



**Republic of Malawi**

## **National Statistical Office**

### **STRATEGIC PLAN**

**2017 – 2022**

July, 2017

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## **Preface**

In 2011, the Government of Malawi revised the first Malawi Growth and Development Strategy (MGDS) into the second MGDS (MGDS II). The MGDS II was the overarching operational medium term strategy designed to attain the national vision of transforming the country from predominately importing and consuming economy to predominately manufacturing and exporting economy. The MGDS II expired in June, 2016 and MGDS III came in as a successor to the MGDS II. Just like the MGDS II, the Malawi Growth and Development Strategy III (MGDS III) is a medium-term strategy agenda for government that is designed to attain Malawi's mid-term objectives. The strategy covers a period of five years from 2017 – 2022. The MGDS III seeks to continue the reduction of poverty through sustainable socio-economic growth and infrastructure development.

Within the MGDS III, NSO is clearly identified as one of the core institutions in monitoring and evaluating the implementation of the MGDS III and tracking progress towards realizing the goals set out in the strategy. The Government of Malawi and development partners are fully aware of the role of better statistics to inform the design, implementation and eventual evaluation of development programs. In order to address statistics needs in the MGDS III, NSO strategically aligns its statistical activities to address the requirements of both the public and private sectors during the period 2017-2022. A well-resourced statistical office is vital for the production of timely and high quality statistics. It is therefore important that the NSO operates with a well-trained, motivated staff and fully financed resources that together will be responsive to the statistical data users' needs. Special thanks should go to our development partners and government Ministries and departments who have been very supportive in the implementation of the previous strategic plans. Finally, I would like to thank all who supported the development of this strategic plan.

Honourable Goodall Gondwe, MP

Minister of Economic Planning and Development

## Foreword

This Strategic Plan presents strategies and activities that will guide NSO from 2017 to 2022. The strategic plan will enable NSO to meet the demand for the provision of coordinated, timely and high quality statistical information. Statistics are vital for proper design of policies; efficient resource allocation and mobilization; sound decision making; and evaluation of development programmes. This strategic plan also advocates for better utilization of statistics by all stakeholders. The strategic plan has been aligned to local and international development frameworks such as MGDS III and SDGs respectively. The strategic plan further adheres to principles and recommendations of Strategy for Harmonization of Statistics in Africa (SHaSA), African Charter on Statistics (AfCS) and the United Nations Fundamental Principles for Official Statistics (UNFPOS) to meet regional and international standards on statistics.

Six goals will be pursued in the implementation of the strategic plan. First, NSO will ensure continuous provision of timely and high quality statistics that will respond to user needs. Second, NSO will coordinate statistical production processes in the country in order to effectively deliver improved statistical services. Third, NSO will enhance public confidence in statistics. Fourth, NSO will enhance user-focused service delivery. Fifth, NSO will establish an organized, increased and sustainable funding base. Lastly, NSO will continue to improve organization capacity.

The strategic plan comprises five chapters. Chapter one describes the background of NSO. Chapter two outlines the vision, mission statement and core values. Chapter three highlights the situation analysis. Chapter four depicts goals and strategies. Chapter five presents the multi-year statistical activity plan, budget and the logical framework.

I would also like to extend my appreciation to NSO members of staff and all stakeholders for their support in the development of this strategic plan. This plan has been developed with financial and technical support from the Government of Malawi and UNICEF.

Mercy Kanyuka (Mrs)

**COMMISSIONER OF STATISTICS**

## **Abbreviations and Acronyms**

AfCS African Charter on Statistics

BOP Balance of Payments

CAPI : Computer Assisted Personal Interview

CPI : Consumer Price Index

DHS : Demographic and Health Survey

EBPM : Evidence-Based Policy Making

IIP : Index of Industrial Production

KRA : Key Result Areas

LFS : Labour Force Survey

MASEDA : Malawi Socio-Economic Database

MGDS : Malawi Growth and Development Strategy

NSO : National Statistical Office

NSS : National Statistical System

PED : Performance Enforcement Department

PPIS : Producer Price Index Survey

QAF : Quality Assurance Framework

SDGs : Sustainable Development Goals

SHaSA : Strategy for Harmonization of Statistics in Africa

SWOT : Strengths, Weaknesses, Opportunities and Threats

### **Executive Summary**

The National Statistical Office (NSO) has been implementing its activities based on strategic planning since 1996. Each of these strategic plans covers a five-year period. The current strategic plan covers the period 2017-2022 and outlines the vision, the mission, core values, goals and factors determining successful achievement of the set goals. The vision is to develop and operate a statistical office that is highly reputable and reliable in all its activities, processes and products. The NSO mission is to provide high quality and timely statistical information through carrying out of censuses and surveys, setting statistical standards and to promote dissemination and use of statistics for policy formulation, decision-making, research, transparency, and general public awareness. The NSO core values are: statistical excellence, confidentiality, integrity and scientific independence; comparability; transparency and accountability; gender sensitivity and responsiveness to user needs.

The strategic plan outlines six goals as follows: - continuous provision of coordinated, timely and high quality statistics; coordinate production of statistics; enhanced public confidence in statistics; enhanced user-focused service delivery; established organized, increased and sustainable funding base and continuous improvement of organizational capacity. It is anticipated that at the end of the planning period, NSO will have timely and high quality statistics; assumed leading role in the production of statistics; functional, organized, increased and sustainable funding base; and sufficient and productive human resource. The strategic plan will continuously be monitored and periodically evaluated through setting up a monitoring and evaluation system. Successful implementation of the strategic plan will depend on adequate human resource capacity; efficient statistical common service; improved information technologies; up-to-date legislation; responsiveness to user needs; adequate financial resources and support from stakeholders such as Ministry of Finance and Development Planning, Office of President and Cabinet, Department of Public Service Management, the Law Commission, development partners and the general public

## **1.0 INTRODUCTION**

This revised Strategic Plan is the fifth to be developed by the National Statistical Office (NSO) to give the office a clear and focused direction in the effective implementation of its programs in order to achieve its mandate. The first Strategic Plan was developed to cover the period 1996 – 2000, the second was for 2002 – 2006, and the third covered the period 2007 – 2011 and the fourth one which has just been reviewed covered the period 2012 – 2016. The Plan seeks to provide a roadmap for NSO which is in tandem with the Malawi Growth and Development Strategy III (MGDS III) for 2017 – 2022 as a medium-term strategic development framework for Malawi and is expected to form a foundation and basis for its future planning programs.

The development of this Strategic Plan builds on the implementation of the 2012 – 2016 Strategic Plan based on the successes registered and lessons learnt.

The development of this Strategic Plan is an outcome of wide stakeholders' consultations that took place in all the three Regions of the country seeking their views on the operations of NSO and how they perceive its usefulness in the provision of relevant data and information for developmental initiatives. The stakeholders that were consulted included officials from government institutions, i.e. ministries, departments and other government agencies (MDAs), private sector, Non-Governmental Organizations (NGOs) and UN Agencies.

## **2.0 STRATEGIC OVERVIEW**

The review of the 2012 – 2016 Strategic Plan has been done in order to articulate the evolving role of the National Statistical Office in supporting the implementation of the Malawi Growth and Development Strategy III (MGDSIII) and the domestication of the Sustainable Development Goals (SDGs) and Agenda 2063 for Africa. As a government agency which is mandated to ensure the production of quality and timely official statistics as well as coordinating and managing the National Statistical System (NSS), it will ensure that it develops a coherent, reliable, efficient and demand-driven NSS that supports the country's development initiatives.



In order to support the implementation of the MGDSIII, there is need for NSO to:

- Develop new methodologies and data to cover emerging development challenges such as measuring inequality, climate change, governance and security issues
- Breakdown data and disaggregate further by gender, age, geography, special social groups, etc. in order to better understand the living conditions of the most vulnerable
- As sustainable development is based on the three pillars of the economy, environment and social conditions, there will be need for integrated statistics and statistical information to provide considerable analytical benefits
- Explore new data sources – big data- for their suitability to monitor sustainable development. The role of official statistics in this context will be to ensure quality and sustainability.

In response to the above emerging developments and the strategic imperatives of Government as encapsulated in the MGDS III, NSO's vision, mission and core values have been determined to provide overall direction and inspiration in meeting and exceeding the objectives of its mandate. Its vision, mission and core values are as outlined below.

## **2.1 Vision, Mission and Core Values**

### **2.1.1 Vision**

In support of government's aspirations, this Strategic Plan reflects the vision for the National Statistical Office as: *“To be a highly reputable and reliable statistical office”*

### **2.1.2 Mission**

*“To provide high quality and timely statistical information through carrying out of censuses and surveys, setting statistical standards and promote dissemination and use of statistics for policy formulation, decision-making, research, transparency, and general public awareness.”*

### **2.1.3 Core Values**

#### **2.1.3.1 Statistical Excellence**

NSO shall continuously improve its technical and quality standards to foster a professional organization and provide leadership for the National Statistical System

#### **2.1.3.2 Confidentiality**

NSO shall guarantee absolute protection of the private life and business interests of data providers in accordance with the existing National and International Statistics Acts.

