Malawi Government

National Statistical System

Strategic Plan

2019/20 – 2022/23

June 2020

"Statistics at the fingertips of users"

FOREWORD

Malawi's commitment to achieving the 2030 Sustainable Development Goals (SDGs) and the goal to reduce poverty through equitable and sustainable socioeconomic growth as outlined in the Third Malawi Growth and Development Strategy 2017-2022 (MGDSIII) call for quality data and statistical information to be used in tracking progress in these development frameworks. To this end, the National Statistical System coordinated by the National Statistical Office (NSO) is pivotal to ensuring that timely, quality and disaggregated data is available for use by planners, program implementers and researchers in order to inform the country's development policy. The development of the 2019/20-2022/23 National Statistical System Strategic Plan (NSS SP) represents a commitment to ensuring that the country's development initiatives are on track to achieve both international and national development by ensuring production of up-to-date, internationally and locally relevant data and information through a well capacitated and coordinated statistical system.

The NSS Strategic Plan will guide data suppliers, producers and users of statistics to achieve coordinated, harmonized, relevant and timely official statistics over the next four years, starting from 2019/20 to 2022/23. In this context, the importance of the NSS Strategic Plan cannot be overemphasized as it will promote harmonization of statistics thereby reducing duplication and overlapping of activities. It will further enhance consistency and comparability of statistical products in Malawi. It is therefore my intention to ensure that the NSS Strategic Plan is fully supported to meet the requirements of users and producers of statistics.

On behalf of Malawi Government, I would like to thank Partnerships in Statistics for Development in the 21st Century (PARIS21) and Malawi Government for providing support throughout the development of this Strategic Plan.

Honourable Joseph Mathyola Mwanamvekha, M.P.
MINISTER OF FINANCE, ECONOMIC PLANNING AND DEVELOPMENT

PREFACE

The 2019/20 to 2022/23 National Statistical System Strategic Plan is the Third of the National Statistical System Strategic Plans developed for the sectors in Malawi. The primary objective of the Strategic Plan is to guide the work of the National Statistical System in meeting the demand for coordinated, harmonized, relevant, timely, quality and accessible statistical information and services in the next four years. Statistics are needed for evidence-based decision and policy making and to provide quantitative measures of development progress.

This Strategic Plan presents the vision, mission, core values, strategic objectives and strategies that will guide the operations of the NSS over the next four years. While the goal of this NSS Strategic Plan is to develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges, the challenge is to maintain the vision of achieving a coordinated National Statistical System providing quality official statistics.

The passing of the National Statistics Act, 2013 by Parliament enhances the authority of National Statistical Office (NSO) to coordinate and manage the NSS. The Act establishes and empowers the NSS: raise public awareness about the importance of statistical data; collect, process, analyze and disseminate quality statistics in a coordinated and timely manner; promote use of best practices in statistical production, management and dissemination; and promote use of statistical information for evidence-based policy design, monitoring and evaluation and decision making.

This Strategic Plan has five strategic objectives that will guide the development of official statistics within the National Statistical System over the years. The first is to strengthen and coordinate the National Statistical System. The second is to enhance statistical capacity across the NSS. The third is to provide quality statistics for evidence-based decision making. The fourth is to enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes. The fifth is to mobilize adequate resources for implementation of the Strategic Plan.

I would like to urge all National Statistical System sectors including the MDAs, Development Partners, data suppliers, the private sector and civil society to support the implementation of this plan.

Mercy Kanyuka (Mrs.)
COMMISSIONER OF STATISTICS

LIST OF ACRONYMS

AfCS	African Charter on Statistics
AfDB	African Development Bank
ASWaP	Agriculture Sector Wide Approach
CAPI	Computer Assisted Personal Interviewing
DHRMD	Department of Human Resource Management and Development
DfID	Department for International Development
DPs	Development Partners
DQAF	Data Quality Assurance Framework
EP&D	Department of Economic Planning and Development
GDDS	General Data Dissemination System
GWAN	Government Wide Area Network
ICT	Information and Communications Technology
JICA	Japanese International Cooperation Agency
M&E	Monitoring and Evaluation
MoAIWD	Ministry of Agriculture, Irrigation and Water Development
MAPS	Marrakech Action Plan for Statistics
MDAs	Ministries, Departments and Agencies
MEJN	Malawi Economic Justice Network
MoEST	Ministry of Education, Science and Technology
MoGCDSW	Ministry of Gender, Children, Disability and Social Welfare
MGDS	Malawi Growth and Development Strategy
MoHP	Ministry of Health and Population
MoICECT	Ministry of Information, Civic Education and Communications Technology
MISs	Management Information Systems
MoITT	Ministry of Industry, Trade and Tourism
MoJCA	Ministry of Justice and Constitutional Affairs
MoLSI	Ministry of Labour, Skills and Innovation
MoNREM	Ministry of Natural Resources, Energy and Mining
MRA	Malawi Revenue Authority
MoTPW	Ministry of Transport and Public Works
M.P.	Member of Parliament
MWK	Malawi Kwacha
NACAL	National Census of Agriculture and Livestock
NPC	National Planning Commission
NQAF	National Quality Assurance Framework
NSDS	National Strategy for Development of Statistics
NSO	National Statistical Office
NSS	National Statistical System
NSS SC	National Statistical System Steering Committee
NSS SP	National Statistical System Strategic Plan
OPC	Office of the President and Cabinet

PAPI	Paper Assisted Personal Interviewing
PARIS21	Partnerships in Statistics for Development in the 21st Century
PHC	Population and Housing Census
RBM	Results-Based Management
RRSF	Reference Regional Strategic Framework
SAM	Statistics Association of Malawi
SCS	Statistical Common Services
SDGs	Sustainable Development Goals
SHaSA	Strategy for the Harmonization of Statistics in Africa
STATCAP	Statistical Capacity Building
SWOT	Strengths, Weaknesses, Opportunities and Threats
TFSCB	Trust Fund for Statistical Capacity Building
TORs	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNFPOS	United Nations Fundamental Principles of Official Statistics
UNICEF	United Nations Children Fund
UNIMA	University of Malawi
WFP	World Food Programme

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EXECUTIVE SUMMARY

Official statistics are key to planning, implementation, monitoring and evaluation of development frameworks such as the Third Malawi Growth and Development Strategy (MGDS) at national level, the 2063 African Union Agenda – The Africa We Want – at the continental level and Agenda 2030 on Sustainable Development Goals (SDGs) at a global level. This calls for mainstreaming of statistics into policy and planning processes to make statistics more relevant to national development processes and to support and align with the various global as well as regional integration initiatives for reporting and monitoring. Official statistics are also essential for managing for results which focus on development outcomes. Stakeholders would effectively use official statistics that are coordinated, harmonized, relevant and timely.

In November 2006, the National Statistical System (NSS) was launched in Malawi to coordinate production and dissemination of official statistics. In 2013, the revised Statistics Act was approved by Parliament, establishing both the National Statistical Office (NSO) and the NSS. The Act mandates NSO and NSS to collect, compile, analyze, abstract, publish and disseminate statistical information for evidence-based policy design, monitoring and evaluation and decision making. The Act principally mandates the NSS through NSO to coordinate production of official statistics in Malawi.

This Strategic Plan presents the vision, mission, core values, strategic objectives and strategies that will guide the NSS for the next four years from 2019/20 to 2022/23. The goal is to develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges. The NSS Strategic Plan has five goals: to strengthen and coordinate the National Statistical System; to enhance statistical capacity across the NSS; to provide quality statistics for evidence-based decision making; to enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes; and to mobilize adequate resources for implementation of the Strategic Plan.

The plan has a twofold focus. On one hand, the plan focuses on the production and dissemination of official statistics. On the other hand, it focuses on strategies and actions that will improve statistical capacity in Malawi. This Plan highlights cross cutting issues that include quality assurance processes; harmonization, training, human resource and infrastructure development, among others. The Plan also seeks to enhance the use of Management Information Systems (MISs) for statistical purposes. Furthermore, it includes activity plans of Ministries, Departments and Agencies (MDAs), including NSO, and their budgets.

This NSS Strategic Plan has been designed using international best practice that entailed advocating for statistics, decision-makers and Development Partners (DPs) to

secure buy-in and support; participation, inclusivity and consensus-building; empowering staff and others involved in the process; broadening communication within and among sectors, as well as between sectors and NSO. Successful implementation of the Strategic Plan will depend on adequate physical and human resource capacity; improved technologies for producing and disseminating statistics; responsiveness to user needs; adequate financial resources and support from stakeholders. It is envisaged that by the end of the implementation period, the NSS will have continued to avail quality statistics at the fingertips of users.

In terms of monitoring and evaluation, the implementation of the Strategy will be effectively monitored and its impact evaluated at different stages. There will be a reporting mechanism providing for preparation and sharing of periodic progress, mid-term evaluation and final evaluation reports. Progress reports will be produced quarterly, annually, mid-term and end-term.

The total budget for implementing this Strategic Plan is estimated at MWK113,872.2 million (US$156.0 million at MWK730 = US$1) over a period of four years. Individual sectors have already budgeted for implementation of their own Sector Statistics Plans from which those contained herein are drawn. While implementation of the NSS Strategic Plan will depend on government funding, Development Partners (DPs) and other funders are being encouraged to fill funding gaps in support for the development of statistics in Malawi.

CHAPTER 1: INTRODUCTION

1.1 Introduction

Malawi Government recognizes the importance of statistics for development planning and monitoring. The data produced by the Malawi National Statistical System (NSS) thus far has been the main source of input and evidence for planning and decision making. The effectiveness of development planning and policy depend not only on the availability of data but also the quality of data collected. Good quality data is essential for proper planning, monitoring and evaluation of socio-economic policies and development programs of government to manage effective delivery of basic services. It also enhances transparency and accountability of policy making, both of which are essential for good governance. A wide range of reliable data is required to help in formulating good policies, managing resources and monitoring and evaluating the impact of the policies and investments, besides meeting international data sharing obligations.

The National Statistical System Strategic Plan (NSS SP) is a framework for strengthening the National Statistical System (NSS) in Malawi. It sets the medium and long-term statistical priorities to meet the increasing demand for information by government and other data users. It also aims to ensure that statistical systems provide sustainable, quality, comprehensive, coordinated and coherent statistical data for effective and efficient use of national resources.

Based on international guidelines, the National Statistical Office (NSO) in collaboration with other NSS partners started developing NSS Strategic Plans since 2008. The first NSS Strategic Plan was prepared in 2008 spanning 2008-2012 and the second in 2013 for the period 2013-2017. These past NSS Strategic Plans focused on improving statistical products and services. However, due to lack of resources largely, a number of statistical plans and programs envisioned in the past NSS Strategic Plans remained unimplemented. This called for the development of this NSS Strategic Plan not only to finish implementing what was envisioned but to also bring on board developments in the present data ecosystem in line with technological advancements in data management.

1.2 Background

The paradigm within which development programs are planned, implemented and evaluated is shifting. The current norm in both developed and developing countries is to plan, implement and evaluate programs such as the Third Malawi Growth and Development Strategy (MGDSIII), Vision 2020 and the successor long-term plan to Vision 2020 at national level; the 2063 African Union Agenda – The Africa We Want – at the continental level and Agenda 2030 on Sustainable Development Goals (SDGs) at a global level using evidence based information. This calls for mainstreaming of statistics

into policy and planning processes to make statistics more relevant to national development processes and to support and align with the various global as well as regional integration initiatives for reporting and monitoring. It is, therefore, imperative for governments including Malawi Government to harmonize production and dissemination of official statistics.

One strategy that most countries adopt is to coordinate all the agencies that are involved in producing and disseminating official statistics on one hand and those that use the statistics on the other hand in a National Statistical System (NSS). In Malawi, the National Statistical Office (NSO) is mandated by the National Statistics Act, 2013 to coordinate the National Statistical System. The Act provides the basis for the NSO and the NSS to collect, compile, analyze, abstract, publish and disseminate statistical information. It obliges the NSO to be the central repository of all official statistics produced and disseminated in Malawi. It further empowers the Commissioner of Statistics to endorse, as official, statistical information that is produced from Ministries, Departments and Agencies (MDAs) and other producers upon certification of their quality.

Following the diversity of statistics required, the NSS developed this Strategic Plan to continue responding to current and emerging data needs in addressing contemporary national and international development challenges. The National Statistics Act, 2013 mandates the NSS to raise public awareness about the importance and role of statistical information; collect, process, analyze and disseminate quality statistical data and information in a coordinated and timely manner; promote the use of best practices and international standards in statistical production, management and dissemination; promote the use of statistical information, particularly for evidence-based policy design, monitoring and evaluation and decision making; and build sustainable capacity for the production and use of statistical information in Malawi. "Official statistics", as defined in the National Statistics Act, 2013 means any quantitative, qualitative, aggregate and representative information produced by the NSO, and/or line government Ministries, departments and public authorities as certified by the Commissioner of Statistics.

The Malawi NSS, like other statistical systems in developing countries, faces challenges to produce and disseminate official statistics that meet user needs. This is due to factors such as inadequate coordinating mechanisms, supporting infrastructure, skilled statistical staff, and limited financial resources. With the ever-increasing demand for statistics, it is imperative to enhance the organization and capacity of the NSS to make efficient and prudent use of resources; improve productivity and management of data; increase the availability of quality data and raise the profile of statistics.

1.3 International Statistical Initiatives

Concerned with the current state of statistics in Africa, the 2004 Marrakech Action Plan for Statistics (MAPS) of which Malawi is a signatory resolved to mainstream the Strategic Planning processes of statistical systems. Through the MAPS, it was recommended that National Strategies for the Development of Statistics (NSDSs) should be implemented with NSOs as lead agencies. This recommendation has, in particular, been pursued by the Partnerships in Statistics for Development in the 21st Century (PARIS21), and actively supported by the World Bank´s Trust Fund for Statistical Capacity Building (TFSCB). Apart from MAPS, there are other regional and international initiatives both general and specific aimed at enhancing the quality and use of statistics. These include Africa's Reference Regional Strategic Framework (RRSF); PARIS21; UN's Fundamental Principles of Official Statistics (UNFPOS); IMF's General Data Dissemination System (GDDS) and the Data Quality Assurance Framework (DQAF); the World Bank's Statistical Capacity Building (STATCAP); African Charter on Statistics (AfCS) and Strategy for the Harmonization of Statistics in Africa (SHaSA). All these and others are working towards improving the quality and utilization of official statistics for planning and evidence based decision making.

1.4 The Malawi Initiatives

Malawi spearheaded the following initiatives on statistical development:

- Development of a Data Quality Assurance Framework (DQAF) for the NSS in line with the United Nations National Quality Assurance Framework (NQAF);
- Preparation of a monitoring framework for Sustainable Development Goals (SDGs) and the Third Malawi Growth and Development Strategy (MGDSIII);
- The passing of the National Statistics Act, 2013 by Parliament. The Act enhances NSO's authority to coordinate and manage the NSS and legally mandates the Commissioner of Statistics to lead in the production and dissemination of official statistics in Malawi; and
- Development of a Compendium of Statistical Concepts and Definitions as one way of standardizing and harmonizing terms, concepts and nomenclatures of statistics.

1.5 Development process and end-term evaluation

In developing this Strategic Plan, the NSS, assisted by a consultant, conducted a situation analysis at NSO and Statistical Units in the MDAs to identify strengths, weaknesses, opportunities and threats. The team also consulted the United Nations (UN), Development Partners, Civil Society and University of Malawi (UNIMA). Firstly, the end-term evaluation report on the 2013-2017 NSS Strategic Plan provided insights concerning what the NSS should improve and build upon to coordinate and manage

provision of official statistics in Malawi. Secondly, a sector-consultative approach was employed to identify gaps and priority areas in each NSS partner institution for improvement and statistical actions. Thirdly, management and stakeholders at sector level provided inputs on new issues to be incorporated in the 2019/20-2022/23 NSS Strategic Plan and for addressing such emerging issues. In brief, the main thrust of this Strategic Plan is to continue to build the capacity and structure of the NSS so that it operates as a unified system and becomes responsive, robust and better coordinated to produce relevant, timely, reliable and quality official statistics. Nevertheless, this can only be achieved if the NSO takes up and actively pursues its leadership and coordination role so that Statistical Units across the NSS operate in a coordinated manner.

It is envisioned that at the end of the implementation of the 2019/20-2022/23 NSS Strategic Plan, quality statistics will be provided at the fingertips of users. Specifically, the current NSS Strategic Plan seeks to achieve the following strategic objectives:-

- To strengthen and coordinate the National Statistical System;
- To enhance statistical capacity across the National Statistical System;
- To provide quality statistics for evidence-based decision making;
- To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes; and
- To mobilise adequate resources for implementation of the Strategic Plan

1.6 Structure of the Strategic Plan

This Strategic Plan is outlined as follows:-

Chapter 2 discusses a situation analysis of the NSS; Chapter 3 presents the vision, mission, core values, strategic objectives and strategies of the NSS; Chapter 4 displays cross-cutting development plans for the NSS; and Chapter 5 presents implementation, monitoring and evaluation of the NSS.

CHAPTER 2: SITUATION ANALYSIS

2.1 Introduction

The NSS in Malawi consists of statistical organizations and units that jointly collect, process and disseminate official statistics on behalf of government. The NSS is a decentralized system with the NSO collecting data on cross sectoral issues of national importance whereas the other NSS partners collect sector specific data for planning and monitoring purposes. The NSS has registered improvements under the 2013-2017 NSS Strategic Plan implementation. In spite of this progress, much remains to be done in a number of areas in order to develop and maintain institutional capacity and infrastructure. This chapter considers the current situation after the implementation of the 2013-2017 NSS Strategic Plan.

Eleven key MDAs under the 2013-17 NSS Strategic Plan implementation, in addition to National Statistical Office, were as follows: Ministry of Agriculture and Food Security; Ministry of Education, Science and Technology; Ministry of Energy; Ministry of Gender, Children and Social Welfare; Ministry of Health; Ministry of Home Affairs; Department of Irrigation and Water Development; Ministry of Industry and Trade; Ministry of Justice and Constitutional Affairs; Ministry of Labour; and Ministry of Transport and Public Works.

The NSO, assisted by a consultant, assessed the statistical environment for the purpose of identifying factors that affected the 2013-2017 NSS Strategic Plan implementation. The results of the assessment provided input for the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

The summary of the assessment was as follows:

i.   Data collection, processing and dissemination
- Data collection by the MDAs had generally improved over the past 5 years. However, there were still issues concerning reliability;
- In some MDAs, data collection was still manual and largely paper based, especially at district level;
- Data from censuses and surveys was more reliable although the censuses and surveys were mostly dependent on financial resources from Development Partners;
- Processing of data in MDAs was mostly done by non-statistical staff such as economists due to the absence of statistical staff;
- There was regular publication of statistics especially by NSO and some MDAs. However, some publications were not up-to-date;
- Access to published statistics by users was generally satisfactory. However, there was limited access through websites or intranet in the MDAs.

ii. ICT

- Generally, the MDAs had enough computers to process the statistics. However, most of the computers were old and costly to maintain; In some MDAs, the officers had to maintain computers with their own resources;
- There were no regular software upgrades;
- Installed antiviruses on computers in NSO and MDAs were not up-to-date, especially on individual computers leading to the risk of loss of stored data;
- Data storage in most MDAs was adhoc and mostly on individual computers;
- Very few MDAs had servers for data storage (e.g. Ministry of Health and Population);
- Generally, Management Information Systems (MISs) in most MDAs were inadequate or non-existent;
- Internet connectivity within MDAs and in NSO was a challenge; No intranet, and Government Wide Area Network (GWAN) was unreliable and very slow;
- Most officers in the MDAs and at NSO used personal emails for official business (yahoo, gmail, etc.).

iii. Human resources

- NSO was understaffed. The total establishment for statistical staff was 433; government had sanctioned 237 representing approximately 54 percent recruitment on the main establishment;
- Most MDAs had unfilled statistical positions thereby relying on other professional and administrative staff;
- There was high staff turnover mostly due to rotation of staff among the MDAs;
- The grading of positions of statistical staff was generally low in NSO and in the MDAs compared to other professions;
- Professional training opportunities were limited, however the introduction of the Diploma course in statistics at Chancellor College of the University of Malawi had improved access;
- Staff appraisals and promotions were not regularly done in the Statistical Common Service (SCS), leading to low morale;
- There were limited opportunities for postgraduate training locally and abroad.

iv. Infrastructure

- NSO offices at the Headquarters in Zomba were old and inadequate; Regional offices also had inadequate space;
- Location of the NSO Headquarters in Zomba presented communication challenges and was expensive;
- Utility vehicles at NSO Headquarters and the MDAs were old and inadequate;
- Inadequate budget allocation had a direct impact on the operation of NSO and the MDAs, and therefore the whole statistical system, in general.

2.2 Major Achievements from the 2013-2017 NSS Strategic Plan Implementation

Implementation of the 2013-2017 NSS Strategic Plan registered some achievements as highlighted in the end-term evaluation[1] carried out in August 2017 by African Development Bank (AfDB), Partnerships in Statistics for Development in the 21st Century (PARIS21) and United Nations Economic Commission for Africa (UNECA). Highlights of the main achievements were as follows:-

- The overall performance of the NSS Strategic Plan implementation was 71.8%, meaning that the data production effort was good;
- There was increased recognition of the importance of statistics and interest in the NSS Strategic Plan as a framework for strengthening statistical development in Malawi;
- Stakeholders viewed the NSS Strategic Plan as an appropriate mechanism for achieving efficiency and effectiveness in statistical production and monitoring progress of service delivery in Malawi.
- Government was commended for supporting the implementation of the NSS Strategic Plan that covered several sectors;
- The key driver to the achievements was the data demand from national and international development frameworks;
- There was an across the board acknowledgement of the role and integrity of data produced by the NSS;
- A Compendium of Statistical Concepts and Definitions was developed during the implementation period as one way of standardizing and harmonizing terms, concepts and nomenclatures of statistics.
- A Data Quality Assurance Framework (DQAF) was also developed during the period. It was rolled out to NSO and Ministries of Education and Health for a start.

2.3 Constraining Factors to the 2013-2017 NSS Strategic Plan Implementation

Based on the end-term evaluation, effective implementation of the 2013-17 NSS Strategic Plan was constrained by a number of factors including the following:-

a. Inadequate Infrastructure for Statistical Production across the NSS
Statistical infrastructure refers to the master sample frame from the Population and Housing Census (PHC), registers and standard tools for statistics. The 2018 PHC has provided an updated sample frame in as much as Census Mapping is up-to-date. Similarly, the "National Census of Agriculture and Livestock (NACAL)" took place in 2006, while the subsequent one was planned for 2016 but not undertaken. However, preparations are underway to implement the Census from 2020. This will

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[1] *Malawi National Statistical System Strategic Plan 2013-17 Final Evaluation Report, August 2017*

also provide an updated sample frame for agriculture-related surveys. These efforts are expected to enhance the quality of statistical products and services in the NSS. The NSS Statistical infrastructure include; the Business Register, the Compendium of Statistical Concepts and Definitions, and the DQAF, among others.

