



Republic of Malawi

# National Statistical System

## Strategic Plan

2008-2012

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***“Statistics at the finger tips of users”***

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## Preface



The Malawi Growth and Development Strategy (MGDS) was launched in July 2007. The MGDS is the overarching development strategy for the country. The strategy clearly recognizes the important role that official statistics play in informing policy choices and monitoring and evaluating progress towards realizing development goals.

The Government is fully cognizant of the need for quality statistics in policy formulation and in the monitoring and evaluation of development programs. This Strategic Plan sets out how the National Statistical System (NSS) will coordinate, harmonize and standardize production of official statistics among data producers, suppliers and users in a coherent manner in both the public and private sectors during the period 2008-2012.

The need to have the NSS cannot be overemphasized as it will foster coordination, standardization and harmonization thereby avoiding duplication and overlapping of activities amongst data producers. It is, therefore, my intention to ensure that the NSS is well positioned to meet the requirements of users and producers of statistics.

On behalf of Government I would like to take this opportunity to thank our cooperating partners who over the years have assisted in the development of statistics in the country. In particular, I would like to thank the Department for International Development (DFID) of the British Government and the African Capacity Building Foundation (ACBF) for funding the design and development of this Strategic Plan; and the Norwegian Government through Statistics Norway, the United Nations Fund for Population Activities (UNFPA) and the United Nations Children's Fund (UNICEF) for contributing to the implementation of most of the activities set out in the Plan.

Finally, I would like to express my sincere gratitude to all those who played a role in putting together this Strategic Plan.

Dr. Ken Lipenga, MP  
**Minister of Economic Planning and Development**

## Foreword and Acknowledgement



The demand for good statistics is increasing because development initiatives, such as Vision 2020 and the Malawi Growth and Development Strategy (MGDS) at the local level, and the Millennium Development Goals (MDGs) at the international level, require high-quality statistics for monitoring and evaluating progress.

The launching of the National Statistical System (NSS) in November 2006 was therefore, an important milestone towards the development of a comprehensive and well-coordinated NSS for producing, processing and disseminating official statistics. The NSS is the beginning of the process of enhancing the profile of statistics and professionalism of the statistical common service.

This Strategic Plan presents the vision, mission, core values and objectives that are going to guide the NSS for the period 2008 to 2012. The objective is to enable the country meet the ever growing demand for high quality, timely and accessible statistical information for evidence-based decision making and quantitative measurements of development progress. This Strategic Plan, therefore, advocates for a well coordinated, standardized and harmonized statistical system, which produces and supplies high-quality, responsive, reliable and timely statistical information.

The challenge is to maintain the vision “statistics at the finger tips of every user”. This means that beyond collecting, analyzing, compiling and storing statistics there is need to disseminate it in a timely manner to users. Furthermore, the statistics must respond to the needs of users. In this regard, the obligation is to train users so that they will be able to use and interpret official statistics accordingly.

I would like to thank the team that was involved in drafting this Strategic Plan for their time and commitment. The team was led by Shelton Kanyanda and included: Kelvin Saukila; Chris Matemba; Benjamin Banda; Medson Makwemba; Marjorie Chipofya; Raphael Mahimanya; Enock Matale; Christopher Manyamba and Isaac Chirwa. I am grateful to the ministries of Education; Labour; Industry and Trade; Agriculture and Food Security; Health; Justice and Constitutional Affairs and the Management and Organizational Development Associates (MODA) for the release of their members of staff and also their valuable contributions in guiding the drafting process of this Strategic Plan. I am also grateful to our cooperating partners for providing both technical and financial assistance to strengthen the NSS.

Charles Machinjili  
Commissioner of Statistics

## List of Abbreviations

ACBF	-	Africa Capacity Building Foundation
DEMIS	-	District Education Management Information System
DFID	-	Department for International Development
DHRMD	-	Department of Human Resources Management and Development
DQAF	-	Data Quality Assessment Framework
EMIS	-	Education Management Information Systems
EU	-	European Union
GDDS	-	General Data Dissemination System
GPS	-	Geographical Positioning System
ICT	-	Information Communication Technology
IEC	-	Information, Education, Communication
ILO	-	International Labor Organization
IMF	-	International Monetary Fund
IPU	-	Implementation Planning Unit
IT	-	Information Technology
M & E	-	Monitoring and Evaluation
MAPS	-	Marrakech Action Plan for Statistics
MDGs	-	Millennium Development Goals
MGDS	-	Malawi Growth and Development Strategy
NGOs	-	Non Governmental Organizations
NSDS	-	National Strategy for the Development of Statistics
NSO	-	National Statistical Office
NSS	-	National Statistical System
OPC	-	Office of the President and Cabinet
PARIS21	-	Partnership in Statistics for development in the 21 <sup>st</sup> Century
RRSF	-	Reference Regional Strategic Framework
SAM	-	Statistical Association of Malawi
SCS	-	Statistics Common Service
STATCAP	-	World Bank's Statistical Capacity Building Facility
SWOT	-	Strength, Weaknesses, Opportunities and Threats

## Executive Summary

The National Statistical System (NSS) was launched in November 2006 in order to oversee the development and implementation of a comprehensive and well-coordinated system of producing, processing and disseminating official statistics. The NSS is there to support development initiatives which require good statistics to monitor and evaluate progress of implementation. Some of the development initiatives include the Malawi Growth and Development Strategy (MGDS) at the local level, and the Millennium Development Goals (MDGs) at the international level.

This Strategic Plan presents the vision, mission, core values and objectives that are going to guide the NSS for the next five years, from 2008 to 2012. The objective is to enable the country meet the ever growing demand for high quality, timely, accessible statistical information needed for evidence-based decision and policy making.

The Strategic Plan has eight strategies for the NSS and seven sectoral plans. The seven sectoral plans include National Statistical Office (NSO); Education; Labour; Industry and Trade; Agriculture and Food Security; Health; and Justice and Constitutional Affairs. The NSS strategies and sector strategies have two categories. Firstly are the core statistics and secondly we have crosscutting themes. Cross cutting issues include human resource related strategies; strategies dealing with compatibility of technology and coordination of data collection, analysis and dissemination. Most cross cutting issues are pre-conditions for the success of the core statistics strategies.

This Strategic Plan aims to coordinate sourcing of funds and implementation of activities. It contains budgets and activity plans prepared by NSO, and the six ministries.

Monitoring and evaluation will be part of NSS implementation and there will be an common M & E framework. The NSS will be providing data sets to Ministry of Economic Planning and Development (MEPD) which is implementing the M & E Master Plan. Data sets will also be provided to all users at different levels to achieve its vision of *“statistics at the finger tips of users”*.

The Strategic Plan has been developed with technical and financial assistance from the UK Department for International Development (DFID), the African Capacity Building Foundation (ACBF) and the Norwegian Government.

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## **Chapter 1: Introduction**

### **1.1 Background and Rationale**

The paradigm within which development programs and projects are planned, implemented, monitored and evaluated is shifting. The current norm in both developed and developing countries is to plan, implement, monitor and evaluate national development programs such as the Vision 2020, the Malawi Growth and Development Strategy (MGDS), and international development frameworks such as Millennium Development Goals (MDGs) using evidence based information obtained from reliable statistics. This paradigm shift has resulted in higher demand for quality statistics that are timely and responsive for planning and decision making. It has, therefore, become imperative for many governments including the Government of Malawi to re-engineer the institutions and mechanisms which collect, compile and disseminate statistics so that they are able to meet the ever increasing demand for quality statistics.

One strategy which most countries are adopting is to consolidate all the agencies that are involved in collecting, analyzing, disseminating key statistics on the one hand and those that use the statistics on the other in what is called a National Statistical System (NSS). For example, in Malawi, the National Statistical Office (NSO) was established by the Statistics Act, Chap 27.01 of 1967 as the central office charged with the primary responsibility of collecting, compiling, analyzing and disseminating official statistics. The Act created the office of the Commissioner of Statistics and provided for his powers under the general direction of the responsible Minister. However, due to the diversity of statistics needed for development plans and decision making processes, there are other ministries and departments that produce official statistics for internal and external use. These ministries include: Agriculture, Education, Science and Technology, Labour, Health, Justice, and Industry and Commerce, the Reserve Bank of Malawi and others.

The NSO together with these sector ministries and departments, data suppliers and users form the NSS. These institutions have the responsibility of providing the Government and other external stakeholders with quality statistics.

The challenge is that not many NSSs in developing countries including Malawi are able to collect, compile and disseminate quality statistics on demand. The situation is compounded by other factors such as: the absence of proper coordinating mechanisms, inadequate supporting infrastructure such as computers, under qualified professional and supporting staff, weak legal framework, absence of policy on statistics, un - harmonized data collection, analysis and dissemination leading to wastage and many more other factors.



These factors have reduced the capacity of the NSS to provide statistics timely and on demand.

With the ever increasing demand for statistics, it is important for Government to enhance the capacity of the NSS so that it becomes more responsive. Therefore, the capacity of the NSS has to be enhanced in order to:

- Make more efficient use of resources by creating coordination mechanisms, agreeing on common legal and institutional frameworks, developing NSS-wide financing strategies and human resource policies, and sharing physical, information technology, and communication infrastructures.
- Improve the productivity of data management by streamlining management processes, e.g., creating a data warehouse.
- Increase the availability of quality responsive data by developing a common data dictionary and standards of data quality, and agreeing on well coordinated comprehensive data production and dissemination policies.
- Raise the public profile for statistics by developing a coherent NSS-wide information, education and communication (IEC) strategy comprising advocacy and lobbying strategies.