#### **2.1.3.3 Integrity**

NSO shall perform its functions with utmost honesty and will further ensure that methods, concepts and definitions used in statistical operations are selected within its authority without any interference.

#### **2.1.3.4 Comparability**

NSO shall ensure comparability of statistics at all levels through the application of nationally and internationally agreed and accepted standards as outlined in SHaSA, AfCS and UNFPOS.

#### **2.1.3.5 Transparency and Accountability**

NSO shall ensure that its members of staff discharge their duties in an honest and open manner, whilst being mindful of the confidentiality of privileged information, and will collectively be held accountable by taking ownership of the statistics developed, processed and produced by accepting responsibility for their actions.

#### **2.1.3.6 Gender Sensitive**

NSO shall continue to produce and disseminate gender disaggregated data at all relevant areas of statistics

#### **2.1.3.7 Impartiality**

NSO shall analyze, produce, disseminate and comment on official statistics in line with the principle of scientific independence, and in an objective, professional and transparent manner.

#### **2.1.3.8 Coordination and Collaboration**

NSO shall advocate for coordination and collaboration amongst statistical producers within Malawi and with other countries and international institutions to achieve consistency and efficiency in the statistical system. NSO shall further cooperate with development partners in upgrading statistical production systems in the country.

#### **2.1.3.9 Timeliness**

NSO shall ensure prompt production and dissemination of high quality statistical data and information

## **2.2 LEGISLATIVE AND OTHER MANDATES**

### **2.2.1 Legislative Mandate**

The NSO derives its mandate from the National Statistics Act, 2013 which established it to be a central depository of all official statistics produced in the country. According to the Act is mandated to collect, analyze, publish and disseminate official statistics for evidence-based policy formulation, decision making, monitoring and evaluation of development programs. The Act also empowers NSO to raise public awareness about the importance and role of statistical information and promote the use of best practices and international standards in statistical production, management and dissemination.

## 2.2.2 Policy Mandate

### 2.2.2.1 The Malawi growth and Development Strategy III

The Malawi Growth and Development Strategy III (MGDS III) is a medium-term strategy agenda for government that is designed to attain Malawi's mid-term objectives. The strategy covers a period of five years from 2017 – 2022. It is the successor to the MGDS II which expired in June, 2016 as a visionary blueprint for government. The MGDS III seeks to continue the reduction of poverty through sustainable socio-economic growth and infrastructure development.

The Strategy recognizes the role of NSO in enhancing the implementation of the MGDS III by providing appropriate and relevant statistical data for systematic bench-marking and performance tracking through the Indicator Framework. NSO will therefore ensure that adequate resources are provided for data generation and management, and that this data is accessible and made available to institutions for developmental initiatives.

## 2.2.3 Other Mandates

### 2.2.3.1 Global and Regional Instruments on Statistics (MAPS and BAPS)

The operations of NSO are supposed to be compatible with other regional and international instruments on statistics since demand for official statistics is driven by the global, regional and national commitments to equitable and sustainable development. These include the Marrakech Action Plan for Statistics (MAPS) of 2004 and the Busan Action Plan for Statistics (BAPS) of 2011 as some of the initiatives that are considered in response to the increasing demand for statistics.

MAPS advocates, inter alia, for the mainstreaming of the strategic planning of statistical systems thus providing grounds for the building of the National Strategies for the Development of Statistics (NSDS). The Regional Reference Strategic Framework for Statistical Capacity Building in Africa (RRSF) was an African initiative designed to contribute to improved relevance of statistics that meet the users' needs, improvement of the management of statistical systems and ensuring that the development of statistics on the continent is irreversible and sustainable.

### 2.2.3.2 The African Charter on Statistics

In 2009, the African Heads of State and Government passed the African Charter on Statistics, thus providing a framework for the African Statistical System. In 2010, the Strategy for the Harmonization of Statistics in

Africa (SHaSA), a document that gives effect to the implementation of the African Charter on Statistics was passed. In 2014– the United Nations Fundamental Principles of Official Statistics was endorsed by the UN General Assembly. Locally, the Malawi Growth and Development Strategy III has defined specific and increased needs for official statistics.

### ***3.0 OVERVIEW OF THE IMPLEMENTATION OF THE 2012 – 2016 STRATEGIC PLAN***

The previous 2012 – 2016 Strategic Plan laid down a clear and focused direction for efficient and effective delivery of its programs in order to achieve its mandate. The Plan articulated the Vision, Mission, Core Values, Key Result Areas and Strategic Outcomes and Targets to be achieved. It also prescribed mechanisms for assessing performance of the Fund.

Based on an analysis of the implementation of the 2012 – 2016 Strategic Plan, there are remarkable achievements, challenges, and lessons learnt that are worth noting on which this Strategic Plan builds on. These are as follows:

#### **3.1 Achievements, Challenges and Lessons Learnt**

The review on the implementation of the 2012 – 2016 Strategic Plan focused on the following specific goals that were intended to be achieved:

- Ensure continuous provision of coordinated, timely and high quality statistics to satisfy user needs
- Coordinate production of statistics
- Enhance public confidence in statistics
- Enhance user-focused service delivery
- Establish an organized, increased and sustainable funding base
- Continue to improve organizational capacity

The successful implementation of the Plan was underscored by continuous monitoring and evaluation of programs, a vigilant statistical common service; use of available information technologies; revised legal framework; and responsiveness to user needs. Whilst NSO can attribute some successes in the implementation of the Plan, the institution experienced some challenges and learnt some lessons in the process which have informed the development of this Plan. Table 1 below is a summary of some achievements, challenges and lessons learnt.

Table 1: Achievements, Challenges and Lessons Learned

Achievements	Challenges	Lessons Learned
<ul style="list-style-type: none"> <li>• NSO was able to conduct sixteen (16) crucial surveys and compilation of National Accounts. Surveys include Welfare Monitoring (WMS) and maintenance of a web based food and agriculture database, Labour Force Survey (LFS, 2013), MES, 2014, BBSS, 2014, DHS, 2015, IHS4, IHPS, AES, CPI, BIR, BOP, PPI.</li> <li>• Compilation of Monthly Statistical Bulletin on Prices, Agriculture, Finance, Industrial Production, Transport &amp; External Trade, Quarterly Statistical Bulletin, Malawi in Figures and Statistical Year Book</li> <li>• Disseminated data &amp; information electronically through Malawi Socio-Economic Database (MASEDA) &amp; CountrySTAT,</li> <li>• Developed, published and promoted the use of a comprehensive Quality Assurance Framework (QAF)</li> <li>• Developed, published and facilitated an orientation on the use of the Compendium of Statistical Concepts and Definitions</li> <li>• Procured some office equipment (computers, printers, UPSs, &amp; Servers) and x motor vehicles</li> <li>• Filled some vacant posts (--) and facilitated ---training programs</li> <li>• Introduced Computer Assisted Personal Interviewing (CAPI) and Personal Digital Assistants (PDAs) for data collection in some surveys such as WMS 2014, DHS 2015, and IHS4 2015/2016</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate financial resources with low annual budget allocations</li> <li>• Inadequate capacity to update key baseline data to develop proper benchmarks for most sectors</li> <li>• Major national surveys tied to financial and technical support of development partners</li> <li>• Investment in data generation and management not taken as a national priority</li> <li>• Lack of demand for data at national level for results-based monitoring and reporting</li> <li>• Frequent breakdown of aged fleet of vehicles coupled with high maintenance costs</li> <li>• Respondent fatigue from exposure to numerous surveys</li> <li>• High vacancy rate</li> <li>• Unpredictability of development partners' funds disbursement</li> <li>• Frequent power outages</li> <li>• Inadequate capacity of NSO to regularly monitor performance of key development indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Having a professional, vibrant and gender sensitive workforce at the NSO is critical to performance improvement and delivery of quality services</li> <li>• <b>Setting realistic and achievable targets is essential for tracking progress</b></li> <li>• <b>Successful implementation of a strategic plan requires commitment of top management including involvement of relevant stakeholders where necessary</b></li> <li>• <b>Availability of baseline data is crucial for monitoring progress in the implementation of the strategic plan</b></li> <li>• <b>Mobilization of adequate financial resource is key to successful implementation of programs</b></li> </ul>

## 4.0

## STRATEGIC ANALYSIS

The strategic analysis highlights the internal and external situation analysis of the environment in which the NSO operates from by looking at its possible Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis). The analysis also takes into account lessons learnt during the implementation of the 2012 – 2016 Strategic Plan. The Strategic Analysis thus provides a rationale for the changes in conditions that are material in both performance and organizational environments that compelled the NSO to review and revise its strategic plan.

It considers the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that have significant impact on the effective delivery of NSO's services to the users of official statistics. Specifically, the strategic analysis centres on issues that impact on the identified Key Focus Areas of the NSO on which it will be held accountable. Thus, apart from assessing the achievements, challenges and lessons learnt, efforts were also made to identify and/or clarify the Key Result Areas or Key Focus Areas of the NSO based on its mandate.