Data gaps existed particularly with regard to administrative data, the lack of an integrated census and survey programme, and the lack of a comprehensive calendar for data releases and dissemination.

According to the evaluation, few projects directly aimed at institutional, human and physical capacity development for statistics. The 2013-17 NSS Strategic Plan implementation was more inclined to statistical production than the capacity enhancement to address present and future data needs. Some sectors lacked statistics structures, however those with established structures for statistics were understaffed, under resourced, and lacked both voice and visibility.

b. Weak Administrative Data Quality and Systems
Administrative data were not systematically managed and made available to users for statistical purposes. There will be need to expand compilation and use of data from administrative records that can produce usable data. In addition, there is need to come up with methodologies of collecting data for some of the SDG indicators and targets.

c. Inadequate Coordination by NSO
The 2013-17 NSS Strategic Plan implementation coordination role is the responsibility of NSO. Unlike other countries in the region, the presence and operation of the Statistical Common Service (SCS) provides a great opportunity for the NSS coordination. However, coordination of the NSS in the current arrangement has presented practical difficulties where data that is independently produced by the NSO or MDAs are packaged and released independently, resulting in duplication and sometimes inconsistencies. The system also lacks a robust monitoring and evaluation framework.

In the wider operating environment, statistical production in Malawi also faces a challenge from organizations generating statistical products without being guided by any official standards in their methodology. This poses a threat to the overall integrity of statistical production in the country and to the relevance of the NSS.

Stakeholder participation in statistical production through effective collaboration and networking needs to be improved within the NSS. Coordination and information sharing amongst stakeholders in the NSS is currently not as effective as expected because statistical advocacy within the MDAs has been generally unsatisfactory.

Effective statistical coordination was also affected by the location of NSO Headquarters in Zomba. Relocation of NSO Headquarters to Lilongwe where most NSS stakeholders are located has the advantages of enhancing NSS coordination and reducing operational costs related to mobility of NSO officials between Zomba and Lilongwe. Besides, it will enhance visibility and raise the profile of the NSO and MDA statistics in the country.

d. Limited Statistical Advocacy and Awareness

The Strategic Plan and other Statistics Strategic Plans of the MDAs were relatively unknown to many of the entities and personnel for whom the plans were designed. Few officials had participated in Technical Working Groups (TWGs). It further shows that little and impactful statistical advocacy took place in the sectors and across the NSS. This has had negative consequences for statistical development in the sectors including inadequate commitment to statistical development, lack of prioritization for statistics, lack of Statistics Units in some sectors, lack of associated statistical programmes and dedicated funding for statistics in most sectors. The main cause for the limited advocacy was given as lack of empowerment and support to statistical staff in sectors by NSO. This requires improvement.

e. Donor and Technical Assistance Dependency

Most MDAs were unable to mobilize resources for implementing their statistical activities. Statistical production in the country is financially and technically supported by Malawi Government and various Development Partners (DPs). Although government has stepped up its contribution towards surveys, most of the funding for surveys is sourced from DPs. The funding supports data collection, management and dissemination of statistical products.

f. Inadequate Data Management and Archiving at the NSO and the MDAs

The NSO has sufficient hardware and software for Information and Communications Technology (ICT). However, in the era of fast advancing technology, the available IT equipment and servers need replacement to support statistical production and increased data access.

In sectors such as Health and Education, Management Information Systems (MISs) exist, unlike in others. Unfortunately, some databases in the MDAs were developed without the involvement of NSO. The need to further improve most of the MISs and their interoperability was noted. Apart from the Ministry of Education and Health, most sectors including Ministry of Agriculture are not using MISs for statistical purposes. Nonetheless, efforts to design MISs in other Ministries including Justice, Gender, Industry, Transport and Labour were noted. These Ministries have a lot of information which is not being managed and disseminated for statistical purposes.

g. Weak Monitoring of NSS SP Implementation

Monitoring and evaluation of the 2013-17 NSS Strategic Plan implementation was provided for. However, neither routine monitoring of specific programs nor mid-term evaluation was conducted to track progress or lack of it in the implementation of the Strategic Plan. Furthermore, Quarterly Steering Committee meetings created a platform of sharing progress of the NSS. The NSS Steering Committee was created during the implementation period of the 2013 NSS Strategic Plan and had well-defined Terms of Reference (TORs). Most stakeholders acknowledged existence and the role of the NSS Steering Committee. However, the evaluation noted that the number of Steering Committee meetings had declined, and there was limited documentation of proceedings to illustrate the agenda and outcomes of the meetings or resolutions.

The mid-term review was not undertaken, and yet this is an essential requirement of NSS Strategic Plan implementation. Similarly, there was no evidence of the NSS Strategic Plan Sector meetings purposed to share progress of their respective Strategic Plans for routine monitoring of sector core programs by the NSO about pre-determined performance indicators.

Thus, strengthening coordination and collaboration in the NSS required the NSO to foster organizational development, cross sectoral engagements in a bid to promote and institutionalize results-based data production and management, strengthen its statistical regulation and policy instruments, initiate monitoring mechanisms, improve its communication and partnerships with other MDAs, and embrace all Ministries and sub national entities into the NSS.

h. Limited Data Dissemination Channels

Some sectors have established Management Information Systems (MISs). However, they were not consistently supported and systematically developed for the generation of statistics and indicators. Sectors generate a lot of data mainly for internal use and without consideration for data needs of other users.

Although a lot of data are collected for administrative purposes in most MDAs, they are not published and made available to external users. The NSO increasingly disseminated its products through the website. Dissemination workshops were organized for the release of key statistical findings. However, the NSO was unable to advocate for comprehensive data dissemination mechanisms in the MDAs although NSO and the MDA's personnel were trained in data visualization techniques to enhance public interpretation. A data release calendar existed and was followed to a great extent. However, the planned NSS calendar was not comprehensive enough at the level of the NSO and had not been expanded to cover the entire NSS. A micro-data dissemination policy existed to guide related activities to cater for the NSS. The MDAs lacked websites as potential

dissemination platforms.

i. Inadequate Human Resource Capacity

At the point of evaluation, the NSO structure was expected to employ 433 staff. However, government had sanctioned 237. The NSO human resource capacity reflected that approximately 54 percent of the total expected were recruited on the main establishment. This illustrated evidence of phenomenal understaffing. The situation was worse in the sectors with low staff retention rates. There was a general shortage of skills sets among personnel handling statistics at the NSO and in the MDAs particularly in the areas of data analysis, communication and IT, just to mention a few. Noted was the need to increase human resources in terms of numbers, and skills sets both at NSO and across the NSS; professionalize and transform the NSS along the five thematic areas of the UN Transformative Agenda for Official Statistics that include Coordination; Communication; Integration; Modernization; and Capacity building. There is also need for deployment of qualified statisticians to strengthen performance in the production of administrative data in the MDAs and at the national level.

The NSO is currently steered by few professional staff. There are more non-professional than professional staff on the establishment. Various statistical personnel allocated to the Ministries were low level regarding qualification and position even when the establishment provides for senior positions. This negatively impacted the overall performance of the Statistical Units in the Ministries. This situation needs to be urgently reversed as part of the process to professionalize and modernize the NSO. Continuous capacity assessment and training are essential for ensuring effective delivery of statistical products, services and satisfaction of user data needs.

j. Autonomy of National Statistical Office

The lack of autonomous status of NSO negatively affected potential efficiencies that would have been achieved through increased response to user needs, enhanced integrity of official statistics and profile of statistics. Thus, to raise the NSO profile, the evaluation recommended that NSO should be transformed into an autonomous agency of government. This will consequently enhance the integrity of statistics and the profile, visibility and operational efficiency of the NSO.

2.5 SWOT Analysis

The NSS conducted a SWOT analysis across implementing agencies informed by issues from the current situation assessment. This Strategic Plan will take advantage and capitalize on the strengths and opportunities while improving on the weaknesses and finding ways of mitigating the threats to achieve its goal. The findings of the SWOT analysis are summarized as follows:-

Strengths	Weaknesses
• Availability of regulatory framework and legal mandate (Passing of the National Statistics Act, 2013) • Established and upgraded institutional structures • The presence of qualified personnel in some ministries • Presence of some qualified and experienced staff in NSO to oversee quality assurance • Availability of structures at district level in most ministries • Availability of a Compendium of Statistical Concepts and Definitions • Availability of a Data Quality Assurance Framework (DQAF) to promote quality products • Existence of Management Information Systems in some sectors within the NSS • Progressive Government support towards statistics	• Low profile of statistics within sector ministries • Limited access to data by users • Limited financial provision for statistics and continued reliance on donor support • Lack of institutionalized quality assurance processes • Non-existence of Statistical Units in some MDAs • Inadequate coordination between NSO and the MDAs • Inadequate ICT infrastructure in MDAs • Inadequate dissemination of statistical data and information in MDAs • Limited capacity of staff to manage data at all levels • Non-existence of Management Information Systems in some sectors within the NSS • Low utilization of administrative or management data for statistical purposes • Lack of data sharing protocol • Absence of central statistical data repository (Data Centre)
Opportunities	Threats
• High demand for quality statistics • Existence of a pool of administrative data in most of the MDAs • Donor support for statistical activities • Ever-growing technological advancement • Increased alignment of the NSS SP to national and international initiatives • Presence of statistical courses and training programmes locally • Strong commitment from MDAs towards NSS • Public service reform initiatives	• Unpredictable and inadequate financial resources • Respondents' fatigue • Low appreciation of statistical information • Staff turnover • Expectation of rewards by respondents • Government bureaucracy • Absence of basket funding for NSS activities • Emergence of other producers of statistics not endorsed by the Commissioner of Statistics

CHAPTER 3: NSS STRATEGIC FRAMEWORK

3.1 Introduction

This chapter presents the strategic foundation (vision, mission and core values) and strategic direction (strategic objectives and strategies) for NSS. This NSS Strategic Plan aims at adopting new technologies, harnessing big data and data revolution, statistical capacity development across the NSS to produce and use statistics effectively, and expanding the coverage of NSS.

3.2 Vision

A coordinated National Statistical System providing quality official statistics

3.3 Mission

To promote production, access and use of statistics for evidence-based decision making, policy formulation, education and research, monitoring and evaluation of development programs in order to spur national development through coordinated, harmonized and comprehensive quality official statistics.

3.4 Goal

To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges.

3.5 Core Values and guiding principles

NSS shall observe the following core values which are vital in building a culture that is responsive to needs of producers, users and stakeholders:-

I.   **Confidentiality**
     NSS shall not disclose any individual information gathered for statistical purposes from data providers to any third party in accordance with the National Statistics Act, 2013 and international statistical standards and guidelines.

II. **Integrity and Scientific Independence**
     NSS shall strive to conduct statistical activities according to the highest ethical and technical standards, making decisions according to professional considerations.

III. Quality Methods

NSS shall use the best available expertise and methodologies to deliver quality statistical services that conform to international principles of timeliness, accuracy, coherence, completeness, accessibility, reliability and relevance.

IV. Transparency and Accountability

NSS shall fulfill the obligation to account for its own activities and to disclose results in a transparent manner. NSS shall provide information on the sources, methods and procedures that have been used in line with scientific standards to facilitate a correct interpretation of data.

V. Responsiveness to user needs

NSS shall continuously communicate with stakeholders in a transparent and respectful manner to ensure that their statistical needs are met as much as possible. Greater effort shall be channeled towards collection, analysis and dissemination of disaggregated data.

VI. Standardization and harmonization

NSS shall ensure that standardized and harmonized concepts, definitions and methodologies of producing and disseminating statistics are adopted.

VII. Collaboration and Partnership

NSS through NSO shall collaborate and partner with statistical producers, users and Development Partners to achieve consistency and efficiency in the production and dissemination of quality statistics.

3.6 Strategic Objectives and Strategies of the NSS

This section highlights strategic objectives and strategies that the NSS will seek to achieve over the next four years (2019/20-2022/23). It is envisaged that once these strategies are effectively implemented and supported by all partners, quality statistics will continue to be made available at the "fingertips of users".

Strategic Objective 1: To strengthen and coordinate the National Statistical System

Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the NSS

Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS

Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS

Strategy 1.4: Expanding the coverage of NSS

Strategy 1.5: Coordinating statistical production processes across the NSS

Strategy 1.6: Coordinating users and producers of statistics across the NSS
Strategy 1.7: Lobbying for autonomous status of NSO
Strategy 1.8: Relocating NSO Headquarters to Lilongwe

Strategic Objective 2: To enhance statistical capacity across the National Statistical System

Strategy 2.1: Developing skills of statistical staff in the NSS
Strategy 2.2: Establishing Statistical Units in remaining MDAs
Strategy 2.3: Improving infrastructure across the NSS
Strategy 2.4: Strengthening the Statistical Units in MDAs

Strategic Objective 3: To provide quality statistics for evidence-based decision making

Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS

Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes

Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics
Strategy 4.3: Improving dissemination of statistical products across the NSS
Strategy 4.4: Establishing a data quality assurance team for enforcement of Standards within the NSS
Strategy 4.5: Enhancing awareness of the National Statistics Act, 2013
Strategy 4.6: Establishing central statistical data repository (Data Centre) for all official statistics to promote systems interoperability and reduce data fragmentation

Strategic Objective 5: To mobilise adequate resources for implementation of the Strategic Plan

Strategy 5.1: Developing a resource mobilization strategy for the NSS
Strategy 5.2: Making prudent and efficient use of the financial resources for statistics across the NSS

CHAPTER 4: CROSS CUTTING DEVELOPMENT PLANS FOR THE NATIONAL STATISTICAL SYSTEM

4.1 Introduction

In this chapter, cross cutting development plans for strengthening the NSS are presented. It focuses on several cross cutting issues in areas of quality assurance; harmonization of statistical concepts, definitions and methodologies. It also presents issues on infrastructure, development and use of databases for data dissemination and storage and utilization of data from Management Information Systems (MISs) for official statistics. Finally, it looks at human resource development across the Statistical Common Service of the NSS.

In the process of making this Strategic Plan, each sector developed two main components; firstly, a plan for capacity improvements for statistical production within the sector, and secondly, a statistical activity plan. Most sectors face similar challenges in strengthening their statistical capacity. The NSS will thus strive to address these challenges in a coherent and coordinated manner across all sectors.

The NSS statistical activity plan is introduced in Section 5.6 and a detailed list for each sector's statistical activity plan is presented from Annex 5.

4.2 Harmonization and Quality Assurance

The NSO will ensure harmonized production of quality statistics. For this to be achieved, the NSS through the NSO shall review a 2015 Data Quality Assurance Framework (DQAF) in line with the United Nations National Quality Assurance Framework (NQAF). The NSO will promote and monitor compliance of the QAF within the MDAs.

The 2012 Compendium of Statistical Concepts and Definitions will also be reviewed, officially launched and disseminated widely across the whole NSS. Focus will be on fostering its use amongst all statistical producers in the data ecosystem.

4.3 Institutional Strengthening

4.3.1 Staff Training
The NSS concept is still evolving and therefore needs a human resource that is sufficient in terms of numbers and skills sets to produce, supply and use statistics efficiently and effectively. The NSS needs high calibre, well-qualified staff with the requisite knowledge and skills to produce quality statistics in a rationalized manner. Enhancement of skills of all NSS partners, including staff capacity development at district level, is central to achieve production and dissemination of quality statistics.

Furthermore, it will be difficult to deliver many of the planned outputs in the NSS activity plan without a significant enhancement of the skills level in the Statistical Common Service. Training of staff within the NSS will therefore be crucial in the four-year period. There are three main drivers in terms of training needs within the NSS.

- Firstly, most sectors in the NSS have plans for expansion of their statistical staff based on the Functional Reviews. Such newly recruited staff will need to be trained.
- Secondly, there is a need to train existing staff across the NSS. Training requirements include basic and intermediate statistical training on data collection methodologies, editing, analysis, infographics, data visualization, statistical application packages, management and monitoring and evaluation.
- Thirdly, technologies are evolving where new statistical procedures are used. Hence, there is a need for practical and comprehensive training in all processes of statistical production, more so when data collection in research is migrating from Paper Assisted Personal Interviewing (PAPI) to Computer Assisted Personal Interviewing (CAPI).

Given the above, the training plan for the NSS over the next four years will focus on developing capacity on specific tasks based on practical needs. Given the large training needs, efforts will also be put in place to standardize statistical procedures as much as possible throughout the NSS.

4.3.2 Functional Review
Human resource is another key aspect to strengthening the Statistical Units in the NSS. Most of the Statistical Units in the MDAs which are NSS partners have limited human resource capacity. The NSO has completed a Functional Review which was overseen by Department of Human Resource Management and Development (DHRMD). Following the approval by the Office of the President and Cabinet (OPC), the NSO will work closely with the DHRMD and Treasury to move forward with filling vacant posts.

Key improvements from the Functional Review are as follows: the position of the Commissioner of Statistics has been upgraded, thus ensuring access to senior level political authorities and administrative public bodies; the creation of Directorates headed by Directors; and the creation of a separate Planning and NSS Coordination Directorate which will focus more on coordination, collaboration and partnership activities than data production activities.

4.3.3 Recruitment and Placement
Ensuring that the NSO and the Statistical Units in the MDAs are filled with qualified staff is a prerequisite for the success of the current Strategic Plan. This was emphasized in

the final evaluation of the 2013-2017 NSS SP. In line with identified core competencies, new professional staff will be recruited. Worth noting was government approval for NSO to recruit 18 Statisticians in readiness for the 2018 Population and Housing Census (PHC). At the conclusion of the Census, some of these were deployed to the MDAs to strengthen the capacities and performance of Statistical Units in the production of both survey and administrative data in the MDAs and at the national level.

4.4 Management Information Systems (MISs)

Currently, at least three ministries (Education, Science and Technology; Health and Population; Gender, Children, Disability and Social Welfare) have Management Information Systems (MISs) that are generating regular statistics. However, there are several other ministries either in the process of developing MISs for their sector or are developing Monitoring & Evaluation plans with internally generated data. MISs shall also be considered to be implemented at district level considering that most of the data is collected at this level. Management information has a great, largely untapped potential not only for the generation of official statistics but for dissemination of the produced official statistics.

In developing the MISs, the NSS shall:

- Identify within each sector the information needs, existing data availability, and the potential for production of official statistics
- Design a data management system that addresses both the need for generation of official statistics and for generation of data for monitoring and evaluation purposes.

Further, an NSS official statistical release calendar will be established. All regular production of official statistics will be announced in the release calendar in due time to ease reference by all users of statistics. The release calendar will inform the public about upcoming statistical outputs.

4.5 Infrastructural Development

Statistical production and dissemination requires well developed and up to date infrastructure. However, the current NSS is facing inadequate infrastructure in terms of office space and furniture; outdated and inadequate ICT equipment; and old and insufficient vehicles. The setup in Malawi is that MDAs are responsible for providing the necessary infrastructure to their respective Statistical Units. However, the available infrastructure in almost all the MDAs including the NSO remains inadequate to facilitate production of quality statistics. The same is true for infrastructure at district level.

In order to ensure that infrastructure for the NSS is developed over the next four years, four strategies will be deployed:-

- Firstly, the NSO and the Statistical Units in some MDAs have developed budgets which include adequate infrastructure;
- Secondly, there will be deliberate efforts by the NSS Secretariat to engage with management of NSO and MDAs to provide required infrastructure to the Statistical Units and data production units at district level;
- Thirdly, NSO will mobilize resources for the construction of physical infrastructure in Lilongwe to strategically relocate the NSO Headquarters;
- Fourthly, NSO will establish a central statistical data repository (Data Centre) at NSO Headquarters

Improved and up-to-date infrastructure will help raise the profile of statistics and create an appropriate environment for the production of quality statistics as well as transferability of the produced statistics from the district level to the MDAs and further to the data repository.

CHAPTER 5: IMPLEMENTATION, MONITORING AND EVALUATION

5.1 Implementation

The implementation of the NSS Strategic Plan will be spread over a period of four years (Annex 1 and 2). The priorities for the implementation of this plan will be based on the need for strengthening and coordinating the production and use of statistics. For the NSS to realize its goals, it has put in place basic strategies that include statistical advocacy, organizational and institutional development, physical and ICT infrastructure, data development, data dissemination and monitoring and evaluation. The NSO and MDAs will implement the strategies laid out in this plan. The NSO will take the leading role in facilitating the implementation of the plan. In order to implement this multi-year plan, the total cost is estimated at MWK113,872.2 million (US$156.0 million), over the next four years starting from 2019/20 to 2022/23.

The NSS will rely on three sets of institutional structures to ensure the successful implementation of the Strategic Plan. These are presented below.

5.2 The NSS Secretariat

NSO is a Secretariat for NSS established at the NSO to coordinate and lead the implementation of the NSS Strategic Plan. It is headed by the NSS Coordinator. The National Statistics Act, 2013 mandates the Commissioner of Statistics to be the Coordinator of all statistical activities in all MDAS, academia, private and NGO sector. The NSS Secretariat works closely with NSS Steering Committee and the Statistical Units in the MDAs in the implementation and monitoring of the NSS Strategic Plan, and, in collaboration with technical divisions at the NSO, providing technical assistance where and when necessary. Further, the NSS Secretariat will be responsible for preparing any meetings carried out by bodies related to the NSS, such as the NSS Steering Committee (NSS SC) and the Technical Working Groups (TWGs).

5.3 The NSS Steering Committee

The NSS Steering Committee comprises the National Planning Commission (NPC and the Principal Secretaries from MDAs, represented by Directors of Planning. Due to the nature of business transacted at meetings of the committee, it is chaired by the Commissioner of Statistics. It meets quarterly to oversee the implementation of the Strategic Plan. In exceptional cases, the committee will meet as and when need arises. The Steering Committee is responsible for decision making and providing guidance on policy related issues affecting the implementation of the plan. The NSS secretariat facilitates convening Steering Committee meetings. The Directors of Planning are expected to report deliberations and resolutions from the Steering Committee meetings to the Principal Secretaries.

5.4 Sector-specific Technical Working Groups

There will also be sector-specific Technical Working Groups (TWGs), comprising statistics technical personnel from NSO and Statistical Units in MDAs, the National Planning Commission, and other stakeholders, wherever this is the case. MDAs without statistical units will be represented by Economists in the Planning Directorates. The TWG members will be reporting to Heads of Planning Units in the MDAs. These groups will meet quarterly to take stock, identify challenges and discuss any pertinent issues in the implementation of the plan. Any issues agreed at this level will be reported to the Steering Committee for decision making. The NSS Secretariat will be responsible for preparing quarterly progress reports based on inputs from the NSO and MDAs represented in the TWGs.