## **1.2 International Statistical Initiatives**

Concerned with the current state of statistics in Africa, the 2004 Marrakech Action Plan for Statistics (MAPS) of which Malawi is signatory resolved to “mainstream the strategic planning processes of statistical systems, by implementing National Strategies for the Development of Statistics (NSDSs)” with national statistical offices as the lead agencies. Apart from MAPS, there are other regional and international initiatives both general and specialized aimed at enhancing the quality and use of statistics. These include Africa’s Reference Regional Strategic Framework (RRSF), PARIS 21’s guidance and support to countries designing and implementing their NSDSs, UN’s “Some guiding principles for good practices in Technical Cooperation for Statistics”, IMF’s “General Data Dissemination Standards (GDDS)” and the “Data Quality Assessment Framework (DQAF)” and the World Bank’s STATCAP. All these and others are working towards improving the quality of official statistics and are at the disposal of developing countries that want to enhance the quality of their statistics.

### 1.3 The Malawi Initiatives

Concerned with the state of the NSS in Malawi, Government with financial assistance from the Department for International Development (DFID) and the African Capacity Building Foundation (ACBF) embarked on a process to develop its own national statistics development strategy, the NSS Strategic Plan. The process started with the official launch of the NSS on 18<sup>th</sup> November 2006 during the commemoration of the African Statistics Day. Following the launch, it was important to understand the status of the NSS. Government commissioned a consultancy to conduct a situation analysis of the NSS in November 2006. The objective of the situation analysis was to “collect a consistent set of information about the capacity of the NSS to produce and use statistics and the enabling environment which could be collated with information about the National Statistical Office (NSO) in order to produce a summary of the current status of the NSS.”

### 1.4 The SWOT Analysis

The situation analysis was conducted in the form of a SWOT resulting in the determination of the strengths, weaknesses, opportunities and threats facing the NSS. According to the situation appraisal, the strengths and opportunities of the NSS include: a high demand for quality statistics, already established institutional structures, ability to collect, compile and disseminate statistics, the presence of some qualified people and basic supporting infrastructure and technologies. The key weaknesses and threats that were identified in the situation analysis and need to be addressed are presented in table 1 below.

Table 1: weaknesses and threats of NSS

Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Low profile of statistics within sector ministries,</li> <li>• Inadequate capacity to collect, compile, store, disseminate and use statistics.</li> <li>• Old and outdated legal and policy framework</li> <li>• Inadequate human resource</li> <li>• Under-trained staff</li> <li>• Low investment in infrastructures and equipment</li> <li>• Uncoordinated and un-harmonized statistical management</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of coordination mechanisms</li> <li>• Weak Human Resource Management</li> <li>• Old and outdated legal act</li> <li>• Un-harmonized terms, concepts</li> <li>• Placement of Statistics units under planning department</li> <li>• Too many lower ranking officers in the SCS</li> <li>• Frustrated and de-motivated Officers</li> <li>• Irregular promotions</li> <li>• Inferior professional image of statisticians</li> <li>• Limited value of statistics</li> </ul>

In addition to the weaknesses and threats provided in Table 1 above, there are other concerns that worry stakeholders calling for quick action. These concerns are presented below.

#### **1.4.1 Data sources, gaps and overlaps**

Some ministries such as Ministry of Industry and Trade do not have the capacity or resources to collect the data that they are mandated to. In some instances institutions collect the same type of data because there are no proper coordination mechanisms. There is need to resolve the concerns in the interest of a better functioning NSS.

#### **1.4.2 Structure, Personnel and resources for the NSS**

The other set of problems and concerns center on how the NSS is organized, the number of staff members it has and where they are located, the location of statistical units in various ministries and departments, as well as the role and status of the NSO in relation to sector ministries that collect statistics, the quality of statistical outputs, and the budgets allocated to statistical work. The concerns and problems touch on both the NSO and sector ministries and departments that provide statistics.

#### **1.4.3 Resources of NSS**

In order to provide quality statistics on demand, Government must invest heavily because the operational costs of collecting, compiling and disseminating statistics are very high. Equally high is the investment in facilitates and statistical infrastructure used and/or required. This is one reason why an elaborate IEC strategy must be implemented in order to raise the importance and profile of statistics so that it may be given high priority on the national agenda.

#### **1.4.4 Need better coordination**

There is need to improve coordination within the NSS. The main problem has been that members of the Statistics Common Service who were posted to other Government ministries and departments do not have a strong affinity to NSS and each institution acts independently of the other.

There is no mechanism to coordinate activities and allocation of resources to statistics related activities. If the vision as defined in this strategic plan is to be realized, there is need to coordinate both all statistical activities and allocation of resources to respective activities. Hence there is need for a national plan of action to reflect national priorities on statistics.

#### **1.4.5 The user demands**

The other major concern which was highlighted in the situation analysis is the fact that currently, many statistics are supply-driven as opposed to being demand-driven. In other words, the specific needs of users are not always well known while data providers continue to provide the statistics that they can produce. The NSS should be responsive and provide relevant statistics on demand. This is the reason why this strategic plan is advocating for a “statistics needs analysis as the basis for supplying statistics”

### **1.5 Stakeholders Consultations**

The findings as outlined above were presented at a Stakeholders Workshop which was held on 3<sup>rd</sup> January 2007 in Mangochi. Key stakeholders confirmed the need for a Strategic Plan aimed at enhancing capacity of the NSS. At a follow up meeting of Directors of Planning from various ministries that collect statistics which was held on 24<sup>th</sup> August 2007, two important decisions were made. First, the meeting agreed that the Ministries of Agriculture, Education, Health, Industry, Justice and finally Labour would take part in the initial development of the strategic plan and second that officers from the statistics common service in these ministries would form the drafting team.

The drafting team convened six times to draft the Strategic Plan. In order to create wider acceptance of the Strategic Plan, Directors from the key ministries and other stakeholders were invited to review the document and the more detailed sectoral plans produced by the six ministries at a Workshop which was held on 7<sup>th</sup> November 2007 at Liwonde. After that Workshop comments were incorporated and this NSS Strategic Plan was finalized.

### **1.6 The Objectives of the Strategic Plan**

The main thrust of this strategic plan is to build the capacity of the NSS so that it becomes responsive, robust and better coordinated, producing timely and reliable statistics. It also aims at enhancing the quality and quantity of human resources on the one hand and on the other hand the quality and compatibility of supporting technologies.

*In the end the strategic plan aims at putting statistics at the “finger tips” of every planner and decision maker in Malawi so that all national development plans are evidence based.*

For this to happen, it is important that NSO seriously takes up its leadership and coordination roles so that the current situation whereby statistical units in ministries and departments operate in an uncoordinated manner and

independently is reversed. It is a strong well coordinated NSS that will be able to provide statistics at the finger tips of users.

### **1.7 Outline of the Strategic Plan**

This strategic plan is divided in six chapters with three annexes and the contents of these chapters and annexes are as follows:

Chapter 1: Contains an introduction with background and rationale for developing the Strategic Plan.

Chapter 2: Contains the vision, mandate and values of the Strategic Plan.

Chapter 3: Covers the eight strategies defining goals, objectives and activities. The strategies have been listed according to their importance.

Chapter 4: Summarizes the sector strategies which include NSO and six sectors' strategic plans for the statistics units in the ministries of Agriculture, Education, Health, Industry and Trade, Justice and Labour. The strategies aim at improving statistics and building the capacity of statistics units in NSO and the six Ministries.

Chapter 5: Covers on implementation, monitoring and evaluation of the National Statistical System. It also discusses how the NSS is linked up to the Monitoring and Evaluation Master Plan being implemented by Ministry of Economic Planning and Development.

Chapter 6: Contains an elaboration on the budgeting process of NSS activities and sectoral plans of NSO and the six ministries which include Agriculture, Education, Health, Industry, Justice and Labour. It also covers on the activity plan and expected outputs.

Annex A: Provides summarized tables on budgets of the sectors.

Annex B: Contains activity plan with proposed activities and expected outputs.

Annex C: Contains names and pictures of the drafting team from NSO, Agriculture, Education, Health, Industry and Trade, Justice, and Labour.

## **Chapter 2: Vision, Mission and Values**

### **2.1 Introduction**

Part two contains the Vision, Mission and Values. It also contains nine strategies focusing on consolidating the NSS. The Vision defines the desired future for the NSS in Malawi. It is the wish of the NSO to see that statistics are provided to all users and that they will actually be used for decision making and development planning, management, monitoring and evaluation.

The mandate defines the main tasks that the NSS will perform. The tasks include the following: promoting good statistics practices, coordinating statistical activities, standardizing concepts and definitions, harmonizing methodologies and recruiting, developing and retaining well qualified and competent statistical staff at every level of NSS. It is hoped that by concentrating on achieving these roles and responsibilities, the NSS will be able to provide statistics at the finger tips of every user. This shows that by executing its mandate, the NSS will contribute towards the attainment of the vision.

The values that are presented reflect the conscious or the moving spirit of the NSS. They are the bed rock upon which decisions will be made in pursuit of the vision. Confidentiality, integrity and independence, transparency and accountability as well as professionalism are important values that should be upheld at all times in the NSS. These values should cascade down to all echelons of the NSS.

The rest of Part Two contains goals, objectives and activities. They are clustered according to strategic areas that the plan concentrates on. The strategic areas were identified during the situation analysis. Out of the strengths, weaknesses, opportunities and threats that were identified, possible solutions in the form of goals were formulated. For each goal a number of objectives were defined as well as the activities that will support the realization of the objectives. Each cluster forms a strategy which if implemented, will contribute to the realization of the vision. The strategies can be put in two broad categories: crosscutting such as those dealing with human resources, institutional arrangements, coordination as well as the definition of roles and responsibilities; and sector specific dealing with systems and procedures for collecting, analyzing, compiling and disseminating data, as well as issues of relevance and timeliness of statistics. The cross cutting strategies define important preconditions that must be met before the NSS can be transformed into a robust undertaking.

## 2.2 Vision

The vision of the NSS is to have “*statistics at the fingertips of users*”.

## 2.3 Mission

The mission of the NSS is to provide coordinated, standardized and harmonized official statistics and promote their use.

## 2.4 Critical Issues

In order to realize the vision, the following needs to be achieved:

- Good statistical practices developed.
- Statistical activities coordinated across all Government ministries, departments and agencies.
- Concepts and definitions standardized.
- Methodologies harmonized.
- Professional statistical services provided.
- Well qualified and competent statistical staff at every level of NSS recruited, developed and retained.
- Use of modern and compatible technology in statistical operations at every level of NSS.
- Statistics disseminated in a user friendly manner.