### **4.1 Key Result Areas**

In order to create a clear and more focused direction in the preparation of the successor plan, NSO identified Key Result Areas (KRAs) which formed the basis for the determination of revised strategic outcomes. In a nutshell, Key Result Areas are primary responsibilities of the NSO where it is held accountable for reporting results to the Office of the President and Cabinet through the Performance Enforcement Department (PED). This means that if NSO does not generate and disseminate official data and information, and fails to manage the National Statistical System as mandated by the Act, the same will not be done by any other institution because they are activities directly under its control. It is therefore imperative that NSO should identify and/or clarify its primary roles and develop realistic and achievable strategic outcomes, outcome targets and related outputs that will enable it to achieve its mandate.

Based on its mandate as spelt out in the National Statistics Act, 2013 the following were identified as its Key Result Areas:

- Production and dissemination of statistical information which is aligned with user requirements
- Coordination and management of the National Statistical System
- Promotion of usage of statistical data and information for evidence-based policy development and decision making
- Raising of public awareness on importance and role of statistical information
- Provision of management and Administration Services

Below is a brief description of each Key Result Area.

### **Key Result Area 1: Production and dissemination of official statistical information**

The production and provision of high quality statistics in a coordinated manner plays a pivotal role in the country's efforts to give guidance in monitoring and evaluation of development programs in line with the National Development Plan (MGDS III). NSO will thus strive to produce statistical information that meet and satisfy user requirements. This will be achieved by regularly assessing user needs and undertaking awareness programs, feedback and dissemination mechanisms with all its key stakeholders. NSO will also ensure that its current data accessibility and dissemination policy is enhanced with a view to keeping pace with international standards. The NSO will also take lead in the process of providing data for the global initiative towards measuring socio-economic growth and development through the domestication of Sustainable Development Goals\_2030 and Agenda 2063\_The Africa We Want.

### **Key Result Area 2: Coordination and Management of the National Statistical System**

The National Statistics Act, 2013 spells out the role of NSO in coordinating the National Statistical System. This entails the development of technical as well as other requisite capacities for the production and use of statistical data and information for the country. NSO will therefore enhance coordination and collaboration with the producers of official statistics through an elaborate mechanism for monitoring, reporting and information sharing. Such mechanisms would ensure that standards and methods are promoted among the stakeholders within the NSS with NSO providing technical advice. This will ensure that the NSS is strengthened through the development and improvement of management systems for statistical information.

### **Key Result Area 3: Promotion of usage of statistical data and information**

NSO is mandated by the National Statistics Act, 2013 to promote the use of statistical data and information, particularly for evidence-based policy design, monitoring and evaluation and decision making. Evidence-Based Policy Making (EBPM) is based on the premise that policy decisions should better be informed by the best available evidence and should include national analysis. EBP is inspired by the desire to improve socio-economic and environmental outcomes through the application of reliable knowledge. Thus, it is much about institutional development as about data and skills. Based on this understanding NSO will ensure that data users are sensitized on the importance and usage of statistical data and information in all their programs. It will therefore establish a database to enable data users, researchers and decision makers access reliable data and information at their fingertips when conducting management and policy issues through this central depository of official national statistics. The value proposition for Evidence-Based Policy making is that policy settings can be improved on the basis of high-quality evidence. There is growing



support, worldwide, for using evidence to inform policy decisions to guide the implementation of socio-economic development programs.

In particular, NSO recognizes the growing appreciation and demand for quality evaluation to support policy and programming decisions. This is a great emerging opportunity in the external NSO environment that matches well with the internal technical strength in analysis of large data sets and evaluations. With technical support from Johns Hopkins University, the NSO has successfully pioneered the National Evaluation Platform (NEP) as a vehicle to support the health sector with robust evaluations since 2013. The response from the principal client (Ministry of Health) and its partners has been very good. With increasing interest at SDG level to explain how and why certain interventions work, the NEP presents a great opportunity for NSO to expand its scope to support policy and program evaluations beyond providing the traditional standard statistical data. Through this strategic plan, the NSO will therefore seek to expand its scope as an independent evaluation service provider to various government and development partner stakeholders, using the NEP platform.”

#### **Key Result Area 4: Raising of public awareness on importance and role of statistical information**

In order for the public to access vital information they need to know its existence, where and how they can access that information and the economic benefit in using that statistical information. NSO will therefore ensure that the general public is sensitized on the importance and role of statistical data and information that it generates through the use of various media.

#### **Key Result Area 5: Provision of Management and Administration Services**

The successful execution of the mandate of NSO will hinge on availability of requisite capacity coupled with a conducive working environment. Institutional capacity includes availability of human resource (in terms of both numbers as well as skills and competences), adequate financial and material resources, will and equipment, ICT, Systems and innovations. These will simultaneously play a key role in the achievement of the desired outcomes that the institution envisages. NSO will in this respect intensify capacity building efforts on several fronts that include the development and implementation of the human resource development (HRD) programs, creation of a sustainable financial resource base, as well as moving towards an autonomous status, among others.

## 4.2 SWOT Analysis

As elucidated at 4.0, paragraph 2 above, the SWOT Analysis considers the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that have significant impact on the effective delivery of NSO's services to the users of official statistics. Specifically, the strategic analysis centres on issues that impact on the identified Key Result Areas highlighted above.

KRA	Strengths	Weaknesses	Opportunities	Threats
Production and dissemination of official statistical information	<ul style="list-style-type: none"> <li>• It is backed by the National Statistical Act, 2013</li> <li>• Has government support</li> <li>• Availability of qualified staff</li> <li>• Existence of vibrant operational structures</li> <li>• Availability of data warehousing, dissemination and archival tools</li> <li>• Widely recognized NSO long standing expertise handling analyses of large data sets and its experience leading policy and program evaluations through the National Evaluation Platform (NEP) in the past 4 years</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate capacity (Human and financial resources)</li> <li>• Overdependence on donor funding</li> <li>• Inadequate coordination of household surveys</li> <li>• Lack of coordination between NSO and other data producers</li> </ul>	<ul style="list-style-type: none"> <li>• Growing demand for statistical data by policy makers, researchers, business community, international organizations and the general public</li> <li>• Growing demand for quality evaluation among policy makers to inform programming and policy choices</li> <li>• Advancements in technology</li> <li>• Public service Reform initiatives</li> <li>• Availability of donor funding</li> <li>• Availability of training institutions for capacity building</li> <li>• Existing cooperation with media institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Donor fatigue</li> <li>• Respondents fatigue</li> <li>• Low appreciation of statistical information</li> <li>• Competition with other data producers</li> <li>• Government bureaucracy</li> <li>• Economic down turn</li> <li>• Inadequate local financial support</li> <li>• Staff turnover</li> <li>• Expectation of rewards by respondents</li> </ul>

Coordination and Management of the National Statistical System	<ul style="list-style-type: none"> <li>• It is backed by the National Statistical Act, 2013</li> <li>• Availability of the Common Statistical Service</li> <li>• Availability of qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>• Poor coordination within the Common Statistical Service</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of advanced technology</li> <li>• Increased demand for statistics</li> <li>• Increase access and use of electronic devices</li> </ul>	<ul style="list-style-type: none"> <li>• Low appreciation of statistical data</li> <li>• Government bureaucracy</li> <li>• Donor fatigue</li> <li>• Respondents fatigue</li> <li>• Limited financial resources from government</li> </ul>
Promotion of usage of statistical data and information	<ul style="list-style-type: none"> <li>• Availability of effective operational systems</li> </ul>	<ul style="list-style-type: none"> <li>• Unstandardized dissemination guidelines of official statistics</li> </ul>	<ul style="list-style-type: none"> <li>• Existing cooperation with media institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of coordination between NSO and other data producers</li> </ul>
Raising public awareness on importance and role of statistical information	<ul style="list-style-type: none"> <li>• Availability of qualified staff</li> <li>• Mandated by the National Statistical Act, 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient number of qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of donor funding</li> <li>• Existing cooperation with media institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Low literacy levels of the general public</li> </ul>
Provision of management and Administration Services	<ul style="list-style-type: none"> <li>• Availability of qualified and competent staff</li> <li>• Availability of operating systems</li> <li>• Availability of approved functional organizational structures and establishments</li> <li>• Quarterly Financial statements produced timely</li> </ul>	<ul style="list-style-type: none"> <li>• High vacancy rate</li> <li>• Government bureaucracy</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of training institutions for HR capacity building</li> <li>• Existence of qualified personnel on the job market</li> </ul>	<ul style="list-style-type: none"> <li>• Frequent redeployment of support service staff</li> <li>• Low approved budget allocations</li> <li>• Power outages</li> <li>• HIV and AIDS pandemic</li> </ul>

## 5.0 KRAs, STRATEGIC OUTCOMES AND OUTCOME TARGETS

This part of the report outlines the strategic options which will drive the strategic direction of the NSO. Based on the identified Key Result Areas highlighted at 4.1 above, NSO has determined five (5) strategic outcomes to be achieved by 2022 and maintained beyond the implementation period. The strategic outcomes thus constitute the strategic direction that it will take between 2017 and 2022, which are as follows:

- Enhanced production and dissemination of official statistical information
- Well-coordinated and harmonized National Statistical System
- Enhanced usage of statistical data and information/evidence by stakeholders for policy formulation and evidence-based decision making
- Improved awareness and knowledge by the public on the importance and role of statistical information
- Strengthened institutional capacity for efficient and effective implementation of the NSO's programs

Table 2 below is an outline of the KRAs, Strategic Outcomes and Targets.