Where permanent structures are already in place, such as in sectors where the planning or implementation of Management Information Systems are overseen by Technical Working Groups that meet regularly, the NSS will use these for technical discussions. Where such structures do not exist, the NSS will seek to establish them. This will be done in a sequenced manner, based on Government priorities and NSS capacity.

5.5 Monitoring and Evaluation

As the implementation of the Strategic Plan progresses, monitoring and evaluation will be carried out regularly to track progress. The Monitoring and Evaluation (M&E) component will build on lessons from the past experience to guide coordination and implementation of the current strategies. Based on the logical framework, the NSS will design an M&E system for regular reporting of NSS operations. This will be based on a set of measurable performance indicators (Annex 3).

Assessment of progress will be achieved through the following mechanisms:-

a) **Quarterly Progress Reports:** A quarterly progress report will be prepared by each sector of the NSS. Each report will be presented to the NSS Steering Committee at its quarterly meetings. The NSS Coordinator will prepare a consolidated NSS Strategic Plan Quarterly Progress Report for record purposes and for follow up on outstanding issues. The NSS Strategic Plan Quarterly Progress Report will cover all statistical activities accomplished during the quarter, and challenges and plans for the subsequent quarter.

b) **Mid-Year Review:** A mid-year review of monitoring the implementation of the NSS Strategic Plan will be undertaken, with possibility of adjusting activities and targets accordingly. The Mid-Year Review will be performed by NSO working in collaboration with the sectors.

c) **Annual Review:** In addition to the Quarterly Progress Reports, an annual process of monitoring the implementation of the NSS Strategic Plan will be undertaken, with possibility of adjusting activities and targets accordingly. The Annual Review will be performed by NSO working in collaboration with the sectors.

d) **Mid-Term Evaluation:** A mid-term evaluation will be carried out to assess progress, lessons learnt and to make necessary adjustments for the second half of the plan. It is a formal process that will be undertaken to ensure that the NSS Strategic Plan is still relevant. In addition, the mid-term review will reallocate resources according to performance and needs. This review will be undertaken by an independent consultant appointed by NSO and with support from Development Partners.

e) **End-Term Evaluation:** At the end of the NSS Strategic Plan implementation period, there will be an end-term evaluation, also called a Terminal Review, to assess successes, challenges, lessons learnt and to provide inputs for the development of the next Strategic Plan. So too, this will be undertaken by an independent consultant hired by NSO and with support from Development Partners.

5.6 Activities of the National Statistical System

To guarantee continued supply of quality official statistics that is timely and coordinated, the annexes that follow present multi-year statistical activity plans and budgets that will be executed and maintained over the next four years starting from 2019/20 to 2022/23. The multi-year plans include statistical activity plans and budgets from the NSO and the MDAs.

The current statistical activities have been designed to align with development frameworks and national and international statistical standards. Furthermore, the NSO and the rest of the NSS will continue to present statistical products in formats that are easily accessible, suit the needs of the users and sufficiently documented via metadata for users to understand the production processes (Annex 1). The accessibility to statistical products by users will subscribe to open data principles.

Statistical activities in this Strategic Plan will be implemented by the NSS partners over a four-year period. Each MDA's Statistical Unit will be responsible for the statistical output within their sector(s), with the general support of NSO as a Secretariat, and under the overall supervision of the Commissioner of Statistics. Activities are directly linked to outputs and indirectly to outcomes that are specified in the logical framework of the M & E plan (Annex 3).

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ANNEXES

This section presents costed multi-year statistical activity plans and budgets for the National Statistical System (NSS) (both on statistical activities and cross cutting issues), the National Statistical Office (NSO) and the following MDAs (i) Agriculture, Irrigation and Water Development (MoAIWD); (ii) Department of Economic Planning and Development (EP&D); (iii) Education, Science and Technology (MoEST); (iv) Gender, Children, Disability and Social Welfare (MoGCDSW); (v) Health and Population (MoHP); (vi) Industry, Trade and Tourism (MoITT); (vii) Department of Irrigation and Water Development; (viii) Information, Civic Education and Communications Technology (MoICECT); (ix) Justice and Constitutional Affairs (MoJCA); (x) Labour, Skills and Innovation (MoLSI); (xi) Natural Resources, Energy and Mining (MoNREM); (xii) Transport and Public Works (MoTPW); and (xiii) Treasury.

Annex 1: National Statistical System Statistical Activity Plan, 2019/20-2022/23

GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges

Strategic Objective 3: To provide quality statistics for evidence-based decision making

Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS

Activities	Performance Indicators	Implementers	Partners	2019/20	2020/21	2021/22	2022/23	Total
3.1.1 National Census of Agriculture and Livestock (NACAL)	Pilot conducted	NSO	MoAIWD	-	5,400.0	1,800.0	1,800.0	**9,000.0**
3.1.2 Welfare Monitoring Survey (WMS)	WMS report published	NSO	MoFEPD	-	-	-	300.0	**300.0**
3.1.3 Environment statistics	Data compiled	NSO	MoNREM	6.3	897.0	1.2	7.2	**911.7**
3.1.4 Natural Resources Statistics	Data compiled	NSO	MoNREM	4.2	3.6	0.0	3.6	**11.5**
3.1.5 Agriculture Production Estimate Survey (APES)	Data compiled	NSO	MoAIWD	3.7	3.6	-	3.6	**11.0**
3.1.6 CountryStat/FDES Meetings	Meetings conducted	NSO	FAO	19.5	19.9	19.9	-	**59.3**
3.1.7 National Evaluation Plaform (NEP)	Meetings conducted	NSO	EP&D	-	-	450.0	450.0	**900.0**
3.1.8 Data Processing, Tabulation & Analysis Training (Demography)	Training conducted	NSO	MoFEPD	14.4	14.4	-	14.4	**43.2**
3.1.9 Demographic & Health Survey (DHS)	DHS report published	NSO	MoHP	-	-	-	2,145.0	**2,145.0**
3.1.10 Biological & Behavioral Surveillance Survey (BBSS)	BBSS report published	NSO	MoHP; NAC	870.5	-	593.5	-	**1,464.0**
3.1.11 Labour Force Survey (LFS)	LFS report published	NSO	MoLSI	340.0	51.5	-	-	**391.5**
3.1.12 Multiple Indicator Cluster Survey (MICS)	MICS report published	NSO	MoFEPD	2,038.5	282.2	-	-	**2,320.6**
3.1.13 Fifth Integrated Household Survey (IHS5)	IHS5 report published	NSO	WB	1,580.4	300.0	-	-	**1,880.4**
3.1.14 Annual Economic Survey (AES)	AES report published	NSO	MoFEPD; RBM	77.0	123.0	160.0	200.0	**560.0**
3.1.15 Indices of Industrial Production & Producer Price Indices (IIP & PPI)	IIP and PPI data produced	NSO	MoFEPD; RBM	56.0	67.0	93.0	100.0	**316.0**
3.1.16 Tourism statistics	Statistics compiled	NSO	DoT/ Dept. of Immigration	303.9	162.0	-	-	**465.9**
3.1.17 Business Information Register (BIR)	BIR improved	NSO	MoITT/MoFEPD	26.0	33.0	49.0	60.0	**168.0**
3.1.18 Consumer Price Indices (CPI)	CPI data published	NSO	MoFEPD; RBM; MoAIWD	40.0	50.0	75.0	85.0	**250.0**
3.1.19 Trade Statistics	Trade statistics compiled	NSO	MoITT/MoFEPD	36.0	45.0	68.0	80.0	**229.0**
3.1.20 Data Collection for Monthly & Quarterly Statistical Bulletin	Data compiled	NSO	MoFEPD	3.8	1.3	-	-	**5.1**
3.1.21 Data Collection for Statistical Yearbook & Malawi in Figures	Data compiled	NSO	MoFEPD	2.6	5.2	-	-	**7.8**
3.1.22 Malawi Social-Economic Database (MASEDA)	MASEDA updated	NSO	MoFEPD	5.0	5.0	5.0	5.0	**20.0**
3.1.23 Balance of Payments (BOP) statistics	BOP published	NSO	MoFEPD; RBM; MoITT	8.0	8.0	8.0	8.0	**32.0**

Activities	Performance Indicators	Implementers	Partners	2019/20	2020/21	2021/22	2022/23	Total
3.1.24 National Accounts statistics	NA published	NSO	MoFEPD; RBM	10.0	25.0	10.0	10.0	**55.0**
3.1.25 Foreign Private Capital (FPC) survey	FPC report published	NSO	MoFEPD; RBM; MITC; MoITT	12.0	12.0	12.0	12.0	**48.0**
3.1.26 Non-Profit Institutions Serving Households (NPISHs) survey	NPISH survey report published	NSO	MoFEPD; RBM; MoITT	-	-	20.0	25.0	**45.0**
3.1.27 Census of Economic Activities (CEA)	CEA report published	NSO	MoFEPD; RBM; MoITT; IMF; AfDB	810.0	-	-	-	**810.0**
3.1.28 Business Interviews & Business Perceptions survey	Reports published	NSO	MoFEPD; RBM; MoITT; IMF	6.0	6.0	6.0	6.0	**24.0**
3.1.29 Increase use of administrative data for statistical purposes	Report published	NSO	MoFEPD	6.0	6.0	6.0	6.0	**24.0**
3.1.30 Survey on International Trade in Services by Partner Countries	Survey report published	NSO	MoFEPD; RBM; MoITT	-	95.0	108.0	121.0	**324.0**
3.1.31 User Satisfaction Surveys	Survey report published	NSO	Users	-	10.0	12.0	15.0	**37.0**
3.1.32 Conduct Agricultural Production Estimates Survey (APES)	APES report published	MoAIWD	NSO; MoFEPD; RBM	354.1	365.1	233.0	144.0	**1,096.2**
3.1.33 Produce Agricultural Statistics Bulletin	Bulletin published	MoAIWD	NSO; MoFEPD; RBM	157.1	56.1	60.0	60.0	**333.2**
3.1.34 Conduct study on carryover and onfarm stocks	Reports published	MoAIWD	NSO; MoFEPD; RBM	10.0	20.0	20.0	20.0	**70.0**
3.1.35 Conduct data quality assessments and reviews of agriculture market prices	Reports published	MoAIWD	NSO; MoFEPD; RBM	70.0	70.0	-	-	**140.0**
3.1.36 Conduct a pilot on Post Harvest Losses Survey (PHLS) using standardized sampling frame	Reports published	MoAIWD	NSO; MoFEPD; RBM	30.0	30.0	35.0	35.0	**130.0**
3.1.37 Produce Food Security Bulletin	Bulletin published	MoAIWD	NSO; MoFEPD; RBM	-	80.0	-	-	**80.0**
3.1.38 Prepare Comprehensive Africa Agriculture Development Program (CAADP) Annual and Bi-annual Report	Report produced	MoAIWD	NSO; MoFEPD; RBM	10.0	15.0	15.0	15.0	**55.0**
3.1.39 Produce Food Balance Sheet	FBS produced	MoAIWD	NSO; MoFEPD; RBM	-	-	9.0	-	**9.0**
3.1.40 Conduct a pilot on Agriculture Cost of Production (AgCoP) Survey	Pilot survey report produced	MoAIWD	NSO; MoFEPD; RBM	10.0	14.0	14.0	14.0	**52.0**
3.1.41 Develop Agriculture Indicator Handbook	Handbook produced	MoAIWD	NSO; MoFEPD; RBM	40.0	80.0	80.0	-	**200.0**
3.1.42 Develop modules and dashboards for NAMIS	Report produced	MoAIWD	NSO; MoFEPD; RBM	175.0	-	-	-	**175.0**
3.1.43 Pretest NAMIS in one of the project districts	Pretesting conducted	MoAIWD	NSO; MoFEPD; RBM	20.0	-	-	-	**20.0**

Activities	Performance Indicators	Implementers	Partners	2019/20	2020/21	2021/22	2022/23	Total
3.1.44 Conduct monitoring and evaluation of projects/programs being implemented by the public sector	M&E report produced	EP&D	Treasury	25.2	27.7	30.5	33.5	**117.0**
3.1.45 Carry out Community Based Monitoring and Evaluation (CBME), i.e. on Water, Sanitation and Hygiene (WASH)	M&E report produced	EP&D	IWD; Treasury	13.2	14.5	15.9	17.5	**61.1**
3.1.46 Conduct data collection regularly to update the IPMIS	Data collected	EP&D	Treasury	20.0	22.0	24.2	26.6	**92.8**
3.1.47 Perfom Data Quality assessment for the Intergrated Information Management System	Report produced	MoGCDSW	NSO	16.0	16.0	16.0	16.0	**64.0**
3.1.48 Conduct an in-depth analysis/study on child marriages in Malawi	Report published	MoGCDSW	NSO	20.0	-	-	-	**20.0**
3.1.49 Conduct the Social Cash Transfer Programme (SCTP) Beneficiary Satisfaction Survey	Report produced	MoGCDSW	NSO	10.0	10.5	11.0	11.5	**43.0**
3.1.50 Conduct Longitudinal Study on the impact of the SCTP	Report produced	MoGCDSW	NSO	10.0	11.0	11.5	12.0	**44.5**
3.1.51 Conduct an assesssmnet on Case Management for the SCTP	Report produced	MoGCDSW	NSO	21.0	22.0	23.0	24.0	**90.0**
3.1.52 Conduct a massive data collection and entry into the Integrated Information Management System	Data collected	MoGCDSW	NSO	15.0	15.0	15.0	15.0	**60.0**
3.1.53 Conduct ICT indicator Survey	Report published	MoICECT	NSO	13.5	-	-	-	**13.5**
3.1.54 Monitor and Evaluate ICT related activities	Report produced	MoICECT	NSO	45.4	68.1	-	-	**113.5**
3.1.55 Conduct Monitoring and evaluation exercises for the studios establishment and rehabilitation works	Report produced	MoICECT	MoFEPD	6.5	9.8	-	-	**16.3**
3.1.56 Conduct minigrid resource assessment	Report produced	MoNREM	Treasury	23.0	20.0	-	-	**43.0**
3.1.57 Conduct surveys on economic valuation of key biodiversity hotspots	Report published	MoNREM	Treasury; NSO	-	25.0	14.0	14.0	**53.0**
3.1.58 Conduct survey on electricity access	Report published	MoNREM	Treasury; NSO	-	40.0	-	-	**40.0**
3.1.59 Conduct Employee survey	Report produced	MoNREM	Treasury; DHRMD	2.0	2.0	3.0	4.0	**11.0**
3.1.60 Conduct Customer Satisfaction Survey	Report produced	MoNREM	Treasury	3.0	3.0	4.0	5.0	**15.0**
3.1.61 Monitor and Evaluate Projects in the Ministry	Report produced	MoNREM	Treasury	14.0	15.0	15.0	15.0	**59.0**
3.1.62 Conduct Annual School Census in all learning institutions	Report produced	MoEST	NSO	30.0	40.0	20.0	20.0	**110.0**
3.1.63 Pilot Southern and Eastern Africa Consortium for Quality Education Monitoring (SEACMEQ V) Survey	Pilot conducted	MoEST	NSO	30.0	40.0	20.0	20.0	**110.0**
3.1.64 Conduct Cohort Tracking in Primary Schools	Report produced	MoEST	Treasury	30.0	40.0	20.0	20.0	**110.0**
3.1.65 Monitor implementation of Quality Management System	Report produced	MoEST	Treasury	3.0	3.0	3.0	3.0	**12.0**
3.1.66 Conduct monitoring and evaluation visits on programs and donor funded projects	Report produced	MoEST	Treasury	2.0	2.0	2.0	2.0	**8.0**
3.1.67 Design and carry out studies of public finance and policy recommendations	Report published	Treasury	EP&D	9.0	12.0	10.0	10.0	**41.0**
3.1.68 Conduct M&E of the Ministry's Strategic Plan	Report produced	Treasury	EP&D	11.0	14.0	12.0	17.0	**54.0**
3.1.69 Conduct M&E of the implementation of Economic Governance Sector activities	Report produced	Treasury	EP&D	10.0	12.0	16.0	20.0	**58.0**

Activities	Performance Indicators	Implementers	Partners	2019/20	2020/21	2021/22	2022/23	Total
3.1.70 Conduct data collection in the Ministry and Democratic Governance (DG) sector	Data collected	MoJCA	NSO	5.4	8.5	6.8	9.7	**30.4**
3.1.71 Conduct skill and competency needs assessment	Report produced	MoJCA	DHRMD	9.6	-	8.8	-	**18.4**
3.1.72 Conduct Employee satisfactory survey	Report produced	MoJCA	Treasury; DHRMD	-	2.3	-	3.5	**5.8**
3.1.73 Conduct Customer satisfactory survey	Report produced	MoJCA	Treasury	2.2	2.3	2.5	3.5	**10.5**
3.1.74 Collect, compile data on homicide and criminal cases	Report produced	MoJCA	NSO	6.8	7.5	12.3	15.3	**41.9**
3.1.75 Collect, compile data on Bills, concents and civil cases	Report produced	MoJCA	NSO	7.5	-	7.7	-	**15.2**
3.1.76 Collect, compile data on deceased estates	Report produced	MoJCA	NSO	7.5	8.4	7.7	8.3	**31.9**
3.1.77 Collect, compile data on registration of businesses, companies, trademarks	Report produced	MoJCA	NSO	7.5	-	7.7	-	**15.2**
3.1.78 Monitor implementation of Quality Management System in the Ministry	Report produced	MoJCA	NSO; Treasury	9.8	9.5	13.4	13.0	**45.7**
3.1.79 Conduct monitoring and evaluation visits on programs and donor funded projects	Report produced	MoJCA	Treasury	5.4	8.5	6.8	9.7	**30.4**
3.1.80 Conduct a Minimum Wage Survey	Report published	MoLSI	NSO; Treasury	55.8	-	-	-	**55.8**
3.1.81 Conduct Employee Satisfaction survey	Report produced	MoLSI	DHRMD; Treasury	3.6	4.6	5.6	6.6	**20.4**
3.1.82 Conduct Customer Satisfaction Survey	Report produced	MoLSI	Treasury	4.0	5.0	6.0	7.0	**22.0**
3.1.83 Conduct Labour Force Survey	Report published	MoLSI	NSO; ILO	-	230.0	-	-	**230.0**
3.1.84 Conduct Child Labour Survey	Report published	MoLSI	NSO; MoGCDSW	-	-	-	154.5	**154.5**
3.1.85 Conduct Tenancy Labour Survey	Report published	MoLSI	NSO	-	205.0	-	-	**205.0**
3.1.86 Conduct Skills Survey	Report published	MoLSI	NSO; TEVETA	15.0	17.0	19.0	21.0	**72.0**
3.1.87 Conduct Women Profiling Survey	Report published	MoLSI	NSO; UN Women	-	-	157.0	-	**157.0**
3.1.88 Conduct Impact Evaluation Surveys of Youth Internship Programs	Report produced	MoLSI	NSO; Treasury	-	-	-	68.0	**68.0**
3.1.89 Conduct Tracer Suvery	Report produced	MoLSI	Treasury	-	-	-	-	**-**
3.1.90 Monitor adherence to quality assurance processes in all statistical undertakings at the head quarters and in all districts	Report produced	MoLSI	NSO	2.3	2.5	2.8	3.1	**10.7**
3.1.91 Monitor adherence to national and international statistical standards	Report produced	MoLSI	NSO	2.3	2.5	2.8	3.1	**10.7**
3.1.92 Strengthen interval transport data collection (MDGS III report, Performance Contract reports)	Report produced	MoTPW	NSO	2.0	2.0	3.0	3.0	**10.0**
3.1.93 Conduct transport cost study	Report produced	MoTPW	NSO	-	10.0	-	-	**10.0**
3.1.94 Conduct study on most efficient route	Report produced	MoTPW	NSO	-	-	15.0	-	**15.0**
3.1.95 Conduct Zonal quarterly data quality review meetings	Report produced	MoHP	NSO; WHO	327.2	327.2	327.2	327.2	**1,308.9**
3.1.96 Conduct monthly health facility-level data review meetings	Report produced	MoHP	NSO; WHO	100.1	100.1	100.1	100.1	**400.3**
3.1.97 Collect, analyse and disseminate data on trade, industry and tourism	Report published	MoITT	NSO; DoT	5.0	7.0	8.0	8.0	**28.0**

Activities	Performance Indicators	Implementers	Partners	2019/20	2020/21	2021/22	2022/23	Total
3.1.98 Conduct periodic monitoring visits for all programs and projects under Ministry of Industry, Trade and Tourism	Report produced	MoITT	Treasury	20.0	20.0	20.0	20.0	**80.0**
3.1.99 Compile annual statistical bulletin for the Ministry	Bulletin published	MoITT	NSO	5.0	5.0	5.0	5.0	**20.0**
3.1.100 Collect and compile irrigation, water and sanitation data	Report produced	IWD	NSO	3.9	4.3	4.8	5.2	**18.3**
3.1.101 Conduct monitoring and evaluation visits for all programs and donor funded projects	Report produced	IWD	Treasury	6.2	7.4	8.9	10.7	**33.3**
Grand Total				**8,152.9**	**9,837.2**	**5,007.6**	**6,856.5**	**29,854.1**

Annex 2: National Statistical System Cross-Cutting Issues Development Plan, 2019/20-2022/23

