys, censuses and other alternative sources of data 1.2.3 Availability of quality disaggregated statistics during humanitarian situations 1.2.4 Availability of gender statistics for evidence-based policy formulation, tracking development agendas.	

Gender and humanitarian responses should be mainstreamed in each of the statistical production methods to ensure no one is left behind. There is also need to ensure that information that depicts the situation of both women and men is generated. For instance, it is commendable to establish how data production processes following the data value chain are responsive to the BPfA, CEDAW, specific SDGs indicators and other gender-related reporting obligations.

Significant investment in gender statistics is necessary to ensure that evidence-based policies are devised, impact of these policies is assessed, and policy makers and Government are held accountable on the delivery of these commitments. Similarly, there is a need to establish and operationalize a risk and mitigation framework for the NSS.

This helps to balance the increased demand for data during humanitarian crisis and the constricted supply at the backdrop of a restrictive environment. Additionally, the statistical production process is expected to produce a wide range of high-quality statistical products under both stable and emergency situations.

**Goal 2: Improve capacities and systems across the NSS**

The second goal of the NSDS III has a thrust of improving relevant capacities of the NSS. The statistical capacity is the capability of the NSS to collect, produce, analyse, and disseminate relevant, quality and reliable statistics that meet user’s needs (PARIS21 2018:4). The PARIS21 CD4.0 framework defines capacity at three levels (individual, organizational and system) and five targets (resources, skills, knowledge, management, politics and power and incentives).

Objective 2.1 addresses aspects of resources, skills, knowledge and leadership management.

<b>Objective 2.1:</b> <i>Enhance capacity within NSS in terms of Human Resources, ICT and Assets</i>	
<b>Strategies/Outputs</b>	<b>Intervention/initiatives</b>
2.1.1 Human resource capacities developed	<ul style="list-style-type: none"> <li>• Develop and implement staff recruitment, development, and retention strategy</li> <li>• Operationalize job evaluations or functional review in ZIMSTAT and MDAs.</li> </ul>
2.1.2 Assets acquired.	<ul style="list-style-type: none"> <li>• Acquire fixed assets (office accommodation) and mobile assets (vehicles) for the enhancement of field and office operations.</li> </ul>
2.1.3 GIS capabilities and services enhanced	<ul style="list-style-type: none"> <li>• Promote use of GIS innovative tools/approaches for improved spatial data analytics, dissemination, and archiving.</li> <li>• Develop and implement statistical and geospatial interoperability processes.</li> </ul>
<p><b>Results:</b></p> <p>2.1.1 Availability of highly skilled staff.</p> <p>2.1.2 a) Convenient and cost-effective statistical training programme.            b) Improved mobility during data collection, and            c) Enhanced data management processes across the NSS            d) Availability of appropriate office accommodation</p> <p>2.1.3 Availability of spatial (geo-referenced) data.</p>	

Objective 2.2 aims to strengthen statistical capacity and data literacy.

<b>Objective 2.2:</b> <i>Enhance statistical capacity building and data literacy</i>	
<b>Strategies/Outputs</b>	<b>Intervention/initiatives</b>
2.2.1 Statistical capacity enhanced	<ul style="list-style-type: none"> <li>● Develop Metadata for prioritised indicators across the NSS.</li> <li>● Develop inter-operable databases across MDAs</li> <li>● Public statistical awareness</li> <li>● Develop data user analytical capacity</li> </ul>
<p><b>Results:</b></p> <p>2.2.1 a) Metadata for selected indicators.            b) Functional (interactive) databases            c) Increased public statistical literacy</p>	

Objective 2.3 entails improving resource mobilization strategy and build sustainable partnerships to break the vicious cycle of carrying over unfinished business. Funding for activities can be improved through engaging Treasury to release more funds and by generating interest among development partners. There is need for clarity of outputs, responsiveness of data to development agendas, accountability and risk mitigating measures to safeguard financial resources. In addition, commitments will be translated into strategic partnership.

<b>Objective 2.3:</b> <i>Improve resource mobilization and build strategic partnerships</i>	
<b>Strategies/Outputs</b>	<b>Intervention/initiatives</b>
2.3.1 Strategic partnership built and resources mobilized.	<ul style="list-style-type: none"> <li>● Develop and implement a realistic NSDS III resource mobilization plan.</li> <li>● Promote use of best international practice in resource management.</li> </ul>
<b>Results:</b> 2.3.1 a) An adequately funded NSDS b) Improved resources mobilised from Development Partners	

### **Goal 3: Enhance data user satisfaction**

The NSDS III Strategic Goal 3 resonates with SHaSA 2 objectives 4.1 and 4.2. SHaSA 2 objective

4.2 seeks to improve the communication of statistical information, while objective 4.1 aims to drive evidence-based decisions through increased use of statistics. The goal is meant to address data users’ concerns that were captured in the 2021 Data User Assessment and User-Producer Symposium conducted in 2020. The key areas of focus include dissemination, access to data and statistical awareness strategies.

**Objective 3.1:** *Enhance the dissemination of user-responsive statistics to various audiences*

Strategies/Outputs	Intervention/initiatives
3.1.1 Improved dissemination strategies	<ul style="list-style-type: none"><li>● Adoption of multi-media platforms for dissemination of statistical products</li></ul>
3.1.2 Enhanced user- producer engagement	<ul style="list-style-type: none"><li>● User Satisfaction Survey/Assessment</li><li>● User-Producer Dialogues</li><li>● User-Producer Symposia/Seminars.</li><li>● Promote use of online platforms</li></ul>
<b>Results:</b> 3.1.1 a) Statistics to reach a wide audience b) Statistics understood by users 3.1.2 Data producers meet data users' needs.	

Objective 3.1 advocates for improved dissemination of statistics to all audiences and makes sure users understand the data being disseminated

Awareness should be raised on the value and comparative advantage of official statistics. Additional resources and support should be mobilized for the transformation and modernization of statistics. Further, there is need to broaden the communities of users and improve statistical literacy by making statistics user-friendly, and accessible through modern communication technologies including social media.

Objective 3.2 highlights on the importance of allowing users access to microdata for further research.

The statistical public campaigns are expected to demystify statistics and allow for a systematic engagement with the target groups; a direct diversion from previous approaches that were mostly unidirectional with limited feedback from beneficiaries. In addition, concerted effort should be towards making microdata accessible to researchers for in-depth analyses. The process entails conducting an anonymization process whereby identifiers are removed from datasets in compliance with the protocol.

<b>Objective 3.2:</b> <i>Increase access to data and microdata for in-depth and inclusive analysis</i>	
<b>Strategies/Outputs</b>	<b>Intervention/initiatives</b>
3.2.1 Access to data and microdata increased	<ul style="list-style-type: none"> <li>● Develop and implement statistical awareness campaigns</li> <li>● Demystify statistics through simplified programmes and activities</li> <li>● Broaden the anonymization of datasets and ensure their availability for further analysis</li> </ul>
<b>Results:</b>	
3.2.1 Increased statistical awareness by data users	
3.2.2 Data and microdata readily available to users	

Objective 3.3 promotes a culture of using statistics for informed decision making to enhance socio- economic development. This can be entrenched through high-level engagement with decision- makers and integration of statistics into development plans and policies.

<b>Objective 3.3:</b> <i>Enhance statistical advocacy and data use</i>	
<b>Strategies/Outputs</b>	<b>Intervention/initiatives</b>
3.3.1 Enhanced statistical advocacy and integration of statistics in decision-making	<ul style="list-style-type: none"> <li>● Develop and implement an NSS Statistical advocacy strategy.</li> <li>● Setting an agenda with policy and decision makers on the use of statistics.</li> </ul>
<b>Results:</b> 3.3.1 Wider-use of statistics in decision making, planning, policy-formulation, monitoring, evaluation and research.	

## Goal 4: Modernise the NSS

The NSS modernization drive will focus on four strategies, namely, reviewing the legislative environment, strengthening ICT capacities, strengthening engagement processes and modernizing the business architecture.

Objective 4.1 emphasises on the need for an environment that promotes modernization of the NSS through review of current legislation as well engagement with stakeholders.

There is immediate need to strategically re-align statistical governance to effectively respond to the ever-evolving data ecosystem and the modernization agenda. By 2025, inter-agency leadership and synergies on data governance should have increased significantly. Hence, it is indispensable to create an enabling environment for an inclusive and sustainable modernisation drive within the NSS.