**Table 2: Key Result Areas, Strategic Outcome and Outcome Targets**

<b>S.No.</b>	<b>KEY RESULT AREA</b>	<b>STRATEGIC OUTCOME</b>	<b>OUTCOME TARGET</b>
A.	<b>Production and dissemination of statistical information</b>	1.0 Enhanced production and dissemination of official statistical information	1.1 90% of major survey programs conducted by 2022
			1.2 Data collection on 75% of surveys computerized by 2022
			1.3 20 percent of big data will be collected and disseminated by 2022
			1.4 20 percent of NSO reports will have big data's contribution by 2022
B.	<b>Coordination and Management of the National Statistical System</b>	2.0 Well-coordinated and harmonized National Statistical System	2.1 Coordination with big data producers improved from 35% to 80% by 2022
			2.2 95% of all MDA have a revised Compendium of Statistical Definitions and Guidelines by 2022
			2.3 20 percent of data producers sign MOUs with NSO by 2022
			2.4 20 Ministries, Departments and Agencies use the QAF by 2022
			2.5 NSS rolled out to all Government Ministries and Departments by 2022
C.	<b>Promotion of usage of statistical data and information</b>	3.0 Enhanced usage of statistical data and information by stakeholders for	3.1 Usage of statistical information for decision making processes at different levels improved from 45% to 70% by 2022

		policy formulation and evidence-based decision making	
			3.2 80% of NSO customers satisfied with the provision of its services by 2022
			3.3 Official statistics disseminated using standardized guidelines by 2022
D.	<b>Raising of public awareness on importance and role of statistical information</b>	4.0 Improved awareness and knowledge by the public on the importance and role of statistical information	4.1 85% of the public is aware of statistical information by 2022
			4.2 85% of the public access statistical information by 2022
			4.3 40% of NSO publications incorporate administrative data by 2022
E.	<b>Provision of Management and Administration Services</b>	5.0 Strengthened institutional capacity for efficient and effective implementation of NSO's programs	5.1 95% of strategic institutional capacity developed by 2022
			5.2 Collaboration and coordination with professional and technical bodies strengthened by 90% by 2022
			5.3 50% of our survey programs are conducted using local resources by 2022
			5.4 NSO operate as an autonomous entity by 2022
			5.5 NSO service charter to be implemented by 2018
			5.6 Cross cutting issues mainstreamed in all NSO programs by 2020

## 6.0 OUTPUTS AND ANNUAL OUTPUT TARGETS

In order to achieve the outcome targets set in Table 2 above, the NSO has determined outputs that will assist achieve each outcome target. The achievement of the outputs has further been spread across the period of implementing the strategic plan as annual output targets. Table 3 below is an outline of outputs and targets under each outcome.

*Table 3: Outputs and Annual Output Targets*

<b>Strategic Outcome 1</b>		<b>Enhanced generation and dissemination of official statistical information</b>				
<b>Outcome Target 1.1</b>		<b>90% of major surveys conducted by 2022</b>				
<b>OUTPUT DESCRIPTION</b>		<b>OUTPUT TARGETS (PER FINANCIAL YEAR)</b>				
		<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
Output 1	User needs assessed and established		35% user needs assessed and established	40% user needs assessed and established	65% user needs assessed and established	90% user needs assessed and established
Output 2	Sixteen surveys conducted and reports disseminated	4 surveys conducted and disseminated	3 surveys conducted and disseminated	3 surveys conducted and disseminated	3 surveys conducted and disseminated	3 surveys conducted and disseminated
Output 3	90% of users of official stats sensitized on survey results and usage		35% users sensitized	40% users sensitized	65% users sensitized	90% users sensitized
<b>Outcome Target 1.2</b>		<b>20 Ministries, Departments and Agencies use the QAF by 2022</b>				
Output 1	QAF revised	QAF updated	QAF updated	QAF updated	QAF updated	QAF updated

Output 2	MDAs using QAF	12 MDAs using QAF	2 MDAs using QAF	2 MDAs using QAF	2 MDAs using QAF	2 MDAs using QAF
<b>Outcome Target 1.3</b>		<b>Data collection on 75% of main surveys computerized by 2022</b>				
Output 1	Procurement of tablets for CAPI	Tablets sourced for CAPI	Tablets sourced for CAPI		Tablets sourced for CAPI	
Output 2	Staff Trained on CAPI	staff trained on CAPI	staff trained on CAPI	staff trained on CAPI	staff trained on CAPI	staff trained on CAPI
Output 3	CAPI for data collection	20% of surveys using CAPI	35% of surveys using CAPI	45% of surveys using CAPI	65% of surveys using CAPI	90% of surveys using CAPI
<b>Outcome Target 1.4</b>		<b>20 percent of big data will be collected and disseminated by 2022</b>				
Output 1	Big data producers are identified	Identification done	Identification done	Identification done	Identification done	Identification done
Output 2	Defining sources and big data collection methodology of Big data in local context	Methodology defined	Methodology defined	Methodology defined	Methodology defined	Methodology defined
Output 3	data producers are oriented	Orientation done	Orientation done	Orientation done	Orientation done	Orientation done
Output 4	Data collection rolled out on Big data	5 % of big collected	8% of big collected	12% of big collected	15% of big collected	30% of big collected
<b>Outcome Target 1.5</b>		<b>20 percent of NSO reports will have big data</b>				
Output 1	Compilation of possible big data producers	Verifying and listing big data producers	Meetings with big data producers	Meetings with big data producers	Meetings with big data producers	Meetings with big data producers



Output 2	Staff trained on big data	Orientation on big data concept	Orientation on big data concept	20% of staff Trained	40% of staff trained	80% of staff trained
Output 3	Explore on software for big data analysis	Acquire software	Acquire software	Acquire software	Acquire software	Acquire software
Output 4	Inclusion of big data in reports	Big data is included in reports	Big data is included in reports	Big data is included in reports	Big data is included in reports	Big data is included in reports
<b>Strategic Outcome 2</b>		<b>Well-coordinated and harmonized National Statistical System</b>				
<b>Outcome Target 2.1</b>		<b>Coordination with big data producers improved from 35% to 80% by 2022</b>				
<b>OUTPUT DESCRIPTION</b>		<b>OUTPUT TARGETS (PER FINANCIAL YEAR)</b>				
		<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
<b>Output 1</b>	Coordination with big data producers	4 training workshops conducted with big data producers	4 training workshops conducted with big data producers	4 of training workshops conducted with big data producers	2 training workshops conducted with big data producers	2 training workshops conducted with big data producers
<b>Outcome Target 2.2</b>		<b>95% of all MDA have a revised Compendium of Statistical Definitions and Guidelines by 2022</b>				
<b>Output 1</b>	Compendium revised	Compendium updated	Compendium updated	Compendium updated	Compendium updated	Compendium updated
<b>Output 2</b>	MDAs using Compendium	40% of MDAs using the Compendium	50% of MDAs using the Compendium	60% of MDAs using the Compendium	80% of MDAs using the Compendium	95% of MDAs using the Compendium
<b>Outcome Target 2.3</b>		<b>20 percent of data producers sign MOUs with NSO by 2022</b>				

<b>Output 1</b>	Identification of potential data producers	Identification of data producers done	Identification of data producers done	Identification of data producers done	Identification of data producers done	Identification of data producers done
<b>Output 2</b>	Meetings with Data producers	Meetings conducted	2 Meetings conducted	2 Meetings conducted	2 Meetings conducted	2 Meetings conducted
<b>Output 3</b>	MOUs signed	5% of data producers sign MOU	10% of data producers sign MOU	13% of data producers sign MOU	17% of data producers sign MOU	30% of data producers sign MOU
<b>Outcome Target 2.4</b>		<b>NSS rolled out to 20 Government Ministries and Departments by 2019</b>				
<b>Output 1</b>	NSS workshops with MDAs conducted	NSS Workshops conducted	NSS Workshops conducted	NSS Workshops conducted	NSS Workshops conducted	NSS Workshops conducted
<b>Output 2</b>	NSS instituted within MDAs	NSS rolled out to 5 MDAs	NSS rolled out to 10 MDAs	NSS rolled out to 13 MDAs	NSS rolled out to 16 MDAs	NSS rolled out to 18 MDAs
<b>Strategic Outcome 3</b>		<b>Enhanced usage of statistical data and information by stakeholders for policy formulation and evidence-based decision making</b>				
<b>Outcome Target 3.1</b>		<b>Usage of statistical information for decision making processes at different levels improved</b>				
<b>OUTPUT DESCRIPTION</b>		<b>OUTPUT TARGETS (PER FINANCIAL YEAR)</b>				
		<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
<b>Output 1</b>	User-Producer workshops conducted	User producer workshop held	User producer workshop held	User producer workshop held	User producer workshop held	User producer workshop held
<b>Outcome Target 3.2</b>		<b>80% of NSO customers satisfied with the provision of its services by 2022</b>				
<b>Output 1</b>	Survey programs are adhered to	Calendar year surveys conducted	Calendar year surveys conducted	Calendar year surveys conducted	Calendar year surveys conducted	Calendar year surveys conducted

