



United Republic of Tanzania

TANZANIA STATISTICAL MASTER PLAN 2008/09 – 2010/11

Final Report



**National Bureau of Statistics
Ministry of Finance and Economic Affairs
Dar es Salaam
Tanzania**

August 29, 2008

MAP OF TANZANIA

TANZANIA

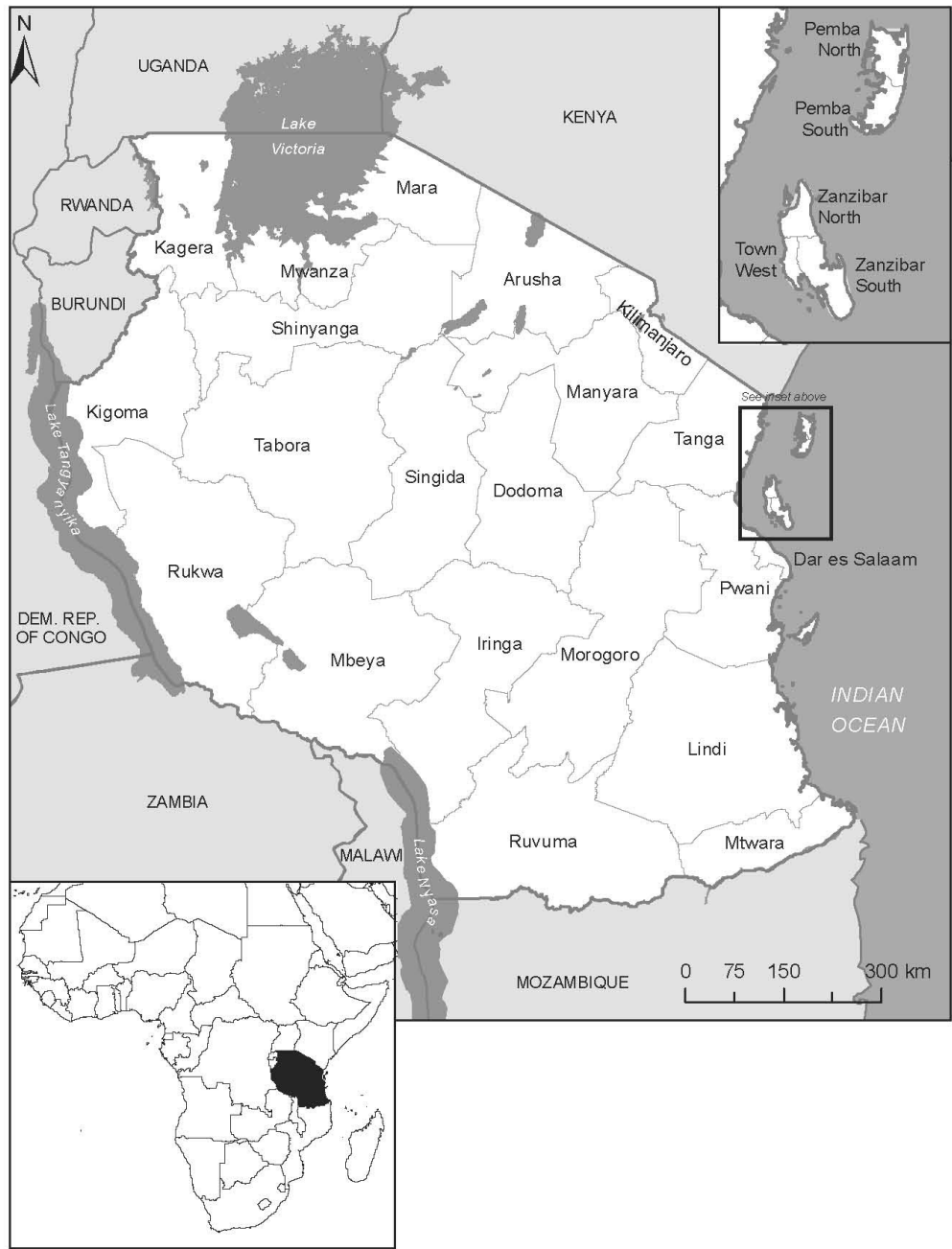


TABLE OF CONTENTS

MAP OF TANZANIA

TABLE OF CONTENTS	I
ACRONYMS.....	IIIIII
FOREWORD	VI
PREFACE.....	VII
ACKNOWLEDGEMENT.....	VIII
EXECUTIVE SUMMARY	IX
PART I: CURRENT STATUS AND ASSESSMENT	
1.0 BACKGROUND AND PROCESS.....	1
1.1 POLICY CONTEXT.....	1
1.2 STATISTICAL DEVELOPMENTS	3
1.3 RELATIONSHIP WITH STAKEHOLDERS	5
1.4 LESSONS LEARNED	8
1.5 PROCESS OF DEVELOPING TSMP.....	9
2.0 STATUS OF THE CURRENT NATIONAL STATISTICAL SYSTEM.....	14
2.1 COMPONENTS OF THE TANZANIA NATIONAL STATISTICAL SYSTEM	14
2.2 LEGAL ASPECTS OF THE NATIONAL STATISTICAL SYSTEM.....	14
2.3 OPERATIONAL ASPECTS OF THE NATIONAL STATISTICAL SYSTEM	14
3.0 ASSESSMENT OF THE CURRENT NATIONAL STATISTICAL SYSTEM.....	16
3.1 INFRASTRUCTURE OF THE NATIONAL STATISTICAL SYSTEM	16
3.2 STATISTICAL OUTPUTS AND DATA QUALITY	18
3.3 STAFF INCENTIVES.....	29
3.4 SKILL LEVELS AND TRAINING	30
3.5 FINANCIAL CONSTRAINTS	32
PART II: TANZANIA STATISTICAL MASTER PLAN	
4.0 OUTLINE OF THE TANZANIA STATISTICAL MASTER PLAN (TSMP).....	34
4.1 TSMP AS A STRATEGIC DOCUMENT.....	34
4.2 VISION AND MISSION OF TSMP.....	34
4.3 OUTCOMES AND SPECIFIC OBJECTIVES	35
5.0 TSMP WORK PROGRAMME	36
5.1 STAKEHOLDERS PARTICIPATION IN DEVELOPING TSMP	36
5.2 MAINTAINING KEY ECONOMIC AND SOCIAL DEMOGRAPHIC STATISTICS.....	36
5.3 STRATEGIC OBJECTIVES AND GOALS OF TSMP	36
6.0 PROPOSED BUDGET AND FINANCING PLAN	39
6.1 OVERVIEW	39
6.2 BASIS OF COST ESTIMATES.....	39
6.3 MAJOR COST ITEMS.....	39
6.4 PRIORITIZATION AND FUNDING OPTIONS	40
7.0 IMPLEMENTATION PLAN	41
7.1 MECHANISM FOR IMPLEMENTING AND UPDATING THE PLAN.....	41
7.2 MONITORING AND EVALUATION	41
7.3 RISKS.....	42
7.4 TSMP IMPLEMENTATION SCHEDULE.....	42
8.0 APPENDICES	43
APPENDIX 1: MATRIX OF STRATEGIC OBJECTIVES, GOALS AND ACTIVITIES.....	43

APPENDIX 2:	THREE-YEAR COST ESTIMATES.....	48
APPENDIX 3:	ECONOMIC SURVEY CALENDAR.....	50
APPENDIX 4:	CENSUSES AND SURVEYS CALENDAR TANZANIA MAINLAND, 2000 - 2015.....	51
APPENDIX 5:	CENSUSES AND SURVEYS CALENDAR ZANZIBAR, 2000 - 2015	52
APPENDIX 6:	TSMP IMPLEMENTATION SCHEDULE.....	53
APPENDIX 7A:	ACTIVITY SCHEDULE MATRIX FOR TANZANIA MAINLAND.....	54
APPENDIX 7B:	ACTIVITY SCHEDULE MATRIX FOR ZANZIBAR.....	74