Goals, Strategies and Activities	Performance Indicators	Lead Implementers	Collaborators	2019/20	2020/21	2021/22	2022/23	Total
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges								
						(MWK' MILLION)		
Strategic Objective 1: To strengthen and coordinate the National Statistical System								
Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the NSS								
1.1.1 Update Compendium of Statistical Concepts and Definitions	Compendium updated	NSO; NSS Secretariat	NSS Partners	12.4	-	-	-	**12.4**
1.1.2 Roll out Compendium of Statistical Concepts and Definitions to MDAs	Compendium rolled out; report	NSO; NSS Secretariat	NSS Partners	-	16.0	-	-	**16.0**
1.1.3 Orient stakeholders on and promote use of Compendium of Statistical Concepts and Definitions	Report	NSO; NSS Secretariat	NSS Partners	-	25.0	-	-	**25.0**
1.1.4 Develop a Code of Ethics and Conduct for NSO/NSS	Code of Ethics developed	NSO; NSS Secretariat	NSS Partners	5.5	-	-	-	**5.5**
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS								
1.2.1 Develop guidelines for accessing raw and processed data in NSS	Guidelined developed	NSO; NSS Secretariat	NSS Partners	-	17.7	-	-	**17.7**
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS								
1.3.1 Conduct quarterly meetings of NSS TWGs	Report	NSO; NSS Secretariat	NSS Partners	18.7	19.6	20.6	21.6	**80.5**
1.3.2 Conduct quarterly NSS Steering Committee meetings	Report	NSO; NSS Secretariat	NSS Partners	18.7	19.6	20.6	21.6	**80.5**
1.3.3 Conduct a mid-term evaluation of the SP	Mid-term evaluation report	NSO; NSS	PARIS21; AfDB	-	-	20.0	-	**20.0**
1.3.4 Conduct an end-term evaluation of the SP	End-term evaluation report	NSO; NSS	PARIS21; AfDB	-	-	-	20.0	**20.0**
1.3.5 Set up and train Data Auditing/Monitoring Team for NSS	Data Auditing Team established and trained/Report	NSO	UNDP	-	20.4	-	22.0	**42.4**
Strategy 1.4: Expanding the coverage of NSS								
1.4.1 Conduct sensitization meetings with Academia, private sector and NGO sector	Report	NSO; NSS Secretariat	NSS Partners	4.0	5.0	-	-	**9.0**
Strategy 1.5: Coordinating statistical production processes across the NSS								
1.5.1 Promote information sharing by data producers with NSO	Report	NSO; NSS Secretariat	NSS Partners	-	3.0	3.5	4.0	**10.5**
1.5.2 Provide technical advice to NSS partners on statistical undertakings	Report	NSO; NSS Secretariat	NSS Partners	-	3.0	3.5	4.0	**10.5**
Strategy 1.6: Coordinating users and producers of statistics across the NSS								
1.6.1 Conduct data-user workshops for NSS	Report	NSO; NSS Secretariat	NSS Partners	-	17.0	-	18.0	**35.0**
Strategic Objective 2: To enhance statistical capacity across the National Statistical System								
Strategy 2.1: Developing skills of statistical staff in the NSS								
2.1.1 Perform a training needs assessment	Report	NSO; NSS Secretariat	NSS Partners	-	4.0	-	-	**4.0**
2.1.2 Develop and implement a training plan for NSS	Report	NSO; NSS Secretariat	NSS Partners	-	11.0	-	-	**11.0**
2.1.3 Conduct statistical training courses (Diploma, Bachelor's and Master's)	Report			-	60.0	65.0	70.0	**195.0**
2.1.4 Train administrative staff	Report	NSO; NSS Secretariat	NSS Partners	-	12.0	15.0	18.0	**45.0**
2.1.5 Train ICT staff	Report	NSO; NSS Secretariat	NSS Partners	-	45.0	50.0	55.0	**150.0**
Strategy 2.2: Establishing statistical units in remaining MDAs								
2.2.1 Conduct sensitization meetings with heads of remaining MDAs	Report	NSO; NSS Secretariat	NSS Partners	5.0	7.5	-	-	**12.5**
Strategy 2.3: Improving infrastructure across the NSS								
2.3.1 Procure vehicles for NSO and the MDAs	Report	NSO; NSS Secretariat	NSS Partners	-	1,000.0	1,000.0	1,000.0	**3,000.0**
Strategy 2.4: Strengthening the statistical units in MDAs								
2.4.1 Develop and implement a recruitment plan for NSS	Report	NSO; NSS Secretariat	NSS Partners	-	5.0	-	-	**5.0**

| | Performance Indicators | Lead Implementers | Collaborators | *(MWK' MILLION)* | | | | |
				2019/20	2020/21	2021/22	2022/23	Total
Strategic Objective 3: To provide quality statistics for evidence-based decision making								
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies								
3.2.1 Review data collection, processing and analysis tools across the NSS to be in line with internationally recognized definitions and scientific research methodologies	Tools reviewed	NSO; NSS Secretariat	NSS Partners	-	13.0	20.0	-	**33.0**
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data								
3.3.1 Identify and consult stakeholders on new data sources, e.g. Big Data	Report	NSO; NSS Secretariat	NSS Partners	3.0	8.0	-	-	**11.0**
3.3.2 Train staff on Big Data	Report	NSO; NSS Secretariat	NSS Partners	8.0	12.0	18.0		**38.0**
3.3.3 Prepare and sign Service Level Agreements (SLAs) with Big Data suppliers	Report	NSO; NSS Secretariat	NSS Partners	2.0	4.0	-	-	**6.0**
3.3.4 Acquire software for Big Data analysis	Software in place	NSO; NSS Secretariat	NSS Partners	-	50.0	-	-	**50.0**
3.3.5 Collect, process and disseminate Big Data	Big Data collected, processed and disseminated	NSO; NSS Secretariat	NSS Partners	-	10.0	10.0	-	**20.0**
3.3.6 Train staff on administrative data	Report	NSO; NSS Secretariat	NSS Partners	-	15.0	20.0	-	**35.0**
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS								
3.4.1 Update Quality Assurance Framework (QAF)	QAF updated	NSO; NSS Secretariat	NSS Partners	12.4	-	-	-	**12.4**
3.4.2 Assist MDAs develop QAF	Report	NSO; NSS Secretariat	NSS Partners	-	16.0	-	-	**16.0**
3.4.3 Orient stakeholders on and promote adherence to QAF	Report	NSO; NSS Secretariat	NSS Partners	-	25.0	-	-	**25.0**
3.4.4 Monitor compliance to QAF	Report	NSO; NSS Secretariat	NSS Partners	-	20.0	37.0	45.0	**102.0**
3.4.5 Conduct study tours of and train NSS Coordinating Unit on quality assurance	Report	NSO; NSS Secretariat	UNDP	-	16.0	22.0	-	**38.0**
3.4.6 Celebrate Africa Statistics Day	Report	NSS Partners	NSS Partners	3.1	3.3	3.4	3.6	**13.4**
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes								
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level								
4.1.1 Purchase of desktop computers, laptops, servers, printers, scanners, PDAs & accessories for the NSS	Report	NSO; NSS Secretariat	NSS Partners	-	500.0	300.0	100.0	**900.0**
4.1.2 Purchase and install data back-up systems in NSS	Report	NSO; NSS Secretariat	NSS Partners	30.0	-	-	-	**30.0**
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics								
4.2.1 Ensure inter-operability of data systems, including MISs	Inter-operability ensured/Report	NSO; NSS Secretariat	UNDP	-	15.0	15.0	-	**30.0**
Strategy 4.3: Improving dissemination of statistical products across the NSS								
4.3.1 Develop and implement a data dissemination policy for the NSS	Dissemination policy in place	NSO; NSS Secretariat	UNDP; IMF; UNDP	-	8.8	9.2	-	**18.0**
4.3.2 Develop and implement official statistics release calendar on data produced by NSS	Official statistics release calendar in place	NSO; NSS Secretariat	NSS Partners	-	8.8	9.2	-	**18.0**
4.3.3 Establish and activate websites for data dissemination across the NSS	Websites established and activated	NSO; NSS Secretariat	NSS Partners	-	20.0	22.0	25.0	**67.0**
4.3.4 Train Media on statistical outputs from the NSS	Report	NSO; NSS Secretariat	NSS Partners	-	8.0	10.0	12.0	**30.0**
Strategy 4.4: Establishing a data quality assurance team for enforcement of standards within the NSS								
4.4.1 Set modalities for certification of official statistics	Report	NSO; NSS Secretariat	NSS Partners	-	12.0	25.0	-	**37.0**
Strategy 4.5: Enhancing awareness of the National Statistics Act, 2013								
4.5.1 Conduct awareness/sensitization meetings on the National Statistics Act, 2013	Report	NSO; NSS Secretariat	NSS Partners	5.0	10.0	15.0	20.0	**50.0**
4.5.2 Place articles on the National Statistics Act, 2013 in print and electronic media	Report	NSO; NSS Secretariat	NSS Partners	15.0	17.0	20.0	-	**52.0**
Strategy 4.6: Establishing central statistical data repository (Data Centre) for all official statistics to promote systems interoperability and reduce data fragmentation								
4.6.1 Establish central statistical data repository (Data Centre) at NSO Headquarters, including maintenance	Report	NSO; NSS Secretariat	NSS Partners	-	20.0	50.0	60.0	**130.0**

	Performance Indicators	Lead Implementers	Collaborators	(MWK' MILLION)				
				2019/20	2020/21	2021/22	2022/23	Total
Strategic Objective 5: To mobilise adequate resources for implementation of the Strategic Plan								
Strategy 5.1: Developing a resource mobilization strategy for the NSS								
5.1.1 Develop a resource mobilization strategy for the NSS	Resource mobilization strategy in place	NSO; NSS Secretariat	NSS Partners	10.0	-	-	-	**10.0**
Strategy 5.2: Making prudent and efficient use of the financial resources for statistics across the NSS								
5.2.1 Train finance personnel on prudence and funds management	Report	NSO; NSS Secretariat	UNDP	10.0	15.0	-	-	**25.0**
Grand Total				162.8	2,117.7	1,804.1	1,519.8	5,604.4

Annex 3: National Statistical System Logical Framework for Monitoring and Evaluation, 2019/20-2022/23

GOAL/OUTCOME/ OUTPUT		MEASURABLE INDICATORS	TIMING	MEANS OF VERIFICATION	ASSUMPTIONS
Overall Goal	To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges				
Outcome 1.0	Strengthened and coordinated National Statistical System	At least ten (10) NSS partners produce statistics that is official	2019-2023	Reports; minutes	
Output 1.1	Compliance to national and international statistical standards across the NSS promoted and monitored	Compendium of Statistical Concepts and Definitions updated	2019-2020	Compendium in place	Availability of funding
		Compendium of Statistical Concepts and Definitions rolled out to MDAs	2020-2021	Report	Availability of funds
		Stakeholders oriented on Compendium and use of Compendium promoted	2020-2021	Report	Availability of donor funding
		Code of Ethics and Conduct for NSO/NSS developed	2019-2020	Code of Ethics in place; report	
Output 1.2	Use of statistical concepts, definitions, methodologies and tools across the NSS harmonized and promoted	Guidelines for accessing raw and processed data in NSS developed	2020-2021	Guidelines in place; report	Funding and technical assistance availability
Output 1.3	Performance monitoring and evaluation of the NSS enhanced	Baselines established	2020-2021	Report	Adequate funding
		Annual output monitoring report produced	2021-2023	Report	
		Quarterly meetings of NSS TWG conducted	2019-2023	Minutes	Adequate funding
		Quarterly NSS Steering Committee meetings conducted	2019-2023	Minutes	
		Donor coordination meetings held	2020-2023	Minutes	Availability of funds
		Independent mid-term evaluation of the SP conducted	2021-2022	Mid-term evaluation report	Availability of donor funding
		Independent end-term evaluation of the SP conducted	2023	End-term evaluation report	Availability of donor funding
		Data Auditing/Monitoring Team for NSS set up and trained	2020-2023	Training report	Availability of donor funding
Output 1.4	Coverage of NSS expanded	Sensitisation meetings with Academia, private sector and NGO sector conducted	2019-2021	Report	
Output 1.5	Statistical production processes across the NSS coordinated	Information sharing by data producers with NSO promoted	2020-2023	Report	
		Technical advice to NSS partners on statistical undertakings provided	2020-2023	Report	
Output 1.6	Users and producers of statistics across the NSS coordinated	Data-user workshops for NSS conducted	2020-2023	Report	Availability of funds
Output 1.7	Autonomous status of NSO lobbied	A concept paper on NSOs autonomy developed	2020-2021	Concept paper in place	
		Advocacy meetings with senior government officials and Development Partners conducted	2020-2022	Minutes	Availability of funds
		Study tours to autonomous statistical agencies in the African Region conducted	2020-2022	Reports	Availability of donor funding
		Legal framework to embrace the autonomous status of NSO amended	2023	Amended Statistics Act in place	Availability of funds
Output 1.8	NSO Headquarters relocated to Lilongwe	Physical infrastructure constructed in Lilongwe to strategically locate the NSO Headquarters	2021-2023	Physical infrastructure in place	Availability of donor funding
		NSO Headquarters moved to Lilongwe	2023	NSO Headquarters in Lilongwe	Availability of donor funding

		MEASURABLE INDICATORS	TIMING	MEANS OF VERIFICATION	ASSUMPTIONS
Outcome 2.0	**Enhanced statistical capacity across the National Statistical System**	**Enhanced statistical capacity**	**2019-2023**		
Output 2.1	*Skills of statistical staff in the NSS developed*	*Training needs assessment performed*	*2020-2021*	*Report*	
		A training plan for NSS developed and implemented	*2020-2021*	*Training plan in place*	*Availability of donor funding*
		Statistical training courses conducted	*2020-2023*	*Report*	*Availability of donor funding*
		Administrative staff trained	*2020-2023*	*Report*	*Availability of funds*
		ICT staff trained	*2020-2023*	*Report*	*Availability of funds*
Output 2.2	*Statistical units in remaining MDAs established*	*Sensitisation meetings with heads of remaining MDAs conducted*	*2019-2021*	*Report*	*Availability of funds*
Output 2.3	*Infrastructures across the NSS improved*	*Vehicles for NSO and MDAs procured*	*2020-2023*	*Vehicles in place*	*Availability of donor funding*
Output 2.4	*Statistical units in MDAs strengthened*	*A recruitment plan for NSS developed and implemented*	*2020-2021*	*Report*	*Availability of funds*
Outcome 3.0	**Provision of quality statistics for evidence-based decision making**	**At least seventy percent (70%) of the indicators in the MGDS and other development policy documents are measured using official statistics produced by NSS**	**2019-2023**	**Reports**	
Output 3.1	*Multi-year programme of statistical activities across the NSS maintained and strengthened*	*Multi-year programme adapted*	*2019-2023*	*Report; NSS SC minutes*	*Sustained commitment by Malawi Government, Development Partners, Data Suppliers; Users and NSS partners*
		Multi-year activity plan maintained	*2019-2023*	*Report; NSS SC minutes*	
		Statistical activities executed	*2019-2023*	*Survey reports*	*Adequate funding*
Output 3.2	*Internationally recognised definitions and scientific research methodologies adopted and maintained*	*Data collection, processing and analysis tools reviewed*	*2020-2022*	*Tools in place*	
Output 3.3	*New technologies in data production and processing, including use of Big Data adopted*	*Stakeholders on new data sources identified and consulted*	*2019-2021*	*Report*	
		Staff trained on Big Data	*2019-2022*	*Training report*	*Availability of funding*
		Service level agreements with Big Data suppliers prepared and signed	*2019-2021*	*Report*	*Capacity in MDAs is available*
		Software for Big Data analysis acquired	*2021-2022*	*Software for Big Data in place*	
		Big Data collected, processed and disseminated	*2020-2022*	*Report*	
		Staff trained on administrative data	*2020-2022*	*Report*	
Output 3.4	*Adherence to quality assurance processes in all statistical undertakings across the NSS developed, introduced and ensured*	*Quality Assurance Framework (QAF) updated*	*2019-2020*	*QAF document in place; report*	
		MDAs assisted in developing QAF	*2020-2021*	*Report*	
		Stakeholders oriented on QAF and adherence to QAF promoted	*2020-2023*	*Report*	
		Compliance to QAF monitored	*2020-2023*	*Report; minutes*	
		Study tours on quality assurance conducted and NSS Coordination Unit trained on quality assurance	*2020-2022*	*Report*	*Study tours supported by Development Partners*
		Africa Statistics Day celebrated	*2019-2023*	*Report*	

		MEASURABLE INDICATORS	TIMING	MEANS OF VERIFICATION	ASSUMPTIONS
Outcome 4.0	**Enhanced dissemination and promoted use of statistical products, including MISs, for statistical purposes**	**Statistical products disseminated and MISs used for statistical purposes**	**2019-2023**	**Reports; minutes**	
Output 4.1	*Management Information Systems (MISs) in MDAs developed and maintained*	*MIS indicators developed*	*2020-2021*	*Report*	*Stakeholders commitment; adequate funding; adherence to national and international standards*
		MIS databases developed	*2020-2021*	*Database in place; report*	*Availability of donor funding*
		MIS databases maintained	*2020-2023*	*Report*	
		ICT equipment for NSS purchased	*2020-2023*	*Report*	*Availability of donor funding*
		Data back-up systems in NSS purchased and installed	*2019-2021*	*Report*	*Availability of donor funding*
Output 4.2	*Use of MISs for statistical purposes among users of official statistics promoted*	*Sensitisation meetings on MIS held*	*2020*	*Report*	*Availability of funds*
		MISs used for statistical purposes	*2020-2023*	*MISs in place*	
		Inter-operability of data systems, including MISs, ensured	*2020-2022*	*Systems interoperability in place*	*Availability of donor funding*
Output 4.3	*Dissemination of statistical products across the NSS improved*	*Data dissemination policy for the NSS developed and implemented*	*2020-2022*	*Dissemination policy in place*	*Funding and technical assistance availability*
		Official statistics release calendar on data produced by NSS developed and implemented	*2020-2022*	*Release calendar in place*	*Availability of funds*
		Websites for data dissemination across the NSS established and activated	*2020-2023*	*Active websites in place*	*Availability of donor funding*
		Media trained on statistical outputs from the NSS	*2020-2023*	*Report*	*Availability of donor funding*
Output 4.4	*A data quality assurance team for enforcement of standards within the NSS established*	*Modalities for certification of official statistics developed*	*2020-2023*	*Modalities in place*	
Output 4.5	*Awareness of the National Statistics Act, 2013 enhanced*	*Awareness/sensitisation meetings on the National Statistics Act, 2013*	*2019-2023*	*Report*	*Availability of donor funding*
		Articles on the National Statistics Act, 2013 placed in print and electronic media	*2019-2023*	*Report*	*Availability of donor funding*
Output 4.6	*Central statistical data repository (Data Centre) for all official statistics to promote systems interoperability and reduce data fragmentation established*	*Central statistical data repository (Data Centre) at NSO Headquarters established*	*2020-2023*	*Data Centre in place*	*Availability of donor funding*
Outcome 5.0	**Adequate resources are mobilised for implementation of the Strategic Plan**	**Adequate resources for effective implementation of the NSS SP**	**2019-2023**	**Reports; minutes**	
Output 5.1	*A resource mobilisation strategy for the NSS developed*	*A resource mobilisation strategy for the NSS developed*	*2019-2020*	*Mobilisation strategy in place*	
Output 5.2	*Prudent and efficient use of the financial resources for statistics across the NSS achieved*	*Finance personnel trained on prudence and funds management*	*2019-2021*	*Report*	*Availability of funds*

Annex 4: Budget for Multi-Year Statistical Activity Plan for the National Statistical System, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20 GOM	DP	2020/21 GOM	DP	2021/22 GOM	DP	2022/23 GOM	DP	MWK' MILLION GOM	DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**371.2**	**347.6**	**390.8**	**4,010.6**	**278.9**	**7,681.8**	**352.7**	**4,397.9**	**1,393.6**	**16,437.8**
Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the NSS	89.8	33.0	139.1	48.3	54.6	20.7	44.4	23.1	**327.9**	**125.0**
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS	37.0	240.3	25.5	77.5	12.6	17.5	15.5	10.0	**90.6**	**345.3**
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	244.4	70.3	218.3	79.8	204.7	103.6	231.8	129.8	**899.2**	**383.5**
Strategy 1.4: Expanding the coverage of NSS	-	4.0	-	5.0	-	-	-	-	**-**	**9.0**
Strategy 1.5: Coordinating statistical production processes across the NSS	-	-	6.0	-	7.0	-	8.0	-	**21.0**	**-**
Strategy 1.6: Coordinating users and producers of statistics across the NSS	-	-	2.0	15.0	-	-	3.0	15.0	**5.0**	**30.0**
Strategy 1.7: Lobbying for autonomous status of NSO	-	-	-	35.0	-	40.0	-	20.0	**-**	**95.0**
Strategy 1.8: Relocating NSO Headquarters to Lilongwe	-	-	-	3,750.0	-	7,500.0	50.0	4,200.0	**50.0**	**15,450.0**
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	**399.8**	**35,082.2**	**384.3**	**1,739.4**	**227.0**	**1,330.6**	**344.4**	**1,432.7**	**1,355.5**	**39,584.8**
Strategy 2.1: Developing skills of statistical staff in the NSS	214.5	305.3	303.1	651.3	171.5	324.0	269.7	286.5	**958.8**	**1,567.0**
Strategy 2.2: Establishing statistical units in remaining MDAs	-	5.0	-	7.5	-	-	-	-	**-**	**12.5**
Strategy 2.3: Improving infrastructure across the NSS	185.3	34,771.9	76.2	1,080.6	55.6	1,006.6	74.6	1,146.2	**391.7**	**38,005.3**
Strategy 2.4: Strengthening the statistical units in MDAs	-	-	5.0	-	-	-	-	-	**5.0**	**-**
Strategic Objective 3: To provide quality statistics for evidence-based decision making	**2,433.8**	**10,097.1**	**2,872.7**	**10,300.6**	**1,677.5**	**8,249.5**	**3,862.9**	**6,366.0**	**10,846.9**	**35,013.2**
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	2,052.9	5,727.1	2,576.8	7,027.9	1,378.7	3,444.0	3,642.2	3,011.4	**9,650.7**	**19,210.4**
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	39.0	22.2	54.4	18.1	60.2	25.6	53.6	38.1	**207.2**	**104.0**
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	188.9	4,133.3	92.5	3,081.0	123.5	4,689.2	53.0	3,241.5	**457.9**	**15,145.1**
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	153.0	214.5	148.9	173.6	115.1	90.7	114.1	75.0	**531.1**	**553.7**
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management	**1,387.3**	**1,432.4**	**2,209.3**	**1,590.5**	**722.0**	**1,151.2**	**235.3**	**477.4**	**4,553.9**	**4,651.4**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	758.3	1,288.7	1,244.8	1,344.2	598.1	838.0	103.9	137.1	**2,705.1**	**3,608.0**
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	84.0	78.9	87.5	97.6	61.7	102.0	60.2	105.4	**293.4**	**383.9**
Strategy 4.3: Improving dissemination of statistical products across the NSS	540.1	49.8	877.0	89.7	62.2	101.2	71.2	154.9	**1,550.4**	**395.5**
Strategy 4.4: Establishing a data quality assurance team for enforcement of standards within the NSS	-	-	-	12.0	-	25.0	-	-	**-**	**37.0**
Strategy 4.5: Enhancing awareness of the National Statistics Act, 2013	5.0	15.0	-	27.0	-	35.0	-	20.0	**5.0**	**97.0**
Strategy 4.6: Establishing central statistical data repository (Data Centre) for all official statistics to promote systems interoperability and reduce data fragmentation	-	-	-	20.0	-	50.0	-	60.0	**-**	**130.0**
Strategic Objective 5: To mobilise adequate resources for implementation of the Strategic Plan	**-**	**20.0**	**-**	**15.0**	**-**	**-**	**-**	**-**	**-**	**35.0**
Strategy 5.1: Developing a resource mobilization strategy for the NSS	-	10.0	-	-	-	-	-	-	**-**	**10.0**
Strategy 5.2: Making prudent and efficient use of the financial resources for statistics across the NSS	-	10.0	-	15.0	-	-	-	-	**-**	**25.0**
Grand Total	**4,592.1**	**46,979.2**	**5,857.2**	**17,655.9**	**2,905.3**	**18,413.1**	**4,795.3**	**12,673.9**	**18,149.9**	**95,722.2**