<b>Objective 4.1:</b> <i>Create an enabling environment for an inclusive and sustainable modernisation drive within the NSS</i>	
<b>Strategies/Outputs</b>	<b>Intervention/initiatives</b>
4.1.1 The Census and Statistics Act [Chapter 10:29] reviewed	<ul style="list-style-type: none"> <li>● Review of the Census and Statistics Act [Chapter 10:29] to provide for NSS stakeholders to officially share administrative data</li> <li>● Reviewing the Census and Statistics Act [Chapter 10:29], to provide for the non-traditional data sources as key inputs for statistical purposes and allowing for an all-inclusive engagement process</li> </ul>
4.1.2 Enhanced engagement processes for a robust modernization drive	<ul style="list-style-type: none"> <li>● Promote the modernization of communication and the engagement with a diversity of statistics users.</li> <li>● Gender sensitive data user-producer dialogues with both traditional and non-traditional stakeholders</li> </ul>
<b>Results</b>	
4.1.1 An inclusive and sustainable modernization drive within the NSS, courtesy of a conducive legislative environment.	
4.1.2 Efficient, effective, and modernized NSS characterized by robust engagement processes	

Noteworthy, statistics are no longer produced exclusively by designated official statistical organisations. The data revolution has empowered new actors who traditionally lacked capacity and resources to embark on data collection, analysis and dissemination. Now private companies, civil society organizations and citizens themselves have emerged as data providers.

Engagement of new actors in the data ecosystem is also one of the key novel features of the current generation of NSDS III. Hence, the NSS is expected to adjust to these radical changes within an evolving data ecosystem.

Objective 4.2 entails strengthening coordination mechanisms within the NSS. ZIMSTAT has a legal mandate to coordinate the NSS. Hence, ZIMSTAT through the NSS coordinator strives to promote cooperation, coordination and rationalization among users and providers of statistics at central and local levels to avoid duplication of efforts and ensure optimal utilization of scarce resources.

This might also entail developing a government-wide integrated data warehouse and instituting cross-government data access.

<b>Strategic Objective 4.2:</b> <i>Strengthen coordination within the NSS</i>	
<b>Strategies/Outputs</b>	<b>Intervention/initiatives</b>
4.2.1 Strengthened coordination mechanisms within NSS	<ul style="list-style-type: none"> <li>• Periodic reviews of NSDS implementation</li> <li>• Align and operationalise the NSS Coordination structures to NDS1 Sectors Thematic Working Groups (TWGs); gender sensitive NSDS Inter-Ministerial Committees at both technical and policy levels.</li> </ul>
<b>Results:</b>	
4.2.1 A well-coordinated NSS, with functional structures for supportive statistical governance	

Objective 4.3 points out on the importance of strengthening data management and sharing across the NSS and this can be achieved through strengthened ICT capacities and data sharing arrangements.

There is only one memorandum of understanding between ZIMSTAT and ZIMRA to foster data sharing. The relationship between ZIMSTAT and the rest of primary data suppliers is based on mutual understanding. The Census and Statistics Act [Chapter 10:29] is not explicit on the sharing of administrative data from MDAs to ZIMSTAT. Therefore, there is need for a review of the Census and Statistics Act [Chapter 10:29] to provide for NSS stakeholders to officially share administrative data

<b>Objective 4.3: Strengthen data management and sharing across NSS</b>	
<b>Strategies/Outputs</b>	<b>Intervention/initiatives</b>
4.3.1 Statistical business architecture standardized and modernized	<ul style="list-style-type: none"> <li>● Develop and implement integrated statistical systems for data collection, processing, and dissemination.</li> <li>● Promote the generation and use of new sources of data (big data, citizen-generated data).</li> </ul>
4.3.2 Strengthened ICT capacities	<ul style="list-style-type: none"> <li>● Promote the use of technology that increases the speed and capabilities of collection/capture, processing, analysis, and dissemination of data</li> <li>● Develop cyber protection measures to mitigate internal and external threats to the security of personal information</li> </ul>
4.3.3 Data sharing enhanced	<ul style="list-style-type: none"> <li>● Enhance collaborative linkages among ZIMSTAT, MDAs and Non-Governmental Organisations.</li> <li>● Develop and implement data sharing protocols for all data sources</li> <li>● Develop automated information (data) flow</li> </ul>
<b>Results:</b>	
4.3.1 A modernized statistical business architecture 4.3.2 A statistical system that is interoperable, automated, participatory and inclusive. 4.3.3 Increased data sharing.	

The NSS is expected to have a modernized statistical business architecture that offers new solutions in collecting and processing huge amount of data, harnessing new sources of data efficiently and effectively (real time at minimal cost). More importantly, the system will be interoperable, automated, participatory, and inclusive.

This means it will be characterised by using technology that increases the speed and capabilities of collection/capture, processing, analysis, and dissemination.

## 4 Action Plan

A detailed Action Plan is appended under *Annex I*

## 5 Implementation, Monitoring, and Institutional Arrangements

### 5.1 Implementation

The implementation of the strategy is a critical phase of the strategic plan as it determines the level of success of the strategy. The implementation of NSDS III is premised on the coordination by ZIMSTAT of all NSS activities based on the strategic goals and objectives as stated in this document. An important aspect of the action plan is the regular monitoring and evaluation of progress in the attainment of the goals of the strategy. Therefore, there is a need to establish an institutional arrangement for the M & E process.

The implementation plan must consider management of the resources available and regularly monitor the progress in the achievement of the strategic goals through an effective monitoring and evaluation structure.

### 5.1 Institutional Arrangements

The institutional arrangements which are consistent with the NDS1 governance structures will facilitate the implementation of NSDS III.



Implementation of NSDS III will be monitored and evaluated twice a year by ZIMSTAT. The Agency is at the centre of the design of the strategic plan for the whole NSS, and coordination in terms of the implementation plan. It is also the link between the Government and the rest of the NSS.

### **5.3 Monitoring and Evaluation (M&E)**

ZIMSTAT is obliged to structure a Monitoring and Evaluation system to monitor the NSDS III implementation processes and performance. This system focuses on the outputs, outcomes, and milestones for the multi-year plan.

As a basis for monitoring, *Annex II* (Framework) covers the indicators and outputs to be compared to realised outputs. As the outturn is noted, necessary modifications could be identified for future implementation and monitoring. There shall be annual reviews of the implementation of NSDS III, a mid-term and end of term review to guide the preparation of NSDS IV.

**Annex I NSDS III Multi-Year Action Plan, 2021-2025**

Strategy	Activity	Responsibility		Timeframe and costs					Total Costs
		Main responsible	Others	2021	2022	2023	2024	2025	
<b>Goal 1: Promote and ensure availability of quality and credible official statistics</b>				45,675,288	65,928,732	37,655,834	38,746,352	28,566,933	<b>216,573,139</b>
1.1.1 Harmonised generation, management and dissemination of statistics	Updating the Compendium of Statistical Concepts and Definitions			0		0	0	0	0
	Sensitising NSS stakeholders on the Compendium of Statistical Concepts	ZIMSTAT	MDAs			2,000			2,000
	Developing a Master Sample	ZIMSTAT							0
	Developing sector specific statistics plans	Sectors	ZIMSTAT		2,160	13,608	14,288	15,003	45,059
	Holding consultative workshops with relevant stakeholders to review laws governing statistics	ZIMSTAT	Attorney Generals' Office			4,320	4,536		8,856
1.2.2 Strengthened administrative records.	Conducting a system-wide assessment of civil registration and vital statistics	Civil Registry's Department	ZIMSTAT, OPC, MoHCC						0
	Producing annual vital statistics reports	ZIMSTAT	Registrar General's Office		69,960	73,458	77,131	80,987	301,536
	Developing the capacities of selected ministries in the following areas:								0
	i) Understanding the statistical value of administrative records	ZIMSTAT	MDAs		7,200	7,560	7,938	8,335	31,033
	ii) Using Excel for data analysis	ZIMSTAT	MDAs		6,783	7,140	7,497	7,872	29,292
	Triangulate administrative data with other sources of data to produce the following statistical products:								0
	Quarterly National Income	ZIMSTAT		37,609	37,609	39,489	41,463	43,537	199,707
	Provincial GDP	ZIMSTAT		28,909	28,909	30,354	31,872	33,466	153,510
GDP Compilation	ZIMSTAT		42,558	42,558	46,920	49,266	51,729	233,031	