ACRONYMS

AfDB	African Development Bank
AFRITAC	African Regional Technical Assistance Center (IMF)
AIDS	Acquired Immune Deficiency Syndrome
APPI	Agriculture Producer Price Index
ASM	Agricultural Statistics Manager
BA	Bachelor of Arts
BEO	
BSc	Bachelor of Science
BOT	Bank of Tanzania
CIA	Chief Internal Auditor
CPD	
CPI	Consumer Price Index
CRE	Central Register of Establishments
CWIQ	Core Welfare Indicators Questionnaire
DADO	
DESD	Director of Economic Statistics Directorate
DESTA	Developing Economic Statistics in Tanzania
DFAM	Director of Finance, Administration and Marketing
DfID	Department for International Development (UK)
DG	Director General
DHS	Demographic and Health Survey
DMIS	Division of Management Information System
DPLO	Office of the District Planning Officer
DQAF	Data Quality Assessment Framework
DSM	
DSOD	Director of Statistical Operations Directorate
DSSD	Director of Social Statistics Directorate
EA	Enumeration Area
EAC	East African Community
EASTC	Eastern Africa Statistical Training Centre
EES	Employment and Earnings Survey
ESAM	Environmental Statistics and Analysis Manager
FAQ	Frequently Asked Questions
FASDEV	Forum on African Statistical Development
FM	
FOM	Field Operations Manager
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
GEI	Gender Empowerment Index
GIS	Geographic Information System
GOT	Government of Tanzania
HBS	Household Budget Survey
HES	Household Expenditure Survey
HIV	Human Immunodeficiency Virus
HMIS	Health Management Information System
ICP	International Comparison Project
ICSM	Industrial and Construction Statistics Manager
ICT	Information Communication Technology
ILFS	Integrated Labour Force Survey
IMF	International Monetary Fund
IMTC	
ITM	
ITMM	Information Technology and Marketing Manager
JICA	Japan International Cooperation Agency

LAN	Local Area Network
LGAs	Local Government Authorities
LGMD	Local Government Monitoring Database
LGRP	Local Government Reform Programme
LO	
LPSM	
MAB	Ministerial Advisory Board
MAPS	Marrakech Action Plan for Statistics
M&E	Monitoring and Evaluation
MBA	Master of Business Administration
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MIS	Management Information System
MKUKUTA	<i>Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania</i>
MKUZU	<i>Mkakati wa Kupunguza Umasikini Zanzibar</i>
MNRT	Ministry of National Resources and Tourism
MOFEA	Ministry of Finance and Economic Affairs
MPEE	Ministry of Planning, Economy and Empowerment
MTTI	Ministry of Tourism, Trade, and Industry
MSc	Master of Science
MTEF	Medium Term Expenditure Framework
NASM	
NBS	National Bureau of Statistics
NCPI	National Consumer Price Index
NDPC	National Data Processing Centre
NEC	National Electoral Commission
NGOs	Non-Governmental Organizations
NMS	National Master Sample
NPS	National Panel Survey
NSDI	National Spatial Data Infrastructure
NSDS	National Strategies for the Development of Statistics
NSGRP	National Strategy for Growth and Reduction of Poverty
NSOs	National Statistical Offices
NSS	National Statistical System
OC	Other Charges
OCGS	Office of the Chief Government Statistician
OPRAS	Open Performance Review and Appraisal System
PAM	Personnel and Administration Manager
PARIS21	Partnership in Statistics for Development in the 21 st Century
PIF	Performance Improvement Fund
PMO-RALG	Prime Minister's Office – Regional Administration and Local Government
PO-PSM	President's Office – Public Service Management
PRSP	Poverty Reduction Strategy Paper
PRs	Poverty Reduction Strategies
PSDA	Participatory Service Delivery Assessment
PSF	Private Sector Federation
PSRP	Public Sector Reform Programme
RADO	
RCPI	Regional Consumer Price Index
REPOA	Research on Poverty Alleviation
RITA	Registration Insolvency and Trusteeship Agency
RRSF	Reference Regional Strategic Framework for Statistical Capacity Building in Africa
RS	Regional Secretariat
RSM	Regional Statistical Manager
SADC	Southern African Development Community

SDDS	Special Data Dissemination Standard
SIDA	Swedish International Development Agency
SMD	Surveys and Mapping Division
SMS	
SMSCM	Statistical Methods, Standards and Coordination Manager
SSPCM	Social Statistics and Population Census Manager
SSPSs	Sector Strategic Plans for Statistics
SUT	Supply and Use Table
SWOT	Strength, Weaknesses, Opportunities and Threats
TACAIDS	Tanzania Commission for AIDS
TANESCO	Tanzania Electricity Supplies Company
TCT	Tourism Confederation of Tanzania
THIS	Tanzania HIV/AIDS Indicator Survey
TISD	Tanzania Integrated Statistical Database
TMA	Tanzania Meteorological Agency
TMG	<i>Takwimu</i> Management Group
TMIS	Transport Management Information System
TOT	
TTB	Tanzania Tourist Board
TRA	Tanzania Revenue Authority
TSED	Tanzania Socio-Economic Database
TSM	Tax Statistics Manager
TSMP	Tanzania Statistical Master Plan
TTSM	Transport and Tourism Statistics Manager
TWG	Technical Working Groups
UDSM	University of Dar es Salaam
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNFPA	United Nations Population Fund
UNSD	United Nations Statistics Division
URT	United Republic of Tanzania
USD	United States Dollar
WAN	Wide Area Network
WB	World Bank
ZATI	Zanzibar Association of Tourism Investors
ZPRP	Zanzibar Poverty Reduction Plan
ZTC	Zanzibar Tourist Corporation
ZSMP	Zanzibar Statistical Master Plan

FOREWORD

Most governments in the world to-day, including the Government of Tanzania, are pursuing national development using a results-based agenda, which includes wealth creation and poverty reduction strategies (e.g. MKUKUTA, MKUZA), Millennium Development Goals (MDGs) and other national and sectoral development frameworks. The results-based agenda requires clear, unambiguous and systematic measurement and reporting on achievement of development results because, as the dictum goes, *"If you can't measure it, you can't manage it, and if you can't manage it, you can't observe it."* There is also increased focus on evidence-based policy and decision-making which requires that public policy decisions are informed by carefully and rigorously analysed credible and quality statistics.

The national results-based agenda and the focus on evidence-based policy and decision-making have increased demand for good statistical information. Indeed, it is now internationally agreed that a good statistical information system is a necessary infrastructure and part of the enabling environment for national development. It constitutes an essential element in improving the ability of government to formulate appropriate policies, manage the economic and social development process, and monitor improvements in the living standards of the people. In addition, people and organizations outside government (civil society organizations, research institutions, development partners, etc) need and use statistical information for their own planning and decision-making. Statistical information is, therefore, an essential ingredient in the management of a modern society and its institutions. As a result, Tanzania has been preparing the National Plan for Development of Statistics, known as the Tanzania Statistical Master Plan (TSMP).

The National Bureau of Statistics is supervising the TSMP development process on behalf of the government in collaboration with the Office of the Chief Government Statistician, Zanzibar. In producing this document Tanzania has taken a gigantic step forward towards fulfilling one of the main objectives of the Marrakech Action Plan for Statistics which in February 2004 called for all developing countries to prepare National Strategies for the Development of Statistics (NSDS) by December 2006. Subsequently the Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF) was endorsed by a meeting of Directors of National Statistical Offices (NSOs) in Africa and the Forum on African Statistical Development (FASDEV) in early 2006. Its aims are to provide strategic directions and appropriate mechanisms for guiding and accelerating the development of sustainable statistical capacity in Africa. Indeed, we have to recognize the efforts and resources from the government and development partners and, more importantly, the participatory process that has been adopted in producing this document.