GOAL/OBJECTIVE/ACTIVITY	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**42.8**	**16.5**	**75.3**	**3,856.0**	**48.2**	**7,560.0**	**114.2**	**4,267.0**	**280.5**	**15,699.5**
Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the	**5.4**	**12.5**	**16.0**	**25.0**	**-**	**-**	**-**	**-**	**21.4**	**37.5**
1.1.1 Update Compendium of Statistical Concepts and Definitions	4.4	8.0	-	-	-	-	-	-	**4.4**	**8.0**
1.1.2 Roll out Compendium of Statistical Concepts and Definitions to MDAs			6.0	10.0	-	-	-	-	**6.0**	**10.0**
1.1.3 Orient stakeholders on and promote use of Compendium of Statistical Concepts and Definitions			10.0	15.0	-	-	-	-	**10.0**	**15.0**
1.1.4 Develop a Code of Ethics and Conduct for NSO/NSS	1.0	4.5	-	-	-	-	-	-	**1.0**	**4.5**
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS	**-**	**-**	**3.7**	**14.0**	**-**	**-**	**-**	**-**	**3.7**	**14.0**
1.2.1 Develop guidelines for accessing raw and processed data in NSS			3.7	14.0	-	-	-	-	**3.7**	**14.0**
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	**37.4**	**-**	**47.6**	**12.0**	**41.2**	**20.0**	**53.2**	**32.0**	**179.4**	**64.0**
1.3.1 Conduct quarterly meetings of NSS TWGs	18.7	-	19.6	-	20.6	-	21.6	-	**80.5**	**-**
1.3.2 Conduct quarterly NSS Steering Committee meetings	18.7	-	19.6	-	20.6	-	21.6	-	**80.5**	**-**
1.3.3 Conduct a mid-term evaluation of the SP					20.0				**-**	**20.0**
1.3.4 Conduct an end-term evaluation of the SP								20.0	**-**	**20.0**
1.3.5 Set up and train Data Auditing/Monitoring Team for NSS			8.4	12.0			10.0	12.0	**18.4**	**24.0**
Strategy 1.4: Expanding the coverage of NSS	**-**	**4.0**	**-**	**5.0**	**-**	**-**	**-**	**-**	**-**	**9.0**
1.4.1 Conduct sensitization meetings with Academia, private sector and NGO sector		4.0		5.0					**-**	**9.0**
Strategy 1.5: Coordinating statistical production processes across the NSS	**-**	**-**	**6.0**	**-**	**7.0**	**-**	**8.0**	**-**	**21.0**	**-**
1.5.1 Promote information sharing by data producers with NSO			3.0		3.5		4.0		**10.5**	**-**
1.5.2 Provide technical advice to NSS partners on statistical undertakings			3.0		3.5		4.0		**10.5**	**-**
Strategy 1.6: Coordinating users and producers of statistics across the NSS	**-**	**-**	**2.0**	**15.0**	**-**	**-**	**3.0**	**15.0**	**5.0**	**30.0**
1.6.1 Conduct data-user workshops for NSS			2.0	15.0			3.0	15.0	**5.0**	**30.0**
Strategy 1.7: Lobbying for autonomous status of NSO	**-**	**-**	**-**	**35.0**	**-**	**40.0**	**-**	**20.0**	**-**	**95.0**
1.7.1 Develop a concept paper on NSOs autonomy				5.0					**-**	**5.0**
1.7.2 Conduct advocacy meetings with senior government officials and Development Partners				10.0		10.0			**-**	**20.0**
1.7.3 Conduct study tours to autonomous statistical agencies in the Africa Region				20.0		30.0			**-**	**50.0**
1.7.4 Amend legal framework to embrace the autonomous status of NSO								20.0	**-**	**20.0**
Strategy 1.8: Relocating NSO Headquarters to Lilongwe	**-**	**-**	**-**	**3,750.0**	**-**	**7,500.0**	**50.0**	**4,200.0**	**50.0**	**15,450.0**
1.8.1 Construct physical infrastructure in Lilongwe to strategically locate the NSO Headquarters				3,750.0		7,500.0		3,750.0	**-**	**15,000.0**
1.8.2 Move NSO Headquarters to Lilongwe							50.0	450.0	**50.0**	**450.0**

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	-	5.0	26.0	1,118.5	15.0	1,115.0	18.0	1,125.0	59.0	3,363.5
Strategy 2.1: Developing skills of statistical staff in the NSS	-	-	21.0	111.0	15.0	115.0	18.0	125.0	54.0	351.0
2.1.1 Perform a training needs assessment			4.0						4.0	-
2.1.2 Develop and implement a training plan for NSS			5.0	6.0					5.0	6.0
2.1.3 Conduct statistical training courses (Diploma, Bachelor's and Master's)				60.0		65.0		70.0	-	195.0
2.1.4 Train administrative staff			12.0		15.0		18.0		45.0	-
2.1.5 Train ICT staff				45.0		50.0		55.0	-	150.0
Strategy 2.2: Establishing statistical units in remaining MDAs	-	5.0	-	7.5	-	-	-	-	-	12.5
2.2.1 Conduct sensitization meetings with heads of remaining MDAs		5.0		7.5					-	12.5
Strategy 2.3: Improving infrastructure across the NSS	-	-	-	1,000.0	-	1,000.0	-	1,000.0	-	3,000.0
2.3.1 Procure vehicles for NSO and the MDAs				1,000.0		1,000.0		1,000.0	-	3,000.0
Strategy 2.4: Strengthening the statistical units in MDAs	-	-	5.0	-	-	-	-	-	5.0	-
2.4.1 Develop and implement a recruitment plan for NSS			5.0						5.0	-
Strategic Objective 3: To provide quality statistics for evidence-based decision making	1,709.3	4,599.0	2,192.8	5,625.1	1,042.3	2,584.7	3,333.9	2,171.5	8,278.4	14,980.3
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	1,696.8	4,583.0	2,153.6	5,472.1	1,011.9	2,484.7	3,315.3	2,141.5	8,177.6	14,681.3
3.1.1 National Census of Agriculture and Livestock (NACAL)			1,080.0	4,320.0	360.0	1,440.0	360.0	1,440.0	1,800.0	7,200.0
3.1.2 Welfare Monitoring Survey (WMS)							60.0	240.0	60.0	240.0
3.1.3 Environment statistics	5.0	1.2	5.7	891.3	-	1.2	5.7	1.5	16.5	895.3
3.1.4 Natural Resources Statistics	3.4	0.8	3.6	0.0	-	0.0	3.6	0.0	10.7	0.8
3.1.5 Supervision and Meetings on Agriculture Production Estimate Survey (APES)	3.7	-	3.6	-	-	-	3.6	-	11.0	-
3.1.6 CountrySTAT		19.5		19.9	19.9				19.9	39.4
3.1.7 National Evaluation Plaform (NEP)					90.0	360.0	90.0	360.0	180.0	720.0
3.1.8 Data Processing, Tabulation & Analysis Training	14.4	-	14.4	-	-	-	14.4	-	43.2	-
3.1.9 Demographic & Health Survey (DHS)	-	-	-	-	-	-	2,145.0	-	2,145.0	-
3.1.10 Biological & Behavioral Surveillance Survey (BBSS)	516.1	354.4	-	-	-	593.5	-	-	516.1	947.9
3.1.11 Labour Force Survey (LFS)	340.0	-	50.6	0.9	-	-	-	-	390.6	0.9
3.1.12 Multiple Indicator Cluster Survey (MICS)	113.3	1,925.1	282.2	-	-	-	-	-	395.5	1,925.1
3.1.13 Fifth Integrated Household Survey (IHS5)	398.4	1,182.0	300.0	-	-	-	-	-	698.4	1,182.0
3.1.14 Annual Economic Survey (AES)	77.0	-	123.0	-	160.0	-	200.0	-	560.0	-
3.1.15 Indices of Industrial Production & Producer Price Indices (IIP & PPI)	56.0	-	67.0	-	93.0	-	100.0	-	316.0	-
3.1.16 Tourism statistics	3.9	300.0	2.0	160.0	-	-	-	-	5.9	460.0
3.1.17 Business Information Register (BIR)	26.0	-	33.0	-	49.0	-	60.0	-	168.0	-
3.1.18 Consumer Price Indices (CPI)	40.0	-	50.0	-	75.0	-	85.0	-	250.0	-
3.1.19 Trade Statistics	36.0	-	45.0	-	68.0	-	80.0	-	229.0	-
3.1.20 Data Collection for Monthly & Quarterly Statistical Bulletin	3.8	-	1.3	-	-	-	-	-	5.1	-

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
3.1.21 Data Collection for Statistical Yearbook & Malawi in Figures	2.6	-	5.2	-	-	-	-	-	**7.8**	**-**
3.1.22 Malawi Social-Economic Database (MASEDA)	5.0	-	5.0	-	5.0	-	5.0	-	**20.0**	**-**
3.1.23 Balance of Payments (BOP) statistics	8.0	-	8.0	-	8.0	-	8.0	-	**32.0**	**-**
3.1.24 National Accounts statistics, including rebasing GDP	10.0	-	25.0	-	10.0	-	10.0	-	**55.0**	**-**
3.1.25 Foreign Private Capital (FPC) survey	12.0	-	12.0	-	12.0	-	12.0	-	**48.0**	**-**
3.1.26 Non-Profit Institutions Serving Households (NPISHs) survey	-	-	-	-	20.0	-	25.0	-	**45.0**	**-**
3.1.27 Census of Economic Activities (CEA)	10.0	800.0	-	-	-	-	-	-	**10.0**	**800.0**
3.1.28 Business Interviews & Business Perceptions survey	6.0	-	6.0	-	6.0	-	6.0	-	**24.0**	**-**
3.1.29 Increase use of administrative data for statistical purposes	6.0	-	6.0	-	6.0	-	6.0	-	**24.0**	**-**
3.1.30 Survey on International Trade in Services by Partner Countries	-	-	15.0	80.0	18.0	90.0	21.0	100.0	**54.0**	**270.0**
3.1.31 User Satisfaction Surveys			10.0		12.0		15.0		**37.0**	**-**
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	**-**	**-**	**3.0**	**10.0**	**5.0**	**15.0**	**-**	**-**	**8.0**	**25.0**
3.2.1 Review data collection, processing and analysis tools across the NSS to be in line with internationally recognized definitions and scientific research methodologies			3.0	10.0	5.0	15.0			**8.0**	**25.0**
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	**5.0**	**8.0**	**17.0**	**82.0**	**10.0**	**38.0**	**-**	**-**	**32.0**	**128.0**
3.3.1 Identify and consult stakeholders on new data sources, e.g. Big Data	3.0	-	3.0	5.0	-	-	-	-	**6.0**	**5.0**
3.3.2 Train staff on Big Data		8.0		12.0		18.0			**-**	**38.0**
3.3.3 Prepare and sign Service Level Agreements (SLAs) with Big Data suppliers	2.0		4.0						**6.0**	**-**
3.3.4 Acquire software for Big Data analysis				50.0					**-**	**50.0**
3.3.5 Collect, process and disseminate Big Data			10.0		10.0				**20.0**	**-**
3.3.6 Train staff on administrative data				15.0		20.0			**-**	**35.0**
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	**7.5**	**8.0**	**19.3**	**61.0**	**15.4**	**47.0**	**18.6**	**30.0**	**60.8**	**146.0**
3.4.1 Update Quality Assurance Framework (QAF)	4.4	8.0	-	-	-	-	-	-	**4.4**	**8.0**
3.4.2 Assist MDAs develop QAF			6.0	10.0	-	-	-	-	**6.0**	**10.0**
3.4.3 Orient stakeholders on and promote adherence to QAF			10.0	15.0	-	-	-	-	**10.0**	**15.0**
3.4.4 Monitor compliance to QAF				20.0	12.0	25.0	15.0	30.0	**27.0**	**75.0**
3.4.5 Conduct study tours of and train NSS Coordinating Unit on quality assurance				16.0		22.0	-	-	**-**	**38.0**
3.4.6 Celebrate Africa Statistics Day	3.1	-	3.3	-	3.4	-	3.6	-	**13.4**	**-**
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	**5.0**	**45.0**	**5.6**	**614.0**	**5.9**	**469.6**	**-**	**217.0**	**16.5**	**1,345.6**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	**-**	**30.0**	**-**	**500.0**	**-**	**300.0**	**-**	**100.0**	**-**	**930.0**
4.1.1 Purchase of desktop computers, laptops, servers, printers, scanners, PDAs & accessories for the NSS				500.0		300.0		100.0	**-**	**900.0**
4.1.2 Purchase and install data back-up systems in NSS	-	30.0	-	-	-	-	-	-	**-**	**30.0**
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	**-**	**-**	**-**	**15.0**	**-**	**15.0**	**-**	**-**	**-**	**30.0**
4.2.1 Ensure inter-operability of data systems, including MISs				15.0		15.0			**-**	**30.0**
Strategy 4.3: Improving dissemination of statistical products across the NSS	**-**	**-**	**5.6**	**40.0**	**5.9**	**44.6**	**-**	**37.0**	**11.5**	**121.6**
4.3.1 Develop and implement a data dissemination policy for the NSS			2.8	6.0	2.9	6.3			**5.7**	**12.3**
4.3.2 Develop and implement official statistics release calendar on data produced by NSS			2.8	6.0	2.9	6.3			**5.7**	**12.3**
4.3.3 Establish and activate websites for data dissemination across the NSS				20.0		22.0		25.0	**-**	**67.0**
4.3.4 Train Media on statistical outputs from the NSS				8.0		10.0		12.0	**-**	**30.0**

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategy 4.4: Establishing a data quality assurance team for enforcement of standards within the NSS	**-**	**-**	**-**	**12.0**	**-**	**25.0**	**-**	**-**	**-**	**37.0**
4.4.1 Set modalities for certification of official statistics				12.0		25.0			-	37.0
Strategy 4.5: Enhancing awareness of the National Statistics Act, 2013	**5.0**	**15.0**	**-**	**27.0**	**-**	**35.0**	**-**	**20.0**	**5.0**	**97.0**
4.5.1 Conduct awareness/sensitization meetings on the National Statistics Act, 2013	5.0			10.0		15.0		20.0	5.0	45.0
4.5.2 Place articles on the National Statistics Act, 2013 in print and electronic media		15.0		17.0		20.0			-	52.0
Strategy 4.6: Establishing central statistical data repository (Data Centre) for all official statistics to promote systems interoperability and reduce data fragmentation	**-**	**-**	**-**	**20.0**	**-**	**50.0**	**-**	**60.0**	**-**	**130.0**
4.6.1 Establish central statistical data repository (Data Centre) at NSO Headquarters, including maintenance				20.0		50.0		60.0	-	130.0
Strategic Objective 5: To mobilise adequate resources for implementation of the Strategic Plan	**-**	**20.0**	**-**	**15.0**	**-**	**-**	**-**	**-**	**-**	**35.0**
Strategy 5.1: Developing a resource mobilization strategy for the NSS	**-**	**10.0**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**10.0**
5.1.1 Develop a resource mobilization strategy for the NSS		10.0							-	10.0
Strategy 5.2: Making prudent and efficient use of the financial resources for statistics across the NSS	**-**	**10.0**	**-**	**15.0**	**-**	**-**	**-**	**-**	**-**	**25.0**
5.2.1 Train finance personnel on prudence and funds management		10.0		15.0					-	25.0
Grand Total	**1,757.0**	**4,685.5**	**2,299.8**	**11,228.6**	**1,111.4**	**11,729.3**	**3,466.2**	**7,780.5**	**8,634.4**	**35,423.9**

Annex 6: A Multi-Year Statistical Activity Plan for Ministry of Agriculture, Irrigation and Water Development, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20 GOM	2019/20 DP	2020/21 GOM	2020/21 DP	2021/22 GOM	2021/22 DP	2022/23 GOM	2022/23 DP	MWK' MILLION GOM	MWK' MILLION DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	-	70.0	-	50.0	-	-	-	-	-	120.0
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS	-	70.0	-	50.0	-	-	-	-	-	120.0
1.2.1 Review and Print Agricultural Production Estimates Survey Methodology Manuals	-	70.0	-	-	-	-	-	-	-	70.0
1.2.2 Update the Malawi Agricultural Statistics Strategy Master Plan (MASSMP)	-	-	-	50.0	-	-	-	-	-	50.0
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	-	703.3	30.0	80.0	30.0	80.0	30.0	80.0	90.0	943.3
Strategy 2.1: Developing skills of statistical staff in the NSS	-	220.0	30.0	80.0	30.0	80.0	30.0	80.0	90.0	460.0
2.1.1 Train Staff at all levels on National Agriculture Management Information System (NAMIS)	-	150.0	20.0	40.0	20.0	40.0	20.0	40.0	60.0	270.0
2.1.2 Conduct Refresher Training on Agricultural Production Estimates Survey Methodology	-	70.0	10.0	40.0	10.0	40.0	10.0	40.0	30.0	190.0
Strategy 2.3: Improving infrastructure across the NSS	-	483.3	-	-	-	-	-	-	-	483.3
2.3.1 Procure National Agriculture Management Information System (NAMIS) Equipment	-	411.0	-	-	-	-	-	-	-	411.0
2.3.2 Procure Agricultural Production Estimates Survey (APES) Equipment	-	72.3	-	-	-	-	-	-	-	72.3
Strategic Objective 3: To provide quality statistics for evidence-based decision making	92.2	609.0	154.2	576.0	158.0	308.0	132.0	156.0	536.4	1,649.0
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	92.2	589.0	154.2	576.0	158.0	308.0	132.0	156.0	536.4	1,629.0
3.1.1 Conduct Agricultural Production Estimates Survey (APES)	46.1	308.0	77.1	288.0	79.0	154.0	66.0	78.0	268.2	828.0
3.1.2 Produce Agricultural Statistics Bulletin	26.1	131.0	26.1	30.0	30.0	30.0	30.0	30.0	112.2	221.0
3.1.3 Conduct study on carryover and onfarm stocks	10.0	-	10.0	10.0	10.0	10.0	10.0	10.0	40.0	30.0
3.1.4 Conduct data quality assessments and reviews of agriculture market prices	-	70.0	-	70.0	-	-	-	-	-	140.0
3.1.5 Conduct a pilot on Post Harvest Losses Survey (PHLS) using standardized sampling frame	-	30.0	10.0	20.0	15.0	20.0	15.0	20.0	40.0	90.0
3.1.6 Produce Food Security Bulletin	-	-	10.0	70.0	-	-	-	-	10.0	70.0
3.1.7 Prepare Comprehensive Africa Agriculture Development Program (CAADP) Annual and Bi-annual Report	-	10.0	5.0	10.0	5.0	10.0	5.0	10.0	15.0	40.0
3.1.8 Produce Food Balance Sheet	-	-	-	-	3.0	6.0	-	-	3.0	6.0
3.1.9 Conduct a pilot on Agriculture Cost of Production (AgCoP) Survey	-	10.0	6.0	8.0	6.0	8.0	6.0	8.0	18.0	34.0
3.1.10 Develop Agriculture Indicator Handbook	10.0	30.0	10.0	70.0	10.0	70.0	-	-	30.0	170.0
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	-	20.0	-	-	-	-	-	-	-	20.0
3.2.1 Develop Agricultural Cost of Production (AgCoP) Survey Methodology	-	20.0	-	-	-	-	-	-	-	20.0

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	-	265.0	10.0	-	10.0	-	10.0	-	30.0	265.0
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	-	265.0	10.0	-	10.0	-	10.0	-	30.0	265.0
4.1.1 Conduct needs assessment for National Agricultural Management Information System (NAMIS) in all the 12 project districts	-	-	-	-	-	-	-	-	-	-
4.1.2 Develop modules and dashboards for NAMIS	-	175.0	-	-	-	-	-	-	-	175.0
4.1.3 Pretest NAMIS in one of the project district	-	20.0	-	-	-	-	-	-	-	20.0
4.1.4 Upscale NAMIS to all the districts	-	70.0	10.0	-	10.0	-	10.0	-	30.0	70.0
Grand Total	92.2	1,647.3	194.2	706.0	198.0	388.0	172.0	236.0	656.4	2,977.3

Annex 7: A Multi-Year Statistical Activity Plan for Department of Economic Planning and Development, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20 GOM	2019/20 DP	2020/21 GOM	2020/21 DP	2021/22 GOM	2021/22 DP	2022/23 GOM	2022/23 DP	MWK' MILLION GOM	MWK' MILLION DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**92.2**	**-**	**98.1**	**-**	**107.9**	**-**	**118.7**	**-**	**417.0**	**-**
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	**92.2**	**-**	**98.1**	**-**	**107.9**	**-**	**118.7**	**-**	**417.0**	**-**
1.3.1 Facilitate District Councils Monitoring & Evaluation through DMECC Meetings	12.6	-	13.9	-	15.2	-	16.8	-	**58.5**	**-**
1.3.2 Coordinate National M&E Technical Working Group Meetings	12.3	-	10.2	-	11.3	-	12.4	-	**46.2**	**-**
1.3.3 Conduct monitoring and evaluation of projects/programs being implemented by the public sector	25.2	-	27.7	-	30.5	-	33.5	-	**117.0**	**-**
1.3.4 Conduct Sustainable Development Goals (SDGs) Annual Review	14.6	-	16.0	-	17.6	-	19.4	-	**67.7**	**-**
1.3.5 Conduct Malawi Growth and Development Strategy (MGDSIII) Annual Review	14.4	-	15.8	-	17.4	-	19.1	-	**66.6**	**-**
1.3.6 Carry out Community Based Monitoring and Evaluation (CBME), i.e. on Water, Sanitation and Hygiene (WASH)	13.2	-	14.5	-	15.9	-	17.5	-	**61.1**	**-**
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	**53.6**	**-**	**59.0**	**-**	**64.9**	**-**	**71.4**	**-**	**248.9**	**-**
Strategy 2.1: Developing skills of statistical staff in the NSS	**32.6**	**-**	**35.9**	**-**	**39.5**	**-**	**43.4**	**-**	**151.4**	**-**
2.1.1 Provide capacity development to officers in statistics and new concepts in economics modelling	32.6	-	35.9	-	39.5	-	43.4	-	**151.4**	**-**
Strategy 2.3: Improving infrastructure across the NSS	**21.0**	**-**	**23.1**	**-**	**25.4**	**-**	**28.0**	**-**	**97.5**	**-**
2.3.1 Procure office equipment (i.e. computers, tablets, scanners, printers and a server)	21.0	-	23.1	-	25.4	-	28.0	-	**97.5**	**-**
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	**66.3**	**-**	**73.0**	**-**	**80.3**	**-**	**88.3**	**-**	**307.9**	**-**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	**48.2**	**-**	**53.0**	**-**	**58.3**	**-**	**64.1**	**-**	**223.6**	**-**
4.1.1 Establish Integrated Performance Management Information System (IPMIS) web-based database	13.2	-	14.5	-	15.9	-	17.5	-	**61.1**	**-**
4.1.2 Conduct data collection regularly to update the IPMIS	20.0	-	22.0	-	24.2	-	26.6	-	**92.8**	**-**
4.1.3 Organise annual reviews on IPMIS performance	15.0	-	16.5	-	18.2	-	20.0	-	**69.6**	**-**
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	**18.2**	**-**	**20.0**	**-**	**22.0**	**-**	**24.2**	**-**	**84.3**	**-**
4.2.1 Enhance communication and advocacy including printing of brochures, reports, leaflets, etc.	18.2	-	20.0	-	22.0	-	24.2	-	**84.3**	**-**
Grand Total	**212.2**	**-**	**230.1**	**-**	**253.1**	**-**	**278.4**	**-**	**973.8**	**-**

