



**Support to ZIMSTAT and the National Statistical System: 2012-2015**

End of Project Evaluation

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ACRONYMS

ACBF: African Capacity Building Foundation

ALS : Agriculture and Livestock Survey

AfDB: African Development Bank

Agritex: Agricultural Technical and Extension Service

BPR : Business Process Analysis and Re-engineering

CORDAID: Catholic Organisation for Relief and Development Aid

CZI: Confederation of Zimbabwe Industries

DFID: Department for International Development

DG: Director General

DGs: Development Goals

ICT: Information Communication Technology

IMF: International Monetary Fund

GDP: Gross Domestic Product

GDDs: General Data Dissemination Standards

GIS: Geographic Information System

LEDRIZ: Labour Economic Development Research Institute of Zimbabwe.

Logframe: Logical Framework

MAMID: Ministry of Agriculture, Mechanisation and Irrigation Development

MDAs: Ministries, Departments and Agencies

MDGs: Millennium Development Goals

M&E: Monitoring and Evaluation

MMEPIP : Ministry of Macro Economic Planning and Investment Promotion

MHCW : Ministry of Health and Child Welfare

M IC : Ministry of Industry and Commerce

MLSW: Ministry of Labour and Social Welfare

MOFED : Ministry of Finance and Economic Development

MWAGCD: Ministry of Women Affairs, Gender and Economic Development

NSDS: National Statistical Development Strategy

NSSA : National Social Security Authority

NSS: National Statistical System

OECD: Organisation for Economic Co-operation and Development

PICEs : Poverty Income Consumption and Expenditure Survey

POTRAZ: Postal and Telecommunications Regulatory Authority of Zimbabwe

UNDP: United Nations Development Programme

UNFPA : United Nations Population Fund

UNECA: United Nations Economic Commission for Africa

UNICEF: The United Nations Children's Fund

USAID-SERA: United States of America International Development-Strategic Economic Research and Analysis

VMI : Volume of manufacturing index

ZIMASSET: Zimbabwe Agenda for Sustainable Socio-Economic Transformation

ZIMSTAT: Zimbabwe National Statistics Agency

ZIMRA: Zimbabwe Revenue Authority

ZNCC: Zimbabwe National Chamber of Commerce

ZUNDAF: Zimbabwe United Nations Development Assistance Fund

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Executive summary

Project Context

The Zimbabwe Government recognizes the need for reliable, quality, timely and regular statistics to inform policy design and measure development outcomes. For this reason, the government has promulgated a legal framework (the Census and Statistics Act 2007(CAP 10:29) that provides for the operations of National Statistical System (NSS) and its coordination by Zimbabwe National Statistics Agency (ZIMSTAT), a semi -autonomous organisation. ZIMSTAT key activities include undertaking a national census every ten years, undertaking statistical surveys to collect statistics; co-ordinating and supervising the National Statistical System and disseminating statistical information. In order to execute these and other tasks, ZIMSTAT is funded by Ministry of Finance and Economic Development(MOFED) , although legally empowered to raise charges in respect of services rendered as well as raise loans/and or grants.

Nature of the problem

The declining macroeconomic performance between 2000-2008 eroded government financial capacity and institutions that depended on MOF for financial support, including ZIMSTAT, had their financial support significantly reduced. ZIMSTAT capacity to perform its mandatory roles declined substantially and statistics for policy making and programme assessment were reduced. In 2012, government and development partners responded and designed a programme to improve ZIMSTAT and the NSS capacities. The programme cost was estimated at $71 298 000 and was to be executed in a three year period between 2012 and 2015. UNDP and ZIMSTAT signed an agreement in 2012 to implement this programme. At the time of agreement signing, no commitment to finance the total programme was made. The programme had a wide list of support needs. UNDP selected items from the wide list which were in line with the programme objectives and which UNDP and partners could support technically and financially.

The intervention logic

The programme goal was to contribute to evidence based decision making in Zimbabwe. The programme specific objective was to increase the availability of data on poverty and the economy. The programme objective was to be realised through the implementation of four interventions. The first intervention was designed to capacitate ZIMSTAT and National Statistical System (NSS). The second intervention was designed to increase NSS stakeholders’ awareness on the use and value of statistics. The third intervention was designed to develop, manage, and coordinate the NSS effectively. The fourth intervention was designed to improve the production and dissemination of quality data and statistics by ZIMSTAT. Each intervention was supported by numerous activities.

Theory of change

The consultant documented the theory of change on the basis of the project logframe. The theory recognised a number of preconditions that had to be met before the project impact/goal was realised. One such precondition was the “the availability of updated data on poverty and the economy”. For this data to be availed timely, the theory identified four other preconditions,, in particular; 1) the strengthened capacity of ZIMSTAT and the NSS; 2) NSS stakeholder strong awareness on the use and value of statistics; 3) effective coordination and management of the NSS and; 4) production and dissemination of quality statistics. The project theory of change thus had 5 intermediate outcomes whose achievement would contribute to the realisation of the long term goal**.**

Methodological approach

Data to answer evaluation questions was collected through desk studies as well interviews with development partners, project management, ZIMSTAT and selected key informants (KIs)from the National Statistical System• Interviews were done at the national and provincial levels in Harare, Manicaland, Masvingo and Bulawayo. A semi-structured questionnaire guided the interviews. Public, private and research institutions as well as experts in the sector were targeted for interviews.

Evaluation Findings

Relevance-: This project was designed to solve the incapacity problems that faced ZIMSTAT and the NSS system prior to 2012. In this regard, the project objective was highly relevant to the needs of ZIMSTAT and the NSS that could no more perform their functions efficiently. It was also relevant because it took account of the National Statistical Development Strategy (NSD) 2012-2005 that had been prepared by NSS stakeholders, took account of the Zimbabwe United Nations Development Assistance Fund (ZUNDAF’s) development goals for timely provision of information, the project was owned by the NSS, under ZIMSTAT coordination, enabling it to adapt to the existing human and institutional capacities of ZIMSTAT and the NSS. Project relevance was partly undermined by the project failure to address the real causes of the problem facing ZMSTAT and the NSS. The real causes of the problem were related to reduced financial support from Ministry of Finance due to poorly performing macro-economy, as well as ZIMSTAT’s incapacity to independently raise financial resources for operational purposes. The project instead focussed on symptoms and effects of the problems, in particular ZIMSTAT’s declining operational capacity to produce and disseminate statistics.

Efficiency-: Project efficiency was considered satisfactory despite the numerous delays encountered at inception and during implementation. Activity implementation was efficient because of the participatory governance, planning and monitoring frameworks adopted by the project. UNDP, Development Partners, the Implementing Partner (ZIMSTAT) and key selected line ministries constituted the Project Steering Committee, which provided overall supervision on project implementation. Consequently, activity implementation challenges were responded to and solved. Other factors that promoted implementation efficiency were; 1) the reliance on ZIMSTAT’s experience and expertise for activity implementation; 2) the adoption of UNDP financial management systems which ensured that resources were procured at least cost and adequately monitored; and 3) the provision of adequate financial resources to implement activities as per work-plans. Though numerous activities were delayed necessitating a one year extension, most planned activities were completed within the extended project period and within activity budgets.

Effectiveness-: Project effectiveness was considered to be modest. Effectiveness has been assessed with regards the extent to which the project implemented planned activities, capacitated ZIMSTAT and NSS, promoted NSS stakeholder awareness on the use and value of statistics, enhanced effective coordination in the NSS sector and enabled ZIMSTAT to produce and disseminate selected survey statistics. The capacity building process of the NSS was considered to have been partly achieved. Activities done were focussed mainly on ZIMSTAT capacitation and this was largely achieved through IT improvements, staff training and transportation for survey activities. Accordingly, ZIMSTAT completed back-log surveys and planned ones as well as disseminating the same. ZIMSTAT also drew up new sampling frame and sample in the agricultural sector. However, limited focus was put on interventions to improve management and coordination of the NSS, impacting marginally on the expected coordination effectiveness. Thus, while ZIMSTAT capacity was greatly improved, the overall NSS institutional capacity remained low.

Impact-: Project impact was considered to be high. The goal of the project was to contribute to evidence based decision making. Available evidence shows that the project was already contributing positively to evidence based decision making. At the time of this evaluation, a number of institutions confirmed already using the availed information. The Survey of Services, in particular, had been used to rebase the GDP. The Ministry of Labour and Social Welfare used the Labour Survey data to produce and publish labour statistical bulletins to stakeholders in the labour subsector. Research institutions such as the Labour Economic Development Research Institute of Zimbabwe (LEDRIZ) were carrying development research and policy analysis on the basis of information contained in various survey reports produced. The National Social Security Authority (NSSA) confirmed its plans to use information provided by the Labour Survey and expand its social security insurance interventions to the informal sector and the Ministry of Macroeconomic Planning and Investment Planning confirming using the surveys for its GDP figures.

Sustainability-: Potential for sustainability of benefits (quality and adequate information availed) was considered to be low. This is despite a number of development partners confirmed the continued presence in the country. A number of factors were undermining sustainability of project benefits. The main factors limiting sustainability were; 1) the project design’s focus on symptoms and effects rather than real causes of the problems, and in the process retaining the causal factors intact; 2) the random nature of support from development partners, and in the process undermining the budget security important for planning purposes; 3) the emerging trend where development partners finance activities that meet their priorities, rather than priorities as in indicated in National Statistical Development Strategies; 4) limited ZIMSTAT capacity to be self-financing; 5) manual data collection technologies that demand significant labour and were costly; 6) the continued decline in the macro-economy, limiting the Ministry of Finance capacity to increase ZIMSTAT financing; 7) the continued overlap of responsibilities between Ministry of Agriculture, Mechanisation and Irrigation Development and ZIMSTAT in carrying out agricultural and livestock surveys and in the process throttling the already squeezed government purse. For instance, between 2013 and 2015, Government support for ZIMSTAT operational purposes was declining at an increasing rate and fell by 76% over the period. At the time of this evaluation, ZIMSTAT faced financial challenges and was unable to re-do surveys whose time lag had expired, was unable to replace some of the project supplied IT equipment and software that was overdue for replacement and internet connectivity at district level had been disconnected three months after installation. Due to ZIMSTAT's financial incapacity, data “backlogs” that characterised the prior project period were imminent. History was repeating itself; the situation reflected the tendencies of a vicious circle and a “sustainability trap”.

Human rights and gender equity-:there was no evidence the project design considered human rights and gender equity issues, largely because the project was focused at institutional development. Annual progress reports however made efforts to distinguish between men and women participation in training and employment, particularly with regards to enumerator training and training.

Conclusions

Relevance: The project was highly relevant, though relevance was partly undermined by a project design that addressed problem symptoms and effects, rather than real causes of the problems.

Efficiency: Project efficiency was considered satisfactory despite the numerous delays encountered at inception and during implementation.

Effectiveness: Project effectiveness was considered modest. While ZIMSTAT was greatly strengthened as evidenced through the surveys it eventually accomplished, limited work was done to improve coordination and efficiency in the NSS, despite the fact that the NSS provides administrative data.

Impact: Evidence was high the project was already positively contributing to evidence based decision making.

Sustainability: Sustainability of benefits was low because the project did not address the real causes of the problem. In this regard, the results realised under this project had no contribution to solving the problem and hence the “sustainability trap”.

**Lessons learnt.**

* Development projects interventions, such as this project, should address real causes and not problem symptoms and effects. On the contrary, projects focused on emergencies necessarily address symptoms and effects.
* Projects should be differentiated from programmes. In this regard, the intervention logic should have been updated to take account of the budget deficiencies. This would have aligned results to project capacity.
* Harmonising operational regulations and practises of development partners will minimise implementation challenges each time a donor financed project is availed
* The political system should monitor and enforce the provisions of statutory legal provisions, with special reference to ZIMSTAT as the producer and disseminator of national statistics.
* Participatory project management institutional frameworks, involving beneficiary and partner development institutions, are necessary for speedy and effective decision making and timely activity implementation.
* Transparency in project implementation dynamics, in particular the interface between regulations of the development partners and those of the Implementing Partners, in this case ZIMSTAT, is required at inception stages to minimise misunderstanding and conflicts at project implementation.
* Synergising development partners’ operational regulatory environments is important to minimise IP confusion and demand for training. Currently, IPs have to be trained on the operations and regulations of each development partner.
* Statistical units have to be institutionalised and not personalised
* Statistical units have to be decentralised to district/sub-district units as appropriate to ensure bottom up statistical systems. The Ministry of Health and Child Welfare decentralised statistical processes could be used for demonstration purposes. Data collection is bottom up, stating at the clinic and is progressively on appropriate modern technology.