Last but not least, an important objective of the TSMP is to bring together data producers and data users within the National Statistical System through an institutionalized process of continuous quality control. The TSMP is not static: it is expected to be a dynamic product that will be reviewed from time to time, and whose implementation will be assessed on an annual basis as part of a statistics sector review.

Hon. Mizengo P. K. Pinda (MP)
Prime Minister
United Republic of Tanzania
Dar-es-Salaam, Tanzania
August, 2008

PREFACE

The Government of Tanzania, in collaboration with development partners, has been supporting the development process of the Tanzania Statistical Master Plan (TSMP) since it was launched on 6th October 2006 by His Excellency, the Vice President of the United Republic of Tanzania, Dr Ali Mohammed Shein. Thereafter, the TSMP development process started to be coordinated by the National Bureau of Statistics in collaboration with the Office of the Chief Government Statistician in Zanzibar, on behalf of the government.

This document has been prepared following the guidelines that were given by the International Consultant, Prof. Ben Kiregyera, at a special workshop that was organised for Statistical stakeholders. It took place two days before the launching of the TSMP process in Dar-es-Salaam. This is in response to the Marrakech Action Plan for Statistics which calls all developing countries to prepare their own National Strategies for the Development of Statistics by December 2006, and, thereafter, to start implementing those plans in order to get out of the *Vicious Circle of Statistics Production*. In other words, developing countries were faced with huge demands, fewer resources and uncoordinated efforts of data production. As a result, these problems led to poor quality statistics.

The development of the TSMP document has been made in accordance with the Statistics Act of 2002 that empowers NBS, as an agency within the then Ministry of Planning Economy and Empowerment, to coordinate, monitor and supervise the statistical system in the country. In preparing this document, NBS, with the assistance of the National Consultants from Daima Associates, took steps to coordinate the major stakeholders by working closely with 14 Ministries, the Tanzania Police Force and the NBS Team that was responsible for preparing the Strategic and Business Plan. Such collaborative efforts were intended to produce the TSMP document that forms Phase One of the TSMP development process. The 21 Ministries, Departments and Agencies (MDAs) prepared their own Sector Strategic Plans for Statistics (SSPS) in conjunction with the Zanzibar Statistical Master Plan (ZSMP), which formed significant inputs to the TSMP document. Key issues of SSPS reports and the ZSMP have been summarized in this document.

The document therefore comprises two parts: Assessment of the Current Status of the National Statistical System and the Statistical Master Plan. The preparation of the TSMP document emphasized a participatory approach, involving major statistical stakeholders through the mechanism for statistical coordination that aims to establish and maintain a one stop centre for all official statistics in order to harmonise the process of data production. It is envisaged within the TSMP to change and improve on past experience, where linkages within the statistical system were inconsistent and weak, resulting in misuse of scarce resources, a duplication of efforts and the production of conflicting statistics.

It is our belief that this document will greatly help the government to strengthen the Census and Surveys and Routine Data Systems within the MKUKUTA Monitoring System, and the Decentralization by Devolution Policy through PMO-RALG, intended to empower the people to manage their own development activities.

Hon. Mustafa Haidi Mkulo (MP)
Minister of Finance and Economic Affairs
United Republic of Tanzania
Dar-es-Salaam

ACKNOWLEDGEMENT

On behalf of the National Bureau of Statistics and the Office of the Chief Government Statistician (OCGS) in Zanzibar, I should like to thank all persons and institutions that were involved in preparing this document, fulfilling one of the important activities of the Tanzania Statistical Master Plan. Special thanks are due to the International Consultants, Prof. Ben Kiregyera from the African Centre of Statistics - UNECA and Prof. Oladejo O. Ajayi, from the African Development Bank, who led the whole process of preparing this document, assisted by National Consultants from Daima Associates Limited of Dar-es-Salaam led by the eminent academician, Prof. Samuel Wangwe and assisted by Dr Samuel Nyantahe.

Special thanks are also due to the National Bureau of Statistics' TSMP design team comprising Ms Albina A Chuwa (DG), Mrs Radegunda Maro (DSOD), Ahmed Makbel (SMSCM), Mathias Masuka (TSM), Wifred Mwingira (FOM), Philemon Mahimbo (Principal Statistician), Hubert Malisa (Statistician), Ibrahim S.M. Masanja (TSMP Coordinator), Sango Simba and other NBS staff.

In addition, appreciation goes to all Supervisors and Sector Strategic Committee Members who were involved in preparing the Sector Strategic Plans for Statistics (SSPS) which have formed a significant component of this document. Special thanks are also due to Mr. Cletus P.B. Mkai (former NBS DG) for his enormous contributions and laying a strong foundation in preparing this plan, Dr V. Muba (EASTC) for his positive contributions, Rodrick Kiwelu (RDS Chairman and Director, PMO-RALG LGMD), Dr Cyprian Mpemba (Consultant, PMO-RALG), Emmanuel Mahinga (Consultant PMO-RALG) and Yasinta Tabu (PMO-RALG).

Last, but not least, special thanks are due to the Government of Tanzania, particularly the Ministry of Planning, Economy and Empowerment for financial support through the MKUKUTA Monitoring System, the Chief Government Statistician in Zanzibar, Mr Hafidh M Rajab for Coordination, and other staff from the OCGS, namely Mashavu Omari, Amour Bakari, Mwanaisha Makarani and Guest Charumbira, a long term consultant. Thanks are also due to our Development Partners, namely Mr. Hans Hoogeveen (World Bank), Tim Harris (DFID) and AfDB for supporting the international consultants. We hope other stakeholders and development partners, such as Japan International Cooperation Agency (JICA) and United Nations Population Fund (UNFPA), will join us in Phase Two of the TSMP development process.

It is impossible to thank everybody who has contributed in one way or another, but I do recognize the valuable moral and material support extended to us that has made this document a reality.

Albina A. Chuwa
Director General
National Bureau of Statistics
August, 2008

EXECUTIVE SUMMARY

The Government Structural and Institutional Reforms¹ which aimed at improving service delivery and general welfare have affected planning and budgeting, as well as mechanisms for generating statistics within the central government, Local Government, Ministries, Departments and Agencies (MDAs), Regional Secretariats (RSs) and the recommendations of the Local Government Authorities (LGAs), in various ways. In that regard therefore, and falling in line with the recommendations of PARIS21², the Government of Tanzania embarked on developing the Tanzania Statistical Master Plan (TSMP). The plan envisages harmonising statistics and effectively ensuring that they are available promptly for informed decision-making within the entire National Statistical Systems (NSS), using MKUKUTA and MKUZA frameworks as tools for strategizing national development initiatives. The two strategic documents are national tools for achieving the Millennium Development Goals (MDGs) as well as other global and regional agreements.

The development of this strategy includes putting in place a legal and institutional framework that will guide implementation to achieve the vision of TSMP, which is to have *"a well-integrated and efficient National Statistical System (NSS) that produces quality statistics for decision making in an objective, timely and cost effective manner"*.

A detailed working mechanism and relationship with stakeholders to enhance cohesive statistical professionalism in the NSS has been developed, and clear strategies in managing and coordinating TSMP have been aligned to respond to the foregoing national development frameworks.

The process of developing TSMP was ambitious and involved the first phase of 15 MDAs in Zanzibar and 21 MDAs in Tanzania Mainland. It started with an examination of the need for national statistics. It then appraised the existing statistical systems using guidelines that assess and provide solutions for existing statistical problems in the country. These strategies ensure the infrastructure of the Central Government, Local Government, NBS, OCGS, and are explicitly geared to creating a conducive working environment that will produce the required statistical outcomes.