Annex 8: A Multi-Year Statistical Activity Plan for Ministry of Education, Science and Technology, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**12.5**	**-**	**12.5**	**-**	**12.0**	**-**	**10.0**	**-**	**47.0**	**-**
Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the NSS	**10.0**	**-**	**10.0**	**-**	**10.0**	**-**	**10.0**	**-**	**40.0**	**-**
1.1.1 Develop Quality Management Systems									-	-
1.1.2 Monitor implementation of Quality Management System									-	-
1.1.3 Attend training on Quality Management System									-	-
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
1.2.1 Revise Education Indicator definitions in Compendium of Statistics									-	-
1.2.2 Institutionalise the National Quality Assurance Framework									-	-
1.2.3 Revise data collection tools									-	-
1.2.4 Develop data collection tools									-	-
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	**2.5**	**-**	**2.5**	**-**	**2.0**	**-**		**-**	**7.0**	**-**
1.3.1 Review and implement M&E framework									-	-
1.3.2 Conduct monitoring and evaluation visits on programs and donor funded projects									-	-
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	**43.0**	**-**	**43.0**	**-**	**43.0**	**-**	**43.0**	**-**	**172.0**	**-**
Strategy 2.1: Developing skills of statistical staff in the NSS	**20.0**	**-**	**20.0**	**-**	**20.0**	**-**	**20.0**	**-**	**80.0**	**-**
2.1.1 Update training plan									-	-
2.1.2 Publish the training plan									-	-
2.1.3 Implement training plan									-	-
Strategy 2.3: Improving infrastructure across the NSS	**23.0**	**-**	**23.0**	**-**	**23.0**	**-**	**23.0**	**-**	**92.0**	**-**
2.3.1 Procure materials and resources for office operations (stationery)									-	-
2.3.2 Procure materials and resources for office operations (computers)									-	-
2.3.3 Procure materials and resources for office operations (office furniture)									-	-
2.3.4 Procure materials and resources for office operations (motor vehicle maintenance)									-	-

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategic Objective 3: To provide quality statistics for evidence-based decision making	**195.0**	**-**	**225.0**	**-**	**145.0**	**-**	**145.0**	**-**	**710.0**	**-**
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	**120.0**	**-**	**150.0**	**-**	**70.0**	**-**	**70.0**	**-**	**410.0**	**-**
3.1.1 Conduct Annual School Census in all learning institutions									-	-
3.1.2 Pilot Southern and Eastern Africa Consortium for Quality Education Monitoring (SEACMEQ V) Survey									-	-
3.1.3 Update School Mapping Data Base									-	-
3.1.4 Conduct Cohort Tracking in Primary Schools									-	-
3.1.5 Formulate Annual Workplans and Budgets									-	-
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
3.2.1 Revise Education Indicator definitions in Compendium of Statistics									-	-
3.2.2 Implement and maintain scientific research methodologies									-	-
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
3.3.1 Develop web-based EMIS									-	-
3.3.2 Train stakeholders and officers on web-based EMIS									-	-
3.3.3 Develop and link district and division databases to the National EMIS									-	-
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	**75.0**	**-**	**75.0**	**-**	**75.0**	**-**	**75.0**	**-**	**300.0**	**-**
3.4.1 Orient EMIS officers on revised data collection tools and manuals									-	-
3.4.2 Train EMIS officers in school records management and monitoring									-	-
3.4.3 Print and distribute school registers/passbooks to primary schools									-	-
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	**15.0**	**250.0**	**15.0**	**250.0**	**15.0**	**-**	**15.0**	**-**	**60.0**	**500.0**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	**-**	**250.0**	**-**	**250.0**	**-**	**-**	**-**	**-**	**-**	**500.0**
4.1.1 Develop EMIS web-based system									-	-
4.1.2 Orient users on new EMIS web-based system									-	-
4.1.3 Develop Cohort tracking databse for Primary Education									-	-
4.1.4 Orient district EMIS officers on how to manage cohort tracking system									-	-
4.1.5 Develop and pilot Real Time Data Collection application in primary schools									-	-
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
4.2.1 Train on database updating and utilisation									-	-
4.2.2 Develop and integrate sub sector databases into the EMIS									-	-
4.2.3 Conduct Database and IT training for EMIS staff									-	-
Strategy 4.3: Improving dissemination of statistical products across the NSS	**15.0**	**-**	**15.0**	**-**	**15.0**	**-**	**15.0**	**-**	**60.0**	**-**
4.3.1 Publish and disseminate statistical reports for the Ministry									-	-
Grand Total	**265.5**	**250.0**	**295.5**	**250.0**	**215.0**	**-**	**213.0**	**-**	**989.0**	**500.0**

GOAL/OBJECTIVE/ACTIVITY	2019/20 GOM	2019/20 DP	2020/21 GOM	2020/21 DP	2021/22 GOM	2021/22 DP	2022/23 GOM	2022/23 DP	MWK' MILLION GOM	MWK' MILLION DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**37.5**	**148.5**	**21.0**	**108.5**	**21.5**	**50.0**	**22.0**	**51.5**	**102.0**	**358.5**
Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the NSS	**5.0**	**-**	**5.0**	**-**	**5.0**	**-**	**5.0**	**-**	**20.0**	**-**
1.1.1 Conduct training facilitated by NSO on National and International statistical standards on data collection and management	5.0	-	5.0	-	5.0	-	5.0	-	20.0	-
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS	**12.0**	**12.0**	**5.0**	**-**	**5.0**	**-**	**5.0**	**-**	**27.0**	**12.0**
1.2.1 Conduct training facilitated by NSO on the use of statistical concepts, definition, methodologies and tools across the NSS	5.0	-	5.0	-	5.0	-	5.0	-	20.0	-
1.2.2 Harmonize data collection tools for all the Ministry's programmes	7.0	12.0	-	-	-	-	-	-	7.0	12.0
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	**20.5**	**40.5**	**11.0**	**32.5**	**11.5**	**34.0**	**12.0**	**35.5**	**55.0**	**142.5**
1.3.1 Conduct an in-depth analysis/study on child marriages in Malawi	10.0	10.0	-	-	-	-	-	-	10.0	10.0
1.3.2 Conduct the Social Cash Transfer Programme (SCTP) Beneficiary Satisfaction Survey	-	10.0	-	10.5	-	11.0	-	11.5	-	43.0
1.3.3 Conduct Longitudinal Study on the impact of the SCTP	-	10.0	-	11.0	-	11.5	-	12.0	-	44.5
1.3.4 Conduct an assesssmnet on Case Management for the SCTP	10.5	10.5	11.0	11.0	11.5	11.5	12.0	12.0	45.0	45.0
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	**31.5**	**32.5**	**37.0**	**53.0**	**33.0**	**33.0**	**38.0**	**53.0**	**139.5**	**171.5**
Strategy 2.1: Developing skills of statistical staff in the NSS	**31.5**	**32.5**	**32.0**	**33.0**	**33.0**	**33.0**	**33.0**	**33.0**	**129.5**	**131.5**
2.1.1 Build the capacity of both National and District officers on Data management and analysis	5.5	6.5	6.0	7.0	7.0	7.0	7.0	7.0	25.5	27.5
2.1.2 Train statistical staff and other proffesionals through short courses on gender related statistics	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	64.0	64.0
2.1.3 Conduct workshop on the importance and use of gender disaggregated data	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	20.0	20.0
2.1.4 Train statistical staff on data quality assurance	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	20.0	20.0
Strategy 2.3: Improving infrastructure across the NSS	**-**	**-**	**5.0**	**20.0**	**-**	**-**	**5.0**	**20.0**	**10.0**	**40.0**
2.3.1 Procure appropriate equipments i.e tablets, Laptops, Printer, for the IIMS	-	-	5.0	20.0	-	-	5.0	20.0	10.0	40.0
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	**-**	**-**	**10.0**	**8.0**	**4.5**	**-**	**5.0**	**-**	**19.5**	**8.0**
3.3.1 Build the capacity of statistical personel on how to use CAPI	-	-	4.0	-	4.5	-	5.0	-	13.5	-
3.3.2 Procure and use tablets in data collection and management	-	-	6.0	8.0	-	-	-	-	6.0	8.0
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	**-**	**96.0**	**-**	**76.0**	**-**	**16.0**	**-**	**16.0**	**-**	**204.0**
3.4.1 Perfom Data Quality assessment for the Integrated Information Management System	-	16.0	-	16.0	-	16.0	-	16.0	-	64.0
3.4.2 Conduct spot checks for the Unified Beneficarly Registry (UBR) data collection exercise	-	80.0	-	60.0	-	-	-	-	-	140.0

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	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	**37.5**	**55.5**	**114.0**	**86.0**	**38.5**	**56.5**	**49.0**	**115.0**	**239.0**	**313.0**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	**10.0**	**26.0**	**10.0**	**56.0**	**10.0**	**26.0**	**10.0**	**26.0**	**40.0**	**134.0**
4.1.1 Upgrade the Ministry's Integrated Information Management System	-	-	-	30.0	-	-	-	-	**-**	**30.0**
4.1.2 Develop an Early Childhood module within the Integrated Information Management System	5.0	16.0	5.0	16.0	5.0	16.0	5.0	16.0	**20.0**	**64.0**
4.1.3 Conduct a massive data collection and entry into the Integrated Information Management System	5.0	10.0	5.0	10.0	5.0	10.0	5.0	10.0	**20.0**	**40.0**
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**17.0**	**68.0**	**68.0**
4.2.1 Orient the National and district officers on data analysis and usage	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	**64.0**	**64.0**
4.2.2 Conduct awareness on the use of administrative data within the Ministry	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	**4.0**	**4.0**
Strategy 4.3: Improving dissemination of statistical products across the NSS	**10.5**	**12.5**	**87.0**	**13.0**	**11.5**	**13.5**	**22.0**	**72.0**	**131.0**	**111.0**
4.3.1 Produce annual statistical bulletin	10.5	12.5	11.0	13.0	11.5	13.5	12.0	14.0	**45.0**	**53.0**
4.3.2 Support NSO to conduct Gender Index Survey	-	-	-	-	-	-	10.0	58.0	**10.0**	**58.0**
4.3.3 Support NSO to undertake Early Childhood Development Index Survey	-	-	76.0	-	-	-	-	-	**76.0**	**-**
Grand Total	**106.5**	**236.5**	**172.0**	**247.5**	**93.0**	**139.5**	**109.0**	**219.5**	**480.5**	**843.0**

Annex 10: A Multi-Year Statistical Activity Plan for Ministry of Health and Population, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20 GOM	2019/20 DP	2020/21 GOM	2020/21 DP	2021/22 GOM	2021/22 DP	2022/23 GOM	2022/23 DP	MWK' MILLION GOM	MWK' MILLION DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	-	144.3	-	-	-	-	-	-	-	144.3
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS	-	144.3	-	-	-	-	-	-	-	144.3
1.2.1 Revise Health Management Information System (HMIS) manuals	-	74.0	-	-	-	-	-	-	-	74.0
1.2.2 Disseminate revised Health Management Information System Manuals	-	70.3	-	-	-	-	-	-	-	70.3
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	-	36.1	-	421.0	-	44.1	-	44.1	-	545.2
Strategy 2.1: Developing skills of statistical staff in the NSS	-	36.1	-	413.1	-	44.1	-	44.1	-	537.3
2.1.1 Provide training and mentorship on data management SOPs at all levels (health facility, district and national)	-	36.1	-	413.1	-	44.1	-	44.1	-	537.3
Strategy 2.3: Improving infrastructure across the NSS	-	-	-	7.9	-	-	-	-	-	7.9
2.3.1 Develop a costed ICT infrastructure and connectivity plan for resource mobilization and allocation	-	-	-	7.9	-	-	-	-	-	7.9
Strategic Objective 3: To provide quality statistics for evidence-based decision making	-	4,535.8	-	3,389.3	-	5,018.4	-	3,664.1	-	16,607.6
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	-	449.9	-	449.9	-	449.9	-	449.9	-	1,799.4
3.1.1 Conduct zonal quarterly data quality review meetings	-	327.2	-	327.2	-	327.2	-	327.2	-	1,308.9
3.1.2 Conduct district level bi-annual supervision to ensure adherence to relevant data management Standard Operating Procedures(SOPs)	-	8.8	-	8.8	-	8.8	-	8.8	-	35.0
3.1.3 Conduct quarterly health facility supervision to ensure adherence to relevant SOPs	-	13.8	-	13.8	-	13.8	-	13.8	-	55.2
3.1.4 Conduct monthly health facility-level data review meetings	-	100.1	-	100.1	-	100.1	-	100.1	-	400.3
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	-	4,057.5	-	2,939.4	-	4,568.5	-	3,214.2	-	14,779.7
3.3.1 Scale up Electronic Medical Records system (EMR) to more health facilities	-	2,141.7	-	2,141.7	-	2,141.7	-	3,000.8	-	9,426.0
3.3.2 Scale up District Health Information Software Version2 (DHIS2) to central hospitals	-	131.5	-	69.4	-	0.5	-	0.5	-	202.0
3.3.3 Scale up DHIS2 to health facilities	-	1,673.2	-	728.3	-	2,426.3	-	212.8	-	5,040.6
3.3.4 Conduct data migration from subsystems (e.g. Logistics Management Information System and Department of HIV and AIDS Management Information System) to DHIS2	-	111.2	-	-	-	-	-	-	-	111.2
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	-	28.4	-	-	-	-	-	-	-	28.4
3.4.1 Train national and district level staff on DHIS2 Data Quality Review application	-	28.4	-	-	-	-	-	-	-	28.4

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	-	8.3	-	8.3	-	8.3	-	8.3	-	33.0
Strategy 4.3: Improving dissemination of statistical products across the NSS	-	8.3	-	8.3	-	8.3	-	8.3	-	33.0
4.3.1 Design web portal for dissemination of health information	-	-	-	-	-	-	-	-	-	-
4.3.2 Produce and disseminate district level Health Management Information System bulletins	-	8.3	-	8.3	-	8.3	-	8.3	-	33.0
Grand Total	-	4,724.4	-	3,818.5	-	5,070.7	-	3,716.4	-	17,330.1

Annex 11: A Multi-Year Statistical Activity Plan for Ministry of Industry, Trade and Tourism, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20 GOM	2019/20 DP	2020/21 GOM	2020/21 DP	2021/22 GOM	2021/22 DP	2022/23 GOM	2022/23 DP	MWK' MILLION GOM	MWK' MILLION DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**22.9**	**-**	**21.0**	**-**	**21.5**	**-**	**21.5**	**-**	**86.9**	**-**
Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the NSS	**2.9**	**-**	**1.0**	**-**	**1.5**	**-**	**1.5**	**-**	**6.9**	**-**
1.1.1 Compile statistics manual on national and internationally accepted statistics standards	1.4	-	1.0	-	0.5	-	0.5	-	**3.4**	**-**
1.1.2 Train Statistics staff on nationally and internationally accepted statistics standards	1.5	-	-	-	1.0	-	1.0	-	**3.5**	**-**
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
1.2.1 Promote use of various statistically certified manuals	-	-	-	-	-	-	-	-	**-**	**-**
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	**20.0**	**-**	**20.0**	**-**	**20.0**	**-**	**20.0**	**-**	**80.0**	**-**
1.3.1 Develop a harmonized M&E Plan for all programs and projects under the Ministry	-	-	-	-	-	-	-	-	**-**	**-**
1.3.2 Conduct periodic monitoring visits for all programs and projects under the Ministry	20.0	-	20.0	-	20.0	-	20.0	-	**80.0**	**-**
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	**17.0**	**-**	**6.0**	**-**	**-**	**-**	**-**	**-**	**23.0**	**-**
Strategy 2.1: Developing skills of statistical staff in the NSS	**5.0**	**-**	**5.0**	**-**	**-**	**-**	**-**	**-**	**10.0**	**-**
2.1.1 Train statistical staff in statistics related courses	5.0	-	5.0	-	-	-	-	-	**10.0**	**-**
Strategy 2.3: Improving infrastructure across the NSS	**12.0**	**-**	**1.0**	**-**	**-**	**-**	**-**	**-**	**13.0**	**-**
2.3.1 Purchase Computers for Statistics section	9.0	-	1.0	-	-	-	-	-	**10.0**	**-**
2.3.2 Purchase Server for statistics section	2.0	-	-	-	-	-	-	-	**2.0**	**-**
2.3.3 Purchase Statistics softwares	1.0	-	-	-	-	-	-	-	**1.0**	**-**
Strategic Objective 3: To provide quality statistics for evidence-based decision making	**19.6**	**-**	**13.2**	**-**	**13.8**	**-**	**13.8**	**-**	**60.4**	**-**
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	**7.4**	**-**	**9.6**	**-**	**10.8**	**-**	**11.0**	**-**	**38.8**	**-**
3.1.1 Formulate Statistics section budget and work plan	2.4	-	2.6	-	2.8	-	3.0	-	**10.8**	**-**
3.1.2 Attend NSS quarterly review meetings	-	-	-	-	-	-	-	-	**-**	**-**
3.1.3 Collect, analyse and disseminate data on trade, industry and tourism	5.0	-	7.0	-	8.0	-	8.0	-	**28.0**	**-**

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	**3.7**	**-**	**2.6**	**-**	**3.0**	**-**	**2.8**	**-**	**12.1**	**-**
3.2.1 Train statistics staff on general research and scientific research methodologies	2.2	-	2.6	-	3.0	-	2.8	-	10.6	-
3.2.2 Compile trade specific statistical manual on internationally recognized definitions and scientific research methodologies	1.5	-	-	-	-	-	-	-	1.5	-
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	**8.5**	**-**	**1.0**	**-**	**-**	**-**	**-**	**-**	**9.5**	**-**
3.3.1 Purchase tablets for data collection (10)	1.5	-	-	-	-	-	-	-	1.5	-
3.3.2 Train Statistics staff in electronic and data analysis packages such as CSPro, ODK, SPSS, GIS and Stata	2.0	-	1.0	-	-	-	-	-	3.0	-
3.3.3 Train statistics officers in the use of CAPI to reduce errors that occur during data collection and entry	5.0	-	-	-	-	-	-	-	5.0	-
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
3.4.1 Synchronise data collection tablets with GPS to ensure accurate collection of data	-	-	-	-	-	-	-	-	-	-
3.4.2 Promote use of CAPI to reduce errors that occur during data collection and entry	-	-	-	-	-	-	-	-	-	-
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	**44.0**	**-**	**7.0**	**-**	**7.0**	**-**	**7.0**	**-**	**65.0**	**-**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	**38.0**	**-**	**1.0**	**-**	**1.0**	**-**	**1.0**	**-**	**41.0**	**-**
4.1.1 Develop Trade Management Information System (TMIS)	20.0	-	-	-	-	-	-	-	20.0	-
4.1.2 Maintain Trade Management Information System (TMIS)	3.0	-	1.0	-	1.0	-	1.0	-	6.0	-
4.1.3 Develop the Ministry's database	15.0	-	-	-	-	-	-	-	15.0	-
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	**1.0**	**-**	**1.0**	**-**	**1.0**	**-**	**1.0**	**-**	**4.0**	**-**
4.2.1 Train Statistical Officers on the use of TMIS	1.0	-	1.0	-	1.0	-	1.0	-	4.0	-
Strategy 4.3: Improving dissemination of statistical products across the NSS	**5.0**	**-**	**5.0**	**-**	**5.0**	**-**	**5.0**	**-**	**20.0**	**-**
4.3.1 Upload industry, trade and tourism datasets and reports on Ministry's website/portal	-	-	-	-	-	-	-	-	-	-
4.3.2 Compile annual statistical bulletin for the Ministry	5.0	-	5.0	-	5.0	-	5.0	-	20.0	-
4.3.3 Share data on industry, trade and tourism with clients timely	-	-	-	-	-	-	-	-	-	-
Grand Total	**103.5**	**-**	**47.2**	**-**	**42.3**	**-**	**42.3**	**-**	**235.3**	**-**

