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**Organization and Management of National Statistical
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Organisation and Management of the Central Statistical Office

Background

The National Statistical Office in Zambia is commonly known as Central Statistical Office (CSO). Central Statistical Office is a Department, which falls under the Ministry of Finance and National Planning and is guided by the Census and Statistics Act of 1964 (CAP 127 of the Laws of Zambia).

In 1992, the Zambian government initiated a Public Service Reform Programme (PSRP), as part of its adjustment programme. The purpose of the PSRP was to improve the efficiency and performance of the Civil Service, in all Government Ministries. In conformity to this programme, the Central Statistical Office was thus partially restructured in 2000, leading to the upgrading of a number of posts as well as to downsizing the office from 1,340 to 656 employees. It is important to note however that the current Structure is provisional, awaiting the amendment of the Statistical Act.

1. The Current organisational structure

The Central Statistical Office is headed by a Director and is divided into four broadly defined subject-matter Divisions, each headed by a Deputy Director. The four Divisions are subdivided into subject-matter Branches and Sections. The four Divisions and their respective Branches and Sections are listed below:

<u>Division</u>	<u>Branches/Sections</u>
<i>Economic Statistics Division</i>	Industrial Production Balance of Payment Public Finance Prices and Consumption Living Conditions Monitoring National Accounts
<i>Social Statistics Division</i>	Population and Demography Labour Geographical Information Systems
<i>Information Technology and Research Division</i>	Research Information Technology Publication and Marketing
<i>Agriculture Statistics Division</i>	Agriculture Environment

Besides these Branches and Sections, there are Service Units, which service the day-to-day operations of subject-matter Divisions. These include:

- Operations
- Transport
- Accounts
- Internal Audit
- Security

Zambia is divided into nine Provinces and CSO has an office in each of these provinces. Each provincial office is headed by a Principal Statistician.

The CSO organization chart has been presented as an appendix. It does not however reflect the Provincial arrangement.

2. Human Resource

2.1. Personnel Inventory

Under the current structure, the Central Statistical Office has a total number of 656 established posts. Of these posts, 547 or 83 percent are filled. Below is the breakdown of the Human Resource, by category.

Table 1: Current CSO Establishments

Staff Category	Established posts		Number filled			Vacant	% Filled
	Number	% of total	Males	Females	Total		
Professionals	80	12	47	13	60	20	75.3
Sub-professionals	207	32	109	42	151	56	73.1
Technical staff	110	17	91	3	94	16	85.5
Support staff	259	39	202	40	242	17	93.4
Total	656	100	449	98	547	109	83.4

Note: These figures represent the whole establishment including provincial offices

The current establishment provides for 80 professional staff and 75 percent of these posts are filled. The sub-professional category 207 posts and 151 of these are filled, while the technical category has 94 posts filled out of 110. The support staff category has the highest number of posts at 259 with 93 percent of them filled.

2.2. Staff Recruitment, Development and Training

As stated earlier on, the office was restructured in 2000 and since then, there has been no recruitment of new personnel. Initially, there was a plan to upgrade some officers and to

recruit new ones to fill up the vacant positions. However, one of the critics that have come up in the process of reviewing the proposed *Strategic Plan for the National Statistical System* is the huge personnel establishment, which has contributed to the inflated budget for the proposed period, 2003-2007. The recruitment plan has therefore been suspended pending the approval of both the proposed Plan and the Statistical Act.

Since the ending of the In-service Training programme in 1994, the office has had no systematic Staff Development and Training plan in place. A plan however, has been drawn but it too is pending as it is part of the proposed Strategic Plan, yet to be approved by major stakeholders.

2.2.1. Long-term training

There has however been some ad hoc training, taking place at various levels, as needs arise and as opportunities in terms of resources avail themselves. For instance, from 1999 to date, at least one officer is sent for a Masters Degree programme, mostly overseas.

2.2.2. Survey-based, short term training

There has also been short term training courses undertaken, most of them, oriented towards specific projects. This project-oriented type of training is mostly tailored towards Surveys/Censuses and is usually in order to facilitate the running for a particular project. For example, the office conducts some training of supervisors, enumerators, data entry personnel and other *survey staff* before undertaking any survey/census.

2.2.3. Specialised Training

Officers also undertake specialised training, especially in the computer field. For example, in May this year, two officers attended a two-month *Web Development* course in South Africa. Currently, one of our officers is taking a special training course on *Enterprise Networking Regional Development* in Japan, sponsored by JICA. An officer was also sent to Australia in November for training in sampling. Examples of this type of training are numerous.