	Supply and Use Tables	ZIMSTAT		42,662	42,662	44,795	47,035	49,386	<b>226,540</b>
	Education, Gender and Health Statistics	MoPSE, MoHCC & MoWACSMES	ZIMSTAT	5,871	5,871	6,164	6,473	6,796	<b>31,175</b>
	Crime and Judiciary Statistics	ZIMSTAT		64,361	64,361	67,579	67,579	67,579	<b>331,459</b>
	Environmental Statistics	ZIMSTAT	MoECTHI			2,434,736			<b>2,434,736</b>
	Inventory of Facilities and Social Amenities	ZIMSTAT		6,836	6,836	7,178	7,178	7,178	<b>35,206</b>
	Migration Profile	ZIMSTAT	MDAs						<b>0</b>
	Conducting the following surveys:								<b>0</b>
	Population and Housing Census	ZIMSTAT	MDAs	33,063,839	55,257,200	921,140			<b>89,242,179</b>
	Price Survey	ZIMSTAT		8,261	8,261	8,674	9,108	9,563	<b>43,867</b>
	Household Budgeting Survey	ZIMSTAT		4,429,014	4,429,014				<b>8,858,028</b>
	Zimbabwe Demographic and Health Survey	ZIMSTAT				3,500,000			<b>3,500,000</b>
	Multiple Indicator Cluster Survey	ZIMSTAT	Unicef			2,500,000			<b>2,500,000</b>
	Violence Against Women Survey	ZIMSTAT					2,000,000		<b>2,000,000</b>
	Corruption Perception Survey	ZIMSTAT					1,500,000		<b>1,500,000</b>
	Domestic and Outbound Tourism Survey	ZIMSTAT				1,750,000	1,750,000	386,021	<b>386,021</b>
	Visitor Exit Survey	ZIMSTAT							<b>3,500,000</b>
	Quarterly Labour Force Survey	ZIMSTAT		280,000	280,000	294,000	308,700	324,135	<b>1,486,835</b>
	Consumer Price Survey (CPS)	ZIMSTAT		406,757	406,757	427,094	448,449	470,872	<b>2,159,929</b>
	Producer Price Survey	ZIMSTAT		21,685	21,685	22,769	23,908	25,103	<b>115,150</b>
	Agriculture & Livestock Survey	ZIMSTAT		1,340,000	1,340,000	1,340,000	1,477,350	1,477,350	<b>6,974,700</b>
	Rent & Domestic Workers Survey	ZIMSTAT		203,754	203,754	213,942	224,639	235,871	<b>1,081,960</b>
	Civil Engineering Materials & Plant Survey	ZIMSTAT		38,797	38,797	40,736	42,774	44,912	<b>206,016</b>
	Building Materials Price Survey	ZIMSTAT		24,000	24,000	25,200	26,460	27,783	<b>127,443</b>
	BTS Data Collection	ZIMSTAT		60,000	60,000	63,000	66,150	69,458	<b>318,608</b>
	Schools Fees Survey	ZIMSTAT		148,845	148,845	156,287	164,101	172,307	<b>790,385</b>
	Census of Industrial Production	ZIMSTAT		150,000	150,000	157,500	165,375	173,644	<b>796,519</b>
	Economic Census	ZIMSTAT				19,576,377	26,888,400		<b>46,464,777</b>
	Census of Agriculture	ZIMSTAT	MoLAWFRR					19,576,377	<b>19,576,377</b>

1.2.3 Strengthened surveys, census and other alternative sources of data

Communal Lands & Irrigation Schemes	ZIMSTAT	MoLAWFRR			436,611	436,611	436,611	<b>1,309,833</b>
ICT Infrastructure Statistics	ZIMSTAT				624,644			<b>624,644</b>
MSME Survey	ZIMSTAT		2,026,020					<b>2,026,020</b>
Foreign Private Capital Survey	ZIMSTAT	RBZ	175,776	175,776	184,565	193,793	203,483	<b>933,393</b>
Trade in Services	ZIMSTAT		121,513	121,513	127,588	133,968	140,666	<b>645,248</b>

	Informal Cross Border Trade	ZIMSTAT		192,801	192,801	202,441	212,563	223,191	1,023,797
	Terms of Trade Survey	ZIMSTAT		102,143	102,143	107,250	112,612	118,243	542,391
	NPISH Survey	ZIMSTAT		179,125	179,125	188,711	198,147	208,054	953,162
	Finance & Insurance Survey	ZIMSTAT		13,287	13,287	13,951	14,649	15,381	70,555
	Parastatal Survey	ZIMSTAT		16,158	16,158	16,966	17,814	18,705	85,801
	Local Government	ZIMSTAT		82,021	82,021	86,122	90,428	94,949	435,541
	Quoted Companies	ZIMSTAT		13,184	13,184	13,843	14,535	15,262	70,008
	Labour Market	ZIMSTAT	ILO	1,774,821	1,774,821	1,863,562	1,863,562	1,863,562	9,140,328
	Finscope Consumer Survey	ZIMSTAT		574,681	574,681				1,149,362
	Migration Survey	ZIMSTAT	IOM					1,863,562	1,863,562
	Designing a master sample based on phone numbers								
1.2.4 Gender mainstreaming enhanced	Conducting gender sensitization workshops for gender statistics focal points					7,560			7,560
	Sensitizing delegates attending Data Producers-Users' Workshop on the integration of gender issues throughout the data production chain.	MoWASME	UNWomen, ZIMSTAT						
	Establishing the gender responsiveness of all surveys and suggesting corrective actions	ZIMSTAT	UN Women, MoWASME						
<b>Goal 2: Improve capacities and systems across the NSS</b>				<b>0</b>	<b>1,917,826</b>	<b>2,072,927</b>	<b>2,066,067</b>	<b>2,053,264</b>	<b>8,110,085</b>
	Hiring employees	ZIMSTAT				*	*	*	0
	Establishing programmes to attract and retain skilled employees	ZIMSTAT				*	*	*	0
	Training staff in the following:	ZIMSTAT							
	<i>i) Excel training/ Statistical Packages</i>	ZIMSTAT				6,000	6,300	6,615	18,915
	<i>ii) Pastel training</i>	ZIMSTAT				6,000	6,300	6,615	18,915
	Implementing performance appraisals	ZIMSTAT				*	*	*	0
	Purchasing vehicles to support field work	ZIMSTAT			1,340,000	1,407,000	1,407,000	1,407,000	5,561,000

2.1.2 Physical infrastructure (assets) acquired	Creating office spaces for statistical work	ZIMSTAT							<b>TBA</b>
	Acquiring land and build a training centre	ZIMSTAT							<b>TBA</b>

2.1.3 GIS capacities and services enhanced	Introducing web-based mapping, interactive maps, and a geo-referenced database	ZIMSTAT	UNFPA			10,000	10,000	10,000	<b>30,000</b>
			ZINGSA						
	Digitizing Enumeration Areas (EAs)	ZIMSTAT			5,000	5,000	5,000		<b>15,000</b>
	Producing atlases	ZIMSTAT	Unicef						
	Procuring GIS licence	ZIMSTAT				20,000	10,000		<b>30,000</b>
	GIS equipment and accessories	ZIMSTAT			562,026	590,127	590,127	590,127	<b>2,332,408</b>
2.2.1 Statistical capacity enhanced	Updating the data portal	ZIMSTAT			*	*	*	*	<b>0</b>
	Developing metadata for key indicators at sectoral and national levels.	ZIMSTAT	Sectors		*	*	*	*	<b>0</b>
	Establishing statistical units in selected MDAs	MDAs	ZIMSTAT						<b>TBA</b>
	Supporting (statistical governance) strategic meetings for the following:								
	<i>i) Data for Development Group</i>	GfDG	NSS Coordination Office		*	*	*	*	<b>0</b>
	<i>ii) ZIMSTAT Board of Directors</i>	Board	NSS Coordination Office		*	*	*	*	<b>0</b>
	<i>iii) NSDS Statistical Committees</i>	NSDS Committes	NSS Coordination Office		3,600	18,000	20,000	21,000	<b>62,600</b>
<i>iv) Inter-Agency Committees (at technical and policy levels)</i>	Inter-Agency Committee	NSS Coordination Office			3,600	3,780	3,969	<b>11,349</b>	
<i>v) Modernization Committees</i>	Modernization Committees	NSS Coordination Office			7,200	7,560	7,938	<b>22,698</b>	