Annex 12: A Multi-Year Statistical Activity Plan for Department of Irrigation and Water Development, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20 GOM	DP	2020/21 GOM	DP	2021/22 GOM	DP	2022/23 GOM	DP	MWK' MILLION GOM	DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**6.2**	**-**	**7.4**	**-**	**8.9**	**-**	**10.7**	**-**	**33.3**	**-**
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	**6.2**	**-**	**7.4**	**-**	**8.9**	**-**	**10.7**	**-**	**33.3**	**-**
1.3.1 Develop and implement the monitoring and evaluation framework	-	-	-	-	-	-	-	-	**-**	**-**
1.3.2 Conduct monitoring and evaluation visits for all programs and donor funded projects	6.2	-	7.4	-	8.9	-	10.7	-	**33.3**	**-**
Strategic Objective 3: To provide quality statistics for evidence-based decision making	**11.4**	**2.5**	**12.4**	**-**	**10.8**	**-**	**11.9**	**-**	**46.6**	**2.5**
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	**8.9**	**2.5**	**9.8**	**-**	**10.8**	**-**	**11.9**	**-**	**41.5**	**2.5**
3.1.1 Formulate an annual budget and workplan	3.7	-	4.1	-	4.5	-	4.9	-	**17.1**	**-**
3.1.2 Review the MIS for the Irrigation, Water and Sanitation sector	-	2.5	-	-	-	-	-	-	**-**	**2.5**
3.1.3 Collect and compile irrigation, water and sanitation data	3.9	-	4.3	-	4.8	-	5.2	-	**18.3**	**-**
3.1.4 Attend NSS quarterly meetings	1.3	-	1.5	-	1.6	-	1.8	-	**6.1**	**-**
3.1.5 Collect and compile data on the SDG 6 indicators	-	-	-	-	-	-	-	-	**-**	**-**
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
3.2.1 Update and publish the indicators concepts and definations for Irrigation, Water and Sanitation handbook	-	-	-	-	-	-	-	-	**-**	**-**
3.2.2 Operationalize the SDG 6 indictors for Water and Sanitation and SDG 2 indicators for Irrigation	-	-	-	-	-	-	-	-	**-**	**-**
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
3.3.1 Establish an MIS Centre for mWater within the Department	-	-	-	-	-	-	-	-	**-**	**-**
3.3.2 Purchase Tablets to be used for CAPI data collection (currently funded under mWater program by Donors)	-	-	-	-	-	-	-	-	**-**	**-**
3.3.3 Train statistical staff, Water Monitoring Assistants (WMA) and HSAs on the use of CAPI in data collection	-	-	-	-	-	-	-	-	**-**	**-**
3.3.4 Purchase computers for doing online approvals for the Surveys (Funded by Donors under mWater program)	-	-	-	-	-	-	-	-	**-**	**-**
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	**2.5**	**-**	**2.6**	**-**	**-**	**-**	**-**	**-**	**5.1**	**-**
3.4.1 Develop and implement data quality assurance processes	2.5	-	2.6	-	-	-	-	-	**5.1**	**-**
3.4.2 Conduct approvals for all the surveys being conducted in mWater	-	-	-	-	-	-	-	-	**-**	**-**
3.4.3 Train staff in the approval process and how to use the data generated by mWater	-	-	-	-	-	-	-	-	**-**	**-**

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	**2.5**	**2.5**	**5.9**	**-**	**7.5**	**-**	**4.6**	**-**	**20.5**	**2.5**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	**-**	**2.5**	**3.0**	**-**	**4.2**	**-**	**4.6**	**-**	**11.8**	**2.5**
4.1.1 Review the MIS for Irrigation, Water and Sanitation sector	-	2.5	-	-	-	-	-	-	**-**	2.5
4.1.2 Develop and implement an Irrigation, Water and Sanitation database	-	-	3.0	-	4.2	-	4.6	-	**11.8**	-
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	**2.5**	**-**	**2.9**	**-**	**3.3**	**-**	**-**	**-**	**8.7**	**-**
4.2.1 Train staff on data management and dissemination	2.5	-	2.9	-	3.3	-	-	-	**8.7**	-
Grand Total	**20.1**	**5.0**	**25.8**	**-**	**27.3**	**-**	**27.2**	**-**	**100.4**	**5.0**

Annex 13: A Multi-Year Statistical Activity Plan for Ministry of Information, Civic Education and Communications Technology, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**91.5**	**-**	**81.1**	**-**	**10.1**	**-**	**-**	**-**	**182.7**	**-**
Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the NSS	**49.9**	**-**	**74.9**	**-**	**10.1**	**-**	**-**	**-**	**134.9**	**-**
1.1.1 Review and distribute Email service user manual	3.4	-	5.1	-	7.7	-	-	-	16.2	-
1.1.2 Monitor security of the web server environment	1.1	-	1.7	-	2.5	-	-	-	5.2	-
1.1.3 Monitor and evaluate ICT related activities	45.4	-	68.1	-	-	-	-	-	113.5	-
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS	**1.9**	**-**	**2.2**	**-**	**-**	**-**	**-**	**-**	**4.1**	**-**
1.2.1 Conduct Strategic Plan Working Sessions	1.9	-	2.2	-	-	-	-	-	4.1	-
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	**39.7**	**-**	**4.1**	**-**	**-**	**-**	**-**	**-**	**43.8**	**-**
1.3.1 Develop and submit Monitoring and Evaluation quarterly reports on projects	37.0	-	-	-	-	-	-	-	37.0	-
1.3.2 Develop and submit Annual Performance Contract Agreement Documents	2.7	-	4.1	-	-	-	-	-	6.8	-
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	**112.6**	**34,274.0**	**132.9**	**-**	**-**	**-**	**-**	**-**	**245.5**	**34,274.0**
Strategy 2.1: Developing skills of statistical staff in the NSS	**88.6**	**-**	**132.9**	**-**	**-**	**-**	**-**	**-**	**221.5**	**-**
2.1.1 Attend all NSS quarterly meetings	1.5	-	2.3	-	-	-	-	-	3.8	-
2.1.2 Conduct NACIT functional review working sessions	70.0	-	105.0	-	-	-	-	-	175.0	-
2.1.3 Conduct Refresher/Short Term Trainings for the officers	17.1	-	25.7	-	-	-	-	-	42.8	-
Strategy 2.3: Improving infrastructure across the NSS	**24.0**	**34,274.0**	**-**	**-**	**-**	**-**	**-**	**-**	**24.0**	**34,274.0**
2.3.1 Upgrade ICT network infrastructure	24.0	-	-	-	-	-	-	-	24.0	-
2.3.2 Imlement the National Optic Fibre Project	-	-	-	-	-	-	-	-	-	-
2.3.3 Implement the Last Mie Rural Connectivity Project	-	34,274.0	-	-	-	-	-	-	-	34,274.0
Strategic Objective 3: To provide quality statistics for evidence-based decision making	**164.9**	**-**	**4.4**	**-**	**5.1**	**-**	**-**	**-**	**174.4**	**-**
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	**35.9**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**35.9**	**-**
3.1.1 Conduct a Service Delivery Satisfaction Survey	-	-	-	-	-	-	-	-	-	-
3.1.2 Develop the Ministry's database	1.5	-	-	-	-	-	-	-	1.5	-
3.1.3 Conduct ICT sector MGDS 3	0.2	-	-	-	-	-	-	-	0.2	-
3.1.4 Produce quarterly M&E reports	20.7	-	-	-	-	-	-	-	20.7	-
3.1.5 Conduct ICT indicator Survey	13.5	-	-	-	-	-	-	-	13.5	-

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	-	-	-	-	-	-	-	-	-	-
3.2.1 Attend Foreign Assignments	-	-	-	-	-	-	-	-	-	-
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	**112.3**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**112.3**	**-**
3.3.1 Conduct computer system demonstration	0.1	-	-	-	-	-	-	-	0.1	-
3.3.2 Maintain computer software applications	100.0	-	-	-	-	-	-	-	100.0	-
3.3.3 Manage Web Apps and Conduct Technical and End User Training	5.7	-	-	-	-	-	-	-	5.7	-
3.3.4 Design Computer System	2.2	-	-	-	-	-	-	-	2.2	-
3.3.5 Handover Computer System for implementation	0.3	-	-	-	-	-	-	-	0.3	-
3.3.6 Maintain computer software applications	-	-	-	-	-	-	-	-	-	-
3.3.7 Conduct stakeholder meetings	1.5	-	-	-	-	-	-	-	1.5	-
3.3.8 Develop Computer System	0.7	-	-	-	-	-	-	-	0.7	-
3.3.9 Gather requirements specifications for computer application development	0.4	-	-	-	-	-	-	-	0.4	-
3.3.10 Digitalize Government Services	1.4	-	-	-	-	-	-	-	1.4	-
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	**16.7**	**-**	**4.4**	**-**	**5.1**	**-**	**-**	**-**	**26.2**	**-**
3.4.1 Monitor security of the web server environment	1.1	-	-	-	-	-	-	-	1.1	-
3.4.2 Conduct training on web server management and cyber security	10.8	-	-	-	-	-	-	-	10.8	-
3.4.3 Develop annual performance Contract agreement Document	3.9	-	4.4	-	5.1	-	-	-	13.4	-
3.4.4 Resolve user queries, maintain and update web server	0.9	-	-	-	-	-	-	-	0.9	-
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	**511.0**	**-**	**766.5**	**-**	**2.5**	**-**	**-**	**-**	**1,280.0**	**-**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	**1.1**	**-**	**1.7**	**-**	**2.5**	**-**	**-**	**-**	**5.2**	**-**
4.1.1 Create the Ministry's database	1.1	-	1.7	-	2.5	-	-	-	5.2	-
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	**19.5**	**-**	**29.3**	**-**	**-**	**-**	**-**	**-**	**48.8**	**-**
4.2.1 Support coverage on the Public functions with modern equipment	14.9	-	22.4	-	-	-	-	-	37.3	-
4.2.2 Train staff for capacity enhancement on information management	4.6	-	6.9	-	-	-	-	-	11.5	-

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategy 4.3: Improving dissemination of statistical products across the NSS	**490.4**	**-**	**735.6**	**-**	**-**	**-**	**-**	**-**	**1,226.0**	**-**
4.3.1 Gather, write and distribute local news	70.2	-	105.3	-	-	-	-	-	175.5	-
4.3.2 Establish studios for television content production	94.5	-	141.8	-	-	-	-	-	236.3	-
4.3.3 Procure equipment for the studios	162.1	-	243.2	-	-	-	-	-	405.3	-
4.3.4 Screen rural documentaries in communities	111.4	-	167.1	-	-	-	-	-	278.5	-
4.3.5 Produce video documentaries	41.1	-	61.7	-	-	-	-	-	102.8	-
4.3.6 Translate documentaries into vernacular languages	3.4	-	5.1	-	-	-	-	-	8.5	-
4.3.7 Digitalize and disseminate film and photographic material	1.2	-	1.8	-	-	-	-	-	3.0	-
4.3.8 Conduct monitoring and evaluation exercises for the studios establishment and rehabilitation works	6.5	-	9.8	-	-	-	-	-	16.3	-
Grand Total	**880.0**	**34,274.0**	**984.9**	**-**	**17.7**	**-**	**-**	**-**	**1,882.6**	**34,274.0**

Annex 14: A Multi-Year Statistical Activity Plan for Ministry of Justice and Constitutional Affairs, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**39.1**	**29.8**	**27.9**	**33.5**	**29.2**	**27.1**	**34.9**	**29.4**	**131.1**	**119.8**
Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the NSS	**7.3**	**10.0**	**6.2**	**11.7**	**13.1**	**8.0**	**12.2**	**9.1**	**38.8**	**38.8**
1.1.1 Monitor implementation of Quality Management System in the Ministry	3.1	6.7	2.8	6.7	6.7	6.7	6.7	6.3	19.3	26.4
1.1.2 Attend training on Quality Management System	4.2	3.3	3.4	5.0	6.4	1.3	5.5	2.8	19.5	12.4
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS	**19.1**	**14.0**	**10.6**	**13.5**	**5.6**	**12.5**	**8.5**	**10.0**	**43.8**	**50.0**
1.2.1 Develop statistical methodologies and tools	9.5	5.5	3.1	6.7	2.1	7.2	4.1	6.7	18.8	26.1
1.2.2 Implement statistical concepts, definitions, methodologies and tools	5.3	4.3	4.2	3.3	3.5	5.3	4.4	3.3	17.4	16.2
1.2.3 Develop Justice Compendium	4.3	4.2	3.3	3.5	-	-	-	-	7.6	7.7
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	**12.7**	**5.8**	**11.1**	**8.3**	**10.5**	**6.6**	**14.2**	**10.3**	**48.5**	**31.0**
1.3.1 Review and implement M&E framework	8.4	2.5	5.5	3.1	5.7	2.1	7.2	4.1	26.8	11.8
1.3.2 Conduct monitoring and evaluation visits on programs and donor funded projects	3.1	2.3	4.3	4.2	3.3	3.5	5.3	4.4	16.0	14.4
1.3.3 Conduct periodic progress reviews of the Strategic Plan	1.2	1.0	1.3	1.0	1.5	1.0	1.7	1.8	5.7	4.8
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	**119.9**	**26.3**	**7.1**	**8.9**	**24.7**	**20.5**	**12.4**	**12.6**	**164.1**	**68.3**
Strategy 2.1: Developing skills of statistical staff in the NSS	**16.8**	**11.7**	**4.3**	**4.2**	**19.0**	**13.9**	**5.3**	**4.4**	**45.4**	**34.2**
2.1.1 Provide capacity to statistical staff	6.2	4.1	-	-	9.2	5.1	-	-	15.4	9.2
2.1.2 Train staff in M&E, statistics, data collection and analysis	7.5	5.3	-	-	6.5	5.3	-	-	14.0	10.6
2.1.3 Train staff on data analysis packages i.e. STATA, SPSS etc.	3.1	2.3	4.3	4.2	3.3	3.5	5.3	4.4	16.0	14.4
Strategy 2.3: Improving infrastructure across the NSS	**103.1**	**14.6**	**2.8**	**4.7**	**5.7**	**6.6**	**7.1**	**8.2**	**118.7**	**34.1**
2.3.1 Purchase ICT equipment i.e. Computers, Servers, Laptops etc.	100.0	10.9	-	-	-	-	-	-	100.0	10.9
2.3.2 Maintain ICT and other office equipment	3.1	3.7	2.8	4.7	5.7	6.6	7.1	8.2	18.7	23.2
Strategic Objective 3: To provide quality statistics for evidence-based decision making	**96.3**	**115.8**	**28.1**	**20.1**	**94.9**	**78.4**	**39.7**	**26.2**	**259.0**	**240.5**
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	**41.3**	**23.7**	**25.0**	**19.0**	**48.1**	**22.4**	**37.4**	**23.1**	**151.8**	**88.2**
3.1.1 Develop and implement NSS Strategic plan	5.6	-	6.4	-	8.2	-	8.9	-	29.1	-
3.1.2 Develop a statistical multi-year plan for the Ministry	10.4	2.5	5.5	3.1	6.7	2.1	7.2	4.1	29.8	11.8
3.1.3 Conduct data collection in the Ministry and Democratic Governance (DG) sector	3.1	2.3	4.3	4.2	3.3	3.5	5.3	4.4	16.0	14.4
3.1.4 Conduct skill and competency needs assessment	5.3	4.3	-	-	3.5	5.3	-	-	8.8	9.6
3.1.5 Conduct Employee satisfactory survey	-	-	1.3	1.0	-	-	1.7	1.8	3.0	2.8
3.1.6 Conduct Customer satisfactory survey	1.2	1.0	1.3	1.0	1.5	1.0	1.7	1.8	5.7	4.8
3.1.7 Collect, compile data on homicide and criminal cases	3.1	3.7	2.8	4.7	5.7	6.6	7.1	8.2	18.7	23.2
3.1.8 Collect, compile data on Bills, concents and civil cases	4.2	3.3	-	-	6.4	1.3	-	-	10.6	4.6
3.1.9 Collect, compile data on deceased estates	4.2	3.3	3.4	5.0	6.4	1.3	5.5	2.8	19.5	12.4
3.1.10 Collect, compile registration of businesses, companies, trademarks	4.2	3.3	-	-	6.4	1.3	-	-	10.6	4.6

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	**2.3**	**2.2**	**3.1**	**1.1**	**3.2**	**4.1**	**2.3**	**3.1**	**10.9**	**10.5**
3.2.1 Implement and maintain scientific research methodologies	2.3	2.2	3.1	1.1	3.2	4.1	2.3	3.1	10.9	10.5
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	**30.3**	**38.3**	**-**	**-**	**43.6**	**51.9**	**-**	**-**	**73.9**	**90.2**
3.3.1 Purchase Tablets for Computer Assisted Personal interviews (CAPI) data collection	20.8	30.5	-	-	30.8	40.5	-	-	51.6	71.0
3.3.2 Develop new technologies on data collection	9.5	7.8	-	-	12.8	11.4	-	-	22.3	19.2
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	**22.4**	**51.6**	**-**	**-**	**-**	**-**	**-**	**-**	**22.4**	**51.6**
3.4.1 Develop Quality Management System in the Ministry	11.7	20.8	-	-	-	-	-	-	11.7	20.8
3.4.2 Implement a Quality Management System in the Ministry	10.7	30.8	-	-	-	-	-	-	10.7	30.8
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	**186.3**	**51.1**	**172.8**	**40.7**	**34.8**	**38.2**	**37.8**	**35.6**	**431.7**	**165.6**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	**160.0**	**27.7**	**156.2**	**23.2**	**12.1**	**12.0**	**12.2**	**11.1**	**340.5**	**74.0**
4.1.1 Develop, install and implement Integrated Justice Management Information System	160.0	27.7	150.0	15.0	-	-	-	-	310.0	42.7
4.1.2 Develop, install and implement Justice database	-	-	3.4	3.5	6.4	4.3	5.5	2.8	15.3	10.6
4.1.3 Maintain Justice Management Information System	-	-	2.8	4.7	5.7	7.7	6.7	8.3	15.2	20.7
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	**14.3**	**9.4**	**7.3**	**5.6**	**7.8**	**9.5**	**7.7**	**6.8**	**37.1**	**31.3**
4.2.1 Train staff on data Management and dissemination	14.3	9.4	3.1	2.3	4.3	4.2	3.3	3.5	25.0	19.4
4.2.2 Digitize data for the Ministry and DGS institutions	-	-	4.2	3.3	3.5	5.3	4.4	3.3	12.1	11.9
Strategy 4.3: Improving dissemination of statistical products across the NSS	**12.0**	**14.0**	**9.3**	**11.9**	**14.9**	**16.7**	**17.9**	**17.7**	**54.1**	**60.3**
4.3.1 Publish statistical data for the Ministry and Democratic Governance Sector	3.1	3.7	2.8	4.7	5.7	7.7	6.7	8.3	18.3	24.4
4.3.2 Launch and Publish Justice & Accountability Survey Report	4.2	3.3	3.4	3.5	6.4	4.3	5.5	2.8	19.5	13.9
4.3.3 Produce Justice statistical bulletin	4.7	7.0	3.1	3.7	2.8	4.7	5.7	6.6	16.3	22.0
Grand Total	**441.6**	**223.0**	**235.9**	**103.2**	**183.6**	**164.2**	**124.8**	**103.8**	**985.9**	**594.2**

Annex 15: A Multi-Year Statistical Activity Plan for Ministry of Labour, Skills and Innovation, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**9.5**	**10.5**	**10.5**	**11.6**	**11.5**	**17.7**	**12.6**	**14.0**	**44.1**	**53.7**
Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the NSS	**7.3**	**10.5**	**8.0**	**11.6**	**8.8**	**12.7**	**9.7**	**14.0**	**33.9**	**48.7**
1.1.1 Familiarize headquarters and all districts staff on national and international statistical standards	5.0	10.5	5.5	11.6	6.1	12.7	6.7	14.0	**23.2**	**48.7**
1.1.2 Monitor adherence to national and international statistical standards	2.3	-	2.5	-	2.8	-	3.1	-	**10.7**	**-**
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS	**-**	**-**	**-**	**-**	**-**	**5.0**	**-**	**-**	**-**	**5.0**
1.2.1 Produce compendium of concepts, definitions and classifications used in labour statistics	-	-	-	-	-	5.0	-	-	**-**	**5.0**
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	**2.2**	**-**	**2.4**	**-**	**2.7**	**-**	**2.9**	**-**	**10.2**	**-**
1.3.1 Conduct quartery supervision in all districts	2.2	-	2.4	-	2.7	-	2.9	-	**10.2**	**-**
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	**11.2**	**-**	**11.3**	**-**	**11.5**	**-**	**111.6**	**118.0**	**145.6**	**118.0**
Strategy 2.1: Developing skills of statistical staff in the NSS	**10.0**	**-**	**10.0**	**-**	**10.0**	**-**	**110.0**	**-**	**140.0**	**-**
2.1.1 Provide short-term trainings for staff on Data Collection & Management of Labour Market Information	10.0	-	10.0	-	10.0	-	10.0	-	**40.0**	**-**
2.1.2 Provide long-term trainings for statistical staff	-	-	-	-	-	-	100.0	-	**100.0**	**-**
Strategy 2.3: Improving infrastructure across the NSS	**1.2**	**-**	**1.3**	**-**	**1.5**	**-**	**1.6**	**118.0**	**5.6**	**118.0**
2.3.1 Set up Internet connection in all districts	-	-	-	-	-	-	-	10.0	**-**	**10.0**
2.3.2 Procure Personal Digital Assistants (PDAs)/Tablets for data collection at the Ministry headquarters and district offices	-	-	-	-	-	-	-	10.0	**-**	**10.0**
2.3.3 Procure computers for data processing at Ministry headquarters and district offices	-	-	-	-	-	-	-	40.0	**-**	**40.0**
2.3.4 Procure up-to-date statistical analysis packages	1.2	-	1.3	-	1.5	-	1.6	8.0	**5.6**	**8.0**
2.3.5 Procure office furniture and other related equipments for all districts labour offices	-	-	-	-	-	-	-	50.0	**-**	**50.0**
Strategic Objective 3: To provide quality statistics for evidence-based decision making	**46.1**	**91.0**	**56.0**	**470.1**	**59.1**	**199.5**	**76.9**	**294.3**	**238.0**	**1,054.9**
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	**18.4**	**60.0**	**25.6**	**436.0**	**25.6**	**162.0**	**34.1**	**223.0**	**103.7**	**881.0**
3.1.1 Conduct a Minimum Wage Survey	5.8	50.0	-	-	-	-	-	-	**5.8**	**50.0**
3.1.2 Conduct Employee Satisfaction survey	3.6	-	4.6	-	5.6	-	6.6	-	**20.4**	**-**
3.1.3 Conduct Customer Satisfaction Survey	4.0	-	5.0	-	6.0	-	7.0	-	**22.0**	**-**
3.1.4 Conduct Labour Force Survey	-	-	5.0	225.0	-	-	-	-	**5.0**	**225.0**
3.1.5 Conduct Child Labour Survey	-	-	-	-	-	-	4.5	150.0	**4.5**	**150.0**
3.1.6 Conduct Tenancy Labour Survey	-	-	5.0	200.0	-	-	-	-	**5.0**	**200.0**