2.2.4. Other training programmes

CSO is establishing itself as the coordinator of the National Statistical System and is thus working towards strengthened *user-producer* relationships and improved capacity. In this regard, with the assistance of Statistics Canada through the Canadian International Development Agency (CIDA), CSO is currently conducting a course on *Household Survey Skills* with participants drawn from Government Ministries and Non-Governmental organisations.

As demonstrated above, the Training of staff takes place both in the country and overseas. Generally, the training which the personnel undergo before they join the CSO is done within the country, be it in Degree, Diploma or other programmes.

However, during the period of their service at CSO (as indicated above) some officers are trained overseas, especially at Master level and in specialised courses.

3. Amount of annual recurrent and capital budget

Like all Government Departments, the main source of funds to run CSO has been Government. The table below shows the amounts of money the Government has allocated to CSO in the last five years.

Table 2: Annual Government financial allocations to CSO

	Recurrent Budget in SUS	Capital budget in US\$
1999	352,279.00	No allocation
2000	87,784.00	No allocation
2001	2,978,352.00	27,700.00
2002	1,086,916.66	222,222.22
2003	693,163.72	25,954.12

For both recurrent and capital budgets, the amounts allocated have always been big enough to cover all costs if all the funds that are approved were released. However, through out the five years in question, the amount of money that is released is far much less than what is approved. As a result, most of the planned activities are not carried out.

However, the few activities that the office carries out even with limited funds are usually either on credit bases or partially paid for, thereby causing a lot of debt, carried over in arrears from one year to another.

In terms of the capital budget, nothing has ever been directly released to the Department in the last five years. There is, for instance an on-going project of constructing a new building to house CSO offices. CSO is not directly accessing these funds, as the budget for this activity is directly under its parent Ministry, the Ministry of Finance and National planning.

This therefore means that the office has not directly undertaken any notable capital development for the past five years.

4. External Financial and Technical Assistance

Several donors have played a key role in the development of CSO statistical programmes over the years, by rendering both financial and technical forms of assistance. This is mainly to support specific activities.

Among the prominent activities that received external support during the five years are:

- 2000 Census of Population and Housing

- 2003 Zambia Sexual Behavior Survey
- 2001/2 Zambia Demographic and Health Survey
- 2002 Zambia Demographic Education Survey
- 2002/3 Living Conditions Monitoring Survey
- 2003 Food Security, Health and Nutrition Information Survey

4.1. Financial Assistance

The following table shows the activities that have been fully or partially funded by donors in the last five years and the amount of support.

Table 3: CSO's External Funding, 1999-2003

Activity	Year	Donor	Amount in \$US
1. 2000 Census of Population and Housing	1999	UNFPA	290,315.00
	2000	UNFPA	370,039.00
		UNHCR	64,308.68
		DFID	2,367,627.00
		Finland	110,000.00
		Denmark	56,000.00
		Netherlands	347,480.68
		Germany	20,000.00
		Norway	434,943.00
		Japan	582,953.00
		University of Michigan	83,000.00
		USAID	500,000.00
	2001	Canada	608,461.02
2002	UNDP	46,446.00	
2003		593,666.00	
2. Living Conditions Monitoring Survey		World Bank/Government	1,300,000.00
3. Agriculture and Environment	1999/2000	World Bank (ASIP)	274,060.00
4. Zambia Sexual Behaviour Survey	2000	USAID	185,223.47
	2003		236,000.00
5. Zambia Demographic and Health Survey	2001	JICA, DANIDA, UNDP, UNFPA, USAID	1,020,174.00
5. Zambia Demographic and Education Survey	2002	USAID	250,572.00
7. Food Security, Health and Nutrition Information Survey	2003	World Bank/Government	200,000.00

From the above table, it can be seen that in the last five years, total donor contribution to CSO activities has amounted to almost US\$10,000,000.

4.2. Technical Assistance

Most of the Donor supported activities have a component of technical assistance attached to them in form of Consultants coming in to help run the projects at various levels. The Zambia Sexual Behavior, Zambia Demographic and Health Survey and the Zambia Demographic Education Survey have received assistance in form of consultants from the World Bank, through Macro International Inc.. The assistance has been at almost all levels of these projects particularly, questionnaire design, sampling, handling of specialised material (Demographic Health Survey which required actual specimen), training in field operations and specialised softwares, data processing and data dissemination.

The 2000 census has also received some consultancy services, leading to training programmes, for example, in population projections.

It was indicated earlier on that, the funds released by Government are usually not enough to adequately undertake all the statistical activities of the office. External funding has therefore been the main support for most statistical activities. It must be mentioned however that in most cases, Government is still obliged to contribute certain percentages towards the running of these projects.