Recommendations

Recommended are presented in priority order:

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1) Development partners and ZIMSTAT should consider undertaking a study to assess institutional and economic feasibility of various ZIMSTAT sustainability options and make appropriate recommendations. Some of the options for consideration include:

* Commercialisation of raw data;
* Establishing a consultancy unit;
* Changing ZIMSTAT business model to become a hub for administrative data, which data it could charge for;
* ZIMSTAT undertaking secondary analysis of raw data, into area/gender specific (ward, village, etc.) and charging those in need of micro level data;
* Changing ZIMSTAT business model and beginning to charge public, private and donor information users;
* Recognising data that is produced by other organisations so that it does not have the burden of generating the full complement of the country’s statistics requirements, but could still provide a quality control service and
* ZIMSTAT releasing raw data and allowing others to do the processing and analysis to reduce the burden.

2) It is recommended that ZIMSTAT considers:

* Undertaking a study in relevant countries to review and assess how other countries are adopting modern technologies in statistical development
* As part of this study, assess the feasibility of various technological innovations currently under pilot in the county.

3) It is recommended that UN and development partners consider:

* Establishment of a Multi Donor Statistical Development Fund to support the development of statistics in the country.
* Assessing the economic viability of statistical development projects as part of project appraisal.

4) It is recommended that UN and Development partners consider:

* Reviewing the strengths and weaknesses of the Statistical Working Group in Zimbabwe as currently designed, with a view to consolidate partner participation in the financing of statistical development activities.

5) It is recommended that ZIMSTAT should consider:

* Updating the website and improving its speed. It should also be updated to record user frequency.

1.0 Project Context

1.1 Background

The Zimbabwe Government recognizes the need for reliable, quality, timely and regular statistics to inform policy design and measure development outcomes. For this reason, the government has promulgated a legal framework that provides for the operations of National Statistical System (NSS). The NSS is comprised of many producers and users of statistics and is coordinated by Zimbabwe National Statistics Agency (ZIMSTAT), a semi -autonomous organisation. The Census and Statistics Act 2007(CAP 10:29) provides a legal framework for the NSS in Zimbabwe. The NSS has 60 producers and users of statistics, spread across 8 thematic areas. Producers and users of statistical information include government ministries, parastatals, private sector, universities, research institutions and development partners. The 8 thematic areas are; 1) Health, Social Welfare and Poverty Statistics; 2) International Migration and Tourism Statistics; 3) Education and Culture Statistics; 4) Population Census and Demography Statistics; 5) Labour, Services and Informal Sector Statistics; 6) Agriculture, Early Warning and Environmental Statistics; 7) Information Communication Technology (ICT), Infrastructure and Industrial Statistics; 8) National Accounts, Prices and Poverty Datum Lines, Finance and Trade Statistics. Annex 1 shows existing users and producers of statistics and the 8 thematic areas as at March 2017.

ZIMSTAT has a legal mandate to undertake a national census every ten years, statistical surveys to collect statistics with respect to such matters as may be prescribed and disseminate quality statistics. In pursuit of its mandate, ZIMSTAT has many functions that include conducting the national census or any other censuses and surveys, co-ordinating and supervising the National Statistical System, advising Government on all matters related to statistics, developing and promoting the use of statistical standards and appropriate methodologies in the National Statistical System, collecting , compiling, analysing, interpreting, publishing and disseminating statistical information alone or in co-operation with other Government ministries or institutions, developing and maintaining a central business register in relation to establishments, containing such particulars as may be prescribed, developing and maintaining a comprehensive national statistics database, providing a focal point of contact with international agencies on statistical matters and performing any other function that may be conferred or imposed upon the Agency by this Act or any other enactment.

ZIMSTAT operations are funded by; 1) the Ministry of Finance; 2) fees or charges in respect of any services rendered by the Agency and; 3) loans, donations or grants made to the Agency with the approval of the Minister.

1.2 Problem Context

Despite the noble intentions by government and the elaborate legal and institutional framework as described above, the macroeconomic decline between 2000-2008 adversely affected ZIMSTAT’s capacity to produce, disseminate and avail quality and reliable statistics on a regular basis. ZIMSTAT, in particular, and the NSS in general, were confronted with numerous challenges that constrained their capacities to generate process and disseminate information. The challenges included data gaps resulting from a backlog of data, limited capacity to compile and develop series data, delays in data production, lack of coordination for data producers in the NSS, limited harmonisation of different statistical methodologies, dilapidated information technology (IT) infrastructure, out dated syllabus for in-service training, skills gap, lack of adequate staff, inadequate statistical advocacy and lack of resources to undertake important statistical surveys. These limitations and challenges impacted adversely on ZIMSTAT operational efficiency and effectiveness and ultimately had implications on the design, monitoring and evaluation of national development programmes. Risk was high that data to monitor and assess the outcomes of government development programmes such as the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET) and the Millennium Development Goals (MDGs), among others, would not be availed.

1.3 Government and Development Partners’ response

In response, the Zimbabwe government and development partners decided to intervene and re-capacitate ZIMSTAT and the NSS. The intervention was in compliance with the objectives and strategies of the National Strategy for the Development of Statistics (NSDS) covering 2011 to 2015. The NSDS was a product of “a nationally-owned, inclusive and participatory process by all stakeholders in the NSS” (NSDS: 2011-2015). Accordingly, the NSDS 2011-2015 provided a good starting point towards the restoration of timely statistics which the country was failing to produce due to negative macro-economic conditions between 2000-2008.

1.4 The Intervention logic

The project, “Support to ZIMSTAT and the National Statistical System, 2012-2015” responded to government’s need for the improved availability of regular and quality statistics on the economy and poverty. This project was also designed to achieve Zimbabwe United Nations Development Assistance Fund’s( ZUNDAF’s) key objective to “enable government and other partners generate and utilise data for policy and programme development and implementation”. The project overall objective/goal was to “improve use of availed information for policy formulation, programme design and monitoring and evaluation”. The specific project objective was to “increase the availability of relevant, timely and reliable data on poverty and the economy”. At the end of the project, ZIMSTAT was expected to have been capacitated and avail adequate statistics collected through surveys and administrative data. Administrative data was to be sourced from the NSS, in particular government ministries, departments and parastatals. The project was also then expected to enable the NSS to avail data that met local and internationally recognised statistical standards.

The project implemented four interventions/components, all designed to contribute to the realisation of the project objective. The first intervention focussed on strengthening the capacity of ZIMSTAT and the NSS. The second intervention focused on promoting awareness on the use and value of statistics. The third intervention focussed on development and effective management and coordination of the NSS. The fourth intervention focussed on improving production and dissemination of quality data and statistics. The project implemented many activities under each intervention area.

* 1. Objectives of the evaluation

The specific objectives of the evaluation are to assess;

* The extent to which the project strengthened the human and organizational capacity of ZIMSTAT to produce timely and reliable statistics
* The extent to which the project has promoted the use and understanding of the value of statistics among key stakeholders in the NSS.
* Whether the project was successful in strengthening the coordination role of ZIMSTAT within the NSS.
* The project’s contribution to the availability of key statistics required to facilitate formulation and implementation of development policies.
* Lessons learnt and provide recommendations for future activity.

2.0 Evaluation methodology

**2.1 The Project Theory of Change**

**2.1.1 Project logframe**

The project theory of change was not documented at the time of project design. The consultant has accordingly documented the project theory of change on the basis of the project logframe shown below, literature review and discussions with the project coordination unit.

**Table 1: Project intervention logic**

|  |  |  |  |
| --- | --- | --- | --- |
| **Project results** | **Indicators** | **Baseline** | **Assumptions** |
| **Impact**  To contribute to improved use of statistical information for policy, programming, monitoring and evaluation. | **Not defined** | **Not defined** | **Not applicable** |
| **Outcome**  To increase the availability of relevant, timely and reliable data on poverty and the economy. | **Not defined** | **Not defined** | **Not defined** |
| **Output 1**  The Capacity of ZIMSTAT and National Statistical System (NSS) strengthened | No of staff recruited and trained | i)98/376 vacancies at head office  ii)427/862 vacancies for contract workers | **Not defined** |
| **Output 2**  Awareness on the use and value of statistics promoted | i)No of clients/stakeholders targeted  ii)increase in appreciation for and understanding of statistical data among users | i)limited awareness about the role and importance of statistics among the MDAs  ii)limited ability of ZIMSTAT to meet needs of users | **Not defined** |
| **Output 3**  Develop, manage and coordinate NSS effectively | Existence of a Statistical Common Service for the NSS | Limited institutional arrangements and lack of strategic direction has resulted in production of poor quality data. | **Not defined** |
| **Output 4**  Production and dissemination of quality data and statistics improved | Improved quality of data and number of surveys and census completed. | Lapses in the survey and census programmes in ZIMSTAT had led to gaps in statistics, which has hampered policy making. |  |

**2.1.2 The Theory of Change**

**Overall objective/goal (long term outcome)**

The project goal has to be understood in the context of the numerous resource (human and financial) challenges that confronted the macro-economy at large and the ZIMSTAT and the National Statistical System in particular, between 2004 and 2008. These challenges severely incapacitated ZIMSTAT and the NSS, resulting in the limited production, dissemination and ultimately availability of quality statistical data for policy making and programming. The project, “Support to ZIMSTAT and the National Statistical System: 2012-2016” was designed to address this challenge. The overall objective (OO)/goal was to “improve use of availed information for policy formulation, programme design and monitoring and evaluation”.

**Intermediate Outcomes**

The project was based on the theory that quality information would not be availed unless the capacities of ZIMSTAT and the National Statistical System were improved. The second theory that guided the project design was that unless society acknowledged and accepted the “premium” value of statistics for development purposes, information availed by ZIMSTAT would not be utilised for policy and programming purposes. The theory thus recognised a number of preconditions that had to be met before the project impact/goal would be realised. One such precondition the theory considered critical for the goal to be achieved was the “the availability of updated data on poverty and the economy”. For this data to be availed timely, the theory identified four other preconditions, namely; 1) the strengthened capacity of ZIMSTAT and the NSS; 2) awareness on the use and value of statistics promoted; 3) the NSS development and effective coordination and; 4) production and dissemination of quality statistics. The integral impact of these four intermediate outcomes was expected to result in increased use of availed information. In particular, if adequate and quality information was availed timely and regularly to users that were aware of its value, probability was high such information would be used for decision making purposes. Critical in this equation was the adequacy, regularity and accuracy of information availed. To avail adequate and accurate information, the producers, in this case, ZIMSTAT and NSS stakeholders had to have the capacity to collect, process, analyse, document and disseminate information. The project theory of change thus had 5 key intermediate outcomes that would contribute to the realisation of the long term goal**.**

**Activities**

Numerous activities were considered necessary for the achievement of lower level intermediate outcomes. In particular; 1) “ ZIMSTAT and the NSS capacity “ could not be improved in the absence of change management programmes, staff recruitment and training, ICT and statistical infrastructure improvement, development of policies to ensure effective and efficient collection of statistical data, and strengthening of financial management and accountability processes; 2) “Awareness on the use and value of statistics” could not be promoted unless evidence based policy making was promoted among line ministries, user producer dialoguing was promoted and customer care and accessibility to statistics was improved; 3) The “NSS could not be managed and coordinated effectively” unless collaborative arrangements for the engaging of stakeholders was done, a Statistical Common Service had been established, institutional linkages between and within sectors had been strengthened and ; 4) “production and dissemination of quality data” could not be realised unless statistical programmes had been strengthened through data analysis and data gap filling. Numerous activities were planned to enhance the achievement of the above pre-conditions.

**Assumptions**

The project logframe did not have any assumptions, and in the process assuming that the relation between intermediate and long term outcomes was linear. Any theory worth its cause identifies risks/assumptions that have a potential to disturb the expected linkages between intermediate and long term outcomes. In this particular case, quality information would be produced if ZIMSTAT had the technical and financial capacity, while information use would be optimal if users acknowledged the “premium” value of statistics, Users would also appreciate ZIMSTAT provided information, assuming there was limited competition on the statistics sector. While competition is usually healthy in any sector, limited understanding of the norms, values and practises of statistics would expose users to “bogus statisticians”. It was with this in mind that consultant developed a number of assumptions to guide this theory of change. These assumptions were that; 1) there would be no parallel “survey” data collection activities by line ministries. Not all line ministries would have the “statistical expertise, in comparison to ZIMSTAT, the national guardian of Statistics in Zimbabwe ; 2) people acknowledged the premium value, embodied in statistics, it being the “mover” of development activity; 3) the political system appreciated this “premium” value on statistics and puts ZIMSTAT activities on top national budget priorities**.**

2.2 Methodological approach

Data to answer evaluation questions was collected through desk studies as well interviews with development partners, project management, ZIMSTAT and selected key informants (KIs)from the National Statistical System• Interviews were done at the national and provincial levels in Harare, Manicaland, Masvingo and Bulawayo. A semi-structured questionnaire guided the interviews. Below is the evaluation matrix.