## 2.5 Core Values

Internationally acceptable methods shall be used when collecting, analyzing, compiling, storing and disseminating statistics. In discharging these roles and responsibilities a number of values shall provide guidance as listed below:

- **Confidentiality:** Keep confidential all data provided by respondents in accordance with the prevailing Statistics Act.
- **Integrity and Independence:** Produce and disseminate statistics in an objective and independent manner.
- **Transparency and Accountability:** Be transparent and accountable in all operations at all levels.
- **Professionalism:** Discharge duties competently, diligently, efficiently and effectively.
- **Effective Team working:** Achieve coordination, standardization, and harmonization of concepts and definitions across the NSS.
- **Customer satisfaction:** Consult with and be guided by users in order to produce demand-driven statistics.

## Chapter 3: National Statistical System (NSS) Strategies

### 3.1 Strategies

The National Statistical System (NSS) Strategic Plan has eight strategies and these are linked to the sector strategic plan for NSO and the six ministries included in the first phase of the NSS. The strategic plans form a holistic picture of the NSS and provide possible pooled funding for all statistical activities.

The NSS strategies and sector strategies presented in Chapter four have two categories. First are the core statistics issues and second are cross-cutting themes. Cross cutting issues include human resources related strategies, strategies dealing with compatibility of technology and issues to do with coordination of data collection, analysis and dissemination. Most cross cutting issues are pre-conditions for the success of the core statistics strategies. For example, recruiting, developing and nurturing well qualified personnel will enhance the capacity of the NSS. As a result, the NSS will be able to deliver quality statistics on demand.

There are strategies focusing on personnel related issues. However, there is need to conduct a functional review of the Statistics Common Service to identify staff in positions according to grade and determine the number of staff required in the system. There will also be need to conduct a training needs identification and analysis exercise as the basis for developing a master training plan for the Statistics Common Service. It is also proposed to conduct an audit of all technologies being used within the Statistics Common Service as the basis for developing a strategy for harmonizing and standardizing these technologies.

The eight strategies for NSS are as follows:

1. Improve awareness and utilization of statistics.
2. Improve management of the statistical common service.
3. Enhance human resource capacity for the production, compilation and use of statistics.
4. Improve the coordination and harmonization of data collection, analysis and dissemination.
5. Improve compatibility of supporting technologies.
6. Improve storage, accessibility and dissemination of statistics.
7. Minimize risks associated with data collection and associated activities.
8. Develop NSS work plan and financing strategy.



## **Strategy 1: Improve Awareness and Utilization of Statistics**

### **Problem Statement**

Generally, statistics have a low profile in Malawi. The result is that most development agenda are either not evidence-based or based on old evidence. It is, therefore, important to raise the profile of statistics in development planning so that planners and decision makers may begin to fully appreciate the importance of statistics.

### **Goal**

To raise the profile and utilization of statistics so that development planners, policy makers, managers and implementers adopt evidence based approaches to development.

### **Objective 1: An Information, education and communication (IEC) strategy designed, developed and implemented by September 2008.**

- Design and develop an IEC Strategy.
- Implement IEC strategy.

### **Objective 2: An advocacy campaign targeting those who can deliver change, implemented as an on-going activity by December 2008.**

- Promote debates among producers and users of statistics on radio, television and other mass media.
- Promote official statistics as an important subject in the education sector.
- Promote partnerships and networking around specific sector statistics e.g. health, education and labour.
- Write and publish articles about the importance of statistics in the print media.

### **Objective 3: Launch a quarterly bulletin for NSS activities.**

- Establish an editorial committee.
- Solicit articles and other information from members of the NSS.
- Compile, edit and publish the bulletin.
- Compile a list of people and institutions to receive the newsletter.

### **Objective 4: Introduce mass media programs.**

- Design and develop TV and radio statistics programs.
- Negotiate with TV and radio stations for program broadcasting.
- Introduce weekly statistics columns in the main local news papers.
- Publicize the National Statistical System Strategic Plan.

**Objective 5: Develop a culture of evidence based decision-making and development planning.**

- Promote collection and use of statistics in all management and development activities.
- Design an orientation program.
- Implement the orientation program for Government workers.
- Train managers on how to use statistics in their own areas of work.

**Strategy 2: Improve Management and Coordination of the Statistical Common Service.**

**Problem Statement**

The abolition of Statistics Common Services (SCS) negatively affected the management of statisticians. The Human Resource Management Unit was neglected allowing it to operate with a few, low level and under qualified officers. Senior officers were regularly transferred within a very short period of time causing a loss of corporate and institutional memory. Consequently, NSO lost control over the SCS: with the re-introduction of the SCS, NSO does not know the total establishments in the SCS, location of officers posted to various ministries and departments, their years of service and other related factors. It is important, therefore, that the HRM Unit in NSO is revitalized and rationalized as one way of consolidating the NSS.

**Goal**

To re-organize and revitalize the SCS HRM&D function to suit the demands of the National Statistical System (NSS).

**Objective 1: Review the NSO HRM&D Unit by December 2008.**

- Review functions of the HRM&D Unit at NSO.
- Discuss the findings with Department of Human Resources Management and Development (DHMRD), Office of the President and Cabinet (OPC), Ministry of Finance and other authorities.
- Implement recommendations.

**Objective 2: Revamp and revitalize the HRM&D Unit by June 2009.**

- Provide internal management courses for all NSS managers and supervisors.
- Provide computers and other office equipment for the unit.
- Undertake a needs assessment survey.
- Design and develop a computerized HRM system for the SCS.
- Train the HRM&D Officers how to use the computerized HRM system.
- Capture and input information details about officers in the SCS on regular basis.

### **Strategy 3: Enhance Human Resource Capacity for the Production, Compilation and Use of Statistics**

#### **Problem Statement**

Human resources are the single most important inventory or resource for a well developed, effective and efficient functioning NSS. It is important, therefore, that both the quantity and quality of officers in the SCS are well trained and exposed to new developments and issues.

#### **Goal**

To have a well developed professional and technical staff with a good career well motivated and committed to the cause of statistics.

#### **Objective 1: Undertake a functional review of the SCS by December 2008.**

- Develop terms of reference and costs for sector wide functional review.
- Examine the current posts on the SCS establishment.
- Conduct a demand survey for SCS Officers in Ministries and Departments.
- Rationalize the establishment in light of the results of the demand survey.
- Discuss and seek establishment approvals from DHRM&D, OPC and Ministry of Finance.
- Implement functional review findings.

#### **Objective 2: Establish a national statistical training system in Malawi by December 2008.**

- Establish a national committee to oversee training and staff development needs.
- Define a national qualification accreditation framework for statisticians in Malawi at different technical levels.
- Link the accreditation system to regional and international systems.
- Establish a twinning arrangement with a specialized institution within and outside the region.
- Lobby universities and other training institutions in Malawi to introduce Statistics as a major subject.

#### **Objective 3: Enhance staff training as an on-going activity.**

- Identify potential providers of training at professional, technical and basic levels.
- Assess their potential to provide such training.
- Negotiate the possibility of offering training to NSS officers.
- Provide support for statistics training programs.

**Objective 4: A training unit to provide in-service training established by December 2008.**

- Establish a training unit.
- Provide resources for training.
- Conduct training of trainers.
- Design and implement on-going in-service training programs.
- Outsource in-service training to Chancellor College and other academic and training institutions.

**Objective 5: Train key statistics users on how to effectively analyze, interpret and use statistics as an on-going activity from October 2008.**

- Identify key users of statistics by subject area, including the media.
- Conduct a statistics user training needs assessment.
- Design and Implement a user training program.

#### **Strategy 4: Improve Coordination and Harmonization of Data Collection, Analysis and Dissemination.**

##### **Problem Statement**

The Malawi Government established and mandated the NSO conduct large scale surveys and censuses, to compile and disseminate official statistics in Malawi. However, there are other Government ministries/departments and other agencies that collect, analyze and disseminate official statistics.

The main challenge is that there are no coordination mechanisms that are put in place to standardize and harmonize, for instance, terms and concepts used for collecting and analyzing statistics. In most instances indicators and other statistics cannot be compared between sources, over time or different geographic areas. As a result, the value of statistical data is minimized and quality is compromised.

##### **Goal**

To standardize, harmonize and coordinate the terms and concepts used for collection, analysis and dissemination of statistics.

**Objective 1: Review the Statistics Act of 1967 by December 2008.**

- Review the Statistics Act of 1967 to include recent developments and changes.
- Hold consultation meetings with Ministry of Justice and Constitutional Affairs.
- Consult stakeholders.
- Submit the draft Statistics Act to Ministry of Justice and Constitutional Affairs for legal review.

- Lobby the legislature to pass the bill.

**Objective 2: Harmonize and standardize terms, concepts and nomenclature of statistics by December 2009.**

- NSO to propose work program to the NSS Steering Committee.
- Establish subject matter Technical Working Groups on harmonization and standardization of concepts.
- Produce a compendium of concepts and definitions.
- Endorse the compendium and this will be done by NSO in collaboration with line ministries, departments and agencies.
- Disseminate the compendium to all stakeholders.

**Objective 3: Establish coordinating mechanisms for the National Statistical System.**

- Ensure that National Steering Committee meets regularly.
- Establish and revamp sectoral and subject matter committees for statistics, including technical working committees for data collection, compilation, analysis, storage and dissemination as well as for supporting technologies.

**Objective 4: Empower the NSO so that it takes on the leadership responsibilities for the NSS.**

- Examine the current responsibilities of NSO in relation to the NSS.
- Rationalize the responsibilities to include the NSS.
- Create a unit within NSO to manage and coordinate the NSS.
- Define the roles and responsibilities of the coordinating unit.

**Strategy 5: Improve Compatibility of Supporting Technologies.**

**Problem Statement**

The primary tools that statisticians use are computers and other information technology related equipment. In most cases there are challenges associated with the equipment and software being used. For instance, hardware and software are not compatible and maintenance is poor and sporadic. There are no central data banks and back-ups leading to dangers of easily losing out data and other important information.