Technical assistance has been very cardinal in the success of most of our projects. However, the Office would still competently run its own projects with the current staff strength, with more proper funding.

5. Statistical activities since 1999

CSO has been engaged in a number of statistical activities in the last five years including the 2000 Census of Population and Housing, which was the fourth census conducted since independence.

5.1. 2000 Census of Population and Housing

The office successfully conducted the 2000 Census from 16th October to 15th November 2000. One of the major challenges of the 2000 Census was the use, for the first time, of the Optical Mark Reading (OMR) technology to capture information from the questionnaires. Zambia was the first country in the SADC region to use this technology.

Four volumes of analytical reports and a summary report have since been disseminated. The analytical reports include:

- Zambia Analytical Report
- Housing and Housing Characteristics Report

- Agriculture Report
- Migration and Urbanisation Report

5.2. Other Surveys

Apart from the census, CSO successfully conducted six national sample surveys as follows:

- 1999-Child Labour Survey
- 2001/2 Zambia Demographic and Health Survey
- 2002 Zambia Demographic and Education Survey
- 2002/3 Living Conditions Monitoring Survey
- 2003 Zambia Sexual Behaviour Survey
- 2003(Third Quarter) Food, Health, Nutrition Information System

So far reports of five of the seven surveys have been disseminated. The two that have not yet been disseminated are:

- 2002/3 Living Conditions Monitoring Survey
- 2003 Zambia Sexual Behaviour Survey

CSO has continued to conduct routine data collection activities such as the monthly survey on Consumer Prices and the annual Agricultural Crop Forecast and Post Harvest Surveys, monthly statistics on External Trade and so on.

6. Data Dissemination

6.1. Hard Copy Publications

The CSO has disseminated its product through hard copy publication of analytical volumes and summaries. The use of brochures, leaflets, fliers etc has been helpful in disseminating summarized and easy to understand statistics especially during special events like the statistics day celebrations and at trade fairs etc.

6.2. CSO Website

In December 2002, CSO launched its website to the outside world. Though the website is still developing, it has generated a lot of visits and increased the amount of data requests by providing a user contact email address. The CSO is working hard to maximize the use of the website in data dissemination.

6.3. The CSO Monthly Statistical Bulletin

In April 2003, the CSO launched a free monthly statistical bulletin targeted at the media. The bulletin called "The Monthly" was aimed at providing statistics in simple language and using the media to disseminate the statistics to a wider audience. The bulletin has

also been disseminated through the CSO website. The bulletin has become very popular with the media and other data users, who always eagerly wait for the next issue.

6.4. Zambia Socio-Economic Database (ZamSED)

On 25th June 2003, the CSO launched the Zambia Socio-Economic Database (ZamSED). This is a free CD-ROM based database adapted from the UNICEF childinfo program. The database contains indicators from different sources within the National Statistical System and provides a tool for presenting data through graphs, tables and maps. It has since been updated with data from the 2000 Census, going to the lowest geographical unit of wards. The database has been introduced to planners, policy makers, parliamentarians and the general public, and it has received overwhelming reception and support.

7. Recommendations

7.1. Technical assistance should include adequate training of local personnel to build capacity in staff in National Statistical offices.

7.2. National Statistical Offices within Africa should coordinate efforts to share new developments in methodologies, best dissemination practices and other success stories.

APPENDIX

Abbreviations

JICA	-	Japan International Cooperation Agency
USAID	-	United States Agency for International Development
UNICEF	-	United Nations Children's Fund
UNHCR	-	United Nations High Commissioner for Refugees
DANIDA	-	Danish International Development Agency
CSO	-	Central Statistical Office
DFID	-	Department for International Development (British Government)
FHANIS	-	Food Security, Health and Nutrition Information System
UNDP	-	United Nations Development Programme
UNFPA	-	United Nations Population Fund

CSO Organisation Chart

Directorate

Director

Branches

DD(IT&R)

DD(ES)

DD(SS)

DD(AG)

Sections

IT R P
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NA IP BE PC PF

PD L GIS

AG EN

AT AC OP IA

DD (IT & R) Deputy Director (information Technology and Research)
DD (ES) Deputy Director (Economic Statistics)
DD (SS) Deputy Director (Social Statistics)
DD (AG) Deputy Director (Agricultural Statistics)

AT Administration and Training	NA National Accounts	PD Population and Demography	OP Operations
AC Accounts	IP Industrial Production	L Labour	IT Information Technology
IA Internal Audit	BE Balance of Payments	GIS Geographic Information System	PM Publications and Marketing
PC Prices and Consumption	PF Public Finance	LC Living Conditions Monitoring Survey	
AG Agriculture	EN Environment	R Research	