Staff remuneration and incentives will be improved and aligned with national statistical priorities in order to strengthen the National Statistical System. TSMP implementation will require the recruitment of competent and experienced statisticians from both the national and regional labour markets, based on the NSS needs. A proposal to reform the pay structure has been included as part of the strategy.

¹ Such as Public Sector Reform Programme and Local Government Reform Programme.

² PARIS21: Partnership in Statistics for Development in the 21st Century – the goal of PARIS21 is to develop a culture of evidence-based policy making and implementation which serves to improve governance and government effectiveness in reducing poverty and achieving the Millennium Development Goals (MDGs).

NBS will need to ensure that staff are given opportunities for training and development as part of capacity building to empower NBS to better administer the NSS and coordinate statistical operations in the MDAs, RSs and LGAs. Furthermore, training for Data Users and Producers will be conducted in order to improve the quality of statistical data within the National Statistics System.

The implementation of TSMP will achieve the following outcomes: (1) NBS, OCGS and the NSS developed; (2) economic statistics strengthened; (3) processing of routine data improved; (4) spatial data routinely used in decision making; and (5) Census and surveys conducted.

The total budget required to implement the TSMP is US Dollars 54,570,000 over a three year period, viz 2008/09-2010/11. The expenditure will cover the construction of new buildings for NBS and OCGS (US\$ 8 million and US\$ 2 million respectively), cartographic work in preparation for the Population and Housing Census (\$ 7.1 million), annual CWIQ surveys in 40 districts (estimated at US\$ 1.2 million/annum), investments in strengthening MIS systems (US\$ 4 million) and in core economic data collection (US\$ 3.5 million) and US\$ 2 million to establish data processing centres in all the regions. Beyond these large and often 'lumpy' activities, many of the TSMP activities will cost only modest amounts and can be implemented with a limited budget.

The overall budget for TSMP has been designed in such a way that priorities will have to be set. Under a most restricted budget, activities deserving the highest priority are the benchmarking of Gross Domestic Product (GDP) and rebasing of Consumer Price Index (CPI), along with a review of staff remuneration and incentives to enhance motivation and strengthening of internal quality control with a greater focus on value for money. In combination, these priority activities can be undertaken within a financial outlay of about US\$ 2.2 million. With more money available, census cartographic work and staff capacity development are the next priorities, along with a strengthening of routine data system in MDAs, Regional Secretariats and Local Government Authorities.

PART I: CURRENT STATUS AND ASSESSMENT

1.0 BACKGROUND AND PROCESS

1.1 Policy Context

In recent years, the Government of Tanzania has undertaken various structural and institutional reforms aimed at improving service delivery and the general welfare of its citizens. In the reform process, development vision, policies, strategies and plans have been developed. Among these are the Tanzania Vision 2025 and Vision 2020 for Zanzibar, the National Strategy for Growth and Reduction of Poverty (NSGRP), known by its Kiswahili acronym as MKUKUTA for Tanzania Mainland, and MKUZA for Zanzibar. The reforms include the Public Sector Reform Programme (PSRP), the Local Government Reform Programme (LGRP), as well as sector specific reforms. To implement the vision and the reforms, medium term strategic plans have been developed for the Ministries, Departments and Agencies (MDAs) and the Local Government Authorities (LGAs). The tool used for budgeting is the Medium Term Expenditure Framework (MTEF) under the guidance of budget guidelines released each year by the Ministry of Finance and Economic Affairs and the Prime Minister's Office – Regional Administration and Local Government (PMO-RALG).

These initiatives affect planning and budgeting, as well as mechanisms for generating statistics within the MDAs and the LGAs, in various ways. In that regard therefore, and falling in line with the recommendations of PARIS21, the Government of Tanzania has embarked on developing the Tanzania Statistical Master Plan (TSMP). The plan envisages harmonising statistics and effectively ensuring that they are available on time for improved decision-making, using the MKUKUTA/MKUZA framework as a tool for strategizing national development. The two strategic documents are national tools for achieving the Millennium Development Goals (MDGs) as well as other global and regional agreements.

MKUKUTA and the Strategic Plans for MDAs and LGAs have a strong results orientation. They set clear targets and identify strategic actions to achieve them. An essential element of the results-based policy making is reporting on progress, which requires statistics that are reliable, timely and produced in a cost efficient manner. Thus, production of statistics is not only a technical issue but also a development issue. To monitor the progress made at implementing MKUKUTA, a monitoring system has been put into place, comprising three technical working groups geared towards production and dissemination of relevant indicators. These include the Survey and Routine Data, the Research and Analysis, and the Communication Working Groups. However, most of the indicators for the monitoring system come from the Survey and Routine Working Group.

For Zanzibar, under the MKUZA Monitoring System, there is a Secretariat and four Technical Working Groups which include: Research, Analysis and Advisory Working Group; Communications Working Group; Census, Surveys and Routine Data Working Group and three cluster-based Public Expenditure Review (PER) Working Groups.

Similarly, the Decentralization by Devolution (D by D) policy of 1998 spells out government objectives of devolving powers and responsibilities to autonomous Local Government Authorities (LGAs) in Tanzania Mainland. This entails LGAs being the primary sources of data for all MDAs. Under the LGRP, it is envisaged that the planned participatory activities will generate statistical data and be reported through harmonised routine data systems that exist within MDAs. It is intended within this context to bring coherence to data collection efforts in some agreed areas relevant to monitoring of the NSGRP, particularly at lower levels of government. This policy has implications for the functions of the National Statistical System (NSS).

The NSS stakeholders can be grouped into four categories:

1. Data users: Government, MDAs, Researchers, Private Sectors, NGOs, Development Partners, International Community/Organizations, Media and the Public in general;
2. Data Collectors: NBS, OCGS, MDAs, Public Sector, NGOs, Researchers and others;
3. Data producers: Households, Establishments, Institutions, LGAs and others;
4. Research/Training Institutions: Research Centres, Universities and others.

It is under this development -planning context that the Tanzania Statistical Master Plan aims to strengthen the production of statistics by the MDAs and LGAs. It intends to do so by improving coordination in data collection and enhanced quality control through building capacity of data producers, providing resources and creating an enabling institutional environment for statistics production. The production of quality statistics can only be sustained if there is sufficient demand for data used to assess policy outcomes as well as to inform stakeholders in order to achieve improved planning and budgeting. TSMP therefore started from the premise that improving data production is an issue to be addressed by statisticians at all MDAs and LGAs. An important objective of TSMP is to bring together data producers and data users and to institute a process of continuous quality control. It is expected to be a dynamic product whose implementation is assessed on an annual basis as part of a statistics sector review.

1.2 Statistical Developments

1.2.1 Legal framework

1.2.1.1 Tanzania Mainland

Before Independence, statistics were collected under the authority of the Statistics Ordinance 1949, Chapter 443. This Ordinance covered the collection of statistics in all colonial East African countries comprising Kenya, Uganda and Tanganyika. Under the Ordinance, the East African Statistical Department was empowered to organize a coordinated scheme of social and economic statistics relating to the three territories.

After Independence in 1961, the authority to collect, compile and publish statistics was derived from the Statistical Ordinance 1961. Under this Ordinance, the President was vested with powers to appoint the Chief Economist to undertake similar functions in Tanganyika.

In 1997, the Government enacted the Executive Agencies Act No. 30 of 1997 which establishes and operates semi-autonomous Executive Agencies within the domain of the Government Ministries. The main purpose of this Act is to provide public services in selected areas in a more efficient and effective manner.