<b>Output 2</b>	NSO website updated	Website updated and maintained	Website updated	Website updated	Website updated	Website updated
<b>Output 3</b>	Customer satisfaction survey	50% Customers satisfied with NSO products	55% Customers satisfied with NSO products	60% Customers satisfied	65% Customers satisfied	80% Customers satisfied
<b>Outcome Target 3.3</b>		<b>Official statistics disseminated using standardized frameworks by 2022</b>				
<b>Output 1</b>	NSO technical staff oriented on the standardized frameworks	Orientation done on the standardized frameworks	Orientation done on the standardized frameworks	Orientation done on the standardized frameworks	Orientation done on the standardized frameworks	Orientation done on the standardized frameworks
<b>Output 2</b>	Dissemination on standardized frameworks scaled up in all surveys	Dissemination using the standardized frameworks done	Dissemination using the standardized frameworks done	Dissemination using the standardized frameworks done	Dissemination using the standardized frameworks done	Dissemination using the standardized frameworks done
<b>Outcome Target 3.4</b>		<b>Use of evaluation evidence /evaluation findings by program and policy makers in decision making improved</b>				
<b>Output 1</b>	12 Evaluations completed	2 Evaluations completed	2 Evaluations completed	2 Evaluations completed	2 Evaluations completed	2 Evaluations completed
<b>Output 2</b>	12 dissemination of findings completed per year to TWGs, MoH Senior MGT, HLAC, Health Donor Group, The Public	12 presentations of findings made	12 presentations of findings made	12 presentations of findings made	12 presentations of findings made	12 presentations of findings made
<b>Strategic Outcome 4</b>		<b>Improved awareness and knowledge by the public on the importance and role of statistical information</b>				
<b>Outcome Target 4.1</b>		<b>90% of the public is aware of importance and role of statistical information by 2022</b>				

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
<b>Output 1</b>	Statistical literacy programs to be set up	50% Targeted public is reached out	60% Targeted public is reached out	70% Targeted public is reached out	80% Targeted public is reached out	90% Targeted public is reached out
<b>Output 2</b>	Awareness to be conducted	45% of the public are sensitized	55% of the public are sensitized	65% of the public are sensitized	75% of the public are sensitized	90% of the public are sensitized
<b>Outcome Target 4.2</b>		<b>90% of the public access statistical information by 2022</b>				
<b>Output 1</b>	NSO website up and running	Survey results are uploaded on website	Survey results are uploaded onto the website	Survey results are uploaded onto the website	Survey results are uploaded on website	Survey results are uploaded on the website
<b>Output 2</b>	Survey results are disseminated on time	45% of the public access survey results	55% of the public access survey results	65% of the public access survey results	75% of the public access survey results	85% of the public access survey results
<b>Outcome Target 4.3</b>		<b>60% of NSO publications incorporate administrative data by 2022</b>				
<b>Output 1</b>	Staff trained on collection of administrative data	30% of relevant staff trained	Training provided	Training provided	Training provided	Training provided
<b>Output 2</b>	Inclusion of administrative data in reports	20% of reports include admin data	30% of reports include admin data	40% of reports to include admin data	45% of reports to include admin data	60% of reports to include admin data
<b>Strategic Outcome 5</b>		<b>Strengthened institutional capacity for efficient and effective implementation of NSO's programs</b>				
<b>Outcome Target 5.1</b>		<b>95% of strategic institutional capacity developed by 2022</b>				

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
<b>Output 1</b>	A comprehensive HRD plan developed	Training Needs Assessment conducted and report produced	HRD Plan developed and implemented	HRD Plan implemented	HRD Plan implemented	HRD Plan reviewed
<b>Output 2</b>	Procurement Plan developed and implemented	Procurement Plan developed and implemented	Procurement Plan developed and implemented	Procurement Plan developed and implemented	Procurement Plan developed and implemented	Procurement Plan developed and implemented
<b>Output 3</b>	Office equipment and furniture procured	Office Equipment Needs Assessment conducted	Furniture and equipment procured	Furniture and equipment procured	Furniture and equipment procured	Furniture and equipment procured
<b>Output 4</b>	Utility vehicles procured	Utility vehicles procured	Utility vehicles procured	Utility vehicles procured	Utility vehicles procured	Utility vehicles procured
<b>Output 5</b>	Office services provided	Office services provided	Office services provided	Office services provided	Office services provided	Office services provided
<b>Output 6</b>	80% of Vacant posts filled	10% of Vacant posts filled	20% of Vacant posts filled	30% of Vacant posts filled	8% of Vacant posts filled	7% of Vacant posts filled
<b>Output 7</b>	95% of office infrastructure and equipment maintained	10% of office infrastructure and equipment maintained	40% of office infrastructure and equipment maintained	15% of office infrastructure and equipment maintained	10% of office infrastructure and equipment maintained	10% of office infrastructure and equipment maintained
<b>Outcome Target 5.2</b>		<b>Collaboration and coordination with professional and technical bodies strengthened by 90% by 2022</b>				

<b>Output 1</b>	Bi-annual Knowledge sharing workshops with professional and technical bodies organized	Bi-annual Knowledge sharing workshops organized	Bi-annual Knowledge sharing workshops organized	Bi-annual Knowledge sharing workshops organized	Bi-annual Knowledge sharing workshops organized	Bi-annual Knowledge sharing workshops organized
<b>Output 2</b>	Annual meetings for professional bodies attended	Annual meetings for professional bodies attended	Annual meetings for professional bodies attended	Annual meetings for professional bodies attended	Annual meetings for professional bodies attended	Annual meetings for professional bodies attended
<b>Output 3</b>	MOUs with partner stakeholder institutions established and signed		MOUs with partner stakeholder institutions established	MOUs with partner stakeholder institutions signed	MOUs with partner stakeholder institutions established	MOUs with partner stakeholder institutions signed
<b>Outcome Target 5.3</b>		<b>50% of our survey programs are conducted using local resources by 2022</b>				
<b>Output 1</b>	Seek improvement in ORT funding	ORT funding improved	ORT funding improved	ORT funding improved	ORT funding improved	ORT funding improved
<b>Output 2</b>		30 % of survey programmes done using local funds	35 % of survey programmes done using local funds	40 % of survey programmes done using local funds	45 % of survey programmes done using local funds	50 % of survey programmes done using local funds
<b>Outcome Target 5.4</b>		<b>NSO operates as an autonomous entity by 2021</b>				
<b>Output 1</b>	Government approval for autonomous status granted	Concept paper developed	Bill for autonomous status drafted & cabinet approval sought	Govt. approval granted		

<b>Output 2</b>	Legal framework is amended to embrace autonomy status	Legal framework is amended to embrace autonomy status	Legal framework is amended to embrace autonomy status	Legal framework is amended to embrace autonomy status	Legal framework is amended to embrace autonomy status	Legal framework is amended to embrace autonomy status
<b>Output 3</b>	New operational organizational structure is formulated and implemented	New operational organizational structure is formulated and implemented	New operational organizational structure is formulated and implemented	New operational organizational structure is formulated and implemented	New operational organizational structure is formulated and implemented	New operational organizational structure is formulated and implemented
<b>Outcome Target 5.5</b>		<b>Cross cutting issues mainstreamed in all NSO programs</b>				
<b>Output 1</b>	HIV and AIDS Work place policy developed and implemented	HIV and AIDS Work place policy drafted	HIV and AIDS Work place policy draft developed	HIV and AIDS Work place policy implemented	HIV and AIDS Work place policy implemented	HIV and AIDS Work place policy implemented
<b>Output 2</b>	Nutrition support provided to staff living with HIV and AIDS	Nutrition support provided to staff living with HIV and AIDS	Nutrition support provided to staff living with HIV and AIDS	Nutrition support provided to staff living with HIV and AIDS	Nutrition support provided to staff living with HIV and AIDS	Nutrition support provided to staff living with HIV and AIDS
<b>Output 3</b>	Gender issues mainstreamed	Gender issues mainstreamed	Gender issues mainstreamed	Gender issues mainstreamed	Gender issues mainstreamed	Gender issues mainstreamed

## **7.0 IMPLEMENTATION OF THE STRATEGIC PLAN**

### ***7.1 Work plan and Financing Arrangements***

This Strategic Plan will be implemented over a five-year period. A key consideration for the NSO to sustain its operations is that adequate financial resources must be made available to enable it implement its programs as outlined in this strategic plan. Based on the costing of the outputs, NSO will require about **US\$59,830,289.52** to implement the Plan. It is expected that the budget will be financed by Government through the annual budgetary provisions as approved by Parliament and the development partners. Appendix 3 is the Costed Output Work plan which reflects the resource requirements.

### ***7.2 Risks and Mitigation Measures***

The implementation of the strategic plan faces potential risks that have to be mitigated in order to effectively achieve the NSO's desired outcomes. Table 4 below is a summarized risk management matrix of identified risks that have to be mitigated and minimized.