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
3.1.7 Conduct Skills Survey	5.0	10.0	6.0	11.0	7.0	12.0	8.0	13.0	**26.0**	**46.0**
3.1.8 Conduct Women Profiling Survey	-	-	-	-	7.0	150.0	-	-	**7.0**	**150.0**
3.1.9 Conduct Impact Evaluation Surveys of Youth Internship Programs	-	-	-	-	-	-	8.0	60.0	**8.0**	**60.0**
3.1.10 Conduct Tracer Suvery	-	-	-	-	-	-	-	-	**-**	**-**
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	**7.0**	**-**	**7.7**	**-**	**8.5**	**-**	**15.3**	**30.0**	**38.5**	**30.0**
3.2.1 Familiarize staff on internationally recognized definitions and scientific research methodologies	2.0	-	2.2	-	2.4	-	2.7	-	**9.3**	**-**
3.2.2 Review all data collection, consolidation and analysis tools on Labour Market Information System, to be in line with internationally recognized definitions and scientific research methodologies	5.0	-	5.5	-	6.1	-	6.7	-	**23.2**	**-**
3.2.3 Produce guidelines, manuals for conducting surveys	-	-	-	-	-	-	6.0	30.0	**6.0**	**30.0**
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	**12.8**	**20.5**	**14.0**	**22.6**	**15.4**	**24.8**	**17.0**	**27.3**	**59.2**	**95.1**
3.3.1 Familiarize staff on new technologies in data production and processing	5.0	10.5	5.5	11.6	6.1	12.7	6.7	14.0	**23.2**	**48.7**
3.3.2 Develop and implement application of Computer Assisted Personal Interviews (CAPI)	2.8	-	3.0	-	3.3	-	3.7	-	**12.8**	**-**
3.3.3 Train statistical staff on Computer Assisted Personal Interviews (CAPI)	5.0	10.0	5.5	11.0	6.1	12.1	6.7	13.3	**23.2**	**46.4**
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	**7.9**	**10.5**	**8.7**	**11.6**	**9.6**	**12.7**	**10.5**	**14.0**	**36.7**	**48.7**
3.4.1 Participating in preparation of NSS Quality Assurance Framework	0.6	-	0.7	-	0.7	-	0.8	-	**2.8**	**-**
3.4.2 Familiarize headquarters and all districts staff on quality assurance processes in all statistical undertakings	5.0	10.5	5.5	11.6	6.1	12.7	6.7	14.0	**23.2**	**48.7**
3.4.3 Monitor adherence to quality assurance processes in all statistical undertakings at the headquarters and in all districts	2.3	-	2.5	-	2.8	-	3.1	-	**10.7**	**-**
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	**8.7**	**255.0**	**9.6**	**76.5**	**10.5**	**78.7**	**14.6**	**101.5**	**43.4**	**511.7**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	**-**	**187.5**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**187.5**
4.1.1 Operationalize Labour Market Information System (LMIS)	-	187.5	-	-	-	-	-	-	**-**	**187.5**
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	**5.5**	**52.5**	**6.1**	**60.0**	**6.7**	**60.5**	**10.3**	**81.6**	**28.5**	**254.6**
4.2.1 Familiarize staff on the use of LMIS/ User training	5.5	-	6.1	-	6.7	-	7.3	-	**25.5**	**-**
4.2.2 Consolidate datasets into LMIS database	-	-	-	-	-	-	-	15.0	**-**	**15.0**
4.2.3 Support Labour Market Information System (LMIS)	-	50.0	-	55.0	-	60.5	-	66.6	**-**	**232.1**
4.2.4 Conduct awareness campaigns on LMIS	-	2.5	-	5.0	-	-	3.0	-	**3.0**	**7.5**
Strategy 4.3: Improving dissemination of statistical products across the NSS	**3.2**	**15.0**	**3.5**	**16.5**	**3.9**	**18.2**	**4.3**	**20.0**	**14.9**	**69.6**
4.3.1 Produce Quarterly and Annual Labour Statistics Bulletin	3.2	15.0	3.5	16.5	3.9	18.2	4.3	20.0	**14.9**	**69.6**
Grand Total	**75.5**	**356.5**	**87.4**	**558.2**	**92.5**	**295.9**	**215.7**	**527.8**	**471.1**	**1,738.3**

Annex 16: A Multi-Year Statistical Activity Plan for Ministry of Natural Resources, Energy and Mining, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20 GOM	2019/20 DP	2020/21 GOM	2020/21 DP	2021/22 GOM	2021/22 DP	2022/23 GOM	2022/23 DP	MWK' MILLION GOM	MWK' MILLION DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**20.0**	**34.0**	**43.0**	**40.0**	**13.0**	**30.0**	**13.0**	**30.0**	**89.0**	**134.0**
Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the NSS	-	-	15.0	-	3.0	-	3.0	-	21.0	-
1.1.1 Align Energy, Mining and Natural Resource statistics to international statistical standards	-	-	10.0	-	-	-	-	-	10.0	-
1.1.2 Enforce compliance to national and international statistical standards in Energy, Mining, Natural Resource Management	-	-	5.0	-	3.0	-	3.0	-	11.0	-
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	-	14.0	-	15.0	-	15.0	-	15.0	-	59.0
1.3.1 Monitor and evaluate projects in the Ministry	-	14.0	-	15.0	-	15.0	-	15.0	-	59.0
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	**5.0**	**5.0**	**5.0**	**50.0**	**5.0**	**-**	**20.0**	**-**	**35.0**	**55.0**
Strategy 2.1: Developing skills of statistical staff in the NSS	5.0	5.0	5.0	10.0	5.0	-	10.0	-	25.0	15.0
2.1.1 Train staff on Monitoring and Evaluation (M&E)	5.0	5.0	-	-	5.0	-	5.0	-	15.0	5.0
2.1.2 Train staff in statistical data collection and analysis	-	-	5.0	10.0	-	-	5.0	-	10.0	10.0
Strategy 2.3: Improving infrastructure across the NSS	-	-	-	40.0	-	-	10.0	-	10.0	40.0
2.3.1 Install and maintain Local Area Network for the Mining Cadastre system	-	-	-	40.0	-	-	10.0	-	10.0	40.0
Strategic Objective 3: To provide quality statistics for evidence-based decision making	**23.0**	**10.0**	**39.0**	**82.0**	**24.0**	**20.5**	**23.2**	**13.0**	**109.2**	**125.5**
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	18.0	10.0	25.0	65.0	13.0	8.0	15.0	8.0	71.0	91.0
3.1.1 Conduct minigrid resource assessment	13.0	10.0	10.0	10.0	-	-	-	-	23.0	20.0
3.1.2 Conduct surveys on economic valuation of key biodiversity hotspots	-	-	10.0	15.0	6.0	8.0	6.0	8.0	22.0	31.0
3.1.3 Conduct survey on electricity access	-	-	-	40.0	-	-	-	-	-	40.0
3.1.4 Conduct Employee survey	2.0	-	2.0	-	3.0	-	4.0	-	11.0	-
3.1.5 Conduct Customer Satisfaction Survey	3.0	-	3.0	-	4.0	-	5.0	-	15.0	-
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	-	-	5.0	7.0	3.0	6.5	3.2	5.0	11.2	18.5
3.2.1 Sensitize co-producers of energy and environmental statistics on standard terms and methodologies	-	-	5.0	7.0	3.0	6.5	3.2	5.0	11.2	18.5
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	5.0	-	9.0	10.0	8.0	6.0	5.0	-	27.0	16.0
3.3.1 Purchase Tablets and Computers	-	-	4.0	10.0	3.0	6.0	-	-	7.0	16.0
3.3.2 Conduct Trainings to equip staff with modern technological methods in data production and processing	5.0	-	5.0	-	5.0	-	5.0	-	20.0	-
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	20.0	20.0	28.0	25.0	10.0	15.0	10.0	15.0	68.0	75.0
3.4.1 Train staff in data quality assurance	5.0	-	8.0	-	-	-	-	-	13.0	-
3.4.2 Participate in conferences and workshops to build capacity and experience for staff in the generation of statistics	15.0	20.0	20.0	25.0	10.0	15.0	10.0	15.0	55.0	75.0

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	**5.0**	**-**	**22.0**	**15.0**	**2.0**	**-**	**3.0**	**-**	**32.0**	**15.0**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	**-**	**-**	**10.0**	**15.0**	**-**	**-**	**-**	**-**	**10.0**	**15.0**
4.1.1 Develop Management Information System for the Ministry	-	-	10.0	15.0	-	-	-	-	10.0	15.0
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	**5.0**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**5.0**	**-**
4.2.1 Link MNREM web pages for statistics to the NSS/NSO website	5.0	-	-	-	-	-	-	-	5.0	-
Strategy 4.3: Improving dissemination of statistical products across the NSS	**-**	**-**	**12.0**	**-**	**2.0**	**-**	**3.0**	**-**	**17.0**	**-**
4.3.1 Develop and implement MoNREM statistics dissemination strategy	-	-	10.0	-	-	-	-	-	10.0	-
4.3.2 Publish and disserminate energy and environmental statistics bulletins	-	-	2.0	-	2.0	-	3.0	-	7.0	-
Grand Total	**53.0**	**49.0**	**109.0**	**187.0**	**44.0**	**50.5**	**59.2**	**43.0**	**265.2**	**329.5**

GOAL/OBJECTIVE/ACTIVITY	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: Strengthen and coordinate the National Statistical System	**6.0**	**-**	**7.0**	**-**	**5.0**	**-**	**5.0**	**-**	**23.0**	**-**
Strategy 1.1: Promoting and monitoring compliance to national and international statistical standards across the NSS	**2.0**	**-**	**3.0**	**-**	**3.0**	**-**	**3.0**	**-**	**11.0**	**-**
1.1.1 Familiarise the statistical unit in harmonised and standardised transport statistical processes	2.0		3.0		3.0		3.0		**11.0**	**-**
Strategy 1.2: Harmonizing and promoting the use of statistical concepts, definitions, methodologies and tools across the NSS	**4.0**	**-**	**4.0**	**-**	**2.0**	**-**	**2.0**	**-**	**12.0**	**-**
1.2.1 Orient the statistical staff to statistical concepts, definitions, methodelogies and tools	2.0		2.0						**4.0**	
1.2.2 Engage NSO to familiarize in statistical concepts, definitions, methodelogies and tools	2.0		2.0		2.0		2.0		**8.0**	**-**
Strategic Objective 2: To enhance statistical capacity across the National Statistical System	**6.0**	**-**	**27.0**	**8.0**	**-**	**38.0**	**-**	**-**	**33.0**	**46.0**
Strategy 2.1: Developing skills of statistical staff in the NSS	**5.0**	**-**	**7.0**	**-**	**-**	**38.0**	**-**	**-**	**12.0**	**38.0**
2.1.1 Develop transport data management training manuals	3.0		2.0						**5.0**	**-**
2.1.2 Training on computerised database management and operation	1.0		4.0						**5.0**	**-**
2.1.3 Provide higher level training to statistical staff	1.0		1.0			30.0			**2.0**	**30.0**
2.1.4 Share/Exchange experiences with other countries						8.0			**-**	**8.0**
Strategy 2.3: Improving infrastructure across the NSS	**1.0**	**-**	**20.0**	**8.0**	**-**	**-**	**-**	**-**	**21.0**	**8.0**
2.3.1 Procure Data Servers for the departments			20.0						**20.0**	**-**
2.3.2 Procure computers for data management staff	1.0			8.0					**1.0**	**8.0**
Strategic Objective 3: To provide quality statistics for evidence-based decision making	**7.0**	**-**	**66.5**	**9.0**	**62.0**	**-**	**20.5**	**-**	**156.0**	**9.0**
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities	**4.0**	**-**	**15.0**	**-**	**21.5**	**-**	**6.5**	**-**	**47.0**	**-**
3.1.1 Strengthening interval transport data collection (MDGS III report, Performance Contract reports)	2.0		2.0		3.0		3.0		**10.0**	**-**
3.1.2 Develop annual statistical programmes (M&E work plan)	1.0		1.5		1.5		1.5		**5.5**	**-**
3.1.3 Review statistical data and performance indicators in the transport and construction sectors	1.0		1.5		2.0		2.0		**6.5**	**-**
3.1.4 Conduct transport cost study			10.0						**10.0**	**-**
3.1.5 Conduct study on most efficient route					15.0				**15.0**	**-**
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	**2.0**	**-**	**11.0**	**-**	**12.5**	**-**	**11.0**	**-**	**36.5**	**-**
3.2.1 Engage NSO during transport and construction research studies	2.0		2.0		1.5		2.0		**7.5**	**-**
3.2.2 Participate in international transport information management meetings			9.0		9.0		9.0		**27.0**	**-**
3.2.3 Review transport statistical systems within the region including conducting study tours					2.0				**2.0**	**-**

	2019/20		2020/21		2021/22		2022/23		MWK' MILLION	
	GOM	DP	GOM	DP	GOM	DP	GOM	DP	GOM	DP
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	**-**	**-**	**29.5**	**9.0**	**28.0**	**-**	**3.0**	**-**	**60.5**	**9.0**
3.3.1 Procure electronic devices (Tablets, GPS-devices, printers)			1.5	9.0					1.5	9.0
3.3.2 Training staff in developing electronic data collection tools and in data processing			3.0		3.0		3.0		9.0	-
3.3.3 Engage technical assistance (GIS experts) to conduct GIS study for rural areas accessibility			25.0		25.0				50.0	-
Strategy 3.4: Developing, introducing and ensuring adherence to quality assurance processes in all statistical undertakings across the NSS	**1.0**	**-**	**11.0**	**-**	**-**	**-**	**-**	**-**	**12.0**	**-**
3.4.1 Develop a local index for measuring transport and trade corridor efficiency			10.0						10.0	-
3.4.2 Develop and use Quality Assuarance Framework for sectors' M&E activities	1.0		1.0						2.0	-
Strategic Objective 4: To enhance dissemination and promote use of statistical products, including Management Information Systems, for statistical purposes	**506.0**	**500.0**	**1,008.0**	**500.0**	**508.0**	**500.0**	**6.0**	**-**	**2,028.0**	**1,500.0**
Strategy 4.1: Developing and maintaining Management Information Systems (MISs) in MDAs and at district level	**501.0**	**500.0**	**1,000.0**	**500.0**	**500.0**	**500.0**	**2.0**	**-**	**2,003.0**	**1,500.0**
4.1.1 Review MIS for; Roads (RA), Railways, Buildings/NCIC, Marine, PVHES, Civil Aviation and Road Traffic	1.0						2.0		3.0	-
4.1.2 Develop appropriate MIS's for the departments	500.0	500.0	500.0	500.0	500.0	500.0			1,500.0	1,500.0
4.1.3 Develop GIS database			500.0						500.0	-
Strategy 4.2: Promoting the use of MISs for statistical purposes among users of official statistics	**1.0**	**-**	**4.0**	**-**	**4.0**	**-**	**-**	**-**	**9.0**	**-**
4.2.1 Upload data in the MIS's for operationalisation	1.0		1.0		1.0				3.0	-
4.2.2 Implement reporting modules in the MIS's			3.0		3.0				6.0	-
Strategy 4.3: Improving dissemination of statistical products across the NSS	**4.0**	**-**	**4.0**	**-**	**4.0**	**-**	**4.0**	**-**	**16.0**	**-**
4.3.1 Maintain regular production of transport statistics	2.0		2.0		2.0		2.0		8.0	-
4.3.2 Publishing statistical bulletin periodically	2.0		2.0		2.0		2.0		8.0	-
Grand Total	**525.0**	**500.0**	**1,108.5**	**517.0**	**575.0**	**538.0**	**31.5**	**-**	**2,240.0**	**1,555.0**

Annex 18: A Multi-Year Statistical Activity Plan for Treasury, 2019/20-2022/23

GOAL/OBJECTIVE/ACTIVITY	2019/20 GOM	2019/20 DP	2020/21 GOM	2020/21 DP	2021/22 GOM	2021/22 DP	2022/23 GOM	2022/23 DP	MWK' MILLION GOM	MWK' MILLION DP
GOAL: To develop a National Statistical System that responds to current and emerging data needs in addressing contemporary national and international development challenges										
Strategic Objective 1: To strengthen and coordinate the National Statistical System	**11.0**	**10.0**	**14.0**	**12.0**	**-**	**28.0**	**-**	**37.0**	**25.0**	**87.0**
Strategy 1.3: Enhancing performance monitoring and evaluation of the NSS	**11.0**	**10.0**	**14.0**	**12.0**	**-**	**28.0**	**-**	**37.0**	**25.0**	**87.0**
1.3.1 Conduct M&E of the Ministry's Strategic Plan	11.0	-	14.0	-	-	12.0	-	17.0	**25.0**	**29.0**
1.3.2 Conduct M&E of the implementation of Economic Governance Sector activities	-	10.0	-	12.0	-	16.0	-	20.0	**-**	**58.0**
Strategic Objective 3: To provide quality statistics for evidence-based decision making	**49.0**	**18.0**	**43.0**	**20.0**	**48.0**	**9.0**	**51.0**	**10.0**	**191.0**	**57.0**
Strategy 3.1: Maintaining and strengthening a multi-year programme of statistical activities across the NSS	**10.0**	**9.0**	**9.0**	**10.0**	**9.0**	**9.0**	**9.0**	**10.0**	**37.0**	**38.0**
3.1.1 Produce mid-year budget and economic reviews	10.0	-	9.0	-	9.0	-	9.0	-	**37.0**	**-**
3.1.2 Participate in IMF bi-annual extended credit facility reviews	-	9.0	-	10.0	-	9.0	-	10.0	**-**	**38.0**
Strategy 3.2: Adopting and maintaining internationally recognized definitions and scientific research methodologies	**24.0**	**-**	**22.0**	**-**	**25.0**	**-**	**19.0**	**-**	**90.0**	**-**
3.2.1 Design and carry out studies of public finance and policy recommendations	9.0	-	12.0	-	10.0	-	10.0	-	**41.0**	**-**
3.2.2 Participate in OPC annual reviews	-	-	-	-	-	-	-	-	**-**	**-**
3.2.3 Conduct one public expenditure review	15.0	-	10.0	-	15.0	-	9.0	-	**49.0**	**-**
Strategy 3.3: Adopting new technologies in data production and processing, including use of Big Data	**15.0**	**9.0**	**12.0**	**10.0**	**14.0**	**-**	**23.0**	**-**	**64.0**	**19.0**
3.3.1 Coordinate Business Interviews and Perception Surveys	15.0	-	12.0	-	14.0	-	10.0	-	**51.0**	**-**
3.3.2 Develop database for macroeconomic models and forecasting	-	9.0	-	10.0	-	-	13.0	-	**13.0**	**19.0**
Grand Total	**60.0**	**28.0**	**57.0**	**32.0**	**48.0**	**37.0**	**51.0**	**47.0**	**216.0**	**144.0**

Annex 19: NSS Technical Working Group Members from the Ministries, Departments and Agencies

1. National Statistical Office (NSO)
2. Ministry of Agriculture, Irrigation and Water Development (MoAIWD)
3. Department of Economic Planning and Development (EP&D)
4. Ministry of Education, Science and Technology (MoEST)
5. Ministry of Gender, Children, Disability and Social Welfare (MoGCDSW)
6. Ministry of Health and Population (MoHP)
7. Ministry of Industry, Trade and Tourism (MoITT)
8. Department of Irrigation and Water Development
9. Ministry of Information, Civic Education and Communications Technology (MoICECT)
10. Ministry of Justice and Constitutional Affairs (MoJCA)
11. Ministry of Labour, Skills and Innovation (MoLSI)
12. National Registration Bureau (NRB)
13. Ministry of Natural Resources, Energy and Mining (MoNREM)
14. Ministry of Transport and Public Works (MoTPW)
15. Treasury
16. Statistical Association of Malawi (SAM)
17. Reserve Bank of Malawi (RBM)
18. Malawi Revenue Authority (MRA)
19. National Planning Commission (NPC)

Annex 20: The NSS Strategic Plan Design Team

NAME	DESIGNATION	INSTITUTION
Mr. Waki Mushani	PARIS21 Consultant	Dezzo Management Consulting Limited
Mr. Hector Kankuwe	Head of NSS Coordination Unit	National Statistical Office
Mr. Bright Mvula	Chief Statistician, Economics	National Statistical Office
Mr. Kingsley Manda	Statistician, Demography	National Statistical Office
Mr. Sautso Wachepa	Statistician, Agriculture	National Statistical Office
Mr. John Masache	Assistant HRMO	National Statistical Office
Mr. Lameck Million	Senior Statistician, NSS Coordination Unit	National Statistical Office
Mrs. Bertha Kayuni	Statistician, NSS Coordination Unit	National Statistical Office

Annex 21: The NSS Strategic Plan Review Task Team

NAME	DESIGNATION	INSTITUTION
Mrs. Mercy Kanyuka	Commissioner of Statistics	National Statistical Office
Mr. Jameson Ndawala	Deputy Commissioner of Statistics	National Statistical Office
Mrs. Lizzie Chikoti	Assistant Commissioner of Statistics, Economics	National Statistical Office
Mr. Hector Kankuwe	Assistant Commissioner of Statistics, Centre	National Statistical Office
Mr. Isaac Chirwa	Assistant Commissioner of Statistics, Demography	National Statistical Office
Ms. Tiope Mleme	Assistant Commissioner of Statistics, Agriculture	National Statistical Office
Dr. Andrew Jamali	Chief Statistician, Technical Services	National Statistical Office
Mr. Vupe Kunkwenzu	Deputy Secretary, Finance and Administration	National Statistical Office

Annex 22: List of Stakeholders Consulted

NO.	NAME	DESIGNATION	INSTITUTION
1	Sarah Pannell	Statistics & Evaluation Adviser	DFID
2	Kondwani Nsandu	Programme Officer	JICA
3	Benjamin Banda	VAM Officer	WFP
4	George M. Mbewe	Programme Associate (Gender & Governance)	UN Women
5	Abel Nyoni	M&E Officer	UNICEF
6	Sarah Ahmed Mirza	Chief PM&E	UNICEF
7	Mietek Maj	Deputy Representative	WFP
8	Alka Bhatia	Economic Advisor	UNDP
9	Mohamed Mutasim	Coordination Specialist	Resident Coordinator's Office (UNDP)
10	Benjamin Banda	VAM Officer	WFP
11	George M. Mbewe	Programme Associate (Gender & Governance)	UN Women
12	Abel Nyoni	M&E Officer	UNICEF
13	Sarah Ahmed Mirza	Chief PM&E	UNICEF
14	Dalitso Kubalasa	ED	MEJN
15	Takondwa Chauma	Senior Economist-Policy Research	RBM
16	Isaac Masinga	Economist-Policy Research	RBM
17	Christina Chatima	Director of Trade	MoITT
18	Dr. Jupiter Simbeye	President	SAM
19	Nelson Mataka	Head	ASWaP
20	Jeniffer Nkosi	Planner/Economist	MoAIWD
21	Dr. Nkhoma	Chief Economist-M&E	MoAIWD
22	Dickson Kazembe	Chief Economist-Planning	MoITT
23	Isaac Dambula	Deputy Director-CMED	MoHP
24	Christopher Matemba	Principal Statistician-Stats Unit-Planning	MoNREM
25	Madalo Nyambose	Director of Planning	MoTPW
26	Ganizani Liwewe	Economist	MoTPW
27	Humphreys Mdyetseni	Deputy Director-Planning	MoICECT
28	Hamilton Kamwana	Chief Economist-Planning	MoJCA