2.3.1 Strategic partnership built and resources mobilized	Developing and implementing a resource mobilization plan				7,200	*	*	*	<b>7,200</b>
<b>Goal 3: Enhance data users' satisfaction</b>				<b>0</b>	53,600	154,560	208,725	167,015	583900
3.1.1 Improved dissemination strategies	Developing innovative dissemination tools/platforms	ZIMSTAT	MDAs		*	*	*	*	<b>0</b>
	Disseminating data beyond urban centres	ZIMSTAT	MDAs						<b>TBA</b>
	Conducting a user-satisfaction assessment on dissemination strategies adopted	ZIMSTAT	DfDG, MDAs				3,749		<b>3,749</b>

3.1.2 Enhanced data users- producers engagement	Engaging with Higher and Tertiary institutions, think tanks and captains of industry, development partners, policy makers and members of parliament	ZIMSTAT	DfDG, MDAs		*	*	*	*	0
	Reaching out with statistical culture programmes (symposiums, ZIMSTAT website, social media - Twitter and Facebook)	ZIMSTAT	MDAs		*	*	4,800	*	4,800
	Conducting a data user satisfaction survey	ZIMSTAT	DfDG, MDAs				30,000		30,000
	Conducting Data Users' workshop	ZIMSTAT	DfDG, MDAs			6,560			6,560
	Conducting bi-annual NSDS review workshops	ZIMSTAT	DfDG, MDAs				7,938		7,938
	Conducting bi-annual user producer workshops	ZIMSTAT	DfDG, MDAs				7,938		7,938
	Conducting end of the NSDS III terminal evaluation	ZIMSTAT	DfDG, MDAs					5,000	5,000
3.3.1 Enhanced statistical advocacy and integration of statistics in decision-making	Developing and implementing a statistical awareness package [Africa Statistics Day, Trade Fair, etc]	ZIMSTAT	MDAs		50,000	130,000	136,500	143,325	459,825
	Conducting meetings for setting a statistics agenda with policy makers (through NSDS Committees meetings)	NSDS committees	ZIMSTAT		3,600	18,000	17,800	18,690	58,090
3.2.1 Access to data and microdata increased	Producing use-friendly statistical products	ZIMSTAT	MDAs		*	*	*	*	0
	Removing identifiers on raw data in compliancy to data accessibility protocols	ZIMSTAT	MDAs		*	*	*	*	0
	Posting anonymised data sets on the official website	ZIMSTAT	MDAs		*	*	*	*	0
<b>Goal 4 Modernise the NSS</b>				<b>0</b>	<b>1,178,200</b>	<b>1,237,810</b>	<b>1,240,518</b>	<b>1,231,585</b>	<b>4,888,113</b>
Strategic Objective 4.1 Create an enabling environment for an inclusive and sustainable innovation drive within the NSS									
	Reviewing the Census and Statistics Act (2007) to:								

4.1.1 The Census and Statistics Act (2007) reviewed	<ul style="list-style-type: none"> <li>· explicitly give ZIMSTAT the mandate to request and be given administrative data by all data producers within the NSS (eg. MDAs)</li> <li>• <i>make it mandatory for MDAs to set up statistics units</i></li> <li>· obligate MDAs ZIMSTAT data for Statistical purpose</li> </ul>	ZIMSTAT	Independent consultant			17,260		<b>17,260</b>
---	---	---------	------------------------	--	--	--------	--	---------------

	<ul style="list-style-type: none"> <li>allow the use of non-traditional sources of data for statistical purposes</li> </ul>								
	<ul style="list-style-type: none"> <li>make available microdata to</li> </ul>								
4.1.2 Enhanced engagement processes for a robust modernization drive	Modernising communication and broadening the communities of users of statistics taking into consideration the needs of the marginalised (eg. women, children, persons living with disability)	ZIMSTAT	MDAs		*	*	*	*	0
4.2.1 Strengthened coordination mechanisms within NSS	Convening stakeholders' meetings to identify NSDS committees in line with NDS1 and come with TORs for the Committees	ZIMSTAT							
	Developing a policy and MOUs for partnerships	ZIMSTAT			*	*	*	*	0
	Strengthening the capacity of the NSS Coordination Office:								
	<i>i) Recruiting additional staff</i>	ZIMSTAT			*	*	*		0
	<i>ii) Procuring laptops</i>				6,000				6,000
<i>iii) A study tour for the Director and the NSS coordinator</i>	ZIMSTAT				7,000			7,000	
4.3.1 Statistical business architecture standardized and modernized	Introducing integrated statistical systems for data collection, processing and dissemination	ZIMSTAT			*	*	*	*	0
4.3.2 Strengthened ICT capacities	Procuring ICT equipment and accessories (including technology that helps to increase the speed and capabilities of data management):	ZIMSTAT/MDAs			1,165,000	1,223,250	1,223,250	1,223,250	4,834,750
	Introducing cyber security measures	ZIMSTAT	MDAs		*	*	*	*	0
	Sensitising staff on basic cyber risks and security	ZIMSTAT	MDAs		7,200	7,560	8	8,335	23,103
4.3.3 Data sharing enhanced	Initiating data sharing agreements between ZIMSTAT and primary data producers	NSS Coordination Office	MDAs		*				0
	Using innovative platforms for information sharing (social media platforms)	NSS Coordination Office	MDAs		*	*	*	*	0
	Disseminating annual vital statistics reports	ZIMSTAT	RG's Office		-	-	-	-	-

<b>Grand Total</b>				45,675,288	69,078,358	41,121,131	42,261,662	32,018,797	230,155,236
--------------------	--	--	--	------------	------------	------------	------------	------------	-------------

*\*Activities not costed by the virtue of being performed by government staff in line with their regular duties*

## Annex II: NSDS Log Frame

Objective	Expected Results (Outputs)	Performance indicator	Means of Verification	Baseline	Target	Responsibility Centre
<b>Goal 1: Promote and provide relevant, quality and credible official statistics</b>						
Objective 1.1: Harmonise generation, management and dissemination of quality statistics within NSS	1.1.1 Harmonised generation, management and dissemination of statistics	Number of resolutions adopted and implemented to harmonise the generation, management and dissemination of statistics				
		The proportion (number) of MDAs using the Compendium of Statistical Concepts and Definitions.				
		The proportion (number) of MDAs using the Master Sample for survey design				
Objective 1.2: Strengthen vital registration, administrative records, censuses, surveys, and other alternative sources of data for the generation of integrated and disaggregated data and statistics.	1.2.1 Strengthened vital statistics and administrative records	Number of quality statistical products produced from civil registration and administrative records				
		Number of surveys, census and other alternative sources of data conducted				
	1.2.2 Strengthened surveys, censuses and other alternative sources of data	Number of statistical products generated from citizen-generated data and big data				
		Number of statistical production methods mainstreamed to provide data during humanitarian situations				
	1.2.3 Humanitarian responses mainstreamed in data production chain					
1.2.4 Gender mainstreaming enhanced.	The magnitude of gender statistics/data gaps covered by each statistical production method					
		Number of statistical production methods engendered				

Objective	Expected Results (Outputs)	Performance indicator	Means of Verification	Baseline	Target	Responsibility Centre	
<b>Goal 2: Improve capacities and systems across the NSS</b>							
Objective 2.1: Enhance capacity within the NSS in terms of Human Resources, ICT and Assets	2.1.1 Human resource capacities developed	Proportion of highly skilled and motivated staff supporting statistical work					
		Proportion (number) of statistical staff promoted/demoted following a job evaluation (performance appraisals)					
	2.1.2 Assets acquired	Number of fixed assets acquired (office accommodation)					
		Number of movable assets acquired (vehicles)					
	2.1.3 GIS capabilities and services enhanced	Number of assets acquired (GIS licences, GIS equipment)					
		Number of geo-referenced statistical products produced					
		Number of interactive maps produced					
		Percentage coverage of EAs standardized and digitized					
	Objective 2.2: Enhance statistical capacity building and data literacy.	2.2.1 Statistical capacity enhanced	Number of personnel trained				
			Number of inter-operable databases developed				
Number of metadata development initiatives undertaken							
Proportion of persons with public statistical literacy							