**Goal**

To have compatible, regularly maintained and up to date hardware and software with safety measures put in place.

**Objective 1: Standardize and make hardware and software compatible for National Statistical System by December 2010.**

- Identify hardware and software needs of the National Statistical System.
- Identify financial resources to procure the required IT equipment and software.
- Purchase and supply compatible computers to major stakeholder.
- Liaise with DISTMIS on improving maintenance of IT equipment and software.
- Create a data bank of companies and individuals specialized in hardware and software.

**Objective 2: Improve the skills of computer users as an on-going activity by January 2009.**

- Conduct computer use skills needs assessment.
- Develop a computer skills development program for staff.
- Implement skill development programs including statistical software across the National Statistical System.

**Objective 3: Improve on the safety of all equipment as an on-going activity beginning June 2008.**

- Put bugler bars in all rooms where there are NSS machines.
- Restrict access to rooms with NSS machines.
- Put fire detectors in all rooms with NSS machines.
- Provide fire extinguishers.
- Provide power surge-protectors and UPSs.
- Provide air conditioners particularly in rooms with servers.

**Strategy 6: Improve Storage, Accessibility and Dissemination of Statistics**

**Problem Statement**

Statistics are collected, compiled, and disseminated by the NSO and different sectoral agencies. The challenge is that data are stored individually by these agencies thereby limiting accessibility of statistics to various users. This is compounded by the absence of central data storage facilities and linkages among various producers and users.

**Goal**

To make the storage of national data safer and more easily accessible to users and to disseminate statistics in the most effective way for evidence based decision making, planning and public knowledge.

**Objective 1: Create a national data storage facility within the NSS by 2010.**

- Create a calendar of statistical surveys and other events.
- Design, develop and implement an appropriate storage facility for national data.
- Link the storage facility to sector storage facilities.
- Establish an archive within the system.
- Develop data storage back up mechanisms.
- Develop procedures for statistical data protection.

**Objective 2: Improve mechanisms for users to easily access national data.**

- Design and develop criteria for the public to access data from the national data bank.
- Develop national data access protocols.
- Design and develop data accessing centers at the district level.
- Make national libraries data accessing centers.
- Supply statistical publications in all national libraries.
- Publicize data accessing centers as much as possible.

**Objective 3: Improve systems for disseminating data.**

- Re-design in some areas the NSO web to reflect the NSS.
- Link sector web pages to the national web page.
- Produce compact discs (CDs) with specific data and put them on the market.
- Design and develop mass storage facilities (USBs) with specific data sets.
- Design and develop user friendly booklets with topical statistics.
- Design and develop brochures with topical statistics and place them in strategic places.
- Institutionalize a statistics column in local daily papers, television and radio.

**Strategy 7: Minimize Risks Associated with Data Collection and Associated Activities**

**Problem Statement**

Data collection and associated activities require that people should go away from their homes and travel long distances. The risks associated with being away from home are several and some of them include: contracting HIV and AIDS; car accidents and personal security. Currently people are not insured from being away from their home.

**Goal**

To minimize the risks associated with field work related to Statistics Common Service.

**Objective 1: Minimize chances of contracting HIV and AIDS as an on-going activity.**

- Develop and implement an HIV and AIDS Workplace policy for the NSS.
- Develop and implement an HIV and AIDS IEC Strategy for the NSS.
- Organize regular HIV and AIDS clubs for the NSS.
- Develop and maintain a pre-field HIV and AIDS package containing brochures and condoms.
- Encourage and institutionalize pre-field trip HIV and AIDS voluntary counseling.
- Train field supervisor in HIV and AIDS counseling.

**Objective 2: Minimize chances of car accidents involving officers as an on-going activity.**

- Develop a field trip travel policy of a maximum number of personnel in vehicles.
- Train drivers in defensive driving.
- Always check the roadworthiness of a vehicle before it goes to the field.
- Enforce daily routine vehicle checks by drivers.

**Objective 3: Minimize personal risks associated with fieldwork.**

- Train field workers in personal security.
- Train field workers on how to report incidents.
- Train field workers in first aid.
- Provide first aid tool kits to field workers.
- Define safe accommodation standards for field workers.

**Strategy 8: Develop National Statistical System (NSS) Work Plan and Financing Strategy.**

**Problem Statement**

Implementing censuses and surveys require substantial amount of financial resources. NSO and sectoral statistics units revealed that they depend on donor funds to conduct these activities. The challenge is that the sourcing of funds from donors is not coordinated and as a result the funds are not used in priority areas. Therefore, there is need to engage and sell National Statistical Strategic Plan to the Malawi Government, donors and other stakeholders so that there is a common basis in supporting statistics programs in Malawi.

**Goal**

To harmonize the sourcing of funds for data gathering, compilation, storage, analysis and dissemination so that the activities are carried as planned.



**Objective 1: Develop an annual work plan for the National Statistical System.**

- Consult and carry out statistics needs analysis as the basis for supplying statistics.
- Call for submissions of annual activities from all data producing institutions.
- Consolidate the activities into an annual work plan for the NSS.
- Cost the sector activities and consolidate a single budget.
- Solicit Government funding in recurrent budget.
- Identify the funding gap.
- Solicit donors to fund development budget.

**Objective 2: Develop a strategy for enhancing donors' coordination.**

- Assess and identify donors' needs in statistics.
- Circulate the Strategic Plan to donors for technical and financial support.
- Organize donor coordination meetings.
- Obtain donor commitments for funding.

**Objective 3: Link national statistics programs to regional and international initiatives.**

- Identify international institutions interested in statistics.
- Arrange exchange programs with statistical organizations from the region.
- Solicit technical and financial assistance from international organizations.
- Identify support of Statistical Association of Malawi (SAM), NGOs and private sector in statistics.

## Chapter 4: Sectoral Strategies

This chapter contains summarized statistical sectoral strategies for National Statistical Office (NSO) and six key ministries. However, each sector has a detailed statistical strategy for their Ministry. The sectoral strategies have been aligned with on-going initiatives such as providing data sets for monitoring progress of Malawi Growth and Development Strategy (MGDS), monitoring of Millennium Development Goals (MDGs) and sector wide approaches (SWAPs). The seven sectoral plans are:

- National Statistical Office (NSO);
- Health;
- Education, Science and Technology;
- Agriculture and Food Security;
- Industry, Trade and Private Sector Development;
- Justice and Constitutional Affairs; and
- Labour.

### 4.1 National Statistical Office (NSO)

#### **Problem Statement**

The National Statistical Office is a fully-fledged government department with a mandate to collect official statistics, publish and disseminate them to policy makers, researchers and the general public for informed decision making and general public awareness. However, the NSO experiences inadequate funding, staff shortages, lack of further training, especially post-graduate level, and office equipment to successfully implement its planned activities.

#### **Mission**

To provide high quality, timely and independent statistical information and promote its use for policy formulation, decision-making, research, transparency, and general public awareness.

#### **Vision**

To set-up a National Statistical System with a good public image, coordinating and setting standards for Official Statistics and serving as a “one-stop” statistics resource centre.

#### **Goal 1: Promote, coordinate and manage the National Statistical System.**

- Develop a strategic plan for the NSS, incorporating the NSO and sectoral plans.

- Establish the post of Director of Change and Communication at P3 level.
- Establish an NSS Project Implementation Unit within the NSO headed by a Coordinator.
- Review and revise the 1967 Statistics Act so as to clearly define the mandate of NSO in collecting statistical data, setting standards, and coordinating National Statistics.
- Develop coordinated and harmonized statistical standards, including standard classifications and definitions, and promote their use within the NSS.
- Enhance statistical advocacy through sensitization workshops, at national, regional, district and local level.
- Enhance the roles of NSS Steering Committee and provide room for frequent meetings to discuss progress of the NSS.
- Prepare an inventory of National Statistics.
- Develop a statistical training programme for statistical officers within the NSO and those in the statistical common service.
- Develop and publish a framework for National Statistics.
- Promote use of up-to-date Information Technology including relevant software that is standardized and harmonized within the NSS.

**Goal 2: Produce better quality statistics.**

- Actively seek views from data users on the quality of statistics continually throughout the plan period.
- Ensure that quality control mechanisms are in place during all stages of survey and other data collection exercises.
- Apply consistent publication standards when releasing all statistical data.
- Systematically review the quality of published statistics and the way they are compiled throughout the plan period.
- Adopt international standards for official statistics.
- Promote and co-ordinate statistical standards with other producers of official statistics through the NSS.
- Ensure that staff are equipped to produce quality statistics through specialized training within and outside the country.

**Goal 3: Enhance the service provided to users.**

- Raise public awareness about the importance and role of NSO products and services by exploiting marketing and promotion opportunities such as the media, the Internet, trade fairs, national statistical days and the regional office structure.
- Publish statistics in a user-friendly way (market disaggregated) so that users can easily understand them, without compromising technical soundness, and produce methodological guides in all areas.

- Formally assess the needs of users in each major area of statistics.
- Establish technical working groups of statistics users and producers in some specific areas.
- Produce and maintain a directory of official statistical sources and a catalogue of data users and frequently requested data sets.
- Establish enquiry points to deal with specific data requests within the NSO and line ministries.
- Enhance and maintain an electronic databank of statistics.
- Continue to develop methods for electronic dissemination, including the Internet, CD-ROM, and other methods.
- Enhance and implement a record management system.
- Be proactive in marketing the products and image of the NSO.
- Relocation of NSO Headquarters to Lilongwe and strengthening regional offices in Blantyre, Mzuzu and Zomba.
- Encourage and promote district assemblies to have statistical units.

#### **Goal 4: Realize staff potential**

- Ensure that all staff agree personal development plans with their managers each year, which are consistent with the goals and work plans of the office.
- Formulate a staff training programme that meets the career development needs of all cadres and grades.
- Introduce a policy of job rotation.
- Improve the management capabilities of staff by developing and implementing a programme of management training.
- Design and implement an induction programme for all staff members who need it.
- Divisional annual plans shall include skill auditing to identify gaps in key skills and human capacity that will be required for a division to implement its annual work plan effectively and efficiently and incorporate these gaps into the training plan.
- Establish and publicize a personnel policy, including an internal code of conduct.