**Table 4: Risks and Mitigation Measures Matrix**

<b>NO.</b>	<b>RISK</b>	<b>CONSEQUENCES</b>	<b>MITIGATION MEASURES</b>
<b>MANDATE AND POLICY IMPLEMENTATION RISKS</b>			
1	Change in government policy	Reduction of projects in the sub-sector	Sensitization on priority projects
2	Political interference	Disruptions in implementation of projects	Sensitization and dialogue with concerned parties
3	Lack of enforcement of standards on statistical data	Unreliable data produced	Develop data collection frameworks and orient data producers on use
<b>OPERATIONAL RISKS</b>			
1	Staff turnover - brain drain	Failure to meet operational targets	Develop succession plan
2	Reduced budgetary support	Stalling of projects	Explore alternative sources of funding
3	Time overruns	Cost escalations	Adhere to project schedule/program
4	Inadequate capacity to optimally implement the determined surveys within the prescribed period(s)	Delayed implementation of programs	Sequence programs according to priority and available resources. Seek additional funding and fill critical vacant posts to supplement current capacity
5	Lack of relevant, reliable and valid database and information systems	Loss of confidence by data users	Build capacity for the NSS, update database and continually improve data quality and reporting system

## **7.3 Critical Success Factors**

In determining strategic outcomes, outcome targets and related outputs to be achieved that are we were aware that there are certain critical elements that must be made available for the outcomes to be successfully attained and sustained. Basically, these are *important assumptions* which must be considered, put in place and observed in order to successfully realize the intended results from implementing the strategic plan.

Critical Success Factors may change overtime, hence the need for NSO to regularly observe them and make necessary adjustments to the set targets in relation to the CSFs depending upon the circumstances. The following are CSFs that are assumed to be in place for the NSO to achieve the outcomes and targets reflected in Table 2 and 3 above:

### **7.3.1 Leadership Support**

To make the NSO more effective in implementing its strategic plan, it needs more than an adaptable Management Team which is supportive not retrogressive in its perceptions. It is therefore assumed that the NSO will have a *transformative leadership* in place which is visionary, inspiring, open, flexible and adaptable, and results-oriented.

### **7.3.2 Adequate and Skilled Human Resource**

It is assumed that the NSO will have adequate number of personnel with sufficient requisite knowledge, skills and competences for effective delivery of services.

### **7.3.3 Adequate Financial Resources**

It is assumed that the NSO will be provided with adequate financial resources to match with the requirements of the planned annual output targets costs and also be allowed to mobilize resources from other sources when need be.

### **7.3.4 Effective Operating Systems**

It is assumed that the NSO will have an enhanced operating system that will be able to support the implementation of its programs.

### **7.3.5 Operational Independence**

It is assumed that the NSO will be accorded the required operational independence that it deserves as per its mandate without government interference for it to be seen to offer credible official statistical information.

### **7.3.6 Supportive and Collaborative Stakeholders**

It is assumed that the NSO will receive adequate support from data producers and users including development partners.

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

Monitoring and Evaluation are essential tools for ensuring that resources, including time are utilized efficiently for the purpose of achieving agreed outcomes and targets. Since the Plan has been prepared after making specific assumptions at 7.3 above which may change during the implementation period, it is important that the assumptions are closely monitored during the entire period of its implementation as they may affect the achievement of the set performance targets.

### **7.4.1 Monitoring**

Implementation of the Plan will be through annual work plans and budgets. Every implementing section and unit will ensure that their respective annual work plans and budgets are prepared within the framework of the Plan. The annual output targets reflected at 6.0 above will form the basis for preparing annual work plans and budgets.

The reporting system will require each implementing section to monitor its activities as contained in its annual work plan and budget and prepare monthly performance reports, which will be presented to the Strategic Plan Implementation Committee that will be constituted for the purpose. The SPIC will discuss consolidated performance reports on a quarterly basis, after which a comprehensive strategic performance report now called an Annual Report will be presented to Senior Management of NSO which will later report to the Performance Enforcement Department (PED) in the Office of the President and Cabinet as per the requirements of performance contracting reporting and evaluation.

### **7.4.2 Evaluation**

Performance evaluation is very important as it entails comparing actual against expected results and the resultant impact. In a changing environment, some of the key assumptions in the Plan may dramatically change and affect implementation of the set outcome targets. It is therefore in the course of evaluation that the NSO will determine the effect of such changes and appropriate corrective action taken.

## APPENDICES

### *Appendix 1: List of the Strategic Plan Review Task Team members*

No.	Name	Designation	Institution	E-mail Address
1	M. Kanyuka	Commissioner of Statistics	NSO	mkanyuka@gmail.com
2	J. Ndawala	Deputy Commissioner of Statistics	NSO	jndawala@gmail.com
3	A. Mphonda	Chief Statistician	NSO	mphonda@yahoo.com
4	W. Kunserema	Deputy Secretary	NSO	whhkunserema@yahoo.com
	L. Million	Senior Statistician	NSO	lbmillion@gmail.com
6	B. Mvula	Chief Statistician	NSO	<a href="mailto:brightmvula@yahoo.co.uk">brightmvula@yahoo.co.uk</a>
7	S. Wachepa	Statistician	NSO	sg.wachepa@hotmail.com
8	L. Maunda	Administrative Officer	NSO	<a href="mailto:maundalaz@yahoo.com">maundalaz@yahoo.com</a>
9	I. Chiwewe	PHRO	NSO	ichiwewe@yahoo.com
10	A. Mwamlima	DDHRM (PR)	DHRMD	Wake.abel@gmail.com
11	C. Mchenga	CHRMO (PR)	DHRMD	

***Appendix 2: List of Stakeholders consulted***

No.	Institution
1	Unicef
2	Norwegian Embassy
3	UNFPA
4	European Union Delegation
5.	Reserve Bank of Malawi
6	Ministry of Transport and Public Works
7	Ministry of Labour, Youth and Manpower Development

Appendix 3: Implementation Plan

**NSO 2017-2022 STRATEGIC PLANNING IMPLEMENTATION PLAN**  
**Output targets**

**Table 2**

Outcome 1:		Frequency	Time	Responsibility	2017	2018	2019	2020	2021	2022
1. Provision of coordinated, timely and high quality statistics to satisfy user needs										
Output 1.1										
Programme of statistical activities										
Activities	Performance Output									
1.1.1 National Census of Agriculture and Livestock (NACAL)	Crop Production Acreage, Yield, Livestock, Land tenure and Food security, Forestry and Marketing	Every 10 years	2019-2022	Agriculture and Natural Resource						
1.1.2 Welfare Monitoring Survey (WMS)	Estimates on welfare	Annual	2019-2022	Agriculture and Natural Resource						
1.1.3 CountrySTAT	Estimates on food and agricultural indicators	Quarterly	2017-2022	Agriculture and Natural Resource						

1.1.4 Environmental Statistics	Indicators on temperature, rainfall, wind direction and humidity	On going	2017-2022	Agriculture and Natural Resource						
1.1.5 Natural Resources Statistics	Indicators on Forestry, Energy resources, Wildlife and marine etc.	Annual	2017-2022	Agriculture and Natural Resource						
1.1.6 APES Round of Supervision	Crop Estimate indicators	Quarterly	2017-2022	Agriculture and Natural Resource						
1.1.7 Demographic and Health Survey (DHS)	Health indicators	Every 5 years	2021	Demographic Division						
1.1.8 Multiple Indicator Cluster Survey (MICS)	Health indicators	Every 5 years	2019	Demographic and Social Statistics						
1.1.9 Biological and Behavioural Surveillance Survey (BBSS)	Behavioural change indicators	Every 3 years	2019	Demographic and Social Statistics						
1.1.10 Labour Force Survey (LFS)	Employment figures	Every 5 years	2019	Demographic and Social Statistics						
1.1.11 Child Labour Survey (CLS)	Child labour indicators	Every 5 years	2021	Demographic and Social Statistics		Census to be done				

1.1.12 Population and Housing Census	Statistics on well being	Every 10 years	2018	Demography						
1.1.13 Census Mapping	GIS database	on going	2017	Demography						
1.1.14 Integrated Household Survey	Welfare characteristics	Every 3 years	2019-2020	Economic Services						
1.1.15 Annual Economic Survey (AES)	Sectoral Economic Poverty	Annual	2017-2022	Economic Services						
1.1.16 Index of Industrial Production	Volume of production	Monthly	2017-2022	Economics services						
1.1.17 Pricing Survey	Inflation	Monthly	2017-2022	Economics services						
1.1.18 Business Information Register	Business information Characteristics	on going	2017-2022	Economics services						
1.1.19 Tourism Statistics		Annual	2017-2022	Economics services						
1.1.20 Census of Economic Activities	Operating characteristics and structure of all types of economic activities	Every ten years	2017-2018	Economics services						
1.1.21 Producer Price Indices Survey	Trends in producer prices	Every 5 years	2017-2022	Economics services						
1.1.22 External trade statistics	Monthly, Quarterly and Annual reports	Monthly	2017-2022	Economics services						
1.1.23 Non Profit Institution Serving Household survey	Balance on Current and capital Accounts with rest of world	Annual	2017-2022	Economics services						