Objective	Expected Results (Outputs)	Performance indicator	Means of Verification	Baseline	Target	Responsibility Centre
<b>Objective 2.3:</b> Improve resource mobilization and build strategic partnerships	2.3.1 Strategic partnership built and resources mobilized	Number of development partners engaged				
		Total funding mobilized for the NSDS implementation				
<b>Goal 3: Enhance data user satisfaction</b>						
Objective 3.1: Enhance the dissemination of user responsive statistics to various audiences	3.1.1 Improved dissemination strategies	Number of dissemination platforms used				
	3.1.2 Enhanced user-producer engagement	Number of user-producer dialogues or seminars conducted				
		User satisfaction index				
Objective 3.2: Increase access to data and microdata for in-depth and inclusive analysis	3.2.1 Access to data and microdata increased	Number of microdata awareness campaigns conducted				
		Number of anonymised data sets accessible to users				
Objective 3.3: Enhance statistical advocacy and data use	3.3.1 Enhanced statistical advocacy and integration of statistics in decision making	Percentage completion of NSS Statistical advocacy strategy				
		Proportion of MDAs using statistics in the policy formulation				
<b>Goal 4 Modernise the NSS</b>						
Objective 4.1: Create an enabling environment for an inclusive and sustainable modernisation drive within the NSS	4.1.1 The Census and Statistics Act [Chapter 10:29] reviewed	Number of MDAs sharing administrative data				

Objective	Expected Results (Outputs)	Performance indicator	Means of Verification	Baseline	Target	Responsibility Centre
	4.1.2 Enhanced engagement processes for a robust modernisation drive	Number of innovations supported by the NSS modernization committees				
Objective 4.2: Strengthen coordination within the NSS	4.2.1 Strengthened coordination mechanisms within NSS	Number of NSDSIII reviews				
		Number of MDAs with representation in committees				
Strategic Objective 4.3: Strengthen data management and sharing across NSS	4.3.1 Statistical business architecture standardized and modernized	Number of integrated statistical systems developed				
		Number of surveys using new sources of data (big data, citizen-generated data)				
	4.3.2 Strengthened ICT capacities	ICT assets introduced to increase the speed and capabilities of data management across the data value chain				
		Number of ICT capacity building initiatives implemented				
	4.3.3 Data sharing enhanced	Number of data sharing agreements between ZIMSTAT and MDAs				



## Annex III: SDG Indicator Gaps

SDG	Target	Indicator Gap
<b>1 End Poverty in all its forms everywhere</b>	<p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day</p> <p>1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p>	<p>1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)</p> <p>1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, new-borns, work-injury victims and the poor and the vulnerable</p> <p>1.5.1 Number of deaths, missing persons and persons affected by disaster per 100,000 people</p> <p>1.5.2 Direct disaster economic loss in relation to global gross domestic product (GDP)</p>
<b>2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture</b>	<p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p> <p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed</p> <p>2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and</p>	<p>2.3.1 Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size</p> <p>2.3.2 Average income of small-scale food producers, by sex and indigenous status</p> <p>2.5.1 Number of (a) plant and (b) animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities</p> <p>2.5.2 Proportion of local breeds classified as being at risk, not-at-risk or at unknown level of risk of extinction</p> <p>2.a.1 The agriculture orientation index for government expenditures</p>

	extension services, technology development and plant and livestock gene banks to enhance agricultural productive capacity in developing countries, in particular least developed countries	
<b>3 Ensure healthy lives and promote well-being for all at all ages</b>	3.a Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate	3.a.1 Age-standardized prevalence of current tobacco use among persons aged 15 years and older
<b>4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</b>	4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	4.5.1 Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated
<b>5 Achieve gender equality and empower all women and girls</b>	5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location
<b>6 Ensure availability and sustainable management of water and sanitation for all</b>		
<b>7 Ensure access to affordable, reliable, sustainable and modern energy for all</b>		
<b>8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b>	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services 8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable	8.2.1 Annual growth rate of real GDP per employed person  8.3.1 Proportion of informal employment in non-agriculture employment, by sex  8.4.1 Material footprint, material footprint per capita, and material footprint per GDP

	<p>consumption and production, with developed countries taking the lead</p> <p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p>	<p>8.4.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP</p> <p>8.5.1 Average hourly earnings of female and male employees, by occupation, age and persons with disabilities</p>
<p><b>9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</b></p>	<p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p> <p>9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p> <p>9.3 Increase the access of small-scale industrial and other enterprises, in developing countries, to financial services, including affordable credit, and their integration into value chains and markets</p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries acting in accordance with their respective capabilities</p> <p>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending</p>	<p>9.1.1 Proportion of the rural population who live within 2 km of an all-season road</p> <p>9.2.1 Manufacturing value added as a proportion of GDP and per capita</p> <p>9.3.2 Proportion of small-scale industries with a loan or line of credit</p> <p>9.4.1 CO2 emission per unit of value added</p> <p>9.5.2 Researchers (in full-time equivalent) per million inhabitants</p>
<p><b>10 Reduce inequality within and among countries</b></p>	<p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard</p> <p>10.c By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent</p>	<p>10.2.1 Proportion of people living below 50 per cent of median income, by age, sex and persons with disabilities</p> <p>10.3.1 Proportion of the population reporting having personally felt discriminated against or harassed within the previous 12 months based on a ground of discrimination prohibited under international human rights law</p> <p>10.c.1 Remittance costs as a proportion of the amount remitted</p>

<p><b>11 Make cities and human settlements inclusive, safe, resilient and sustainable</b></p>	<p>11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums</p> <p>11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p> <p>11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries</p> <p>11.4 Strengthen efforts to protect and safeguard the world’s cultural and natural heritage</p> <p>11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels</p>	<p>11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing</p> <p>11.2.1 Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities</p> <p>11.3.1 Ratio of land consumption rate to population growth rate</p> <p>11.4.1 Total per capita expenditure on the preservation, protection and conservation of all cultural and natural heritage, by source of funding (public, private), type of heritage (cultural, natural) and level of government (national, regional, and local/municipal)</p> <p>11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies</p>
<p><b>12 Ensure sustainable consumption and production patterns</b></p>	<p>12.1 Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries</p> <p>12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p>	<p>12.1.1 Number of countries developing, adopting or implementing policy instruments aimed at supporting the shift to sustainable consumption and production</p> <p>12.3.1 (a) Food loss index and (b) food waste index</p> <p>12.5.1 National recycling rate, tons of material recycled</p> <p>12.6.1 Number of companies publishing sustainability reports</p>
<p><b>13 Take urgent action to combat climate change and its impacts</b></p>	<p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p>	<p>13.1.2 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030</p>
<p><b>14 Conserve and sustainably use the</b></p>		

oceans, seas and marine resources for sustainable development		
15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		
16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels		
17 Strengthen the means of implementation and revitalize the global partnership for sustainable development	17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to significantly increase the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts	17.18.3 Number of countries with a national statistical plan that is fully funded and under implementation, by source of funding

## Annex IV: Thematic Working Groups and the Sectors/MDAS

NDS1 Clusters (Thematic Working Group) and members of each Cluster (NSDS Sectors)

CLUSTER/TWG	TWG CHAIRS AND DEPUTY CHAIRS
<p><b>Economic Growth and Stability</b></p>	<p>Chair of TWG-Ministry of Finance and Economic Development            Co-Chair- Reserve Bank of Zimbabwe  <u>Other Members of the TWG</u>            Ministry of Public Service, Labour and Social Welfare            Ministry of Lands, Agriculture, Water, Fisheries and Rural Resettlement            Ministry of Mines and Mining Development            Ministry of Local Government and Public Works            Ministry of Foreign Affairs and International Trade            Ministry of Environment, Climate, Tourism and Hospitality Industry            Ministry of Transport and Infrastructural Development            Ministry of Youth, Sport, Arts and Recreation            Ministry of Women Affairs, Community, Small and Medium Enterprise Development            Ministry of Information Communication Technology and Courier Services            Ministry of Energy and Power Development            Ministry of National Housing and Social Amenities            Ministry of Industry and Commerce            Zimbabwe Revenue Authority            Zimbabwe National Statistics Agency            Confederation of Zimbabwe Industries            Zimbabwe National Chamber of Commerce            Chamber of Mines            Banker Association of Zimbabwe            Consumer Council of Zimbabwe            SMEDCO            Zimbabwe Gender Commission            ZEPARU            NECF            ZMF            AGRIBANK</p>