On 26 March 1999, the then Minister of State, President's Office and Vice Chairman for the Planning Commission officially established the National Bureau of Statistics as an Executive Agency that performs its functions as set out in the Framework Document. The transformation of NBS from a Ministerial Department to an Executive Agency, overseen by a Ministerial Advisory Board and chaired by the Permanent Secretary of the Ministry of Planning, Economy and Empowerment, led to the enactment of the Statistics Act No. 1 of 2002 which repealed the Statistics Ordinance 1961.

Under the Statistics Act No 1 of 2002, NBS is mandated to:

- collect, compile, analyse and disseminate statistics and related information;
- establish statistical standards and to ensure their use by all producers of official statistics;
- coordinate statistical activities in the country; and
- provide statistical services and professional assistance to official bodies and the public at large.

Despite this stipulation, other agencies such as the Bank of Tanzania (BOT), the Tanzania Revenue Authority (TRA) and other MDAs produce official statistical information related to their operations. In order to rationalise the NSS the current Statistics Act will be revised.

1.2.1.2 Zanzibar

The provision of official statistics in Zanzibar started in 1979 with the establishment of the Department of Statistics under the Statistics Act of 1979. Before 1979, statistical functions in Government were handled by a Statistics Unit in the Ministry of Planning. The need to establish the Department of Statistics was realized during the preparation of the first three-year (1979-81) Plan for Economic and Social Development of Zanzibar. It was felt then that the unit would not have the capacity to produce statistical data and information required to inform and underpin the development plan.

In 1999, the Statistics Act was revised to make the provision of statistical data and information more effective and responsive to user needs. The Office of the Chief Government Statistician (OCGS) was established as an autonomous body by the Statistics Act No. 9 of 1999 under the Ministry of Finance and Economic Affairs, Zanzibar.

The Statistics Act No 9 of 1999 gives mandates the OCGS, among others, to:

- collect, compile, analyse, abstract and publish statistical information in all institutions in Zanzibar;
- coordinate the activities of various statistical units within different institutions;
- coordinate and supervise the preparation of basic statistical information relating to social and economic activities;
- organise and control research activities in Zanzibar conducted by various sectors and to issue permits thereof; and
- organise schemes and benefits for the statisticians in the country, including statistical knowledge.

Statistics, such as MDG indicators and GDP figures, are needed at the national level (United Republic of Tanzania) for international (e.g. United Nations) and regional (e.g. SADC) purposes. For this reason, and considering the fact that the Statistics Act No. 1 of 2002 of the United Republic of Tanzania recognized and mandated the NBS to act as a contact point for international organizations and foreign institutions in need of statistics or on statistical matters relating to the United Republic of Tanzania (The Statistics Act, 2002 section 5 (I) (c), (d), (f), (g), (h) and (i) functions of the Bureau), the National Bureau of Statistics, therefore, is mandated to ensure that statistics collected and disseminated belong to both parties of the United Republic of Tanzania.

The Statistics Act, however, requires that before performing functions which extend to Zanzibar, the NBS is directed to consult with the OCGS.

1.2.2 Institutional framework

In addition to the NBS and the OCGS which are recognized in the legal framework, many more actors participate in the National Statistical System. These include MDAs, LGAs, and research and academic institutions, which produce statistical data pertaining to their mandates. In this context, key agencies which are both producers and users of statistical data include: Bank of Tanzania (BoT), Registration Insolvency and Trusteeship Agency (RITA), Tanzania Meteorological Agency (TMA) and Tanzania Revenue Authority (TRA). Some MDAs, such as the Ministries responsible for Education and Health, have management information systems that process administrative and other data to produce statistics. Many of these data producers work independently, using different methodologies to collect data, creating challenges to the consistency of statistics from different sources, as well as leading to a duplication of efforts, the inefficient use of resources and imposing an unnecessary burden on respondents.

The founding of the Poverty Monitoring System has given the collection and reporting of official statistics a great impetus. The desire to integrate the MDG monitoring framework into national policy evaluation through the Poverty Monitoring System is an important driver for further development of the statistical system. It has led to an increased demand for reliable and timely data as the basis of the indicators required for MKUKUTA/MKUZA, which in turn has led to the successful completion of various social surveys conducted by NBS and OCGS, and the reporting of some routine data indicators from management information systems that process administrative and other data, especially the Education Management Information System and Health Management Information System., In spite of attempts having been made, the inter-system coordination between MDAs, LGAs, OCGS and NBS still needs to be improved, as well as addressing donor dependency issues.

The prioritisation of demands and the further development of statistical capacity have to be considered in the context of a coherent strategic plan for development of statistics. This TSMP indicates a general strategy for the development of the statistical system.

1.3 Relationship with Stakeholders

1.3.1 Professional Societies and Organizations for Enhancing Statistics in Tanzania

The statistics law of a member state governs official statistics. An improvement in the practices with respect to the processes of production and dissemination of statistics has been facilitated through guidelines from the United Nations Statistics Division (UNSD), as well as the United Nations Economic Commission for Africa (UNECA). On the other hand, statistics departments of United Nations' bodies, as well as the World Bank and the International Monetary Fund (IMF), have been enhancing best practice through specialised

guidelines in the compilation of statistics. Recently, the African Development Bank (AfDB) and sub-regional organisations (SADC and EAC) have joined the above bodies to improve statistics in member states. The above-mentioned bodies have also been important customers of official statistics.

There are multiplicities of organisations (both local and international) in the United Republic of Tanzania which are part of the National Statistical System, as well as major users of data. As customers, these organisations play a role in enhancing statistics from the NSS in terms of the required range of information and indicators, and, more importantly, their emphasis on quality.

Most professional societies have not been as active in Tanzania as in other developing countries. As they strengthen, they will definitely play their expected role in enhancing best practice in statistics within the NSS.

1.3.2 Cooperation with Regional and International Statistical Organizations

International, Regional as well as Sub-Regional organisations invariably compile data from member states, both for monitoring development and comparability purposes. This results in the need for comparability in terms of concepts and definitions in the statistical practices in member states. To achieve this, cooperation with member states, Tanzania included, has been fundamental. Areas include:

- **Real Sector** – national accounts aggregates, production indices, price indices, and labour market indicators;
- **Fiscal Sector** – central government aggregates and central government debt;
- **Financial Sector** – broad money and credit aggregates, central bank aggregates, interest rates and stock market;
- **External Sector** – balance of payments aggregates, external debt and debt service schedule, international reserves, merchandise trade and exchange rates;
- **Socio – demographic Data** – population, vital statistics, gender, education, health and poverty;
- **Environmental Data** - climate change.

Tanzania has also continued to foster cooperation with institutions such as the International Statistics Institute and PARIS21. These organisations have continued to foster professionalism as well as promoting the visibility of the profession as well as its products.

1.3.3 Cooperation with Training, Academic, Scientific and Research Institutions

The national statistics offices in Tanzania (NBS and OCGS Zanzibar) have a very long history of cooperation with training/academic institutions. In 1965, the United Nations Development Programme (UNDP), consequent to a recommendation from the Conference of African Statisticians after a request from the governments of Kenya, Tanzania and Uganda, initiated the Eastern Africa Statistical Training Centre (EASTC). The EASTC, over time, became a tertiary institution meant for training the middle level statistical cadre, working within the National Statistical System of member states in English speaking African countries. This Centre, based in Dar es Salaam, has, all along, not only been improving the basic statistical qualifications of middle level statistical staff in Tanzania but also, at times, outsourcing trainers from the National Statistics Office. On the other hand, trainers at EASTC have often been offering consultancy services to the National Statistical System, as well as mounting specialised short courses. The current plan is to introduce a Bachelor's degree in Statistics in 2008.

The Department of Statistics at the University of Dar es Salaam was introduced during the academic year, 1967/68. It took a long time before a second University offered a degree in statistics. The Department of Statistics, at the University of Dar es Salaam, has always been involved with activities at the NSO. Tanzania is recognized as a pioneer in Sub – Saharan Africa where a National Statistics Office has proactively involved university lecturers in statistics activities.