#### **Goal 5: Improve financial planning and control**

- Allocate and monitor funds through an internal Expenditure Management Committee that shall meet every month.
- Implement a system of quarterly work and financial planning for all divisions.
- Decentralize financial management, as far as possible, by allocating funds to divisions to carry out agreed priority activities in their work plans.
- Improve accounting procedures, including the computerization of accounts.

- Establish the Internal Procurement Committee to improve transparency and accountability and to promote the efficient utilization of funds when procuring goods and services, managing fieldwork and publishing statistical data.
- Review accounting systems in each regional office with a view to decentralization.
- Improve the transparency and efficiency of budgeting and expenditure management processes, through involvement of heads of divisions.

**Goal 6: Improve organization and management.**

- Publish an annual work programme together with a review of achievements and progress made during the previous year.
- Strengthen the regional statistical offices so that they are able to perform some data collection and dissemination activities in certain areas and liaise with users.
- Introduce a system of performance management and open appraisal, where all divisions and sections operate according to annual work plans.
- Ensure that all staff with management responsibilities are trained to improve their management skills.
- Delegate more management responsibilities to divisional and regional managers who will also delegate more responsibilities to their staff.

## **4.2 Ministry of Agriculture and Food Security**

**Problem Statement**

The statistics section is unable to collect, compile and store accurate, reliable and timely agricultural statistics for policy formulation, decision-making and planning process. This is mainly as a result of the following challenges: inadequate infrastructure; lack of trainings and capacity building and low or lack of resources to carry out important functions of the section.

**Goal**

To ensure that accurate, reliable and timely agricultural statistics are collected, compiled and stored for policy formulation, decision-making and planning process in the Ministry of Agriculture and Food Security.

**Objective 1: To provide reliable, accurate and timely agricultural statistics annually.**

- Conduct agricultural production estimates survey.
- Conduct Market information surveys.
- Conduct food security surveillance survey.

- Establish agricultural statistics data bank.
- Conduct post harvest losses survey.

**Objective 2: To have a strengthened statistical unit through raising of its profile and visibility.**

- Fill the P7 vacant post.
- Create a P5 (Chief Statistician establishment).
- Promote members of staff.
- Hold regular workshops with management on the need to use and provide accurate and timely agricultural statistics.
- Hold regular user-producer workshops.

**Objective 3: To provide long term and short-term training programmes for officers in the statistics unit as informed by skills audit and training needs assessment.**

- Conduct training at Diploma level for statistical clerks.
- Conduct trainings in survey design, implementation, data entry and analysis.
- Conduct training in survey implementation.
- Conduct training in data entry and analysis.
- Conduct training in modeling.
- Conduct training in ICT.

**Objective 4: To have a statistical unit that is well equipped with resources, computers and vehicles in order, to improve efficiency.**

- Purchase 8 computers, laptops and UPSs. Only 7 computers out of 15 needed are available and in good condition.
- Purchase vehicles. The two vehicles that are available are too old and need boarding off.
- Purchase GPSs. Currently the ministry does not have any GPS. A total of 400 GPSs are needed.
- Purchase 1,000 scales. Currently 1,000 scales are available out of a requirement of 2,000.
- Maintain equipment.

**Objective 5: Improve dissemination of agricultural statistics.**

- Develop a web-page for agriculture statistics.
- Maintain the web-page for agriculture statistics.
- Purchase equipment for webpage.
- Train people responsible for maintaining the web-page.
- Burn agricultural statistics in CDs.
- Publish agricultural statistical bulletins.

## **4.3 Ministry of Education, Science and Technology**

### **Problem Statement**

The education sector, development partners and other stakeholders use Education Management Information Systems (EMIS) data for evidence-based policy formulation and result-based decision making. However, EMIS is currently being faced with a lot of challenges some of which include: poor record keeping in schools; inflated and exaggerated figures by some schools; poor response to Annual School Census questionnaires from private institutions and higher learning institutions; donor dependence in funding most of the activities; understaffing and unskilled workforce coupled with stagnant career path; inadequate office equipment e.g. computers and other supporting technologies; and duplication and contradicting results with other institution collecting similar type of information.

Hence, there is need to address the above mentioned problems so as to enhance collection of accurate, reliable and timely statistics thereby making the independent and professional integrity of EMIS accepted by all stakeholders.

### **Goal**

EMIS to become an authority of education statistics in the education sector ensuring collection of accurate, reliable and timely statistics whose independent and professional integrity is accepted by all stakeholders.

### **Objective 1: To provide reliable, accurate and timely education statistics annually.**

- Conduct Annual School Census for Primary and Secondary schools.
- Conduct Annual School Census for tertiary education.
- Districts to collect and capture monthly statistical returns.
- Create database for tertiary education.
- Conduct school mapping survey.

### **Objective 2: To strengthen the link between EMIS and NSO and statistical units of other line ministries.**

- Hold two bilateral meetings with NSO every year.
- Hold at least one multilateral meeting with other statistical units in line ministries.
- Share EMIS publications with NSO and other line ministries.

### **Objective 3: To improve record keeping in schools.**

- Lobby for provision of class attendance registers and other record keeping materials in schools.
- Train all primary and secondary school head teachers on proper school record keeping.
- Lobby for implementation of birth registration system to become an accurate source of pupil ages.

**Objective 4: To enhance education data utilization.**

- Hold annual district dissemination workshops to key stakeholders and users.
- Train data users on how to access information from EMIS Data Dissemination Module.
- Publish and distribute annual Basic Statistics Report.
- Produce and distribute electronic education statistics through CDs.
- Produce and distribute EMIS newsletter alerting the public on the need for education data.
- Develop EMIS website.
- Link EMIS website to NSO's website.

**Objective 5: To strengthen the statistical unit by raising its profile and visibility.**

- Creation of P5 grade to head the unit.
- Creation of P7 grade.
- Lobby for creation of EO grade (Assistant Statistician) in all the six educational divisions.
- Lobby for creation of CO grade (Statistical Clerk) in all the 34 educational districts.
- Fill the existing vacant posts at the ministry headquarters.

**Objective 6: To improve data accuracy, consistency and quality.**

- Hold sensitization workshops with school head teachers on the need to provide accurate and consistent information reflecting the actual situation on the ground.
- Come up with punitive measures to school heads who provide inflated figures.
- Empower districts to collect and manage school data for their schools through devolution of EMIS activities (DEMIS).
- Come up with legal framework compelling all schools more especially private institutions to provide any information requested by MoEST through EMIS.



- Lobby the monitoring and evaluation unit within the planning directorate of MoEST to do further analysis of data compiled by EMIS.

**Objective 7: To improve efficiency and effectiveness of EMIS staff.**

- Undertake needs assessment.
- Short & long term training for officers involved in statistical work.
- Training up degree level for Assistant Statistician.
- Recruit a local database administrator to manage EMIS database.
- Identify and train two EMIS officers on computerized records and data-based management.
- Train all DEMIS officers on computer skills and basic statistical concepts.

**Objective 8: To improve Institutional Infrastructure.**

- Purchase desktop and laptop computers for EMIS headquarters.
- Purchase 22 computers for the non-DEMIS districts.
- Purchase 2 vehicles.
- Purchase a digital camera.
- Purchase an over head projector.
- Purchase GPSs.
- Maintain equipment.
- Finance EMIS activities from local funding.

## **4.4 Ministry of Justice and Constitutional Affairs**

**Problem Statement**

The Ministry of Justice produces information on criminal, civil, homicide, deceased estates (Administrator General) and registered companies and trademarks (Registrar General). However all this information is recorded manually except for the Registrar General’s Department where there is an electronic database on companies and trademarks registered, though there is a backlog. As a result of the manual system it is difficult to trace civil and criminal case files, or generate some statistics and indicators for the governance sector.

This has resulted in lack of data for planning purposes, e.g. criminal case tracking, case disposition, prosecution rates, companies or NGOs registered, and deceased estates per specific time.

There is also inadequate hardware and software specifically the statistics section which is coupled with human capital not being motivated. There is generally

lack of training in statistical methods and data management for the staff. Financial resources are also inadequate to sustain the activities throughout the year. This may be attributed to general lack of recognition of the unit's role, since the unit does not perform core functions of the ministry.

### **Goal**

To establish an electronic Justice Information Management System.

#### **Objective 1: To automate justice information systems.**

- Design and develop an electronic database.
- Conduct training for the users on how to use the database.
- Clear the backlog of data within the various departments.
- Connect officers to wireless internet.

#### **Objective 2: To improve data entry, and storage.**

- Provide and maintain hardware and software.
- Procure statistical packages(SPSS, STATA,) as well as database software(Visual Basic, Mysql).
- Upload all criminal, homicide, and civil case files.
- Upload deceased estates files.

#### **Objective 3: To provided statistical staff with long term and short term training.**

- Provide statistical staff both long term and short term training.
- Conduct a study visit for staff.
- Attend short courses (ESAMI, SMIFA).
- Attend a short course in Database Management.
- Conduct in house training for the statistical clerks on SPSS/STATA.

#### **Objective 4: To motivate staff.**

- Raise profile of planning department.
- Create new position at P7 to head the Statistical Unit.
- Provide adequate office space.
- Procure vehicle for the statistical unit.

#### **Objective 5: To improve dissemination of criminal justice statistics.**

- Develop website and put into operation.
- Develop a Local Area network.
- Produce Statistical bulletins on Criminal, Civil, deceased estates and companies registered.

- Conduct training workshop on how to use the website.

## 4.5 Ministry of Labour

### Problem Statement

The Statistics Unit within the Ministry of Labour is faced with many problems, some them are: lack of training in statistical skills in data collection, compilation, analysis and report writing; unfilled vacant positions; acute transportation problem; inadequate office equipment and stationery; inadequate funding allocation for operational work; and there is lack of management willingness to support statistical related activities.