2.2.1 The Evaluation Matrix

|  |  |  |
| --- | --- | --- |
| **Evaluation Criterion** | **Evaluation questions** | **Data collection method** |
| **Relevancy** | * Who are the targeted beneficiaries * What problems did the beneficiaries face at project inception * What was the root cause of these problems * Have the root causes been addressed * Have the beneficiary problems been addressed * did the project have a focus on women * Who owned the project? * How was the ownership demonstrated * What other projects existed at the same time * Were the executed in the same manner-policies, procedures * Do these differing policies and regulations need to be harmonised * Was the **intervention logic updated? Why.** ? * Does the project design address sector challenges? Why and how * Are the indicators well defined and relevant to measure the achievement of the objectives * Are baselines set and updated for each indicator? * Are targets values set and are they realistic or did they need to be updated? | Literature review  Key Informants  Project Management  Development Partners |
| **Efficiency** | * What were the project implementing mechanisms/arrangements * Were the chosen **implementation mechanisms** (implementation modalities, entities and contractual arrangements) conducive for achieving the expected results? * Who did the work planning-PM, UNDP, ZIMSTATART or stakeholders * Did the resources (inputs) from UNDP correspond to the needs of the action? * Did local partners provide the inputs (human or physical) required to enable the action * To what degree were resources (inputs) available on time from all stakeholders? * Were they any delays * How important were these delays * What were the reasons for these delays * Were there any planning revisions-extensions * Have the outputs been produced/delivered in a cost-efficient manner? Explain * Was value for money assured * Are macro-economic conditions conducive to efficient use of resources in the country context? Explain * What could be done to enhance resource use efficiency? * What were the main administrative constraints/ strengths for resource use efficiency? * Is the action adequately monitored and/or assessed by the local partners * What are the monitoring arrangements * What were the monitoring deliverables * What were the evaluation arrangements * How has UNDP monitoring and evaluation systems ensured that projects are managed efficiently and effectively? * Has UNDP been efficient in building synergies and leveraging with other programmes and stakeholders in Zimbabwe? Explain in detail. | Literature review  Key informants  Project Management |
| **Effectiveness** | * Were all activities done * Were all outputs realised * Quality of outputs * Were all outcomes realised * Will the objective be achieved * What risks against/opportunities for, exist objective * Were there any unforeseen/unintended negative/positive outputs? * How have these contributed to/against the outcome? * Has UNDP been effective in advocating best practice and desired goals? * What contributing factors and impediments enhance or impede UNDP performance in this area? * What evidence is there that UNDP support contributed towards an improvement in institutional strengthening and ZIMSTAT’s capacity? * Taking into account the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to support ZIMSTAT and the National Statistical System in Zimbabwe? * Is UNDP strong in the area of support to statistics? Explain * How effective is partnership between UNDP, development partners, civil society and private sector? * Has UNDP programming innovations met international best practice in the sector of statistics. | Project Management  Literature review  Key informers  Development Partners |
| **Sustainability** | * Is an adequate level of **human and institutional capacit**y put in place ZIMSTAT/NSS) in order to continue delivering the action’s benefits? * If there is a **financial contribution** needed for continued access to the benefits of the action, can **target groups** afford such a payment? * Have the **relevant authorities** taken the **financial measure** to ensure the continuation of services after the end of the action? * Has the **private sector** been involved to ensure the sustainability of the action? * Have the necessary measures been taken into account to enhance the **role of women**? * What mechanisms have been done by UNDP to support ZIMSTAT to sustain improvements made through this initiative? * What changes should be/should have been made in the current set of partnerships with national institutions, Civil Society Organisations(CSOs), UN Agencies, private sector and other development partners in Zimbabwe, in order to promote long term sustainability? * Have Human Rights and Gender Equality issues been considered at project design, implementation and monitoring. * Any benefit in UNDP adjusting its programming strategies, partnership arrangements, resource mobilization strategies, and capacities? Explain. * In what way would such adjustments contribute to outcomes and sustainability through statistics? * What would be the best practise for such interventions? * How else would UNDP have done current interventions? | Literature review  Key informers  Project Management |
| **Impact** | What is the probability that the Project will achieve its anticipated impact? What is the evidence? | Key informants  Statistics Users and Producers |

2.2.2 Institutions interviewed

Institutions interviewed were the Project Management Unit, ZIMSTAT,UNDP, DFID, USAID -SERA, AfDB, UNICEF, UNFPA, Labour Economic Development Research Institute(LEDRIZ) , Ministry of Macro-economic Planning and Investment Promotion, Ministry of Finance and Economic Development, Ministry of Public Service Labor and Social Welfare, Ministry of Agriculture, Mechanization and Irrigation Development, Ministry of Industry and Commerce, Ministry of Gender and Women’s Affairs, ZIMSTAT Masvingo Province, ZIMSTAT Mutare Province, ZIMSTAT Matabeleland Province, MAMID Masvingo Province, MAMID Mutare Province, MAMID Bulawayo Province, Ministry of Labour and Social Welfare Mutare Province, Mutare Provincial Administrator’s Office, Zimbabwe National Chamber of Commerce, NSSA, Matabeleland North Provincial Agricultural Technical and Extension Service(Agritex) Office. People in met in these institutions are shown in annex 3.

3.0 Findings

3.1 Relevance

3.1.1 Project response to beneficiary needs

The project was relevant as it responded to the needs of ZIMSTAT and the NSS, two institutions that constituted the project target. Prior to project intervention in 2012, ZIMSTAT capacity to collect process and disseminate statistical data had been decimated by the multidimensional effects of the dysfunctional macro-economy. Section 1 above has provided a detailed discussion on the operational challenges faced by ZIMSTAT, in particular, inadequate staff, inadequate and dilapidated IT infrastructure and declining financial resources for operations. ZIMSTAT was progressively unable to carry out mandatory surveys such as population census, agriculture & livestock survey, survey of services and others. On the other hand, the NSS lacked coordination, a common understanding on statistical concepts, norms and values as well as effective statistical units in line ministries, resulting in the production of poor quality administrative data. The national statistical system (ZIMSTAT, users and producers) was evidently in disarray and could no more avail the required statistics regularly. The project design took account of these challenges. The intervention strategy thus had four pillars, whose integral impact was expected to ensure availability of statistics on a sustainable basis. The first pillar involved strengthening the capacity of ZIMSTAT and the NSS. The second pillar involved promoting awareness on the “premium” value of statistics. The third pillar involved improving the NSS coordination effectiveness. The fourth pillar involved timely production and dissemination of statistics.

Relevance was partly undermined by the project’s limited focus on the real causes of statistical gaps and irregularity. The real causes were related to the macro-economy that, between 2000 and 2008, significantly declined, as well limited ZIMSTAT capacity to independently raise finance. National institutions that depended on Ministry of Finance and Economic Development finance to subsidise operational costs, including ZIMSTAT, fell obvious victims to the declining domestic and foreign revenue bases. It is these causes that the project should have considered as part of project design. This does not suggest that the project could have solved the macroeconomic problems. However, the nature of intervention strategies could have been structured in a different dimension. Instead, the project addressed symptoms and effects (data backlogs, etc.). Addressing symptoms represented a short run solution, and short run solutions are only effective if the problems are transitory or temporary in nature. This evaluation confirmed that the problem was long term in nature and the real problem causes were not addressed by the project and herein lay the key weaknesses in this project design.

3.1.2 Project ownership

The project was relevant as it enabled the targeted beneficiaries to own the project. The project development strategies reflected the National Strategy for the Development of Statistics (NSDS), strategies that were formulated by the NSS stakeholders. The stakeholders, under the coordination of ZIMSTAT, steered the project course during the project period. In particular, ZIMSTAT chaired the Project Steering Committee while selected government ministries were members in the same committee. These, in liaison with development partners, guided and supervised project activity planning, implementation, monitoring and evaluation. Consequently project activities were largely executed by ZIMSTAT, through her four Divisions, in line with ZIMSTAT’s day to day roles and activities. A number of NSS actors supported ZIMSTAT operations by participating at various stages in the execution of surveys, though this depended on individual surveys. In particular, the Ministry of Labour and Social Welfare (MLSW) and National Social Security Authority (NSSA) participated in the execution of the Labour and Child Welfare Survey from questionnaire design, pilot testing, and supervision of the data collection process up to report writing. Similarly, administrative data was collected and disseminated by many line ministries as they usual do, again ensuring that information collection and dissemination were under the ownership of NSS actors. In this regard, government continued to cover salary costs for ZIMSTAT and line ministries as they executed project cum ZIMSTAT activities. It should however be noted that administrative data continued to be collected in the “usual manner” given that the key planned activities to improve data quality and NSS coordination were not done. The key activity towards improved NSS coordination and data quality improvement related to formation of statistical units, where they did not exist, as well as, consolidation of statistical units, where they existed. This activity entailed a review of statistical units in line ministries, a review of their processing and data management challenges as well as data dissemination challenges. On the basis of such a review, the project would then finance activities to improve efficient operations of formed and consolidated units. The 2012 programme design signed between ZIMSTAT and UNDP, planned for this activity, despite the fact that line ministries, such as police, Zimbabwe Revenue Authority (ZIMRA), among others, were providing administrative data to ZIMSTAT. This highlights the fact that the issue of statistical units was of concern at project inception. A meeting of Permanent Secretary held in 2011 also recommended that ZIMSTAT should facilitate the establishment of statistical units in line ministries, again confirming it was an issue that needed to be addressed.

3.1.3 Promotion of NSDS and government policy vision

The project was relevant as its objectives and strategies were in line with those enunciated in the NSDS 2012-2015. In particular, the NSDS mission was “to produce timely, accurate, reliable and relevant statistics for evidence based planning, policy formulation, decision making and research”. This project thus represented a “building block” towards the achievement of the said vision, and this made it particularly relevant.

3.1.4 ZIMSTAT expertise and experience

The project was also relevant as it adapted to the ZIMSTAT and the NSS experiences and expertise. Thus, despite the capacity limitations that faced ZIMSTAT, most project activities were done by ZIMSTAT staff, with few outsourced to the consulting services sector.

3.1.5 Quality of Project design

The project design has to be understood within the context of the National Strategy for the Development of Statistics (NSDS), covering the 2011-2015 period. This NSDS was designed for strengthening statistical capacity across the entire National Statistical System (NSS). The strategy was also designed to underpin the statistical activities of the NSS during the plan period and was expected to provide the overall direction and framework for coordinating national statistical activities. This project design was thus “bonded” to the NSDS, with a hope this would ensure an effective and well-coordinated development of the National Statistical System. Previous (since 2009) financial interventions in the statistical sector by UNDP, UNICEF, USAID, UNFPA, AfDB, ACBF and World Bank were perceived to have failed, largely because they did not adopt a sector- wide coordination approach.

Accordingly, and to mitigate the limited effectiveness of previous project designs, this project adopted a coordinated approach towards strengthening the capacity of ZIMSTAT through a system-wide approach. The intervention thus had objectives, results, activities and budgets that covered the entire NSS and accordingly a significant budget of $71 294 000 over the three year project period. Accordingly, in mid-2012, UNDP and ZIMSTAT signed a programme agreement to the value of $71 294 000. This agreement, though, was signed in absence of total budget financing.

UNDP undertook to mobilize funds to cover its work, but expected other interested donors would participate in activity financing. The programme took off in 2012, with minimal budget commitments and herein laid the major difference with conventional project designs. A conventional project is initiated on the basis of a budget commitment within the agreed project period. The “Support to ZIMSTAT and the NSS” project intervention did not adopt this project approach. Rather, a plan or programme approach was adopted, and converted into a “project”. Upon receiving finance from DFID and others, UNDP converted the programme to a project. This was quite procedural given that project usually emanate from programmes. However, in this particular case, no attempt was made to upgrade the logframe to reflect this conversion from sector wide programme to a selective project approach. Consequently, the “project” implicitly adopted the “programme intervention logic, comprised of numerous activities, many targets, four outputs and one outcome. Updating the intervention logic would have realigned project results (outputs/outcomes) to the new project dimensions. This would then enable an objective assessment of project effectiveness. In the absence of such an update, the project effectiveness was assessed with regards its contribution to project results (outcomes and outcomes.). This makes assessment of this project unique, because projects are usually assessed with regards the extent to which activity implementation leads to result achievement, in particular OUTPUTS. This project will however be assessed with regard the contribution it made to programme results, since the project implicitly adopted the programme intervention logic.