	<p>IPEC</p> <p><u>Development Agencies</u>- World Bank, IMF, UNDP, AfDB, ILO</p> <p>Bilateral Development Partners-EU, DfID, USAID, SIDA</p>
<p><b>Food and Nutrition Security</b></p>	<p>Chair of TWG- Ministry of Lands, Agriculture, Water, Fisheries and Rural Resettlement</p> <p>Co-Chair- Ministry of Health and Child Care</p> <p><u>Other Members of the TWG</u></p> <p>Ministry of Industry and Commerce</p> <p>Ministry of Finance and Economic Development</p> <p>Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development</p> <p>OPC</p> <p>Zimbabwe Land Commission</p> <p>GMB</p> <p>AMA</p> <p>ARDA</p> <p>Agribank</p> <p>ZFU</p> <p>CFU</p> <p>ZINWA</p> <p>SIRDIC</p> <p>COTCO</p> <p>Food and Nutrition Council</p> <p>PIB</p> <p>BAZ</p> <p>TIMB</p> <p>IFAD</p> <p>DDF</p> <p><u>Development Agencies</u> –WFP, FAO, UNICEF</p>
<p><b>Infrastructure and Utilities</b></p>	<p>Chair of TWG- Ministry of Transport and Infrastructural Development</p> <p>Co-Chair- Ministry of Energy and Power Development</p> <p>Ministry of Local Government and Public Works</p> <p>Ministry of Industry and Commerce</p> <p>Ministry of Lands, Agriculture, Water, Fisheries and Rural Resettlement</p> <p>Ministry of Finance and Economic Development</p>

	<p>ZESA  ZERA  ZPC  IDBZ  ZINWA  ICT  DDF  <u>Development Agencies: UNDP</u></p>
<p><b>Governance</b></p>	<p>Chair of TWG- Ministry of Justice, Legal and Parliamentary Affairs</p> <p>Co-Chair- Ministry of Foreign Affairs and International Trade</p> <p><u>Other Members of the TWG</u></p> <p>Ministry of Local Government and Public Works  Ministry of Transport and infrastructural Development  Ministry of Foreign Affairs and International Trade  Ministry of Home Affairs and Cultural Heritage  Ministry of Defence and War Veterans Affairs  Zimbabwe Investment and Development Agency  Ministry of Finance and Economic Development</p> <p>Ministry of Information Communication Technology and Courier Services</p> <p>Parliament  Auditor General  ZACC  PSC  NPRC  CPU  OPC  JSC  PSC  NPA  CCZ  ZRP  OPC  ZEC</p> <p><u>Development Agencies &amp; Stakeholders</u> –UNDP, World Bank, ZHRC  <u>Bilateral Development Partners</u>- EU</p>

<p><b>Moving the economy up the Value Chain and Structural Transformation</b></p>	<p>Chair of the TWG- Ministry of Industry, Commerce Co-Chair- Ministry of Mines and Mining Development <u>Other Members of the TWG</u> Ministry of Energy and Power Development  Ministry of Higher and Tertiary Education, Science, Innovation, Science and Technology Development  Ministry of Lands, Agriculture, Water, Fisheries and Rural Resettlement  Ministry of Environment, Climate, Tourism and Hospitality Ministry of Primary and Secondary Education  Ministry of Industry and Commerce and Enterprise Development Ministry of Mines and Mining Development  Ministry of Information Communication Technology and Courier Services Ministry of Finance and Economic Development Ministry of Youth, Sports, Art and Recreation Zimbabwe Investment and Development Agency ZIMTRADE MMCZ <u>Development Agencies-UNIDO, World Bank, AfDB, UNECA</u></p>
<p><b>Housing Delivery</b></p>	<p>Chair of the TWG-Ministry of National Housing and Social Amenities  Co-Chair- Ministry of Local Government and Public Works Other Members  Ministry of Women Affairs, Community, Small and Medium Enterprise Development Ministry of Transport and Infrastructural Development Ministry of Energy and Power Development Ministry of Finance and Economic Development <u>Development Agencies-AfDB, UNDP, UN Habitat</u></p>
<p><b>Health and Wellbeing</b></p>	<p>Chair of the TWG-Ministry of Health and Child Care Co-Chair- Ministry of Public Service, Labour and Social Welfare <u>Other Members of the TWG</u>  Ministry of Women Affairs, Community, Small and Medium Enterprise Development Ministry of Finance and Economic Development</p>

	<p>Ministry of Local Government and Public Works</p> <p>Ministry of Higher and Tertiary Education, Innovation Science and Technology Development</p> <p>Ministry of Primary and Secondary Education</p> <p>Ministry of Youth, Sport, Arts and Recreation</p> <p>DDF</p> <p><u>Development Agencies- World Bank, UNICEF, WHO, UNDP</u></p> <p><u>Bilateral Development Partners- USAID, DfID</u></p>
<p><b>Human Capital Development and Innovation</b></p>	<p>Chair of the TWG- Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development</p> <p>Co-Chair- Ministry of Public Service, Labour and Social Welfare</p> <p><u>Other Members of the TWG</u></p> <p>Ministry of Primary and Secondary Education</p> <p>Ministry of Information Communication Technology and Courier Services</p> <p>Ministry of Finance and Economic Development</p> <p>Ministry of Health and Child Care</p> <p>Ministry of Youths and Sports</p> <p>PSC</p> <p>VCTs</p> <p>Agriculture Training Centres</p> <p><u>Development Agencies -UNICEF, UNDP, UNFPA</u></p> <p>Bilateral Development Partners- EU, DfID</p>
<p><b>Environmental Protection, Climate Resilience and Natural Resource Management</b></p>	<p>Chair of the TWG- Ministry of Environment, Climate, Tourism and Hospitality Industry</p> <p>Co-Chair- Ministry of Mines and Mining Development</p> <p><u>Other Members of the TWG</u></p> <p>Ministry of Lands, Agriculture, Water, Fisheries and Rural Resettlement</p> <p>Ministry of National Housing and Social Amenities</p> <p>Ministry of Finance and Economic Development</p> <p>Ministry of Local Government and Public Works</p> <p>Ministry of Industry and Commerce</p> <p>EMA</p> <p>Chamber of Mines</p> <p>Small Scale Miners Association</p> <p>ZTA</p>

	<p>ZINWA</p> <p>Forestry Commission</p> <p><u>Development Agencies-UNESCO, UNICEF, WFP, FAO</u></p> <p><u>Bilateral Development Partners- GTZ</u></p>
<p><b>Image building, International Engagement and Re-engagement</b></p>	<p>Chair of the TWG-Ministry of Foreign Affairs and International Trade</p> <p>Co-Chair- Ministry of Finance and Economic Development</p> <p><u>Other Members of the TWG</u></p> <p>Ministry of Information, Publicity and Broadcasting Services</p> <p>Ministry of Home Affairs and Cultural Heritage</p> <p>Ministry of Justice, Legal and Parliamentary Affairs</p> <p>Ministry of Youth, Sport, Arts and Recreation</p> <p>Ministry of Environment, Climate, Tourism and Hospitality Industry</p> <p>ZTA</p> <p>OPC</p> <p>Zimbabwe Media Commission</p> <p><u>Development Agencies-UNDP, World Bank, IMF, AFDB</u></p>
<p><b>Devolution</b></p>	<p>Chair of the TWG-Ministry of Local Government and Public Works</p> <p>Co-Chair- Ministry of Lands, Agriculture, Water, Fisheries and Rural Resettlement</p> <p><u>Other Members of the TWG</u></p> <p>Ministry of Women Affairs, Community, Small and Medium Enterprise Development</p> <p>Ministry of Public Service, Labour and Social Welfare</p> <p>Ministry of Mines and Mining Development</p> <p>Ministry of Foreign Affairs and International Trade</p> <p>Ministry of Environment, Climate, Tourism and Hospitality Industry</p> <p>Ministry of Industry and Commerce</p> <p>Ministry of Transport and Infrastructural Development</p> <p>Ministry of Youth, Sport, Arts and Recreation</p> <p>Ministry of Women Affairs, Community, Small and Medium Enterprise Development</p> <p>Ministry of Information Communication Technology and Courier Services</p>

	Ministry of Energy and Power Development Ministry of National Housing and Social Amenities <u>Development Agencies- World Bank, UNICEF, WHO, UNDP</u>
<b>Social Protection</b>	Chair-Ministry of Public Service, Labour and Social Welfare Co-Chair- Ministry of Primary and Secondary Education
<b>Digital Economy</b>	Chair-E-Government and Technology Unit, Office of the President and Cabinet Co-Chair- Ministry of Information Communication Technology and Courier Services <u>Other Members of the TWG</u> Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development Ministry of Finance and Economic Development ZIDA
<b>Youth, Sport and Culture</b>	Chair –Ministry of Youth, Sport, Arts and Recreation Co-Chair- Ministry of Home Affairs and Cultural Heritage

## **Annex V: Summary of Sector Plans for selected MDAs**

- a) Ministry of Lands, Agriculture, Water and Rural Development

**NDS1 Thematic Group:** Food and Nutrition Security

**MANDATE:** Facilitate the growth of a modern, sustainable and viable climate smart agricultural sector and insure adequate nutritious food for the Nation.