### Goal

To become a leading producer of labour market statistics in close collaboration with National Statistical Office, key stakeholders and users.

### Objective 1: To produce, reliable, accurate and timely labour market statistics.

- Conduct labour force surveys.
- Conduct child labour surveys.
- Conduct employment enquiry on minimum wages and salaries.
- Conduct household commodities survey.
- Conduct skills survey on temporary employment holders.
- Conduct vacancies and job placement registration.
- Conduct industrial accidents and compensation survey.
- Conduct Occupational Safety and Health surveys.
- Conduct informal sector survey.
- Conduct Tracer surveys on graduates at various levels of educational achievement.
- Conduct employment and earnings surveys.
- Conduct Trade Testing Surveys (Quality assurance).
- Follow standard classifications and definitions, and promote their use as proposed by National Statistical Office and NSS.

### Objective 2: To enhance provision of labour market statistics to users.

- Conduct dissemination workshops on labour market statistics with key stakeholders and users of labour market statistics.
- Develop labour market statistics databank for users to access information on labour market statistics.
- Produce employment newsletter or briefs.
- Assess the needs of users in each labour market statistics.

- Prepare an inventory of labour market statistics.
- Develop Labour Information Data Bank.
- Develop Corporate Data Bank.

**Objective 3: To realize Staff Potential within the Statistical Unit.**

- Ensure that staff are equipped to produce quality statistics through specialized training in official statistics within and outside the country.
- Offer training courses in data collection, analysis and report writing.
- Training courses in computer applications (SPSS, CsPro, Databases etc).
- Attend national or international workshops, meetings or seminars in labour statistics issues.
- Work hand in hand with NSS and NSO in survey design and field operation to gain experience.

**Objective 4: To raise the profile of the Statistical Unit.**

- Upgraded statistical unit and highest grade in the unit to be upgraded from P7 to P5.
- Filling in vacant post of P7 with support from NSO.
- Consider promotion to various grades.
- Improve the management capabilities of staff by developing and implementing a program of management training.
- Design and implement an induction program for all staff members who need it.
- Ensure that all staff with management responsibilities receives training to improve management skills.
- Define detailed career Path within the Statistical Unit.

**Objective 5: To improve process, storage and accessibility of labour Market Statistics.**

- Procure hardware (desktops and laptops).
- Procure software (SPSS, STATA, CsPro etc) for data capturing, compilation, analysis, storage and dissemination.
- Connect to Local Area Network (LAN), and the Internet.
- Develop a website to upload labour market information.
- Training in use of statistical packages and databases.
- Procure office equipment.

**Objective 6: To collaborate with specialized agencies in the production of labour market information, Training activities, and statistical professionalism.**

- Organize specialized seminars/workshops with specialized agencies.

- Organize tailor made courses for continuous learning with specialized agencies.
- Organize linkages with specialized agencies.
- Maintain linkages with specialized agencies for capacity building and development.

**Objective 7: Ensuring availability of modern data analysis equipment with modern data analysis applications at Ministry headquarters and district offices.**

- Facilitate procurement of computers for Ministry headquarters and district offices.
- Facilitate procurement of statistical analysis packages that meet the standards.
- Monitoring and evaluation of equipment for efficiency.

**Objective 8: Designing labour statistics databases and backups of statistical data in the statistics labour market.**

- Conduct requirement specifications for project implementation.
- Outlining database table designs.
- Conducting consultation meetings with other stakeholders for effective project implementation.
- Conducting meetings with concerned departments for consistency of the design.
- Development of the project development plan in liaison with other stakeholders.

**Objective 9: Development of labour statistics databases and backups of statistical data in the statistics labour market.**

- Liaising with interested bodies for effective project development.
- Conducting meetings with concerned departments on project development best practices.
- Carryout project development.
- Testing and debugging the database system.
- Development of the project implementation plan in liaison with other stakeholders.

**Objective 10: implementation of labour statistics databases and backups of statistical data in the statistics labour market.**

- Organize trainings/workshops on the system usage.
- Installation of the labour statistics databases and backups.
- Carry out database maintenance.
- Ensure frequent and timely database backup.

- Monitoring and evaluation of the project.

**Objective 11: Designing labour statistics website.**

- Conduct requirement specifications for web project implementation.
- Outlining website designs.
- Conducting consultation meetings with donors and other interested stakeholders for effective project implementation.
- Conducting meetings with relevant departments for consistency of the design.
- Development of the project development plan in liaison with other stakeholders.

**Objective 12: Development of labour statistics website.**

- Liaising with interested bodies for effective project development.
- Conducting meetings with concerned departments on project development best practices.
- Carryout project development.
- Presentation of the final website product.
- Development of the project implementation plan in liaison with other stakeholders.

**Objective 13: Implementation of labour statistics databases and backups of statistical data in the statistics labour market.**

- Organize trainings/workshops on the website functionalities.
- Facilitate hosting of the labour statistics website and backups.
- Carry out website updates and maintenance.
- Ensure frequent and timely up-to date database uploads.

**Objective 14: To carry out maintenance of PCs and Networks at ministry headquarters and district offices.**

- Troubleshooting computer hardware and software problems.
- Facilitate procurement of up-to-date software and anti viruses.
- Facilitate procurement of networking toolkit.
- Facilitate procurement of networking cables and cable clips.
- Maintaining the Ministry's ICT inventory.
- Troubleshooting TCP/IP problems.

## **4.6 Ministry of Industry, Trade and Private Sector Development**

### **Problem Statement**

The Statistics Unit has the mandate to collect, analyze, interpret and disseminate data for all sections in the Ministry. The posts of the establishment were not rationalized and this has resulted in more workload than the number of posts currently in place. The unit is currently understaffed with the highest post of Principal Statistician, which, since its establishment, has never been filled. This presents a problem when it comes to sharing of resources as priority is always given to the Planning Section since all of their senior posts are filled.

### **Goal**

To have a Statistics Unit with motivated, committed, effective and efficient personnel capable of delivering consistent and reliable statistics on industry, trade and private sector development in a timely manner.

#### **Objective 1: To reduce workload.**

- Fill all vacant positions for the Statistics Section.
- Create post of P5 to head the Statistics Section.
- Increase the number of personnel both for senior staff and the junior staff categories.
- Promote staff to higher positions.

#### **Objective 2: To share resources equitably between Statistics and Planning.**

- Allocate funding for Statistics Unit as opposed to Planning.
- Hold regular sensitization workshops with management on the importance of statistics.
- Lobby for an increased national budget allocation to the statistics section.
- Write proposals for donor funding.
- Share relevant information with the planners so that they can appreciate the role the unit plays.

#### **Objective 3: To provide adequate Infrastructure.**

- Conduct needs assessment for computers in the section.
- Purchase computers according to the need.
- Provide relevant Computer software for the Statistics Unit.
- Maintain computers.
- Procure a car for the section.

#### **Objective 4: To improve motivation of staff.**

- Consider higher level positions through a functional review.
- Conduct long term training in statistics.
- Conduct short training course in statistics.

- Conduct training in statistics packages.
- Conduct training in database management.

**Objective 5: To improve coordination with other Departments and Sections**

- Carry out a data needs assessment for all departments and sections within the ministry.
- Collect data for Departments and Sections.
- Produce internal reports specific to departmental needs.
- Hold regular data user/ producer workshop.
- Share relevant information with the planners so that they can appreciate the role of the unit plays.

**Objective 6: To improve dissemination of data.**

- Put Industry and Trade Statistics on the Ministry's web site.
- Train officers responsible for maintaining the web site.
- Train users on how to use the web site.
- Put Industry and Trade Statistics in CDs.
- Publish Industry and Trade Statistical bulletins.

## **4.7 Ministry of Health**

**Problem Statement**

The needs for the Central Monitoring Evaluation and Research Division<sup>1</sup> (CMERD) to collect, compile, analyze and disseminate accurate, reliable and timely health statistics for policy formulation, decision-making and planning is a challenge to both the CMERD and to the Ministry of Health at large. Poor statistics may result in poor policies, poor decision-making and therefore poor planning hence the collapse of health delivery services in the Malawi. The CMERD cannot achieve the required standards in terms of providing quality statistics if some measures are not put in place to facilitate free flow of statistics. Some of the challenges the CMERD is facing in the bid to produce health statistics that are of good quality, reliable, timely and user friendly include: under-reporting of data by facilities despite adequate supervision of the staff responsible for data collection; incomplete datasets; late reporting of data which results in delays in producing required statistics in time; human resource shortages; inadequate infrastructure; and lack of well-trained staff to collect statistics at facility level.

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<sup>1</sup> Previously, it used to be called Health Management Information Unit (HMIU).



## **Goal**

The CMERD goal is to ensure that accurate, reliable and timely routine health statistics are collected, compiled, analyzed and disseminated to the users for planning, policy formulation, decision making, implementation of health programs as well as for monitoring and evaluation.

### **Objective 1: To provide accurate, reliable and timely routine health statistics.**

- Conduct quarterly district and zonal reviews.
- Introduce monthly facility level reviews.
- Conduct quarterly HMIS reviews and supervision.
- Establishment of an external quality assurance system to provide a true picture of how accurate the data are being reported by facilities and districts.

### **Objective 2: To revamp the CMERD into a fully-fledged Monitoring, Evaluation and Research Unit.**

- Fill all existing vacancies in the CMERD.
- Introduce trained statistical clerks to collect data at facility level.
- Promote use of statistics for decision – making at all levels of data collection.
- Capacity building of staff through long – and short – term training.

### **Objective 3: To improve dissemination standards of routine health statistics.**

- Improve infrastructure standards related to processing of statistical information.
- Harmonize statistical concepts and terms including indicators.
- Promote good statistics practices.
- Conduct user needs workshops.
- Conduct performance assessment of staff on general data dissemination standards skills.
- Publish regularly bulletins and health related reports.