3.1.5 The logframe

Overall and specific objectives were defined in the logframe and were reflective of the beneficiary needs. Indicators were however not well defined at both output and outcome levels, particularly so because they were not specific, measurable, accurate, realistic and time bound (SMART). Though not undermining the relevancy of the project intervention, inappropriate indicators made it difficult for the consultant to assess the achievement of project objectives on the basis of logframe indicators. For instance, Output 1 indicator was stated as “number of staff recruited and trained)”. This indicator reflected a project activity. The indicator also reflected a cause for ZIMSTAT incapacity, but did not show in what way ZIMSTAT capacity would be improved by increasing staff. Capacity improvement would ordinarily be reflected through increased production and dissemination of quality data on a timely and regular basis. In this regard, indicators under Output 4 (production and dissemination of quality data and statistics) that referred to increased number of surveys as well as timely production of surveys would have been the appropriate indicators under Output 1. Increasing staff was a necessary but not sufficient condition to increase ZIMSTAT capacity. The correct formulation of indicators would be to define the expected institutional benefits of increasing staff and other measures. In the case, ZIMSTAT’s timely production and dissemination of quality data would reflect/indicate ZIMSTAT capacity building. Accordingly, output 4(Production and dissemination of quality data and statistics) would be better placed as an indicator rather than as an OUPUT. The key challenge however was that most if not all indicators were not SMART.

3.1.5.1 Data availability

Data was generally available on activity implementation. In this regard, activities implemented were well articulated. This enabled the assessment of project efficiency. Data on outputs 1, 2, and 3 could not be collected because the indicators were not objectively verifiable and baseline values had not been quantified. For instance, output 3 baseline was stated as “limited institutional arrangements and lack of strategic direction has resulted in the production of poor quality data”. It was necessary to state in quantitative terms what was meant by poor quality for easy of comparison when evaluating project results. Data on output 4 indicators was available and this made it possible to assess the realisation of output 4. There were no indicators for project outcome (data availed on a timely basis). Discussions with ZIMSTAT however indicated data was availed through different means (website, workshops, document distribution, and posters) to users. These discussions also indicated the time lag for different types of data sets, with some data sets having a one year time lag, while other data sets have longer time lags. In particular, statistics used to compile GDP have a one year time lag, implying that data availed two or more years after collection, will be of limited use. It is such proxy indicators the consultant resorted to in assessing the project objective.

3.1.5.2 Complementarity with other projects

The project was relevant as it complemented other projects financed by different development partners and government. Key donors who financed related projects between 2013 and 2015 were the World Bank, AfDB, UNICEF, UNFPA, USAID, OECD, ACBF, ILO, CORDAID, Culture Fund, POTRAZ, and UNECA.

The value of this complementarity was however undermined by a number of factors. There was no common donor policy on financing and other operational regulations. In particular, each donor had its own financing regulations, which sometimes contradicted what other donors were doing. Development partners such as AfDB and UNICEF advanced money into ZIMSTAT account, while UNDP managed project finance by itself. Similarly, while some development partners paid for field allowances and fuelled government vehicles, UNDP had problems with such provisions. While this did not undervalue the support given by different donors, it left ZIMSTAT confused as to why donors targeted at the same institution used different operational regulations and systems, particularly given the fact that some systems were found to be more complex than other systems. ZIMSTAT was particularly concerned about such conflicting regulatory environments by development partners.

Project complementarity was further undermined by the lack of a clear framework to prioritise ZIMSTAT activities for financing purposes. In this regard, project activities tended to reflect donor interests and not necessarily the felt priorities of the NSS. For this reason, some key project activities as contained in the NSDS 2012-2015 were not financed simply because they were not in compliance with donor interests. While donors are free to finance activities of their choice, there is need to treat statistics as a thematic area, and not disaggregate it according to interest areas. This demands a sector approach to statistical development, which hitherto has not been the case. For instance, the GDP as a thematic area has 14 sectors and would need statistics on the 14 sectors, irrespective of financier interest. Collecting information covering fewer sectors than the 14, despite being in line with donor interests, would not serve the interests of GDP estimators.

The MAMID overlapped with the project and carried an Agricultural and Livestock Survey (ALS), in competition with the project. This not only wasted resources due to role overlaps, but rendered the survey by ZIMSTAT of limited value to MAMID, a ministry that constituted one of the key beneficiaries of this product. Such overlaps continued to exist in the face of a legal framework that mandated ZIMSTAT as the formally recognised producer and disseminator of national statistics. The MAMID justified its participation in the statistics sector in response to the volatile availability of ZIMSTAT statistics.

3.2 Efficiency of implementation

Project efficiency was considered to be satisfactory for a variety of reasons as detailed below.

**3.2.1 Implementation mechanisms**

The chosen implementation mechanisms contributed to the achievement of project results (outputs and outcomes). In particular, the project did not create project institutions that operated parallel to ZIMSTAT and NSS institutions. Activity implementation thus greatly benefited from the experience and expertise of ZIMSTAT and other NSS actors and in the process mitigated potential start up delays. ZIMSTAT work ethics and accountability norms were adopted within the project implementation framework though refined where necessary through the participation of the UNDP. Implementation decision making was done in a participatory manner through the institution of the Project Steering Committee (PSC). Key stakeholders were represented on this committee and ZIMSTAT chaired the meetings. UNDP, DFID, MAMID, MOF and ZIMSTAT constituted the steering committee, enabling a democratic project governance structure. This participatory governance promoted speedy decision making on operational and financial challenges.

**3.2.2 Role of the UNDP**

UNDP played an important role towards the realisation of project results. It facilitated project management and provided technical backstopping through a Project Coordinator and its local office staff. UNDP also provided administrative inputs through the UNDP Operations sections (Finance, Human Resources). In compliance with its operational framework, UNDP worked in close collaboration with the implementation partner (IP), ZIMSTAT. The key focus of the UNDP was the development of statistical skills within the IP; hence capacity building for ZIMSTAT and the NSS was one of the key project components.

UNDP enabled different development partners to participate in project financing by adopting a pooled and parallel management approaches. UNDP was thus able to manage DFID funds as well as facilitate direct project financing by USAID-SERA and AfDB. This flexibility in financing arrangements was of great value as the project ended up with more financiers than at its time of inception in 2012. Pooling of resources also enabled DFID, which had no operational relationships with government at that time, to participate in project financing.

The pooling of funds for management by a UN institutions was however not entirely a new innovation. The management approach had started much earlier, in 2011/12 when the National Census was carried out. Five development partners and three UN Agencies had then pooled resources together under UNFPA management. Interviewed participants had concerns with the concept and practice. The main concern was related to the impact of differing financial and operational regulations on project implementation efficiency. This conflicting regulatory dilemma was high in situations where each of the participating institutions had rigid financial, accounting and operational regulations. In such situations, each of the partners would strive to have own regulations adopted. In the words of one participant, the management approach “was a very bad example”. For this reason, a number of institutions avoided this management model, preferring to deal direct with ZIMSTAT. It was for the same reason UNICEF and USAID-SERA preferred a parallel funding approach. Despite these concerns, participants agreed the management approach by UNDP, improved operational efficiency through the avoidance of duplication and resource wastage, but still concluded the costs of this approach could have been significant. Some of the delays were a mere reflection of the level of misunderstanding ZIMSTAT officials had on UNDP operational frameworks at project inception. One way to minimise such misunderstandings would be to orientate ZIMSTAT officials as part of project inception.

**3.2.3 UNDP leadership role in country statistical development**

While it was generally agreed that UNDP and other UN Agencies (UNFPA, UNICEF, etc.) had roles to play in the country statistical development, there was no general consensus on which organisation had the leadership role in this regard. There was no disagreement on the fact that the UN, through UNISTATS, had statistical competence at world level. What however remained debatable was which UN agency in Zimbabwe would be the best to lead statistical development. This discussion was done in response to the evaluation terms of reference that required an assessment of UNDP leadership role in statistical development in Zimbabwe. The argument was each UN agency had expertise in its own areas of interest, and each should accordingly take the lead as appropriate. Stakeholders agreed on the need for joint programming in statistical interventions. Within this context of joint programming, each agency would focus on its area of interest and then take a lead in that particular area of interest. In this regard, if the joint programme focussed on different statistical themes (social, economic, demographic as reflected in the 8 statistical themes constituting the NSS) each UN agency would be expected to focus and lead on its area of interest. These views were confirmed by UNFPA, who currently chair the Data for Development Group and currently provide the lead on Statistics in the UN system. ZIMSTAT was however of the view that it (ZIMSTAT) had adequate statistical competence and would not require external assistance in this regard. ZIMSTAT however appreciated the financial, managerial and administrative skills they received from ZIMSTAT and other partners.

**3.2.4 UNDP synergies with other projects.**

This project was housed within a wider Economic Management project and drew from the expertise of project staff and stakeholders. The project also provided valuable input to Millennium Development Goals (MDGs) and was thus aligned to the work of other partners in the area of MDGs. Links were also made to other partners working in the development field, including donors and other UN agencies. There was also an attempt to create synergies with the Ministry of Agriculture, Mechanisation and Irrigation Development (MAMID). This synergy did not happen because Ministry collected data that was similar to data collected by ZIMSTAT as part of the Agriculture and Livestock Survey (ALS). In fact, there appeared to be no appetite for this collaboration on the part of both ZIMSTAT and the Ministry. Worse still, there seemed to be no “political will” to catalyse this appetite, as the political structures formally recognised statistics collected by both institutions. MAMID justified parallel data collection in response to ZIMSTAT untimely and irregular delivery of crop and livestock statistics. ZIMSTAT argued that it had the national mandate to collect and disseminate national statistics. Whatever the source of this responsibility overlap, the unfortunate outcome was that MAMID depended on its own data for policy making and programme monitoring, in particular crop yields and livestock conditions, in the absence of ZIMSTAT technical advice.

**3.2.5 Activity planning**

Project implementation was guided by quarterly and annual work-plans. This practise ensured that project activities under implementation remained focused to the realisation of planned results. This also gave activity timelines and realistic budgetary resources. ZIMSTAT seconded one of its staff members to work directly with the Project Management Unit (PMU). This officer, referred to in the project as the NSS Contact, reported direct to the Director General (DG). The NSS Contact, together with the Project Coordinator, prepared the project annual work-plans and annual progress reports. Secondment of a ZIMTAT officer to the project coordination team, enhanced speedy and timely communication between the team and the Director General and in the process facilitated speedy decisions. Consequently, the project management team produced detailed work-plans on a quarterly and annual basis, which work plans were approved by the Steering Committee and signed for by ZIMSTAT and UNDP. The work-plans highlighted the nature of activity, the timing of an activity, the responsible actor, the source of finance as well as the activity budget. This practise significantly contributed to implementation efficiency.

**3.2.6 Adequacy of inputs**

Inputs were adequate for UNDP selected activities, improving opportunities for project efficiency.

**3.2.7 Activity delays**

The project witnessed numerous delays at inception and activity implementation. The potential adverse impact of these delays on the realisation of project results was however mitigated by the relatively speedy reaction of project management, under the supervision of the Project Steering Committee. Key delays and challenges encountered are discussed below.

**3.2.7.1 UNDP regulations and procedures.**

ZIMSTAT officers were not familiar with UNDP financial regulations and procedures and this led to delayed financial disbursements. In response, UNDP held an induction workshop for ZIMSTAT officials. It also (UNDP) hired a full time Project Assistant to help in this regard, with the support of a UNDP Programme Assistant. Despite this noble response by UNDP, ZIMSTAT officers remained unhappy with UNDP financial and operational regulations.ZIMSTAT compared UNDP financing and operational framework with other donors and were concerned with what they perceived to be ‘UNDP excessive red tape”.

ZIMSTAT was concerned that the project financial control remained largely a UNDP responsibility, despite the different accounting systems between Government and UNDP. This was in direct contrast to other donors (such as AfDB and UNICEF) that deposited money direct into ZIMSTAT project account, enabling financial management that was in compliance with ZIMSTAT’s systems, though under strict monitoring by the financiers. ZIMSTAT preferred this later approach as it enabled ownership and accountability over project finance. For instance, ZIMSTAT (discussion with ZIMSTAT accountant) highlighted a glaring difference in the cash acquittal methods. UNDP was reported to acquit on the basis of expenditures, while ZIMSTAT acquitted on the basis of the use to which money was spent on. In the case of fuel acquittal for instance, ZIMSTAT would be interested in fuel use, while UNDP was reportedly interested on fuel purchased. ZIMSTAT preferred a situation where the two systems were reconciled given that both UNDP and ZIMSTAT were jointly accountable for project success.UNDP justified such regulations in response to inadequate controls by ZIMSTAT as reflected in some “Back to Office” Reports.