In the late 1990s, the preparations leading to the documents for the monitoring of the PRSP in Tanzania Mainland and the Zanzibar Poverty Reduction Plan (ZPRP) were marked by unprecedented cooperation between all participants in the NSS, including scientific and research institutions. Under the PRSP, an institutional arrangement was agreed whereby a research NGO - Research on Poverty Alleviation (REPOA) - was tasked with the responsibility of overseeing the Research and Analysis Technical Working Group. The challenge ahead is to ensure sustainability of these institutional working relationships.

1.3.4 Cooperation with Development Partners

Cooperation between the National Statistics Office and development partners dates back to the early 1960s, starting with the areas of national accounts, population census, household budget survey and price indices. The partners have been both multilateral and bilateral. This project-by-project type of assistance to NBS and OCGS still continues to be crucial. However, in 1983, the Government, with SIDA support, established a 'sisterhood' relationship between NSS - in Tanzania Mainland and Zanzibar - and Statistics Sweden. This was general capacity building support which included mentoring, skill transfer, short courses, complementing recurrent budgets from both governments, and instilling changes in attitude towards work habits. This arrangement was phased out in the year 1999 and coincided with the launching

of NBS as an Executive Agency in March 1999, followed by the Zanzibar Statistics Act No. 9 of 1999, establishing OCGS as an autonomous body. Other, though not very similar, support arrangements have been made: with JICA in Tanzania Mainland from 2005/06 to 2006/07 in IT, capacity building, general data archiving and a statistical library; and UNDP provided a resident statistics adviser, in Zanzibar, from 2003/04 to 2006/07.

The adoption of the IMF General Data Dissemination System (GDDS) framework on statistical pre-requisites and core macro-economic and socio-demographic statistics in 2001 has further helped the process of statistical development in Tanzania. Initially, this has drawn attention to the prerequisites for good statistics: sound legal and institutional foundations. Work has already been undertaken to provide this underpinning for the statistical system.

The project by project type support has continued in the areas of agricultural surveys and agriculture sample censuses, multiple indicator cluster surveys, labour force - including informal sector surveys as well as demographic and health surveys. Other areas have included establishing infrastructure such as Tanzania Socio - Economic Database, Tanzania Integrated Statistical Database and the improvement of the IT environment in general, as well as developing frameworks such as an Input – Output Table and a Social Accounting Matrix.

During the implementation of PRSP in Tanzania Mainland and ZPRP in Zanzibar, the whole issue of donor coordination of support for the production, analysis and dissemination of statistics for plan monitoring moved to centre stage. Basket financing was then adopted.

1.3.5 Cooperation with Non-State Actors

The preparation of the monitoring framework for PRSP and ZPRP was participatory and involved the civil society and the private sector. NBS and OCGS were central in the preparation of these frameworks, creating the opportunity for establishing networks, a better understanding of the demands of this constituency of stakeholders, as well as fostering the desired cooperation. All possible opportunities for such cooperation have been used to instil and enhance statistical literacy.

1.4 Lessons Learned

With new data demands for MDGs and MKUKUTA monitoring, NBS has embarked on strengthening coordination with major stakeholders by continuously working with key line ministries, institutions and civil societies during the survey process, in order to ensure consistency and to enhance capacity building for both NBS and the collaborators. Several surveys have been conducted using this strategy. For example, the Agriculture Sample Census 2002/03 was carried out collaboratively with the Ministry of Agriculture, Food Security and Cooperation. The Tanzania HIV/AIDS Indicators Survey (THIS) 2003/04 was

carried out in collaboration with the Ministry of Health and Social Welfare and Tanzania Commission for AIDS (TACAIDS). Integrated Labour Force Surveys (ILFS) are normally undertaken in collaboration with the Ministry of Labour, Employment and Youth Development. Furthermore, NBS has recently prepared a reference document outlining internationally accepted statistical concepts and definitions. The document, which is already in use, is a reference point for data consistency and standards. The objective of these mechanisms is to establish and maintain a one-stop centre for all official statistics in order to harmonise the process of data production in the country.

The recent initiative to harmonize data collection processes between NBS and OCGS will in the near future, facilitate the production of the United Republic of Tanzania figures for various socio-economic indicators. For instance, NBS and OCGS, under their harmonized Multi-year Survey programme, managed to conduct the 2002/03 Agriculture Sample Census, all DHS Surveys, and the 2006 Integrated Labour Force Survey etc.

1.5 Process of Developing TSMP

1.5.1 Demand for Statistics

Compared with the beginning of the 1990s, there is now greater emphasis, both by developing countries and by the international community, on evidence-based policy-making, including the need to focus development efforts on measurable results. There is now a stronger demand for statistics to provide a basis for measuring and monitoring development goals, targets, and indicators set out in countries' Poverty Reduction Strategies (PRSs) and in the internationally endorsed Millennium Development Goals (MDGs); and there is greater focus placed generally on the governance and accountability of governments, including by a more demanding media and civil society in Africa.

In Tanzania, the development process of TSMP was led by NBS, an institution mandated by law to oversee and improve the production of statistics. The initiative is a result of the international community's desire to make statistics useful for national development following huge demand for data production and, in particular, the limited resources in many countries. Specifically, developing countries (Tanzania included) have found themselves in a vicious circle of poverty in data production. Tanzania has a National Statistical System (NSS), but this is not sufficiently flexible to tackle new challenges and has not put in place the institutional/organizational changes, nor the increased resources, needed to build capacity and sustain improvements in statistical systems and outputs.

According to the Marrakech Action Plan for Statistics (MAPS), developing countries were required to prepare a National Strategy for Development of Statistics (NSDS) by December 2006 and, thereafter, start the implementation process. Subsequently, the Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF), endorsed by a meeting of Directors of National Statistical Offices (NSOs) in Africa and the Forum on

African Statistical Development (FASDEV) in early 2006, aimed to provide strategic directions and appropriate mechanisms for guiding and accelerating the development of sustainable statistical capacity in Africa. As part of its commitment to the results-based development agenda in Africa, the African Development Bank (AfDB) committed resources to assist regional member countries to update and/or design their statistical plans using the NSDS principles.

1.5.2 TSMP Process in Tanzania Mainland

In consideration of global socio-economic development initiatives and the realization of the critical role of statistics in result based planning, the TSMP development process was launched in Tanzania on 6th October 2006 by the Vice President of the United Republic of Tanzania, His Excellency Dr. Ali Mohamed Shein.

In Tanzania Mainland, the TSMP development process started with a diagnosis of the need for national statistics. It then described the existing statistics situation, using guidelines that were given by the International Consultant in October 2006. A Statistical Needs Assessment was conducted using standardized questionnaires applied to all MDAs but only 16 MDAs responded and were included in phase one of the NSS assessment, see **Box 1.5 (a)** below. The Ministry of Livestock Development, the Registration Insolvency and Trusteeship Agency (RITA), the Tanzania Meteorological Agency (TMA), the Bank of Tanzania (BoT), and the Tanzania Revenue Authority (TRA) were added later, considering their potential in the national economy.