1.1.24 Private Capital Flows survey	Statistics on inflow as well as out-flows of capital, and investor perceptions	Every 3 years	2016	Economics services						
1.1.25 National Accounts	Gross Domestic Product	Annual	2017-2022	Economics services						
1.1.26 Business Interviews	National Accounts	Bi annual	2017-2022	Economics services						
1.1.27 Monthly Statistical Bulletin	Statistics covering: Prices, Agriculture, Finance Industrial Production, Transport and External Trade	Monthly	2017-2022	Technical Services						
1.1.28 Malawi in Figures	Short summary of statistics	Annual	2017- 2022	Technical Services						
1.1.29 Quarterly Statistical Bulletin	Annual summary of all available statistics,	Annual	2017-2022	Technical Services						
1.1.30 Malawi Socio-Economic database	Presentation of Socio-Economic indicators	Quarterly	2017-2022	Technical Services						
1.1.31 Statistical yearbook	Presentation, Dissemination	Annual	2012-	Technical						
1.1.32 African Statistics Day	Event Observed/Open air function	Annual	2017-2022	Technical Services						

1.2.33 User Needs Assessment	Number of workshops conducted	Continuous	2017-2022	Technical Services						
1.2.34 User Satisfaction Surveys	Number of surveys conducted	Continuous								
1.2.35 Incorporate user-needs assessment findings	Sensitization meetings conducted	Continuous	2017-2022	Technical Services						
1.2.36 Increase use of administrative data for statistical purposes	Continued collection of administrative data	Continuous	2017-2022	Technical Services						
Outcome 2:-Coordinate production of statistics										
Output 2.1.0 National Statistical System Coordinated	2018-2022 NSS SP	On going	2017	Technical Services				-	-	
2.1.1 Produce NSS SP for 2018-2023	All sectoral strategies of statistics developed	once	2017-2022	Technical Services						
2.1.2 Strengthen NSS coordination unit at the NSO including filling vacant posts.	Number of vacant posts filled	On going	2017-2022	Technical Services						

2.1.3 Update the compendium of statistical concepts and definitions	Adoption meeting conducted	once	2017-2022	Technical Services						
2.1.4 Promote adherence to the Quality Assurance Framework	Meetings	Continuous	2017-2022	Technical Services						
2.1.5 Form teams of experts in various technical areas such as; sampling, survey design,	Number of technical teams formed	Continuous	2017-2022	Technical Services						
2.1.6 Set modality of certification of official statistics	Guidelines of certification criteria	On going	2017-2022	Technical Services						
2.1.7 Certification criteria set	Certification done	On going	2017-2022	Finance and Administration					-	
2.1.8 Evaluation body for certification in place	Conferences	On going	2017-2022	Finance and Administration						
2.1.9 Develop guidelines on transparency and accountability measures in all operations	Report on the transparency guidelines	On going	2017-2022	Technical Services						

2.1.10 Review the use of QAF	Review report of QAF	On going	2017-2022	Technical Services						
Outcome 3:-Big data; Strive to increase data sources		On going	2017-2022	Technical Services						
3.1 Memorandum of Understanding signed with different data providers	Number of MOUs signed	On going	2017-2022	Technical Services						
3.2 Data management systems set	Systems developed	On going	2017-2022	Technical Services						
3.3 Stakeholder consultative meetings conducted	Number of meetings	On going	2017-2022	Technical Services						
4.0 Improved Human and Institutional capacity, efficiency and effectiveness of NSO							-	-	-	
4.1 Enhanced management of organizational performance by 2022	Funds allocated	On	2017-2022	Finance and Administration						

4.1.1 Attending meetings/workshops	Number of foreign meetings/workshops attended	continuous	2017-2022	Management						
4.1.2 Providing conducive working environment	Number of payment receipts, Number of assets procured & maintained	continuous	2017-2023	Finance and Administration						
4.1.3 Supervising field work	Number of supervisory reports	continuous	2017-2022	Management						
4.1.4 Managing assets	Number of receipts, Number of inspection reports, Number of evaluation reports, Number of completion reports	continuous	2017-2023	Finance and Administration						
4.1.5 Attending International meetings	Training plan developed	Once	2017	Finance and Administration						
4.1.6 Preparing budget estimates	Number of reports	continuous		Accounts						
4.1.7 Preparing financial statements	Number of financial statements	continuous	2017-2022	Accounts						
4.1.8 Processing payments	Number of vouchers	continuous	2017-2022	Accounts						
4.1.9 Processing salaries	Number of change sheets & payroll	monthly	2017-2023	Accounts						

4.1.10 Conducting audits	Number of financial statements	On	2018	Internal audit						
4.1.11 Filling of vacant posts	Number of minutes		Continuous	HRM						
4.1.12 Making salary changes on payroll	Number of change sheets & payroll		Monthly	HRM						
4.1.13 Verifying salary changes on payroll	Number of change sheets & payroll		Monthly	HRM						
4.1.14 Paying internet service	Number of receipts		Monthly	ICT						
4.1.15 Repairing computer hardware and software	Number of reports		Continuous	ICT						
4.1.16 Rehabilitation of office Buildings										
4.1.17 Constructing office block										
4.1.18 Conducting supervisory visits to field projects										
4.1.19 Maintenance of motor vehicles										
4.1.20 Procurement of Insurance premiums										
4.1.21 Effective human resources management services provided by 2022										

4.1.22 Human Resource Capacity for NSO and SCS improved											
4.1.23 Capacity of existing staff developed											
4.1.24 HRM data base updated											
4.1.25 Staff career developed											
4.1.26 Staff salaries and wages administered											
4.1.27 Disciplinary cases resolved											
4.1.28 Effective financial management services provided by 2022											
4.1.29 IFMIS system managed											
4.1.30 Audit queries attended to											
4.1.31 Carry out reconciliations											
4.1.32 Salaries and wages processed											

4.1.33 Ledgers and cash `											
4.1.34 Effective information management services provided by 2022											
4.1.35 ICT equipment purchased and maintained											
4.1.36 Email and Internet services maintained											
4.1.37 Website developed and updated	Reports uploaded on NSO website	continuous	2017-2022	Technical services							
4.1.38 Resource Centre managed											



NSO 2017-2022 STRATEGIC PLANNING IMPLEMENTATION

Appendix 4: Costed Output Template

**Table 2 Implementation budget**

	NSO 2017-2022 STRATEGIC PLANNING IMPLEMENTATION BUDGET								
	<i>Appendix 4: Costed Output Template</i>								
	YEARLY COST 000' (US D)								
	2017/18	2018/19		2019/20		2020/21		2021/22	
	Source of Funds	Source of Funds		Source of Funds		Source of Funds		Source of Funds	
Outcome 1:	Govt	Donor	Govt	Donor	Govt	Donor	Govt	Donor	Govt
1. Provision of coordinated, timely and high quality statistics to satisfy user needs									
Output 1.1									
Programme of statistical activities									
Activities									
1.1.1 National Census of Agriculture									

and Livestock (NACAL)				750,000.00	150,000	6,000,000.00	1,200,000	1,250,000	250,000.00
1.1.2 Welfare Monitoring Survey (WMS)			600,000.00				650,000.00	750,000.00	
1.1.3 CountrySTAT	23,853.00		25,500.00		26,000.00		26,500.00	26,500.00	
1.1.4 Environmental Statistics		1,221.00		1,500.00		1,700.00		2,000.00	
1.1.5 Natural Resources Statistics		800.00		850.00		900.00		950.00	
1.1.6 APES Round of Supervision	2,000.00		2,500.60		2,500.60		3,000.60		3,000.60
1.1.7 National Evaluation Platform (Evaluations)		320,000	80,000	360,000	90,000	360,000	90,000	400,000	100,000
1.1.8 Demographic and Health Survey (DHS)						2,860,000.00			
1.1.9 Multiple Indicator Cluster Survey (MICS)				1,810,000.00					
1.1.10 Biological and Behavioral Surveillance Survey		707,000.00				813,000.00			

1.1.11 Labour Force Survey (LFS)				863,000.00					
1.1.12 Child Labour Survey (CLS)				265,000.00				305,000.00	
1.1.13 Population and Housing Census		30,000,000.00							
1.1.14 Census Mapping		2,500,000.00							
1.1.15 Integrated Household Survey				1,032,463.00	344,154.00				
1.1.16 Annual Economic Survey (AES)	11,221.71		59,475.09		77,317.61		123,270.54		160,251.69
1.1.17 Index of Industrial Production	8,982.86		46,710.86		56,053.02		67,263.64		93,134.26
1.1.18 Pricing Survey	6,205.14		32,577.00		40,721.25		50,901.56		75,746.37
1.1.19 Business Information Register	4,058.57		21,307.50		26,634.38		33,292.97		49,543.11
1.1.20 Tourism Statistics	2,114.29		11,100.00		13,875.00		17,343.75		25,809.15
1.1.21 Census of Economic Activities	-	813,776.00	139,860.00	203,444	-	-	-	-	

1.1.22 Producer Price Indices Survey	2,971.43		15,600.00		19,500.00		24,375.00		36,272.32
1.1.23 External trade statistics	5,600.00		29,400.00		36,750.0		45,937.5		68,359.38
1.1.24 Non Profit Institution Serving Household survey	35,308.89		45,901.56		59,672.02		77,573.63	100,845.72	20169.144
1.1.25 Private Capital Flows survey	36,085.51		46,911.16		60,984.51		79,279.87	103,063.83	20612.766
1.1.26 National Accounts	49,742.86		64,665.71		84,065.43		109,285.06	142,070.57	28414.114
1.1.27 Business Interviews	3,064.29		3,983.57		5,178.64		6,732.24	8,751.91	1750.382
1.1.28 Monthly Statistical Bulletin	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
1.1.29 Malawi in Figures	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
1.1.30 Quarterly Statistical Bulletin	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
1.1.31 Malawi Socio-Economic database	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
1.1.32 Statistical yearbook	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286