Whatever the nature of misunderstandings, the consultant recommends more dialogue between UNDP and ZIMSTAT to minimise the levels of misunderstandings.

**3.2.7.2 DFID financial disbursements**

DFID second tranche was delayed by one month. This happened because of delayed disbursement authorisation by UNDP headquarters. In response, DFID allowed one month extension for date of acquittal of the second tranche. The request for the third tranche was also extended by one month. While a month delay was of marginal impact given the project total duration, it still provided a useful lesson for future activity management under pooled funding arrangements.

**3.2.7.3 Delayed census data publication**

Statistics users complained that the lengthy data collection and processing by ZIMSTAT delayed the release of census data. ZIMSTAT had a contrary view and argued that the census timing was within the confines of the General Data Dissemination Standard (GDDS). This debate raised an important lesson that participation and transparency in the execution of national surveys was important. It also raised another lesson that, while guided by international standards, ZIMSTAT should produce statistics that satisfied the user time expectations.

**3.2.7.4 Staff shortages for the processing of ALS backlog data**

The processing of ALS backlog data took longer than expected largely because ZIMSTAT did not have adequate staff. UNDP responded and allowed for the hiring of short term staff to expedite data processing. ZIMSTAT also reduced the sample size **by** 50% to expedite data collection and avoid future data backlogs. The use of technology was reportedly proposed to solve this problem. The Board is reported to have approved the proposal and the process went as far as a demonstration and signing of a contract for a pilot of the technology. It is however alleged that ZIMSTAT delayed technology adoption for fear of having external consultants access raw data. It would be important to know how other countries using related technologies are managing the risk of raw data exposure.

3.2.7.5 Non electronic data collection and processing systems

All major surveys were characterised by delayed completion periods and relatively expensive data collection procedures, largely because manual paper systems were still under use. ZIMSTAT was supportive of the idea and a number of modern data collection technologies were under piloting at the time of this evaluation.

**3.2.8 Monitoring and evaluation**

The project was monitored by both the Project Management Unit and UNDP. Quarterly monitoring visits to provincial offices and some selected enumeration areas were done. Spot checks were also conducted by the project staff. The monitoring findings were detailed in quarterly, annual and "Back to Office” reports. The reports focussed on activities done, challenges faced, remedial measures taken, activity expenditures and balances brought forward. These reports were reviewed by the Steering Committee and on the basis of these reports, the Committee made relevant and appropriate changes and modifications. In particular, all delays and solutions discussed above were discovered and solved as part of these monitoring exercises.

**3.2.9 Activity implementation**

Despite the numerous delays and challenges highlighted above, a significant number of activities were carried out under each project component. A detailed account of activities completed is given under section 3.3(effectiveness) below.

**3.2.10 Project expenditure patterns**

Table 2: Project expenditure patterns

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Year | Budget(1) | Allocated(2) | Expenditure(3) | % expenditure | Closing Balance(2-3) |
| 2012 | - | - | 226750.84 | 2.02- | - |
| 2013 | 2254089 | 1689807 | 1610236.34 | 14.32. | 79570.66 |
| 2014 | 4959036 | 5589737 | 4361903.5 | 38.83 | 1227833.5 |
| 2015 | 4284007 | 5589267 | 3660363.89 | 32.67 | 1928903.11 |
| 2016 | - | - | 1377471.25 | 12.26 | - |
| Total |  | 12868811 | 11236725.82 | 100 | 1632085.18 |

Source: Annual reports; UNDP Annual Delivery Combined Report; Closing Balance (own calculation).

Expenditure patterns reflect extensive delays at activity implementation, with a significant portion of project budget spilling over into 2017. This project was originally scheduled to end in 2015. It was then extended by one year into 2016.

3.3 Effectiveness

Project effectiveness was assessed in terms of; 1) project capacity to undertake planned activities; 2) the extent to which; i) ZIMSTAT and the NSS were strengthened; ii) awareness on the value of statistics was promoted; iii) the NSS was developed and coordinated effectively and; iv) the extent to which planned surveys were produced and disseminated and; 3) the extent to which ZIMSTAT was able to disseminate and avail data to NSS stakeholders. Assessment was based on logframe indicators as well the consultant’s analysis after interviewing NSS stakeholders, ZIMSTAT and project management.

**3.3.1 Activity implementation**

3.3.1.1 Activities to strengthen ZIMSTAT and NSS capacities

Notable activities carried out included the Capacity Needs Assessment for ZIMSTAT, Business Process Analysis and Re-engineering (BPR) of ZIMSTAT, ICT Needs Analysis and Data Processing Centre Strategy. The ICT Needs Analysis provided a framework for ICT capacitation and guided the procurement of ICT Hardware (desktops, computers, laptops, servers and others) that ZIMSTAT received. The BPR report recommended the establishment of flexible communications and communication networks, adopting a comprehensive change management programme, implementing periodic business and quality audits and investing in general assets and other infrastructure.

Programme activities to recruit staff, support revenue generation strategies, and identifying potential sources of funding, including the establishment of a consultancy unit and supporting the establishment of the performance management processes based on the Results Based Monitoring (RBM), were not done. These were not part of the UNDP selected project activities. Despite these and other activities not featuring on UNDP project activities, it is necessary that the non-implementation of activities planned as part of the programme in 2012 be highlighted as this could explain variations between this project achievements and expected results.

3.3.1.2 Activities to **promote awareness on the use and value of statistics**

Key activities taken included holding two breakfast meetings for captains of industry, supporting the development of NSDS2 (2016-2020) through a NSS stakeholders’ workshop held in 2015 and the improvement of the ZIMSTAT website. The key workshop objective was to assess the relevance of available statistics and identify priorities for statistics delivery for the next 5 years. All planned activities as referred to in the main programme document, were done.

3.2.1.3 Activities to **develop manage and coordinate NSS effectively**

**Key activities included preparation of communications and advocacy strategy, appointment of an NSS coordinator, holding a NSS chairpersons workshop and the provision of 8 laptops to selected ministries. It was expected that accessing IT equipment would strengthen the compilation of statistical information by these ministries. The Chairpersons’ workshop was particularly interesting as it recommended that; 1) sector coordination mechanisms needed to be improved and that ; 2) ZIMSTAT should make a follow up on recommendations made by the Permanent Secretaries in 2011 to establish statistical units in line ministries.** Most planned activities, as reflected in the main programme document, with the exception of those to establish statistical units in line ministries, were done. Interviewed line ministries differed on the relevance of statistical units, with some in support, and others arguing it would not affordable in the current economic environment. Ministries that had statistical units, in particular ministries of Health and Labour attributed great value to the units because they had a focal point for information storage.

**3.2.3.4 Production and dissemination of quality data and statistics**

**Key activities included PICEs (2011/2012) analyses and dissemination, questionnaire designing, training of trainers, training of enumerators, data collection, data analysis and report writing for all planned surveys. In the case of the ALS, key activities were i) undertaking a listing and verification exercise and drawing up a new sampling frame(and sample) which replaced the last sample that had been drawn up in 2003/4; ii) recruitment of 160 new enumerators and 90 former enumerators; iii) collecting data for the 2014/2015 ALS in seven modules(area measurement, crop inputs, employment, post-harvest, transport and energy; iii) addressing all data backlogs from the 2011/12 to 2102/2013 periods, for all outstanding modules; iv) publication of data backlogs and v) publication of the 2014/15 ALS.**

Most programme activities were done with the exception, as confirmed by project management, of those to support the improvement of data analysis and use of GIS technologies and also those to provide support for training to meet IMF data dissemination standards.

**3.2.4 Planned Results (Outputs)**

**3.2.4.1 Capacities of ZIMSTAT and the National Statistical System strengthened**

Project activities as elaborated above contributed significantly to building the capacities of ZIMSTAT and the NSS. In particular, the IT section was greatly strengthened as part of process to improve IT connectivity (computers, servers, etc.) from district level, provincial and national levels. Staff at different levels was trained. Selected officers went to regional countries for further training on statistics, staff was trained on the operation of the Website, and enumerators and their team leaders were trained on upcoming surveys. In particular, 6 officers were sent to Uganda for Degrees; 6 officers were sent to Uganda for 1 year diploma courses, ZIMSTAT junior staff and staff from other line ministries received on the job training as part of survey execution. NSSA praised the ZIMSTAT expertise and agreed NSS officials who participated on surveys received extensive training on -the job. ZIMSTAT senior management prioritised IT as an area that had received extensive strengthening, with other areas coming next.

The capacity building effects of the project on ZIMSTAT and NSS capacity building were however undermined by a number of factors. In particular, two other critical inputs towards capacity building, namely staff recruitment and revenue generation capacitation, as planned for in the main programme document, were not done. Consequently, as at 15 March, 2017, ZMSTAT still had 128 vacancies out of a total establishment of 378 staff, a significant 47%, due to the melting macro-economy. This staff shortage was higher than at project inception where ZIMSTAT had 98 vacancies out of 376 staff (26%).ZIMSTAT dependence on large staff numbers was costly and non-affordable and ZIMSTAT was generally being encouraged to adopt appropriate technologies for data collection and processing. ZIMSTAT technology adoption rate remained low for a variety of reasons. ZIMSTAT staff remained under pressure and some interviewed staff had not been on leave for a long time. The biggest blow undermining the capacity building of the system, however, was the lack of initiatives to identify potential revenue sources for ZIMSTAT, including the establishment of a consultancy unit. This factor was considered by the 2012 project document to be a critical input toward ZIMSTAT capacity building. ZIMSTAT was aware of the pressure to commercialise but was taking a careful approach, citing that information was a public good. Being a public good, ZIMSTAT feared the usual risk where benefits could not be internalised, and in the process being unable to recover production and marketing costs. All these were genuine fears that need more analysis as part of the commercialisation strategy.

ZIMSTAT capacity gaps were further revealed at the district levels. Table 3 shows that district officers that received computers did not receive necessary training. It also shows that in all the three provinces visited, email connectivity had been disconnected for non-payment. In fact, the provincial officers confirmed that the email connectivity had been cut off three months after being installed , clearly highlighting some of ZIMSTAT’s operational constraints during the tenure of a project designed to enhance capacity. Provincial officers were further concerned with limited transportation capacity at district levels, particularly in the face of the land reform that has led to increased sample sizes. The officers argued it would be difficult now to post questionnaires as was previously the practise, given the new land settlement patterns, making it necessary that transportation capacities are increased tenfold. Table 3 shows the interconnectivity status at districts located in provinces visited.

Table 3: District Computer support

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Province | Total No of districts | No of Districts supported with computers | Computer training received | Internet connectivity |
| Masvingo | 7 | 3 | non | Disabled |
| Bulawayo | 4 | 1 | non | Disabled |
| Mutare | 7 | 4 | non | Disabled |
|  |  |  |  |  |

Source: Project evaluation.

3.2.4.2: Awareness on the use of and value of statistics promoted.

Activities done under the component had great potential to promote awareness on the use and value of statistics, in particular support to the NSS workshop aimed at discussing the preparations of the NSDSP (2016-2020). The incremental benefits on stakeholder awareness were however limited given the existing level of awareness demonstrated by line ministries interviewed.

Interviewed statistics users (Ministry of Labour, Agriculture, Health; NSSA, ZNCC) confirmed their awareness on the use of and value of statistics well before the project. In this regard, awareness on the use and value of statistics was not a limiting factor. Rather, the main constraint was the untimely and irregular provision of ZIMSTAT statistics. As a mitigatory measure, users resorted to; 1) the use of estimates (Ministry of Macroeconomic Planning and Investment Promotion); 2) carrying out own statistical surveys (MAMID) and 3) getting data from alternative sources to ZIMSTAT (ZNCC and others). As further proof that users had knowledge on the value of statistics, they complained against ZIMSTAT delayed release of the recent census data, with ZIMSTAT defending the “delay” and arguing it was within the General Data Dissemination Standard (GDDS) time frame. All users interviewed complained that ZIMSTAT Website was not easily accessible in comparison to regional and some local statistical websites, again confirming their “hunger” for statistics. Some ministries, such as Labour and Social Welfare and Ministry of Health Child Welfare had elaborate statistical systems, again confirming that users were aware on the use and value of statistics. In fact, stakeholders in the labour sector had reportedly indicated their willingness to pay for production costs incurred by the Ministry of Labour in producing and disseminating labour statistical bulletins. The Ministry of Agriculture has set up a system to carry out agricultural and livestock survey in reaction to irregular survey based statistics from ZIMSTAT. Given this background information, the effectiveness of activities implemented in this regard could at most be marginal.