Box 1.5 (a): Tanzania Mainland MDAs Assessed in Phase One ³

1. Prime Minister's Office - Regional Administration and Local Government
2. Ministry of Planning, Economy and Empowerment
3. National Bureau of Statistics
4. Ministry of Agriculture, Food Security & Cooperatives
5. Ministry of Community Development, Gender and Children
6. Ministry of Education and Vocational Training
7. Ministry of Energy and Minerals
8. Ministry of Health and Social Welfare
9. Ministry of Higher Education, Science and Technology
10. Ministry of Industry, Trade and Marketing
11. Ministry of Infrastructure Development
12. Ministry of Labour, Employment and Youth Development
13. Ministry of Natural Resources and Tourism
14. Ministry of Public Safety and Security
15. Ministry of Water
16. Tanzania Police Force
17. Ministry of Livestock Development

³ Some of the MDAs have changed their names and/or merged with others

18. Registration Insolvency and Trusteeship Agency
19. Bank of Tanzania
20. Tanzania Meteorological Agency
21. Tanzania Revenue Authority

The assessment checked the existence of MIS/statistics departments, manpower, equipment, software, routine products and surveys, institutional legal/policy, data sources, management and dissemination, and also whether there was firm coordination between MDAs and NBS, including the MKUKUTA Poverty Monitoring systems. The National Consultants guided the MDAs through a process of development of Sector Strategic Plans for Statistics (SSPS). This included attendance at two-day retreats organized by NBS to develop the SSPS by the 16 MDAs, the outputs of which thereafter informed the TSMP document.

The status of Data Systems in the 21 MDAs assessed is summarised in **Box 1.5 (b)** below:

Box 1.5 (b): Data Systems in Mainland MDAs⁴ Assessed in Phase One⁵

Category A: MDAs with Developed Data Systems

- 1 Prime Minister's Office - Regional Administration and Local Government
- 2 National Bureau of Statistics
- 3 Ministry of Agriculture, Food Security & Cooperatives
- 4 Ministry of Education and Vocational Training
- 5 Ministry of Health and Social Welfare
- 6 Ministry of Labour, Employment and Youth Development
- 7 Bank of Tanzania
- 8 Tanzania Revenue Authority

Category B: MDAs Developing their Data Systems

- 1 Ministry of Planning, Economy and Empowerment
- 2 Ministry of Industry, Trade and Marketing
- 3 Ministry of Infrastructure Development
- 4 Ministry of Water
- 5 Ministry of Natural Resources and Tourism
- 6 Ministry of Public Safety and Security
- 7 Tanzania Police Force
- 8 Tanzania Meteorological Agency

Category C: MDAs that Lack Systematic Data Systems

⁴ Some of the MDAs have changed their names and/or merged with others

⁵ A description of the basis of categorization of the MDAs' Data System and the status of statistical development is given in **Section 3.2.4** herein.

Box 1.5 (b): Data Systems in Mainland MDAs⁴ Assessed in Phase One⁵

- | | |
|---|--|
| 1 | Ministry of Community Development, Gender and Children |
| 2 | Ministry of Energy and Minerals |
| 3 | Ministry of Higher Education, Science and Technology |
| 4 | Ministry of Livestock Development |
| 5 | Registration Insolvency and Trusteeship Agency |

1.5.3 TSMP Process in Zanzibar

In Zanzibar the process of developing the Statistical Master Plan started in early 2004, whereby Ministries, Departments and their respective Agencies, as well as the Union Institutions, were required to provide information on the position of statistics in their institutions. Guidelines were developed by the Office of the Chief Government Statistician. The information requested included; resources available for statistics; the number of statisticians in their establishment; the number of statistical clerical staff; ICT equipment available; office machines, printers, copiers, vehicles and transport equipment etc. They were also required to identify the information collected and the problems and shortcomings they faced in their day to day statistical activities. Out of 30 institutions only 15 responded, shown in **Box 1.5 (c)** below:

Box 1.5 (c): Zanzibar MDAs Assessed

1. Chief Minister's Office
2. Ministry of Finance and Economic Affairs
3. Ministry of Agriculture, Livestock and Environment
4. Ministry of Education and Vocational Training
5. Ministry of Health and Social Welfare
6. Ministry of Water, Construction, Energy and Land
7. Ministry of Communication and Transport
8. Ministry of Labour, Youth, Women and Children Development
9. Ministry of State (President's Office), Constitutional Affairs and Good Governance
10. Ministry of Regional Administration and Special Department
11. Ministry of State (President's Office) and the Revolutionary Council
12. Ministry of Tourism, Trade and Investment
13. Ministry of Information, Culture and Sports
14. Union Institutions
15. Non-Governmental Organisations (NGOs)

Towards the end of 2004, a five-day conference was held to discuss the MDAs' submissions. The conference, to which Permanent Secretaries of all Ministries were invited, was opened by the Deputy Chief Minister of Zanzibar, Hon Ali Juma Shamuhuna. Subsequently, questionnaires were developed and distributed to 13 Zanzibar MDAs, Union Institutions, and the private sector. The information was then processed by OCGS and used as input for the development of the Zanzibar National Statistical System and incorporation into the TSMP.

2.0 STATUS OF THE CURRENT NATIONAL STATISTICAL SYSTEM

2.1 Components of the Tanzania National Statistical System

Tanzania's National Statistical System (NSS) comprises data producers, users, suppliers, providers, and statistical training institutions and centres in Tanzania Mainland and Zanzibar. The NSS has many different actors. Local Government Authorities collect and process data from primary providers such as villages, wards, health facilities, agricultural extension officers or schools. Various ministries, agencies and other institutions also collect data from primary data providers and produce statistics as part of their work. Much of this information is used as a basis for policy and programme formulation, planning and monitoring, and research and analysis. The central institution in Tanzania Mainland in the NSS is the National Bureau of Statistics while in Zanzibar it is the Office of the Chief Government Statistician. Other key MDAs that collect economic, social, demographic and environment statistics are the Ministries of Local Government, Agriculture, Food Security and Co-operatives, of Finance, of Planning, Economy and Empowerment, of Education and Vocational Training, of Higher Education, Science and Technology, of Labour, Employment and Youth Development, of Water and of Health and Social Welfare. Key Agencies and departments include: the Registration Insolvency and Trusteeship Agency, the Bank of Tanzania, the Tanzania Meteorological Agency, the Tanzania Revenue Authority and the Tanzania Police Force. Other ministries and institutions also collect, use and provide statistical information and form part of the NSS.

2.2 Legal Aspects of the National Statistical System

The Statistics Act, 2002 does not explicitly refer to the National Statistical System but gives NBS the mandate to carry out and coordinate statistical activities in Tanzania Mainland. Consequently, the Act *de facto* puts NBS at the centre of the NSS in Tanzania Mainland, but does not provide appropriate mechanisms to cover the entire NSS, for instance by guiding coordination and consultation arrangements between NBS and MDAs or between NBS, PMO-RALG and the LGAs. The Statistics Act is, therefore, in need of revision and also because many of the stakeholders consulted during the preparation of this TSMP felt that it should provide for full autonomy and budgetary independence of NBS. Although the mandate to disseminate official statistics of Tanzania outside the country is under the National Bureau of Statistics of the United Republic of Tanzania, NBS is required to consult OCGS which is mandated by the Statistics Act No 9 of 1999 of Zanzibar.

2.3 Operational Aspects of the National Statistical System

The demand for official statistics in Tanzania continues to grow tremendously in response to the social, economic, environmental and political developments and as a result of conceptual changes in policy formulation, execution and evaluation which stress the importance of good data to inform decision making and the need to establish results. This necessitates the integration of many actors into the NSS.

The NSS has many actors, and funding for statistics comes from multiple sources. Ministries and agencies use their budget allocation and other financial resources to fund data collection and processing. NBS receives core funding from the Ministry of Planning, Economy and Empowerment under a service agreement. OCGS receives core funding from the Ministry of Finance and Economic Affairs of Zanzibar. In recent years, a considerable source of funding for data collection and analysis has been the MKUKUTA Monitoring Pooled Fund which has paid for key social and economic surveys. Funding to strengthen routine data systems is also available under the MKUKUTA Monitoring System but has failed to translate into tangible outputs to date. As a sectoral Agency, NBS is also encouraged to generate revenue through commissioned work. The United Nations Development Programme (UNDP) through the Zanzibar Poverty Reduction Plan (ZPRP) Monitoring and Evaluation scheme provided funds to OCGS (Zanzibar) for some activities, including undertaking censuses and surveys, procurement of equipment and other forms of technical assistance.