1.1.33 African Statistics Day			5,714.29		5,714.29		5,714.29	5,714.29	1142.858
1.2.34 User Needs Assessment	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
1.2.35 User Satisfaction Surveys	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
1.2.36 Incorporate user-needs assessment findings	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
1.2.37 Increase use of administrative data for statistical purposes	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
Outcome 2:- Coordinate production of statistics									
Output 2.1.0 National Statistical System Coordinated	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
2.1.1 Produce NSS SP for 2018-2023	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
2.1.2 Strengthen NSS coordination unit at the NSO including filling vacant posts.	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286

2.1.3 Update the compendium of statistical concepts and definitions	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
2.1.4 Promote adherence to the Quality Assurance Framework	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
2.1.5 Form teams of experts in various technical areas such as; sampling, survey design,	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
2.1.6 Set modality of certification of official statistics	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
2.1.7 Certification criteria set	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
2.1.8 Evaluation body for certification in place	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
2.1.9 Develop guidelines on transparency and accountability measures in all operations	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286

2.1.10 Review the use of QAF	1,428.57		1,714.29		2,000.00		2,285.71	2,571.43	514.286
Outcome 3:-Big data; Strive to increase data sources									
3.3 Stakeholder consultative meetings conducted		85,714.00	17142.8	89,999.50	17999.9	94,285.00	18857	98,570.50	19714.1
3.2 Data management systems set		90,000.00	18000	94,285.50	18857.1	98,571.00	19714.2	102,856.50	20571.3
3.1 Memorandum of Understanding signed with different data providers		96,000.00				96,000.00			
4.0 Improved Human and Institutional capacity, efficiency and effectiveness of NSO									
4.1 Enhanced management of organizational performance by 2022									
4.1.1 Attending meetings/workshops	30,620.05		28,571.43		31,428.57		32,142.86	32,857.14	6571.428

4.1.2 Processing of terminal benefits	43,328.57		42,857.14		45,000.00		45,714.29	47,142.86	9428.572
4.1.3 Supervising field work	14,714.29		14,285.71		21,428.57		22,142.86	22,857.14	4571.428
4.1.4 Managing assets	11,915.94		19,893.50		13,031.07		17,142.86	19,285.71	3857.142
4.1.5 Attending International meetings									
4.1.6 Preparing budget estimates	6,000.00		6,300.00		6,615.00		6,714.29	8,571.43	1714.286
4.1.7 Preparing financial statements	4,714.29		4,950.00		5,197.50		5,714.29	6,428.57	1285.714
4.1.8 Processing payments	3,928.29		4,124.70		4,330.94		5,000.00	7,142.86	1428.572
4.1.9 Processing salaries	6,428.57		6,750.00		7,087.50		7,857.14	8,571.43	1714.286
4.1.10 Conducting audits	11,428.57		12,000.00		12,600.00		12,857.14	13,571.43	2714.286
4.1.11 Filling of vacant posts	2,142.86		1,428.57		1,428.57		4,285.71	1,428.57	285.714
4.1.12 Making salary changes on payroll	3,571.43		5,000.00		5,000.00		5,714.29	5,714.29	1142.858



4.1.13 Verifying salary changes on payroll	2,142.86		1,428.57		1,428.57		2,142.86	2,857.14	571.428
4.1.14 Paying internet service	11,428.57		12,857.14		15,000.00		15,714.29	17,142.86	3428.572
4.1.15 Repairing computer hardware and software	6,428.57		7,142.86		7,142.86		11,428.57	14,285.71	2857.142

*Appendix 5: Reference materials consulted*

<b>S/N</b>	<b>Documents consulted</b>
1	National Statistical Office Strategic Plan 2012 – 2016
2	National Statistics Act, 2013
3	National Statistical System Strategic plan 2013-2017
4	Malawi Growth and Development Strategy (MGDS) II
5	Draft Malawi Growth and Development Strategy (MGDS) III

# Annex D: NSO Organogram

**Purpose: To provide and promote high quality, timely and reliable statistical information**

**Functions:**

1. To provide Economic Statistical Services
2. Provide Agricultural and Natural Resource Statistical Services
3. Provide Demographic and Social Statistical Services
4. Provide Publication, Information and Communication Statistical Services
5. Provide Finance and Administrative Services

**1xCommissioner of Statistics D(P2)**  
**1xPersonal Secretary (I)**

**Statistical Services**

**Purpose: To provide data collection, procession, dissemination and technical support**

**Function:**

1. To provide technical advice to the Commissioner of Statistics
2. Provide Economic Statistics
3. Provide Agricultural and Natural Resource Statistics
4. Provide Demographic and Social Statistics

**1xDeputy Commissioner of Statistics E(P3)**

**Economic Statistical Services Division**

**Purpose: As F1 above**

1. To provide industry and public infrastructure services
2. Provide trade statistical services
3. Provide price and index number services
4. Provide BOP and national account services

**Agricultural & Natural Resource Statistical Services Division**

**Purpose: As F2 above**

1. To provide agricultural statistical services
2. Provide natural resource and environment statistical services

**Demographic & Social Statistical Services Division**

**Purpose: As F3 above**

1. To provide demographic censuses & surveys services
2. Provide geographical information systems services
3. Provide social statistical services

**Finance & Administrative Services Division**

**Purpose: As F5 above**

1. To provide human resource management services
2. Provide accounting services
3. Provide procurement and supply services
4. Provide office services

**Regional Statistical Officers**

1. Northern Region
2. Central Region
3. South Region

**1xAss. Commissioner D(P4)**

**Ass. Commissioner D(P4)**

**1xAss. Commissioner D(P4)**

**1xDeputy secretary D(P4)**

**Industry & Public Infrastructure Stat. Services Section**

1. To provide business & industry services
2. Provide public infrastructure services
3. Provide annual economic statistical services

**Trade Statistical Services Section**

1. To provide import and export trade statistical services
2. Provide domestic trade statistical services

**Price & Index Number Services Section**

1. To provide CPI statistical services
2. Provide PPI statistical services
3. Provide industrial production index statistical services

**Balance of Payment & National Accounts Services Section**

1. To provide BOP services
2. Provide national account statistical services

**Agricultural Statistical Services Unit**

1. To provide crop production statistical services
2. Provide livestock statistical services

**Natural Resource Statistical Services Unit**

1. To provide forest statistical services
2. Provide fish & wildlife statistical services
3. Provide national marine services
4. Provide national parks statistical services

**Demographic Censuses and Surveys Services Section**

1. To provide population and housing censuses
2. Provide demographic survey services

**Geographical Information Systems Section**

1. To provide GIS services

**Social Statistical Services Section**

1. To provide social statistical services
2. Coordinate vital statistics

**Human Resource Management Services Section**

1. To manage human resources
2. Coordinate training programs
3. Interpret & execute condition of services

**Accounting Services Section**

1. To provide business & industry services
2. Provide public infrastructure services
3. Provide annual economic statistical services

1xChief Statistician F(P5)  
 2x Principal Statistician (G)  
 3xSenior Statistician (H)  
 4xStatistician (I)  
 6xSenior Assis. Statistician(J)  
 8xAss. Statistician(K)  
 8xStatistician Clerck(M)

1xChief Statistician F(P5)  
 1x Principal Statistician (G)  
 2xStatistician (I)  
 3x Assis. Statistician(K)  
 6xStatistician clerck(M)

1xChief Statistician F(P5)  
 2x Principal Statistician (G)  
 2xStatistician (I)  
 3xSenior Assis. Statistician(J)  
 6xAss. Statistician(K)  
 10xStatistician Clerck(M)

1xChief Statistician F(P5)  
 2x Principal Statistician (G)  
 3xStatistician (I)  
 4xAss. Statistician(K)  
 6xStatistician Clerck(M)

1xChief Statistician F(P5)  
 2x Principal Statistician (G)  
 4xStatistician (I)  
 6xAss. Statistician(K)  
 8xStatistician Clerck(M)

1xChief Statistician F(P5)  
 2x Principal Statistician (G)  
 6xStatistician (I)  
 8xSenior Assis. Statistician(J)  
 12xAss. Statistician(K)  
 16xStatistician Clerck(M)

1xChief Statistician F(P5)  
 2x Principal Statistician (G)  
 4xStatistician (I)  
 6xAss. Statistician(K)  
 8xStatistician Clerck(M)

1xChief Statistician F(P5)  
 2x Principal Statistician (G)  
 4xStatistician (I)  
 8xSenior Assis. Statistician(J)  
 16xStatistician Clerck(M)

1xPHRMO (G)  
 1xHRMO(I)  
 1xHRMO(K)

1xPrincipal Accountant (G)  
 1xAccountant  
 2xAssistant Accountant (K)  
 8xAccounts Assistants (M)