3.2.4.3 NSS developed and effectively managed and coordinated

Key factors considered important for effective NSS coordination by the 2012 ZIMSTAT programme were the establishment or consolidation of statistical units in line ministries, appointment of a NSS coordinator and provision of computers to ten line ministries. The NSS coordinator was appointed and five ministries received computers. No support was available to establish or consolidate statistical units in line ministries. For these and other reasons, statistical units in line ministries (with the exception of Health and Labour ministries) remained identifiable with one person, and in the absence of such a person, operations came to a halt. The consultant faced numerous challenges to have meetings with “personalised” line ministry “statistical” units or at least representatives of the same. In situations where the contact person was unavailable, nobody in the ministry understood this project and meetings had to be done upon a person’s return. The situation got worse in the event the contact person had left the ministry or had passed on. The situation however differed in ministries such as health and labour and social welfare, where the units had been institutionalised. Because of this institutionalisation, the Ministry of Health and Child Welfare statistical unit was highly decentralised to clinic level. The Ministry of Labour also had had a statistical unit headed by a Deputy Secretary, with 5 economists and five enumerators. A few ministries interviewed were hesitant to establish institutionalised units citing financial challenges in the current economic environment.

The five ministries that received computers and laptops did not receive the software; neither did they receive related training. Even if all the ten ministries had been supported with computers, computer software and relevant training, in the absence of well-defined indicators, it would still have been difficult to show the incremental impact of the project activities on NSS coordination. In this context, the incremental benefit of computer provision and other activities on effective NSS coordination could not be verified.

3.2.4.4 Production and dissemination of quality data and statistics.

Basing on the logframe indicators, (improved quality of data and number of surveys and census completed) this result was satisfactorily achieved. A number of planned surveys were completed including the Agriculture and Livestock Survey, Labour and Child Welfare Survey, Census of Services, Business Tendency Survey, Volume of manufacturing index, quarterly employment inquiry and others.

**a) Agriculture and livestock survey**

Despite numerous delays encountered (delayed release of funds, delayed payment of overtime allowances, etc.), ZIMSTAT managed to process backlog data dating to 2011/2012 and 2012/.2013 as well as undertaking the survey planned for 2014/2015. By 31 March 2016, all the module reports had been produced for the 2014/2015 survey, with the exception of the last quarter for 2015(discussions with Manager for agricultural statistics). ZIMSTAT was able to develop a new sampling frame and sample, important milestones in future survey activities.

Execution of the ALS faced numerous challenges, raising concerns on the accuracy of data collected in some modules, in particular the area measurement and yield estimates. This concern rose from the fact that the timing of some modules did not adhere to recommended schedules because of the numerous delays already highlighted. The most affected module was the area measurement model, which ideally should be carried out between December and January in a given year. For this project, however, the module was done between February and March, a two months delay. Therefore, to measure areas planted, enumerators had to pace across the crop fields, that now had overgrown plants for the purpose, raising risks for inaccurate area measurements. Similarly, crop yield estimates, usually done in February-March, was delayed into May, ordinarily a harvesting period. This also raised accuracy risks as estimations were now based on farmer recall, rather than evidence based estimations. The post-harvest stage was done in August, in accordance with the acceptable module timing. Data processing was accordingly delayed, undermining the usefulness of this survey for policy analysis. The data was however useful for time series analysis.

Though the survey has been documented and placed on the website, a few dissemination challenges were encountered. There were no dissemination workshops done, after each module and for the whole survey, and some interviewed users were not aware of any survey reports. The old practise where ZIMSTAT held crop forecast meetings with different crop subcommittees was no longer operational, because MAMID stopped attending such meetings once it decided to undertake own surveys. Overall therefore, the utility value of the survey done by ZIMSTAT for agricultural policy making purposes, remained low given the competition presented by surveys done by MAMID and ZIMVAC.

**b) The Labour and Social Welfare Survey**

Contrary to the controversies that surrounded the ALS, the Labour survey was well received. In particular, the survey was done in a participatory manner, involving key stakeholders such as ZIMSTAT, Ministry of Labour Statistical Unit, NSSA Research Section, and LEDRIZ. The ministry of labour had a statistical unit, comprised of one deputy director, 5 economists and 5 data entry clerks, making it an institution and not a contact person. The Survey process started in 2014 and the report was disseminated in 2015. The survey process involved many stages including; training of trainers, pilot testing, training of enumerators, data collection, data analysis, and report writing. The report was disseminated in various ways, including posters, distribution to ministries and other NSS sectors; holding dissemination workshops in Harare and other provinces as well and placing the report on ZIMSTAT website.

Interviewed users talked highly of this survey because of the systematic and elaborate production and dissemination processes. Some of the information users (Ministry of Labour, NSSA and LEDRIZ) had participated at each stage (questionnaire design, supervision of the data collection process, data analysis and report writing). The involvement of technical advisors from ILO and UNICEF was commended for improving the survey quality. By the time of this evaluation in 2017, the Ministry of Labour had already produced detailed labour marketing bulletins from the information contained in the survey and had intentions to distribute these bulletins to its constituency in the public, parastatal and private sectors. The constituency, in particular the private sector, was reportedly prepared to pay the production and dissemination costs of these bulletins.

Despite the acceptability of this survey, questions continued to be raised on the time frame taken to complete and disseminate the survey. Some users felt that the time taken to complete the report was rather long, and by the time the report was disseminated, the situation on the ground would have changed. For instance, researchers tend to quote the year of the report publication and not the year in which the information in the report was collected. In the case of this project report, data collection was done in June 2014 and report was documented and disseminated in 2015, almost a year later. The need to adopt technologies that compress the data collection, analysis and documentation was emphasised by all users interviewed. Other country experiences in this regard were recommended, in particular the South African practise of quarterly labour surveys. In the Zimbabwe case, the most recent labour survey was done in 2014, coming after a previous one that had been done in 2011. The survey planned for 2016 did not take off because of financial constraints facing ZIMSTAT post project.

**c) Census of Services**

The survey of services was also well received. It represented first big survey after the last one had been done in 1980/81, 37 years before. This survey has a time lag of five years and the next one was scheduled for 2019. It was particularly important because it enabled the rebasing of the GDP.

**d) Economic statistics**

For economic modelling, the Ministry of Macroeconomic Planning and Investment Promotion gets data from ZIMSTAT and other actors. Despite this project, the Ministry complained that ZIMSTAT data was always behind schedule, in particular economic statistics such as GDP. With the exception of 2014 when reportedly ZIMSTAT supplied the Ministry with data, the Ministry continued to rely on statistics from second best sources, including MAMID. No ZIMSTAT figures were received in 2015 and 2016. The ministry had to use figures based on estimations. The Ministry operated within the General Data Dissemination Standard (GDDS) which require that to be up to date; one lag year is required for economic statistics. This presented challenges for the macro ministry given the missing economic figures for 2016 and 2017. Economic statistics involves the real sector (GDP, trade, fiscal, etc.) and the monetary sector. Accessing information on GDP (GDP by product, GDP by income and GDP by expenditure) presented a challenge.

**e). Other surveys.**

Interviewed users were generally satisfied with other surveys done by the project. Key ones included the Quarterly Employment Inquiry, the Central Business register, Industrial production statistics, Business tendency survey and Volume of manufacturing index (VMI). The major complaint raised was related to the time it took to download documents off ZIMSTAT website. Other users complained about the challenges encountered to get information direct from ZIMSTAT, as this reportedly resulted in numerous transfers from one officer to another with no end. These two areas (website and internal ZIMSTAT communication channels) needed an urgent attention.

**3.2.4. Increased availability of updated data on poverty and the economy.**

The project increased the availability of updated data on agriculture, labour, services, economic statistics and others. In particular, the Central Business Registry that had not been reviewed for years was redone, with people being sent out to South Africa and Kenya for training, the Survey of services, last done 37 years ago, was carried out and this enabled the rebasing of the GDB, and the ZIMSTAT website was updated. As a result, ZIMSTAT data can now be accessed via this website, though users still complained that the website took time to open up. Despite these transitory problems, all the reports produced by this project were accessible on the Website.

3.5 Impact

The goal of the project was to contribute to evidence based decision making. At the time of this evaluation, a number of institutions confirmed already using the availed information. In particular, the Ministry of Macroeconomic Development and Economic Transformation confirmed using economic statistics provided in 2014; the Ministry of Labour analysed the information provided by the Labour Survey and produced statistical marketing bulletins which it distributed to its constituency in the private and public sector; the Survey for Services enabled the rebasing of the GDP; NSSA confirmed its plans to exploit labour survey information for the benefit of its social security insurance interventions, and LEDRIZ confirmed using survey data to carry out research and policy analysis.

3.6 Sustainability

Potential for sustainability of benefits (quality and adequate information availed) was high but was undermined by many factors. Positive factors were many, including; 1) that the implementing partner, ZIMSTAT had the necessary experience to produce and disseminate demanded statistics post project. With financial support, statistics will be produced by ZIMSTAT; 2) UNDP and other development partners were prepared to continue financing the development of Statistics in general and for development monitoring.; 3) Donor willingness and ability to support statistical development activities was well demonstrated by the level of support during and after project. This donor support, combined with government support, enabled ZIMSTAT to carry out some of its operations. Table 2 below shows donor and government support extended for ZIMSTAT operations, though both support took a declining trend since 2013, with government support declining at a much greater rate than donor support.

Table 4: ZIMSTAT Operations: Government and Development Partner Support (2013-2015).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Period | Government Approved Budget(1) | Government Allocation(2) | Variance(3) | Donor Support(3) | Net Variance(3-1) |
| 2013 | 22 664 000 | 17 377 682 | (5 286 318) | 10 782 014 | 5 495 696 |
| 2014 | 8 052 000 | 4 031 233 | (4 020 767) | 8 717 439 | 4 696 672 |
| 2015 | 4 621 000 | 4 248 715 | (372 284.50) | 6 476 917 | 6 476 917 |
| Total | 35 337 000 | 25 657 630.50 | (9 679 369.50) | 25 976 370 | 16 615 740 |

Source: ZIMSTAT (annex 10); own calculations

In an attempt to counter this sustainability threat, the UN system in Zimbabwe had established a Data for Development Working Group, charged with the responsibility to coordinate statistical support to government within the UN system. Membership was UN dominated, though ZIMSTAT, selected government departments, WB and AfDB were co-opted members. Donors interviewed supported such coordination frameworks, and hoped that supporting statistical development would hence forth take a joint planning approach.

Sustainability risks were many and tended to outweigh the sustainability potentials discussed above. In particular, information collection and dissemination during the project was costly and it involved hiring of vehicles on the private market as well as the hiring of contract workers. In the absence of development partner finance, this will remain a mammoth task for ZIMSTAT. The Macro-economy was still in doldrums and government financial support was likely to remain subdued for some time. The re-engagement talks between government, IMF and the World were still in progress, making opportunities for early macroeconomic recovery grim. Soon after project expiry, government was unable to finance ZIMSTAT operational expenses, with the exception of salaries and administrative expenses. Consequently and by the time of this evaluation (2017), ZIMSTAT was unable to re-do surveys whose time lag had expired and the data backlog “saga” was again vividly manifesting itself. For instance, economic statistics, with a one year lag, were overdue for 2017; the Labour Survey, with a 2-3 year lag, was due in 2017; some of the IT equipment and software was already overdue for replacement and the list goes on. Replacement requirements cited included the software obtained in 2013 that was already -4 years old; the servers that also were 4 years old and computers. ZIMSTAT confirmed lack of financial resources to undertake required work. History was repeating itself; the situation reflected the tendencies of a vicious circle and a “sustainability trap”.

ZIMSTAT had no other significant financial sources in the absence of donor and government finance. This was the case despite the liberty ZIMSTAT had through the Census Act of 2007. ZIMSTAT was a semi-autonomous organisation, implying it had opportunities to charge for services rendered. ZIMSTAT acknowledged this window of opportunity but remained constrained by the desire to provide statistical data as a public good. The social and economic costs of privatising statistical data as well the appropriate technological options needed to be analysed adequately. Discussions with stakeholders in this regard brought out various options that need further consideration, including ; 1)commercialisation of raw data; 2)establishing a consultancy unit; 3)ZIMSTAT changing its business model to become a hub for administrative data, which data it could charge for; 4) ZIMSTAT could do secondary analysis of the raw data, into area/gender specific (ward, village etc.) and charge those in need of micro level data and; 5) ZIMSTAT could change its business model and begin to charge public, private and donor information users; 6) ZIMSTAT could also consider recognising data that is produced by other organisations so that it does not have the burden of generating the full complement of the country’s statistics requirements, but could still provide a quality control service and 7) ZIMSTAT could also release raw data and allow others to do the processing and analysis to reduce the burden. In the short term, however, NSS actors appealed to the donor community to undertake interventions that were sensitive to both the symptoms and the real causes of the sector problem. In this case, project interventions that focus on real causes that are related to the macro-economy and ZIMSTAT’s high dependence levels need due consideration.