## **Chapter 5: Implementation, Monitoring and Evaluation Arrangements of NSS**

### **5.0 Introduction**

The development of this strategic plan is a major achievement in trying to enhance the profile and actual performance of the NSS. The Vision, mission, and strategic aspiration are well defined. They will, however, remain but a dream if they are not implemented. Implementation in this context means moving away from the plan to actions as proposed in the strategic plan.

### **5.1 The NSS Implementation**

The NSO shall play a central role in implementing this strategic plan. As stipulated in its strategic plan, the NSO shall establish an Implementing Planning Unit (IPU) for the NSS that will be responsible for organizing regular National Steering and Technical Committee meetings, workshops, trainings and purchase of equipment. The implementing unit will be the secretariat for the NSS. The Implementing Unit will be responsible for raising funds and promoting the development of the NSS.

### **5.2 Launching the NSS Strategic Plan**

It is important that key stakeholders who have close affinity with the NSS are briefed in order to amass their support. It is recommended that the implementation Unit should organize a high profile stakeholders' conference to launch and disseminate the strategic plan.

### **5.3 Preparation of Annual Implementation Plans and sourcing of funds**

Following the launch of the strategic plan annual implementation plans will be developed. One annual plan will focus on the NSS in general while others will be sectoral specific. All key Ministries and Departments will have to develop their own budgeted sector implementation plans. Under the leadership of NSO, these sector plans will be consolidated to form one national annual plan. Sectors will search for own sources of finances and NSO will do the same. This might open up possibilities of pooling funds for statistics activities.

### **5.4 Capacity Building Initiatives**

Implementing this strategic plan will highlight some capacity gaps in NSO, the implementing unit as well as the sector units. It is critical that some quick capacity building interventions should be implemented in the interest of facilitating the implementation of the strategic plan. Things such as posting

people, including activities in the budget, providing supporting infrastructure should be considered early.

### **5.5 Monitoring and evaluation system for the NSS Strategic Plan**

Monitoring and evaluation will be part of NSS implementation for all ministries, departments and agencies involved. The main task for the IPU will be to ensure that all those involved will be using the same M&E framework. Each and every objective and activity will be monitored and feedback will be used to check on progress and where necessary to improve the implementation processes of the strategic plan. The following steps and tasks will be undertaken and implemented by all those involved to standardize the process:

- Identify the main areas that need to be monitored and evaluated. This will cover all the strategic activities and activities under the sectoral plans.
- The sectors will have to define the benchmarks for monitoring and evaluation
- Each sector will have to develop the M&E system which includes work programs, the log frame (timeline of activity implementation, measurable indicators, outputs, assumptions).
- The sectors will be submitting quarterly progress reports to the IPU. The IPU will be consolidating these sectoral quarterly reports into one and the reports will be circulated to ministries, donors and other key stakeholders.
- The IPU will be organizing meetings and workshops as and when it wants to follow up on progress of the implementation. The workshops will involve the sectors, data users and the civil society.
- The IPU will be responsible for identifying training needs of the statisticians in developing, using and implementing the NSS M&E system

### **5.6 Link with the National Monitoring and Evaluation (M&E) Master Plan**

The NSS will be providing data sets to Ministry of Economic Planning and Development (MEPD) which is implementing the M&E Master Plan. The IPU will link up with the key ministries to provide data to MEPD which is being used for tracking progress of several initiatives which include progress monitoring of MGDS, MDGs and others.

## Chapter 6: Budgets and Activity Plans

The budgets were prepared by costing individual activities of NSS which include NSO, and the six ministries namely include: Health; Education, Science and Technology; Agriculture and Food Security; Industry, Trade and Private Sector Development; Justice and Constitutional Affairs; and Labour. Details of the activity costing can be found in the ministry/department specific sectoral plans. The budgets cover the period of the NSS Strategic Plan which is from 2008 through 2012. The prepared budgets for some ministries like Health and Education has also taken into account some on-going initiatives like the SWAPs. Annex A contains budgets of NSO<sup>2</sup> and the six sectors and also shows the overall budget for NSS.

The NSS Strategic Plan has also activities and outputs at sector level. Annex B contains a selected list of major activities at NSO and sectoral level and the expected outputs. It also shows the frequency of implementation of the activities and expected challenges. The most common challenges for implementing NSS activities are lack of financial availability, inadequate human capacity and unavailability of equipment with up to date technologies.

The sectoral budgets and activity plans have been developed and included in Strategic Plans to identify and coordinate similar activities for possibilities of pooling funds from different source. This process will also help to identify where gaps can be filled up by other Government departments and/or donors.

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<sup>2</sup> The NSO budget was prepared at Division level with a list of activities at that level. Details can be found in the NSO Strategic Plan 2007 – 2011, Annex B.

## References

1. Paris 21, *National Strategy for the Development of Statistics (NSDS) Documentation*, Paris Secretariat, 2004 Version.
2. Ministry of Agriculture and Food Security, *Department of Agricultural Planning Services, Strategic Plan, 2007-2012*, December 2006.
3. Government of Malawi, *NSO Strategic Plan, 2007-2011*, August 2007.
4. Kingdom of Cambodia, *Statistical Master Plan for Cambodia*, National Institute of Statistics, September 2005.
5. MODA, *A Situation Review of Institutional Framework and Capacity of National Statistical System in Malawi*, November 2006.
6. Mainstreaming Sectoral Statistical Systems in Africa, a guide to planning a coordinated National Statistical Systems, version 1.0, July 2007.
7. NSO Malawi, in conjunction with the Partnership in Statistics for Development in the Century (Paris21), *Why Malawi needs Good Statistics*.
8. Uganda Plan for National Statistical Development (PNSD).

## Annex A: Budget of the National Statistical System by Sector

<b>Table 2a: NSO/NSS Budget <sup>3</sup></b>			
<b>Type of Statistics</b>	<b>COST (MK'000)</b>		
	<b>GOM</b>	<b>Donors/ Partners</b>	<b>TOTAL</b>
Agriculture Statistics	30,000	530,000	560,000
Demography and Social Statistics	194,400	3,016,400	3,210,800
Economics Statistics	137,500	681,800	819,300
Publications and Data Dissemination	49,300	115,100	164,400
Change and Communication (NSS Development)	22,500	189,600	212,100
Administrative Programmes	556,683	920,280	1,476,963
<b>Sub-Total</b>	<b>990,383</b>	<b>5,453,180</b>	<b>6,443,563</b>

<sup>3</sup> Details of the NSO Budget are in the NSO Strategic Plan 2007 – 2011, Annex B. The budgets include proposed activities and expected outputs.

<b>Table 2b:Sector Budgets<sup>4</sup></b>	
<b>Type of Statistics</b>	<b>TOTAL COST (MK'000)</b>
Ministry of Agriculture and Food Security Statistics	120,810
Ministry of Education, Science and Technology	372,152
Ministry of Health	395,200
Ministry of Industry, Trade and Private Sector Development	71,130
Justice and Constitutional Affairs	104,200
Ministry of Labour	552,000
<b>Sub-Total</b>	<b>1,615,492</b>
<b>Grand Total (NSO/NSS and Sectoral Plans)</b>	<b>8,059,055</b>

<sup>4</sup> Detailed breakdown of the sector budgets, proposed activities and expected outputs are in individual sectoral plans.

## Annex B: Activity Plan - Proposed Activities and Expected Outputs<sup>5</sup>

<b>3a: National Statistics Office (NSO)</b>						
<b>Activity</b>	<b>Outputs</b>	<b>Frequency</b>	<b>Next Activity planned for:</b>	<b>Expected Challenges</b>	<b>Other ministries/ departments involved</b>	<b>Measurement of output</b>
National Census of Agriculture and Livestock - (NACAL)	Crop production, acreage, yield, livestock and land tenure	Every 10 years	2008	Retention of staff; adequate funding	MoA	Report and Data CDs
Welfare Monitoring Survey (WMS)	Estimates of Welfare	Annual	Annually	Adequate funding	MEPD	Report and Data CDs
2008 Population and Housing Census and population projections	Total number of people and housing; Projected Population by district and sex	Every 10 years	June 2008	Adequate funding Skilled staff	MoH, University of Malawi, UNFPA, MoE, MoLG, UNICEF, DFID, NORAD	Report and Data CDs
Demographic and Health Survey (DHS)	Fertility/ mortality rates, contraceptive prevalence; HIV prevalence; etc	Every 5 years	2009	Adaptation of the analysis to local situation	MoH, National AIDS Council (NAC)	Report and Data CDs
Third Integrated Household Survey(IHS3)	-Poverty status and other social statistics	Every 5 years	2009	Government/Donor Commitment	Ministry of Economic Planning & Dev.	Report and CDs
Annual Economic Survey (AES)	-Estimates of Production, employment, remuneration and business characteristics	Annual	Annually	Low or delayed responses	None	Report and data CDs, and website
Survey on Consumer Price Indices (CPI)	-Inflation estimates	Monthly	Annually	Timely funding	None	Monthly Stats

<sup>5</sup> This part only contains major activities and associated outputs.