**Sectors/MDAs under this Thematic Group:**

- Ministry of Lands Agriculture Fisheries Water and Rural Development (MoLAFWRD)
- Ministry of Health and Child Care (MoHCC)
- Ministry of Industry and Commerce (MoIC)
- Ministry of Finance and Economic Development (MoFED)
- Ministry of higher and tertiary Education, Innovation Science and technology Development (MoHTEISTD)
- Grain Marketing Board (GMB)
- Agricultural marketing Authority (AMA)
- Agricultural Rural and Development Agency (ARDA)
- Zimbabwe Land Commission (ZLC)
- Food and Nutrition Council (FNC)

**PRIORITY INDICATORS**

MDA	Programme	Indicators	Are data for it available? Yes/No	What is needed to ensure their availability?
MoLAFWRD	Food security	<ul style="list-style-type: none"> <li>• Proportion of food insecure people</li> </ul>	Yes	
		<ul style="list-style-type: none"> <li>• % of maize production over total requirements</li> </ul>	Yes	
		<ul style="list-style-type: none"> <li>• % of milk production over total requirements</li> </ul>	Yes	
		<ul style="list-style-type: none"> <li>• % of beef Production over total requirements</li> </ul>	Yes	
		<ul style="list-style-type: none"> <li>• Per capita farm income</li> </ul>	Yes	
	Nutrition Security	<ul style="list-style-type: none"> <li>• Proportion of households accessing safe water</li> </ul>	Yes	
		<ul style="list-style-type: none"> <li>• Proportion of households accessing safe sanitation</li> </ul>	Yes	
		<ul style="list-style-type: none"> <li>• Proportion of children stunted</li> </ul>	Yes	
		<ul style="list-style-type: none"> <li>• Prevalence of childhood obesity</li> </ul>	Yes	

MDA	Programme	Indicators	Are data for it available? Yes/No	What is needed to ensure their availability?
		<ul style="list-style-type: none"> <li>Prevalence of iron deficiency anemia in women of child bearing</li> </ul>	Yes	
	Improved Horticulture Production	<ul style="list-style-type: none"> <li>Value of horticulture products</li> </ul>	Yes	

### STATUS OF SECTOR STATISTICS

Sector/MDA	Challenges (Affecting statistics production and use)	Proposed Priority Strategic Interventions	Expected Outputs
MoLAFWRD	<p>Targets statistics are reported annually thereby affecting quarterly production of reports.</p> <p>Lack of timely (<b>updated</b>) data from ministry programme areas.</p>	<p>Development and maintenance of the Agriculture Information Management System (AIMS) and Knowledge Support System (KSS).</p> <p>Manage the development and maintenance of an <b>updated</b> database of all programme and projects in the Ministry.</p>	<p>Investment and business development in agriculture production. Agro-processing data.</p> <p>Production of the agricultural statistical bulletins.</p> <p>Marketing and trade of agricultural commodities and maintaining a marketing information system (MIS).</p> <p>High Frequency Monitoring Data.</p> <p>Data on monitored and evaluate agricultural projects and programme.</p>
	<ul style="list-style-type: none"> <li>Capacity development /experienced staff/ statisticians.</li> <li>Software issues/license.</li> <li>Hardware.</li> </ul>	<p>Equipping students and extension with statistical skills from the technical colleges.</p> <p>An updated curriculum following education 5.0</p>	<p>Curriculum Development;</p> <p>Production of publications (Manuals, Fliers, Advisories)</p>

Sector/MDA	Challenges (Affecting statistics production and use)	Proposed Priority Strategic Interventions	Expected Outputs
	<ul style="list-style-type: none"> <li>• Conversion of paper based historic data into computer aided information.</li> <li>• Lack of funds to procure high frequency servers</li> <li>• Software issues/ license</li> <li>• Hardware</li> <li>• Capacity/experienced staff/ statisticians.</li> </ul>	<ul style="list-style-type: none"> <li>• Development and management of the Crop Information management System</li> <li>• Collaborations in conducting the Crop and Livestock assessment.</li> <li>• Staff Trainings in data collection.</li> <li>• Incorporate statistics collection as part of AARDS data collection.</li> </ul>	<ul style="list-style-type: none"> <li>• Trained data analyst</li> <li>• Licensed data analysis tools</li> <li>• Crop and Livestock assessment report.</li> <li>• State of crops</li> <li>• Crop performance</li> </ul>
	<ul style="list-style-type: none"> <li>• Hardware and computer to capture the statistics</li> <li>• Budget for ICT equipment</li> <li>• Platform for capturing statistics</li> <li>• Database</li> <li>• Long turnaround times for statistics.</li> <li>• Service level agreements on statistics with providers and ZimStat.</li> </ul>	<ul style="list-style-type: none"> <li>• ICT Equipment including Personal Digital Assistant gadgets (PDAs).</li> <li>• Staff Capacity Building.</li> <li>• Statistical Packages.</li> </ul>	<ul style="list-style-type: none"> <li>• Equipment statistics.</li> <li>• Productivity index based on equipment.</li> <li>• GIS Disaggregated statistics.</li> </ul>

Sector/MDA	Challenges (Affecting statistics production and use)	Proposed Priority Strategic Interventions	Expected Outputs
	<ul style="list-style-type: none"> <li>• Development of the LIMS require the corporation and coordination of multi-players which includes ZRP and ZINARA.</li> <li>• Updating of the data on information system is not in real time.</li> <li>• Private players conduct specialist services to the livestock industry and the data is not availed to the ministry.</li> <li>• Various report on Design and adaptive research trials; are conducted and not availed to the ministry.</li> <li>• Dissemination of livestock information on private and public platforms.</li> </ul>	<ul style="list-style-type: none"> <li>• Census of Livestock</li> <li>• Development and management of the Livestock Information Management system (LIMS).</li> <li>• Development of progress tracking standards on animal and public health, food safety, animal welfare and the proper use of veterinary medicines.</li> <li>• conduct risk analyses for animals and animal products for the purposes of trade.</li> </ul>	<ul style="list-style-type: none"> <li>• Vaccine production statistics.</li> <li>• Wildlife veterinary services statistics.</li> <li>• Tsetse eradication statistics.</li> <li>• Livestock Herd</li> </ul>
	<ul style="list-style-type: none"> <li>• Data on the number of farms that have been surveyed is not up to date.</li> </ul>	<ul style="list-style-type: none"> <li>• Development and Management of the Land Information Management System (LIMS)</li> <li>• Purchase of drones to assist in the production of cadaster maps.</li> </ul>	<ul style="list-style-type: none"> <li>• Data on 99 Year leases produced.</li> <li>• Data on A1 permits issued.</li> </ul>
	<ul style="list-style-type: none"> <li>• Outdated machinery in conducting land surveys.</li> <li>• Lack of updated Cadastral or spatial data.</li> <li>• Production of tenure documents is currently not automated.</li> <li>• Poor network systems to produce and geodetic control</li> </ul>	<ul style="list-style-type: none"> <li>• Examine and approve cadastral survey records.</li> </ul> <p>Conduct cadastral surveys of state land;</p> <p>Produce topographic base and thematic maps;</p> <p>Conduct densification and maintenance of the National Geodetic control network; and</p>	<ul style="list-style-type: none"> <li>• Survey of 500 A2 farms</li> <li>• Re affirmation of international boundaries</li> <li>• e-cadastre</li> <li>• Generation of new 1:25000 topographic base</li> </ul>