NSS actors were also concerned that ZIMSTAT data collection technology was costly and could be reduced by the adoption of modern technologies. Enumerators at district levels were reported to operate under difficult conditions, particularly with reference to inappropriate transportation (buses). The operational environment had differed from pre-independence era where questionnaires would be posted to commercial farmers. A number of institutions such as UNICEF (water and sanitation survey) and Ministry of Health and Child Welfare( electronic health recording in Mashonaland East) were piloting new technological innovations, and these would need to be studied as part of the broader study to introduce more costs effective data collection and processing technologies.

Donors such as DFID and AfDB had taken a temporary halt to ZIMSTAT financing to take stock of project impacts as well considering innovations to improve sustainability of information produced and supplied by ZIMSTAT. In particular, AfDB requests to ZIMSTAT to produce sustainability plans had reportedly not been responded to in the past two years. DFID was also concerned with current trend where ZIMSTAT priorities were donor driven, at the expense of NSS priorities. Both these donors indicated the need for time to take stock and reflect on the way forward.

3.6 Human rights and gender equity.

This project focused on institutional development. Accordingly, gender and human rights issues were not streamlined. Annual progress reports however made efforts to distinguish between men and women participation in training and employment, particularly with regards to enumerator training and training.

4.0 Conclusions, lessons learnt, recommendations

4.1 Relevance

Conclusion

This project was designed to solve the incapacity problems that faced ZIMSTAT and the NSS system prior to 2012. In this regard, the project objective was highly relevant to operational constraints facing ZIMSTAT. The relevance was however significantly undermined by a project design that addressed problem symptoms and effects. Instead, the true causes were related to the macroeconomic disequilibrium that chocked government revenues, making state funded, institutions, including ZIMSTAT, largely dysfunctional. Data backlogs and limited statistical outputs (surveys) that the project considered as causes of the problem were only symptoms and effects of the problem.

Lessons learnt.

* Project interventions should address real causes and not problem symptoms and effects
* Projects should be differentiated from programmes. In this regard, programmes can be designed and finalised on the basis of budget estimates. However, projects should be implemented on the basis of effective and not nominal commitments to budget financing
* Harmonising operational regulations and practises of development partners will minimise implementation confusion each time a donor project is availed
* The political system should monitor and enforce the provisions of statutory legal provisions, with special reference to ZIMSTAT as the producer and disseminator of national statistics.

Recommendations

It is recommended that:

* Development partners consider forming a multi-donor trust fund to support the development of statistics in the country.
* Development partners consider carrying out cost benefit analysis of statistics development projects and ensure value for money.

4.2 Efficiency

Conclusion

Project efficiency was considered satisfactory despite the numerous delays encountered at inception and during implementation. Activity implementation was efficient because of the participatory governance, planning and monitoring frameworks adopted by the project. Development partners, the implementing partner (ZIMSTAT) and key selected line ministries constituted the Project Steering Committee, which made overall supervision on project implementation. Consequently, activity implementation challenges were responded to and solved. Other factors that promoted implementation efficiency were 1) the reliance on ZIMSTAT’s experience and expertise for activity implementation; 2) the adoption of UNDP financial management systems which ensured that resources were procured at least cost and adequately monitored and 3) the provision of adequate financial resources to implement activities as per work-plans. Though numerous activities were delayed necessitating a one year extension, most planned activities were completed within the extended project period and within activity budgets.

Lessons learnt

* Participatory project management institutional frameworks, involving beneficiary and partner development institutions, are necessary for speedy and effective decision making and timely activity implementation
* There is need for development partners, in particular, the UNDP, to explain its operational regulations as part of project inception.
* Synergising, where possible, development partners operational regulations is important to minimise IP confusion and training demands. Currently, IPs have to be trained on the operations and regulations of each development partner.

Recommendations

It is recommended that:

* development partners should consider explaining financial, operational and regulatory frameworks at project inception
* ZIMSTAT should consider undertaking a study to evaluate pilot studies under implementation to test the effectiveness of modern technologies for collection, processing and dissemination of statistics.
* As part of the study above, ZIMSTAT should consider studying different technologies that other countries have adopted to reduce data collection and long report production periods.

4.3 Effectiveness

Conclusion

Project effectiveness has been assessed with regards the extent to which the 4 planned outputs and one outcome were realised. The capacity building process of the NSS was partly achieved. Activities done were focussed mainly on ZIMSTAT capacitation and this was largely achieved through IT improvements, staff training and transportation for survey activities. Accordingly, ZIMSTAT completed back-dated surveys and new ones as well as disseminating the same. However, limited focus was put on the need to improve management and coordination of the NSS. Thus, while ZIMSTAT capacity was greatly improved, the overall NSS capacity institutional capacity remained low.

Lessons

* Project effectiveness is realised if project results that relate to real problem causes are achieved
* Statistical units have to be institutionalised and not personalised
* Statistical units have to be decentralised to district/sub-district units.

Recommendations

It is recommended that: ZIMSTAT and development partners should consider reviewing the operations of the Website with a view to periodically update it to meet user demands.

4.4 Impact

Conclusion

The goal of the project was to contribute to evidence based decision making. Available evidence shows that the project was already contributing positively to evidence based decision making. At the time of this evaluation, a number of institutions confirmed already using the availed information. The Survey of Services had been used to rebase the GDP, the Ministry of Labour was already publishing labour statistical bulletins and research institutions such as LEDRIZ were already using survey reports for policy analysis and other research work.

4.5 Sustainability

**Conclusion**

Potential for sustainability of benefits (quality and adequate information availed) was high but was undermined by many factors. Sustainability risks were many and tended to outweigh the sustainability potentials. In particular, ZIMSTAT data collection technologies needed to be modernised; optional sustainability innovations were needed to minimise ZIMSTAT financial dependency on government and donors, while the operational constraints of ZIMSTAT district officials needed to be improved.

Lessons

* A project that is designed to address problem symptoms and effects will not solve the problem.
* A project design that does not address real causes of the problem will undermine sustainability of project benefits

Recommendations

It is recommended that Development partners and ZIMSTAT consider undertaking a study to assess the feasibility and recommend sustainability options that face ZIMSTAT. Some of the options for consideration include:

* + Commercialisation of raw data;
  + Establishing a consultancy unit;
  + ZIMSTAT changing its business model to become a hub for administrative data, which data it could charge for;
  + ZIMSTAT undertaking detailed analysis of the raw data, into area/gender specific (ward, village etc.) and charge those in need of micro level data and;
  + ZIMSTAT changing its business model and begin to charge public, private and donor information users.
  + In the short term to medium term however, donors continue financing interventions that ameliorate problems effects/symptoms, as bridging finance.
* Participating development partners consider endorsing and applying the concept of a Statistical Working Group in Zimbabwe and through this process iron out operational discords that currently characterise development partner participation in the financing of statistical development activities.

**Annex 1: Institutions and people met**

|  |  |  |
| --- | --- | --- |
| Name | Organisation | Title |
| Bangwayo. E | UNDP | National Economist |
| Muchemwa. B | UNDP | Monitoring and Evaluation Specialist |
| Made. A | UNDP | UNDP Specialist |
| Tugwete. V | UNDP | Assistant Project Co-ordinator |
| Jones. A | DFID | Team Leader for DFID Zimbabwe |
| Chimbetete. N | AfDB | Programme Manager(Ministry of Finance AfDB Programme) |
| Mlambo. P | UNFPA | Programme Specialist- Population and Development |
| Muradzikwa. S | UNICEF | Chief Social Policy and Research |
| Ndlela. D.B | USAID-SERA | Economic and Planning Consultant |
| Dzinotizei. M | ZIMSTAT | Director - General |
| Mungate. T | ZIMSTAT | Director of social statistics |
| Taruvinga. N | ZIMSTAT | Director of income and analysis |
| Shoniwa. K.R.N | ZIMSTAT | Director – Production Division |
| Changa. B | ZIMSTAT | Deputy Director of central services |
| Chingwara. C | ZIMSTAT | Manager of national accounts |
| Kaseke. B | ZIMSTAT | Manager of Agriculture and Environment Statistics |
| Matangira.T | ZIMSTAT | Manager of Real Sector |
| Chijokwe. P | ZIMSTAT | Principal Accountant |
| Mufugami. N | ZIMSTAT | NSS Co-ordinator |
| Majoni. T | ZIMSTAT | I.T Manager |
| Matsika. A | ZIMSTAT | Human Resources Manager |
| Chitsamba. T | ZIMSTAT | Provincial Supervisor- Manicaland |
| Manyengavana.D | ZIMSTAT | Provincial Statistical Officer - Masvingo |
| Mutizwa. L | ZIMSTAT | Provincial Statistical Officer- Bulawayo |
| Bwenje. C.T | MAMID | Director of Economics and Markets |
| Makotese. W | MAMID | Deputy Director of Economics and Markets |
| Nyaruwata. S | MWAGCD | Deputy Director(Gender) |
| Zhanje. C | M IC | Director of Consumer Affairs |
| Chidzungu. I | MIC | Economist-Research and Consumer Affairs |
| Hobwani. S | MLSW | Deputy Director - Labour Research and Economics |
| Mafaune. P(Dr) | MHCW | Provincial Medical Health Officer |
| Mujajati. C.M | MMEPIP | Director of Economic Modelling |
| Hamandishe. E | MOFED | Director for Fiscal Policy and Advisory Services/ Non-Executive Director for ZIMSTAT |
| Sithole. T | Provincial Administrator’s Office | Principal Administrative Officer- Mutare |
| Nzarayebani. D | MAMID | Principal Agronomist- Manicaland |
| Mugari. E | MAMID | Agricultural Extension Specialist -Masvingo |
| Nyoni. D | MAMID | Provincial Crop and Livestock Officer-Matebeleland North |
| Kanyenje. G (Dr) | LEDRIZ | Director |
| Marewangepo. M.K | NSSA | Research and Statistics Officer |
| Sibanda. D | ZNCC | Economist |

**Annex 2: Statistical users and producers by thematic areas**

|  |  |  |  |
| --- | --- | --- | --- |
| **Theme No** | **Theme category** | **No of Users and Producers** | **Name of organisations** |
| **1** | Health,  Social Welfare and  Poverty Statistics | 8 | * Ministry of Health and Child Care * National Aids Council (NAC) * NSSA * Zimbabwe National Family Planning Council * Food and Nutrition Council * UNICEF * Ministry of Women Affairs Gender and Community Development * Ministry of Justice Legal and Parliamentary Affairs |
| **2** | **International Migration and Tourism Statistics** | 5 | * Ministry of Home Affairs * Zimbabwe Tourism Authority * International Organization for Migration * Ministry of Tourism and Hospitality * UNHCR |
| 3 | **Education and Culture Statistics** | 6 | * Zimbabwe Music Rights Association * National Arts Council of Zimbabwe * Ministry of Higher and Tertiary Education * Ministry of Youth Development and Indigenization * Ministry of Primary and Secondary Education * National Gallery of Zimbabwe |
| 4 | **GROUP 4 Population Census and Demography Statistics** | 5 | * UZ- Centre for Population Studies * UNFPA * Population Services International Zimbabwe * Women’s University in Africa |
| 5 | **Labour, Services and Informal Sector Statistics** | 6 | * Ministry of Public Service Labor and Social Welfare * Ministry of Local Government and National Housing * Zimbabwe Federation of Trade Unions * Zimbabwe Investment Authority * ZNCC * ZCTU |
| 6 | **Agriculture, Early Warning and Environmental Statistics** | 10 | * Grain Marketing Board * Tobacco Industry Board * Forestry Commission * Tobacco Research Board * UZ Geography and Environmental Studies * Environmental Management Agency * ARDA * Ministry of Agriculture, Mechanization and Irrigation Development * Ministry of Environment * Parks and Wildlife |
| 7 | **ICT, Infrastructure and Industrial Statistics** | 13 | * Ministry of Information Media and Broadcasting Services * Ministry of Information and Communication Technology * POTRAZ * SIRDC * Urban Development Cooperation * CAAZ * ZINARA * TRAFFIC SAFETY COUNCIL OF ZIMBABWE * Ministry of mines and Mining Development * ZESA * RCZ * CZI * IDCZ * NOCZIM * CVR * REA * MMCZ * Ministry of Industry and Commerce |
| 8 | **National Accounts, Prices and Poverty datum lines, Finance and Trade Statistics** | 7 | * Reserve Bank of Zimbabwe * Zimtrade * Ministry of Finance and Economic Development * Zimbabwe Investment Authority * World Bank * AfDB * ZIMRA |
| Total |  | 60 |  |