<b>Table 3a: National Statistics Office (NSO) - cont'd</b>						
<b>Activity</b>	<b>Outputs</b>	<b>Frequency</b>	<b>Next Activity planned for:</b>	<b>Expected Challenges</b>	<b>Other ministries/ departments involved</b>	<b>Measurement of output</b>
External trade statistics, compilation from customs returns	Value and quantity of imports and exports by commodity and country of origin; trade indices	Quarterly	Annually	Government funding	MRA, Ministry of Trade Industry and Private Sector Development	Annual Report, Quarterly Trade Flash
Balance of Payments Compilation ( <b>BOP</b> )	-Balance on Current and Capital Accounts with Rest of world	Annual	Annually	Government funding	Reserve Bank, IMF	Annual report
Private Capital Flows survey	-Statistics on in-flows as well as out-flows of capital, and investor perceptions	Annual	Annually	Funding	None	Report
National Accounts compilation	-Gross Domestic Product (GDP) figures in current and constant prices	On-Going-Annual	Annually	Funding updating of SUT	Ministry of Finance, Reserve Bank, IMF	Report
Electronic dissemination methods	-Dissemination of statistical data on the NSO web site and CDs	Continuous	Annually	Localisation of CD preparation	UNICEF, DFID	Website & Data CD-ROMs
Malawi Socio-Economic Database (MASEDA)	-Presentation of Socio-Economic Indicators	Annual	Annually	Funding	UNICEF	Web-site, CD ROM
African Statistics Day	-Presentation, Dissemination	Annual	2008	Funding	DFID	Report
Review and Revise Statistics Act (NSS)	Statistics Act Reviewed and Revised	Ongoing	2008	Lobbying stakeholders such as Law Commission and Parliament	Law Commission	Act Passed

<b>Table 3a: National Statistics Office (NSO) - cont'd</b>						
<b>Activity</b>	<b>Outputs</b>	<b>Frequency</b>	<b>Next Activity planned for:</b>	<b>Expected Challenges</b>	<b>Other ministries/ departments involved</b>	<b>Measurement of output</b>
Develop NSS Coordination arrangements	-NSS & M&E meetings -Donors meetings	Ongoing	2007/08	High-level commitment	All SCS departments	NSS Steering and Coordination Committee, donors' meetings
Develop and Implement Advocacy Strategy (NSS)	-Advocacy Strategy -Materials -Marketing and promotion	Ongoing	2008 - 2012	Staff time	All SCS departments	Advocacy strategy and materials disseminated
User needs assessment (NSS)	-Review and quarterly meetings	Ongoing	2008 - 2012	Staff time	All SCS departments	Review of reports and policy documents; notes of meetings
Standards and Harmonization (NSS)	-Technical Working Groups -Assessments -Standardized indicators	Ongoing	2007	High-level commitment	All SCS departments	Quality assessments and harmonious outputs across NSS
Human Resource Development (NSS)	-Strategy -Training Program	Ongoing	2008	Staff time	All SCS departments	Staff development programmes; trained staff
Functional Review (NSO)	-Revised Organization Chart	Once	2008	- Lobbying Stakeholders	- DHRMD, Cabinet, MoF, MEPD	New Structure implemented
Strengthening NSS	-NSS Action Plan	Ongoing	2008 - 2012	High-level commitment	All SCS departments	NSS Action Plan implemented

<b>Table 3b: Agriculture and Food Security</b>						
<b>Activity</b>	<b>Outputs</b>	<b>Frequency</b>	<b>Next Activity planned for:</b>	<b>Expected Challenges</b>	<b>Other ministries/ departments involved</b>	<b>Measurement of output</b>
Conduct agricultural production estimates survey	-Crop production, crop area and crop yield estimates - Livestock population and production estimates	3 times/year	April 2008	overstretched enumerators; inadequate funding	NSO	3 reports/year
Conduct Market information surveys	Commodity retail and farmgate prices; input prices	52 times/year	Every week	Poor supervision	NSO	Weekly and monthly reports
Conduct food security surveillance survey	Food situation report	12 times/year	monthly	The survey has just been handed over from Action Against Hunger. The hand over was not smooth	NSO	Monthly reports
Establish agricultural statistics data bank	Agricultural statistical bulletin	1 time/year	annually	Some data producers are unwilling to provide data	NSO	Annual Statistical Bulletin
Conduct Post Harvest Losses Survey	Estimated of levels of production post harvest losses from	5 times a year	May 2008	In adequate funding	NSO	Annual report
Conduct long and short term training	Certificates	1 to 2 times per year		Inadequate funding	NSO	Training reports
Purchase equipments	Computers, Scales, vehicles, GPSs, UPSs	On-going	On-going	Inadequate funding	NSO	Reports



<b>Table 3c: Education, Science and Technology</b>						
<b>Activity</b>	<b>Outputs</b>	<b>Frequency</b>	<b>Next Activity planned for:</b>	<b>Expected Challenges</b>	<b>Other ministries/ departments involved</b>	<b>Measurement of output</b>
Conduct School Census for primary and secondary school	Census conducted	annually	2008	Donor dependent		Census report
Conduct School Census for tertiary education	Census conducted	Annually	2008	Donor dependent		Tertiary census report
Capture monthly statistical returns	Data returns	Monthly	2008	Donor dependent		
Create database for tertiary education	Database created	Monthly updated	2008	Donor dependent		Database report
Conduct School mapping survey	Survey conducted			Donor dependent		
Publish EMIS	1 report/ Institution/ year	annually	2008	Donor dependent	NSO and line Ministries	EMIS publications
Develop EMIS website	Website developed	annually	2008	Donor dependent		report
Improve record keeping in schools	registers provided; birth registration system implemented	monthly	2008	Donor dependent		Report and CDs
Publish and distribute annual Basic Statistics Report	publications	Annually	2008	Donor dependent		Reports , CDs
Raise the profile of statistics unit	Higher position of P5 created and filled;	On-going	2008	Inadequate funding	NSO, DHRMD	report
Conduct training both long-term and short term	certificates	On-going	2008	Inadequate funding	NSO, DHRMD	Training reports

<b>Table 3d: Justice and Constitutional Affairs</b>						
<b>Activity</b>	<b>Outputs</b>	<b>Frequency</b>	<b>Next Activity planned for:</b>	<b>Expected Challenges</b>	<b>Other ministries/ departments involved</b>	<b>Measurement of output</b>
Raise the profile of planning unit	Higher position of head created and filled	annually	2008	Inadequate funding	NSO, DHRMD	report
Conduct both long term and short term training	Certificates	annually	2008	Inadequate funding	NSO	Training reports
Develop an electronic database	database developed	once	2008	inadequate funding	DISTIMIS	Database report
Upload all criminal, homicide, civil case, deceased estates files.	Database with uploaded data	Regularly	2008	Inadequate funding	NSO	Reports and CDs
Procure statistical packages(SPSS, STATA,)	Software procured	annually	2008	Inadequate funding	DISTIMIS/NSO	Reports
Connect officers to wireless internet	Wireless internet installed	annually	2008	Inadequate funding	DISTIMIS	Reports
Encourage companies to register trade marks	Companies registered with trade marks	annually	2008	Low company response	Ministry of Industry	Reports
Procure equipment for the Unit	Computers, UPSs, vehicles, and other equipment	annually	2008	Inadequate funding	NSO, Ministry of Finance, DSTIMIS	Reports

<b>Table 3e: Labour</b>						
<b>Activity</b>	<b>Outputs</b>	<b>Frequency</b>	<b>Next Activity planned for:</b>	<b>Expected Challenges</b>	<b>Other ministries/ departments involved</b>	<b>Measurement of output</b>
Developed OSH database at headquarters and regional offices	Database produced	Every 3 years	2008	Inadequate funding and lack of equipment	DISTIMIS/NSO	Reports and CDs
Develop Ministry of Labour website	-Website developed - Data for website collected - Analysis of data collected - Documentation produced	2 years	2008	Inadequate funding and lack of equipment	DISTIMIS	Reports and CDs
Collect labour statistics	-program coding and testing conducted	Every 3 years	2008	Inadequate funding and lack of equipment	DISTIMIS/NSO	Reports and CDs
install labour statistics database and conducting database training	database installed and labour statistics available	Every 3 years	2008	Inadequate funding and lack of equipment	DISTIMIS/NSO	Reports and CDs
Develop Child labour databases at District offices and Headquarters	Feasibility Report Systems Analyst Report	Every 3 years	2008	Inadequate funding and lack of equipment	DISTIMIS	Reports and CDs

<b>Table 3f: Industry, Trade and Private Sector Development</b>						
<b>Activity</b>	<b>Outputs</b>	<b>Frequency</b>	<b>Next Activity planned for:</b>	<b>Expected Challenges</b>	<b>Other ministries/ departments involved</b>	<b>Measurement of output</b>
Conduct both long-term and short-term trainings for staff	Certificates, packages trained in	On-going	2008	Inadequate funding	NSO	Reports and CDs
Conduct data needs assessment for departments within the Ministry and outside	Data Needs Assessment report	Annually	2008	Inadequate funding	NSO	Reports and CDs
Raise the profile of statistics unit	New positions created and number of staff promoted	Annually	2008	Inadequate funding	NSO	Reports
Purchase of equipment and software	Computers, UPSs, and vehicles purchased	Annually	2008	Inadequate funding	NSO	Reports
Develop and update website for ministry and train users of the website	Website developed and user training reports	Regularly updated	2008	Inadequate funding	NSO	Reports and CDs, training reports
Publish trade statistical bulletin	bulletins	Annually	2008	Inadequate funding	NSO	Bulletins and CDs
Lobby for an increased national budget to the statistics section	Percentage increase in the amount allocated to Statistics Unit	Annually	2008	Inadequate funding	Ministry of Finance	Annual budget



<b>Table 3g: Health</b>						
<b>Activity</b>	<b>Outputs</b>	<b>Frequency</b>	<b>Next Activity planned for:</b>	<b>Expected Challenges</b>	<b>Other ministries/ departments involved</b>	<b>Measurement of output</b>
Revamp the HMIU into fully - fledged Monitoring, Evaluation and Research Unit	Existing vacancies filled; trained statistical clerks at facility level introduced; assessment of staff performance conducted	On-going	2008	Inadequate funding	DHRMD	Reports
Conduct both long and short term trainings for staff	Certificates obtained	On going	2008	Inadequate funding	NSO	Training reports
Publish bulletins and health related reports	Reports	Monthly, Biannual and quarterly	2008	Very few clerks for data collection	NSO	Bulletins
Promote use of statistics for decision - making at all levels of data collection	Reports	On-going	2008	Inadequate funding	NSO/NSS	User reports
Provide accurate, reliable and timely routine health statistics	quarterly HMIS reviews and supervision; quarterly district and zonal reviews; monthly facility level reviews;	Monthly, quarterly	2008	Inadequate statistical clerks, funding	NSO	Data CDs and reports
Purchase office equipment	Computers, servers, UPSs, vehicles	On-going	2008	Inadequate funding	DISTIMIS, NSO, Ministry of Finance	Procurement report

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