Sector/MDA	Challenges (Affecting statistics production and use)	Proposed Priority Strategic Interventions	Expected Outputs
		Commission and maintain Zimbabwe's International boundaries.	
	<ul style="list-style-type: none"> <li>• Staffing.</li> <li>• Data collection, is not supported by a policy framework</li> <li>• RWIMS is not recognised in sector policies or monitoring plans.</li> <li>• brain drain-lack of personnel to conduct data collection.</li> <li>• limited sustainable financing and monitoring.</li> </ul>	<p>Development and Management of the Rural Wash Information Management System (RWIMS).</p> <p>Connect the RWIMS to the Agriculture Information Management System (AIMS)</p> <p>of the Plan, develop and manage all water infrastructure in the country to cover both medium to large dams, water supply stations and conveyance systems;</p> <p>Ensure that ZINWA provides irrigation water in consultation with other stakeholders;</p>	<ul style="list-style-type: none"> <li>• Dam construction</li> <li>• Dam inspection</li> <li>• Borehole drilling for irrigation</li> <li>• Borehole drilling for irrigation</li> </ul>

## ACTION PLAN

Interventions	Activities	Timeframe	Resources/Cost	Responsible centre
Develop Agriculture Information Management System (AIMS)	<ul style="list-style-type: none"> <li>Updating of the Crop Information Management System</li> </ul>	Annually	Government of Zimbabwe	Ministry of Lands, Agriculture, Fisheries, water and Rural Development
	<ul style="list-style-type: none"> <li>Updating of the Livestock Information Management System</li> </ul>			
	<ul style="list-style-type: none"> <li>Updating of the land Information Management System</li> </ul>			
	<ul style="list-style-type: none"> <li>Updating of the High Frequency Monitoring System</li> </ul>			
	<ul style="list-style-type: none"> <li>Updating of the Water Information Management System</li> </ul>			
Initiate Rural Wash Information management system	<ul style="list-style-type: none"> <li>Water point data</li> <li>Village water data</li> <li>School water and sanitation data</li> <li>Health institution data</li> </ul>	Annually	Government of Zimbabwe	Ministry of Lands, Agriculture, Fisheries, water and Rural Development
Updating of the Agricultural Statistical Bulletin	<ul style="list-style-type: none"> <li>Stakeholder consultations</li> <li>Updating data from ministry departments.</li> </ul>			

### b) Ministry of Primary and Secondary Education

**NDS1 Thematic Working Group:** Human Capital Development and Innovation

**Mandate:** To develop Sector plans which provide data on the educational system and innovation required for the monitoring and evaluation of NSDS III and NDS1 indicators under this theme

**Sectors/MDAs under this Thematic Group:**

- Ministry of higher and tertiary Education, Innovation Science and technology Development (MoHTEISTD)

- Ministry of Public Service, Labour and Social Welfare (MoPSLSW)
- Ministry of Primary and Secondary Education (MoPSE)
- Ministry of Information Communication Technology and Courier Services (MoICTCS)
- Ministry Finance and Economic Development (MoFED)
- Ministry of Health and Child Care (MoHCC)
- Ministry of Youths and Sports (MoYS)
- Public Service Commission (PSC)

#### PRIORITY INDICATORS

Sector/MDA	Indicators	Are data for it available? Yes/No	What is needed to ensure their availability?
MoPSE	<ul style="list-style-type: none"> <li>• % increase of Access to ECD (17% - 20% from 2022 – 2025)</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	
	<ul style="list-style-type: none"> <li>• % increase to Access to Junior Schools (83% - 86% from 2022 – 2025)</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	
	<ul style="list-style-type: none"> <li>• % increase to Access to Secondary Schools (61% - 63% from 2022 – 2025)</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	
	<ul style="list-style-type: none"> <li>• % increase to Non-Formal Education (NFE) Access to NFE (95,000 – 110,000)</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	
	<ul style="list-style-type: none"> <li>• Access to TVET (13,000 – 15,000)</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	
	<ul style="list-style-type: none"> <li>• Reduction drop-out rates (60% - 80%)</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	
	<ul style="list-style-type: none"> <li>• Increase in Transition Rates (94% - 98%)</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	
	<ul style="list-style-type: none"> <li>• Improved Literacy Rates (92% - 93%)</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	
	<ul style="list-style-type: none"> <li>• Grade 7 Pass rate increases (53% - 56%)</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	
	<ul style="list-style-type: none"> <li>• Improved O'Level Pass</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	

	rates (45% - 48%)		
	<ul style="list-style-type: none"> <li>Improved A'Level pass Rates (87% - 92%)</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	

### STATUS OF SECTOR STATISTICS

Sector/MDA	Challenges (Affecting statistics production and use)	Proposed Priority Strategic Interventions	Expected Outputs
MoPSE	<ul style="list-style-type: none"> <li>Financing to provide administrative data on education</li> </ul>		
	<ul style="list-style-type: none"> <li>Impacts of Covid-19; lack of surveys to determine the impacts of covid-19 throughout the country</li> </ul>		
	<ul style="list-style-type: none"> <li>Institutional Capacity lacking in the collaboration with other MDAs (MoHCC, MoHTEISTD, MoICTCS, MoPSLSW) regarding multi-sectoral dimensions which include health, teacher's capacity development, ICT, disaster risk reduction and infrastructural development</li> </ul>	<ul style="list-style-type: none"> <li>Statistical data on improved schools infrastructure and capacity building</li> </ul>	<ul style="list-style-type: none"> <li>National School Infrastructure Development Plan, guidelines for school infrastructure and new schools constructed</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of inclusivity in terms of data on marginalized learners</li> </ul>		

### ACTION PLAN

Interventions	Activities	Timeframe	Resources/Cost	Responsible centre
---------------	------------	-----------	----------------	--------------------

Develop National School Infrastructure Development Plan	<ul style="list-style-type: none"> <li>• Conduct a survey of the state of Schools Infrastructure in the Country</li> <li>• Determine the cost of National Schools Infrastructure</li> <li>• Provide Infrastructure statistics to the Ministry authorities</li> </ul>			
Construction of New Schools	<ul style="list-style-type: none"> <li>• Conduct surveys of distances between residences with school going children and current schools</li> <li>• Determine locations (rural and urban) of the proposed schools</li> </ul>			
Development of Laboratories and workshops in schools	<ul style="list-style-type: none"> <li>• Carry out a survey to determine the location in rural and farming areas prioritized for new science and mobile laboratories</li> </ul>			
Increase the number of satellite schools registered	<ul style="list-style-type: none"> <li>• Survey to determine the establishment of unregistered schools</li> <li>• To register the location and the number of satellite schools</li> </ul>			
Development of distance learning centers	<ul style="list-style-type: none"> <li>• Survey to determine the location of distance learning centers</li> </ul>			
Development of Boarding facilities for learners	<ul style="list-style-type: none"> <li>• Survey to select targeted schools for boarding facilities</li> </ul>			

## Annex VI: References

1. E. Hermouent , Modernization of Statistical Systems, Global Initiatives, Statistics Division, ESCAP
2. Emmanuel Letouzé et al (2015): PARIS21- Official Statistics, Big Data and Human Development: Towards a New Conceptual and Operational Approach
3. COD/Stat Com-Africa (2015): Transformative Agenda for Official Statistics: A collaborative Initiative for the Modernization and Integration of Statistics, Second Joint Session, 26-28 November 2015, Libreville, Gabon
4. Paris21 (2018): NSDS Evaluation Tool: Users Guide
5. Paris21 (2018): Assessing the Capacity of the National Statistical Systems: A User's Guide.
6. Paris21 (2018): Measuring Statistics Capacity Development, Review of the Current Practices and Ideas for the Future, Discussion Paper # 11.
7. SHaSA 2 (2017): Strategy for the Harmonization of Statistics in Africa, 2017-2026
8. Statistics Canada (2019): Statistics Canada Data Strategy, 2019 – 2022
9. World Bank: Statistical Performance Indicator:  
<https://data.worldbank.org/indicator/IQ.SPI.OVRL?locations=ZW>
10. ZIMSTAT & UN Women (2021): Evaluation of the Zimbabwe National Strategy for the Development of Statistics (NSDS) II, 2016-2020, from a Gender Perspective.
11. ZIMSTAT (2016): National Strategy for the Development of Statistics (NSDS II)
12. ZIMSTAT (2022) NSDS II End of Term Evaluation Report (not published)
13. ZIMSTAT (2022) NSS Assessment Report (not published)