Annex 3: Development partner support 2013-2015

|  |  |  |
| --- | --- | --- |
| **Period** | **Development partner** | **Total release allocations** |
|  |  | **US$** |
| **2013** | African Development Bank | 34,621.00 |
|  | CORDAID | 150,428.00 |
|  | Culture Fund | 2,639.00 |
|  | POTRAZ | 8,360.00 |
|  | UNDP | 1,256,039.00 |
|  | UNFPA | 7,383,257.00 |
|  | UNICEF | 1,139,761.00 |
|  | USAID | 806,909.00 |
| **SUB TOTAL** | | **10,782,014.00** |
| **2014** | African Development Bank | 573,444.00 |
|  | ILO | 46,855.00 |
|  | POTRAZ | 917,612.00 |
|  | UNDP | 3,853,725.00 |
|  | UNECA | 180,640.00 |
|  | UNICEF | 2,978,847.00 |
|  | USAID | 166,316.00 |
| **SUB TOTAL** | | **8,717,439.00** |
| **2015** | African Development Bank | 900,848.00 |
|  | African Capacity Building Foundation | 37,660.00 |
|  | OECD | 7,640.00 |
|  | ILO | 16,000.00 |
|  | UNDP | 3,399,759.00 |
|  | UNFPA | 314,145.00 |
|  | UNICEF | 291,747.00 |
|  | USAID | 1,509,118.00 |
| **SUB TOTAL** | | **6,476,917.00** |
| **TOTAL** | | **25,976,370.00** |

Source: ZIMSTAT

**Annex 4: Project logframe**

|  |  |  |
| --- | --- | --- |
| Results | Activities | **All** Activities Targets |
| Output 1: Strengthen the Capacity of ZIMSTAT and National Statistical System (NSS)  **Indicator**  No. of staff recruited and trained (will have to come up with some quality CB indicators  **Baseline**  ZIMSTAT has been unable to attract and retain adequate numbers of qualified staff, with 98 vacancies out of 376 posts in the central office and in the provincial offices 427 are vacant out of 862 posts for contract work | 1.1)Initiate skills assessment and change management programmes  1.1.1.Support needs analysis of ZIMSTAT in line with its mandate  1.1.2Undertake business processes analysis and reengineering of ZIMSTAT  1.1.3Support staff appraisals including gender statistics skills.  1.1.4Support team building sessions of ZIMSTAT  1.1.5Support the implementation of change management programme processes in ZIMSTAT | 1)At least 238 staff recruited, HR policies developed and implemented  2)100 staff members receive short courses and 80 in-service training  3)At least 30 staff members receive training  4)Staff appraisals conducted  5)Change management implemented  6)ICT needs assessments carried out up to district level  7)ICT connectivity up to district level  developed  8)Business register updated  9)Data collection and storage policies developed and implemented  10)Financial policies developed  and implemented |
| 1.2)Recruit and train staff  1.2.1Support the development and implementation of HR policies and procedures.  1.2.2 Support ZIMSTAT on the improvement of staff motivation and job satisfaction |  |
| 1.3)Improve physical, ICT and statistical infrastructure  1.3.1Supports the ICT needs analysis for ZIMSTAT and prioritises procurement.  1.3.2Procure necessary IT, office equipment and furniture.  1.3.3Support the strengthening of IT infrastructure and equipment  1.3.4Standardize IT use in work processes  1.3.5Improve sampling frames, methodologies, registers, metadata, among others |  |
| 1.4) Develop policies to ensure effective and efficient collection and storage of official statistics.  1.4.1Support the development of the necessary policies on data collection and storage of official statistics |  |
| 1.5)Strengthen financial management and accountability processes  1.5.1Support the development of policies that ensure effective and efficient data collection and storage of official statistics.  1.5.2Support the rationalization of various survey and census operations to minimise costs.  1.5.3Support revenue generation strategies and identify potential sources of funding including the establishment of a consultancy unit.  1.5.4Support the development of financial procedures  1.5.5Support the establishment of performance management processes based on the RBM. |  |
| Output 2: Promote awareness on the use and value of statistics  **Indicator**  i)Number of clients and stakeholders targeted  ii)Increase in appreciation for and understanding of statistical data among users  **Baseline**  Limited awareness about the role and importance of statistics among MDAs, and limited ability of ZIMSTAT to meet the needs of data users | 2.1)Promote evidence-based policy making among MDAs and line ministries  2.1.1Support the development of communication, advocacy and media strategies to build awareness on the importance of statistics. | **1)**10 MDAs and line ministries targeted  **2)**Communication strategy developed  3)Media engaged to build awareness on the importance of statistics  4)User producer symposium conducted  5)Participate in trade fairs and statistics days/week commemorations |
| 2.2)Improve user-producer dialogue by conducting stakeholder consultative meetings to establish data gaps and technical committee meetings or symposiums  2.2.1Support the organization of commemorations of international/national statistics events /days, trade fairs, and develop advocacy materials. |  |
| 2.3)Improve customer care and accessibility of official statistics  2.3.1Support the generation of user-friendly statistical publications/bulletins/brochures |  |
| Output 3: Develop, manage and coordinate NSS effectively  **Indicator**  Existence of a Statistical Common Service for the NSS  **Baseline**  Limited institutional arrangements and lack of strategic direction has resulted in the production of poor quality data | 3.1)Establish collaborative arrangements for engaging and coordinating stakeholders across NSS  3.1.1Support the establishment of the NSS coordination unit to share information among stakeholders and users.  3.1.2Support the strengthening of the Zimbabwe Statistical Association.  3.1.3Support the development and publication on statistical concepts notes for policy and decision-makers.  3.1.4Support the improvement of technical coordination arrangements among data producers. | **1)** Statistical Common Service introduced in 10 ministries  2)NSS coordination unit established  2)Publication of statistical concepts developed and launched  3)Statistical units established in line ministries  4)Mechanisms for monitoring and evaluation of the NSS developed |
| 3.2)Establish a Statistical Common Service for the NSS  3.2.1Support the promotion of the best practices, harmonization, concepts, definitions and methods on statistics.  3.2.2Recommend structures for ministries that produce statistics\ |  |
| 3.3)Strengthen institutional linkages within and between sectors  3.3.1Support the creation of NSS institutions in line ministries for production and use of routine data.  3.3.2Support the development and improvement of Management Information Systems (MIS).  3.3.3Support the strengthening of mechanisms for monitoring and evaluation of the NSS at national and sector levels.  3.3.4Support the establishment of a gender data analysis technical committee. |  |
| Output 4: Production and dissemination of quality data and statistics  **Indicator**  Improved quality of data and number of surveys and census completed  **Baseline**  Lapses in the survey and census programmes in ZIMSTAT has led to gaps in statistics, which has hampered policy-making | 4.1)Statistical programmes strengthened through analysing data and filling data gaps to meet priority needs of users and timely production of surveys  4.1.1Support the production and analysis of key economic and socio-demographic statistics  4.1.2Support the user needs assessments to determine data priorities.  4.1.3Enhance sampling methodologies  4.1.4Support the improvement data analysis and use of GIS technologies. | 1) surveys and population census completed  2)Complete population census, PICES, Agriculture & livestock survey, Census of services,  2)Update central enterprise and business register, business tendency survey, volume of manufacturing survey, census of industrial production, international merchandise statistics, CPI, PPI, GDP, Quarterly employment inquiry  3)Complete basic economic statistics (GDP, agriculture survey, CPI, quarterly employment statistics, CIP, VMI, Trade Statistics, and other social and environmental statistics  **3)**All Economic and social statistics produced  3)All Economic and social statistics produced |
| 4.2)Standards for quality assurance and control established  4.2.1Support the establishment of quality assurance standards for all statistical processes and outputs.  4.2.3Provide support for training to meet IMF data dissemination standards. |  |

Annex 5: Government support (excluding salaries and administration)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PERIOD** | **APPROVED BUDGET** |  |  | **TOTAL RELEASE/ ALLOCATIONS** |  |  | **VARIANCE** | |
|  | **US$** | | | **US$** | | | **US$** | |
| **2013** | 22,664,000.00 | | | 17,377,682.00 | | | 5,286,318.00 | |
|  |  | | |  | | |  | |
| **2014** | 8,052,000.00 | | | 4,031,233.00 | | | 4,020,767.00 | |
|  |  | | |  | | |  | |
| **2015** | 4,621,000.00 | | | 4,248,715.50 | | | 372,284.50 | |
|  |  |  |  |  |  |  |  |  |
| **TOTAL** | 35,337,000.00 | | | 25,657,630.50 | | | 9,679,369.50 | |

Annex 6: Questionnaires guiding stakeholder interviews.

1. Line Ministry questionnaire

* Do you a statistical unit in this ministry
* How is it structured
* Are statistical units useful
* How do get data from ZIMSTAT
* Do you face any challenges in accessing that data
* What do you do if ZIMSTAT has no data
* What are your working relationships with ZIMSTAT
* Are you aware of the UNDP support project to ZIMSTAT
* What are the project objectives
* What support did your ministry get from the project
* Was this support useful
* Did you participate at any stage in the project activities
* How were you involved
* What benefits did your ministry get from project activities and outputs

1. ZIMSTAT National Questionnaire

* Brief outline of your functions and responsibilities
* Brief of your operational environment before the project
* How do you disseminate surveys produced
* When last was your surveys done
* How has that affected your performance rating
* Who demands your services
* What are your operational links with user line ministries
* What is your staff compliment
* Comment on your staff adequacy
* List items of support done by the project
* What challenges did you experience in executing project related activities
* How do you assess UNDP role compared to other development partners
* What achievements have you made
* Did you produce the surveys in acceptable time frame
* What is that time frame
* Who determines such time frames
* What benefits accrued to your department
* How will sustain such benefits post project
* Any recommendations for future related projects.
* Do you any questions

1. ZIMSTAT Provincial Questionnaire

* What are your day to day activities
* What is your relationship with head office
* What is the size and structure of your workforce, including at district levels
* What are your generic constraints
* Did the project address these constraints
* How were they addressed
* What gaps still exist
* Highlight challenges you faced under each survey done by project

4.0 Project Management Questionnaire

* When did the project start
* What operational challenges did the project encountered
* How were these challenges solved
* Who do you think owns this project
* What roles did UNDP play
* What was the project implementation mechanism
* How was the project governed
* What was the project monitoring system
* Were inputs (finance, vehicles, and staff) availed on time? Explain.
* Apart from ZIMSTAT, which other institutions benefitted from project resources

5, 0 Development Partner Questionnaire

* What support have you given under this project
* What are your assessments on the implementation process
* Was your operational relationship with UNDP satisfactory
* Are you prepared to finance the next phase
* Do you think your expectations were satisfied
* Do you think a different strategy to develop statistics may do \be required
* Do you think ZIMSTAT has opportunities to be financially independent

6.0 Private sector (ZNCC, NSSA)

* Is statistics important for your work
* In what way
* How do you normal access required information
* Do you ever provide information to ZIMSTAT
* How do you provide required information
* Any challenges faced in accessing ZIMSTAT information
* When last did you try ZIMSTAT website
* What information sources do you depend on

Annex 7: ZIMSTAT 2017 staffing situation

|  |  |  |  |
| --- | --- | --- | --- |
| GRAD | AUTHORISED ESTABLISHMENT | POSTS FILLED | NO OF VACANCIES |
| Director General | 1 | 1 | 0 |
| Deputy Director General | 1 | 0 | 1 |
| Divisional Directors | 5 | 3 | 2 |
| Deputy Director/Chief Internal Auditor | 4 | 1 | 3 |
| Manager/ Chief Stats/Prog/Accountant Officer/ Statistician / Researchers | 34 | 21 | 13 |
| Principal Stats Officer | 1 | 0 | 1 |
| Principal programmer | 10 | 6 | 4 |
| Statistical clerk/officer | 101 | 77 | 24 |
| Human Resources Officer | 3 | 1 | 2 |
| Admin Officer | 1 | 0 | 1 |
| Accountant | 1 | 1 | 0 |
| Director General’s Secretary | 1 | 1 | 0 |
| Human Resources Assistant 1 | 15 | 13 | 2 |
| Record Information officer | 1 | 0 | 1 |
| Records Information Assistant | 3 | 3 | 0 |
| Executive Assistant | 1 | 1 | 0 |
| Typists | 5 | 4 | 1 |
| Data capture supervisor | 1 | 0 | 1 |
| Data Capture Supervisor 11 | 1 | 0 | 1 |
| Data Capture operator | 20 | 12 | 8 |
| Librarian | 2 | 2 | 0 |
| Office Orderly | 18 | 13 | 5 |
| Driver | 4 | 3 | 1 |
| Enumerator | 144 | 87 | 57 |
| Total | 378 | 250 | 128 |

Source: ZIMSTAT