3.0 ASSESSMENT OF THE CURRENT NATIONAL STATISTICAL SYSTEM

3.1 Infrastructure of the National Statistical System

3.1.1 Infrastructure of the National Bureau of Statistics

The current NBS headquarters building does not provide a conducive work environment to staff as it is a former Casino Germany building which is now too old to be used as an office. The head office operates from two different locations, at Kivukoni Street and Mkwepu Street, leading to high transaction costs and hindering smooth coordination. Data storage facilities are inadequate, computer equipment is out of date and in short supply, and access to the Internet is limited. The vehicles are unreliable and the regional offices are not suitably equipped in terms of connectivity, staffing, transport, office equipment and premises.

One of the roles of NBS is to conduct and process data from nationwide censuses and surveys that require space for data management, such as questionnaire storage and hardware for data processing. Due to a shortage of space, some of these activities are done outside the two NBS premises at Kivukoni and Mkwepu. In addition, NBS is now in the process of preparing for the 2012 Population and Housing Census.

The current building, even if renovated, cannot meet the current demand of the NBS which is to have relatively modern facilities which can accommodate 200 employees at a time and data processing for all censuses and surveys. As part of international best practice, the Tanzania Statistical Master Plan will reposition the National Bureau of Statistics in a new multi-storey building that will accommodate headquarters' staff, a computer centre, conference/training rooms, library facilities, stores, etc. The proposed building will accommodate all statistics activities and functions: a one-stop shopping centre for statistics, to enable better policies and development outcomes.

In this respect, the Bureau needs and, indeed, deserves a better home – a customized new office building - that will bring its entire staff of Dar es Salaam under one roof; a home that is conducive to better performance and that is commensurate with the status of the Bureau.

3.1.2 Statistics Infrastructure of the PMO-RALG

An assessment covering the statistics infrastructure found that only 44% of the 21 Regional Secretariats (RSs) in Tanzania Mainland have a Statistics unit, 38% have only a Management Information System (MIS) and only 36% of RSs have both Statistics and MIS units. Moreover, findings show that of the 64% of RSs that do not have Statistics/MIS units, only 28% have indicated plans of action to establish Statistics/MIS units in the year 2007/2008.

The ICT infrastructure in RAs and LGAs is very rudimentary. An assessment in July 2007, at various levels, indicated that all RAs and LGAs use computers and applications for processing and storing information, yet the type of data and the way it is stored varies significantly, with most data being stored in an *ad hoc* manner in either MS Excel or MS word. Most of the data is also stored in the form of reports. The use of statistical packages is extremely low and significant data processing at these levels has not been possible. Efforts have been put in place to enable RAs and LGAs to have a web presence and a web portal has been designed for launching by the end of year 2008.

The Statistics infrastructure at PMO-RALG headquarters is in better shape. ICT equipment is available and there is a Wide Area Network (WAN) that is connected to the Internet. Computer application packages such as Microsoft Office, SPSS are used to process and store information. PMO-RALG headquarters data is still not fully computerised, but efforts are underway to install a data centre for storage of data from PMO-RALG Monitoring and Evaluation (M&E) systems.

3.1.2 Statistics Infrastructure of the MDAs

The assessment conducted in 21 MDAs to determine the status of infrastructure development and equipment indicated a number of strengths and weaknesses. Most of the MDAs indicated that they have a unit for statistics and/or MIS unit equipped with computers and, in some cases, LAN and WAN. The MDAs also noted a number of weaknesses related to their ability to carry out activities related to statistics. There is an inadequacy in both quantity and quality of IT/ Statistics personnel within the MDAs. Due to inadequate working facilities (computers, scanners, photocopiers, etc), data are manually processed and, in some cases, not computerized. As such, most MDAs have indicated a lack of a one stop centre for data capturing and, hence, uncoordinated efforts in various MIS initiatives that have led to data fragmentations and the duplication of tasks. Inadequate infrastructure (transport, statistics centre, computing equipment) was generally observed, resulting from inadequate funding by the MDAs for activities related to statistics.

Some MDAs' efforts have been highly dependent on external (donor) support, which challenges their sustainability. Statistical units in Local Government, the Regional Secretariats and many of the MDAs are affected by similar shortcomings and are ill-equipped, ill-networked and have limited resources for data collection, quality control and analysis. Thus, improving the work environment is an important aspect of this TSMP.

3.1.3 Infrastructure of OCGS in Zanzibar

The infrastructure for OCGS is inadequate; the office space is not conducive to performing requisite statistics activities. There are units with no proper office and others share the same office between two or more units. Due to lack of space, the office cannot implement the new organogram that takes into account the responsibilities in line Ministries. The ICT equipment is inadequate and is out of date. Furthermore, there are no data storage

facilities. The situation does not differ in the MDAs - very few have adequate statistics facilities. Most have no proper offices while some have very small offices with only a chair and a table. The office has only a webpage on the national website which is not updated regularly due to lack of human resources. There was supposed to be a Wide Area Network (WAN) to connect all statistical units in line ministries to the OCGS server but this has not been done yet, again due to lack of resources.

3.2 Statistical Outputs and Data Quality

3.2.1 Overview

Key outputs of the statistical system have been reviewed in detail in several previous reports. Only a brief summary has been included here.⁶ In recent years, there have been several notable achievements. A national Population and Housing Census was conducted successfully in 2002; several surveys have been carried out, such as the 2000/01 Household Budget Survey, the 2000/01 and 2006 Integrated Labour Force Surveys, the 2002/03 Agriculture Sample Census, the 2003/04 Tanzania HIV/AIDS Indicator Survey, and the 2004/05 Demographic and Health Survey. A rebased GDP at 2001 prices was released in 2007 and the standing of the NBS appears to have improved as a result.

Tanzania has subscribed to, and implemented, the General Data Dissemination System (GDDS) framework. This is an IMF statistics capacity building initiative, which encourages member countries to improve the quality of their statistical infrastructure and statistical data. It provides a framework for evaluating countries' needs for data improvement and for setting priorities. The framework guides member countries in the dissemination to the public of comprehensive, timely, accessible and reliable macro-economic and socio-demographic statistics. Metadata for all areas of Tanzania's statistics covered by the GDDS are promptly displayed on the GDDS website. This information covers issues such as coverage of each data series, periodicity of collection, timeliness and dissemination.

The Tanzania Socio-Economic Database (TSED) brings together key socio-economic statistics collected from over 20 Ministries and Government Institutions in one database. It presents metadata and has simple and user-friendly features that make data accessible and can be used to produce tables, graphs, reports and maps for inclusion in reports, presentations and advocacy materials. NBS, through technical cooperation with JICA, has established the Tanzania Integrated Statistical Data Base (TISD) leading to a significant improvement in data archiving and storage.

Despite these positive developments, there remain many weaknesses in the present system that need to be addressed.

⁶ See for instance the DESTA report, the report on Economic Statistics and the draft report on the 2003/03 Agriculture Sample Census Survey. A review of the Social Economic Statistics is planned to start later this calendar year.

DfID gave considerable technical and financial support to the NBS for economic statistics until 2005, leading to a benchmarking of GDP to 2001 prices and implementing a census of businesses in major urban areas. Since that time, the MKUKUTA Monitoring Pooled fund has agreed to fund data collection to finalize the business register and to collect information on Distributive Trade while the IMF, through EAST AFRITAC, has provided technical assistance. Generally, however, there has been a dearth of resources for economic statistics, and only limited developmental work has been possible. Although the NBS does provide official estimates of Gross Domestic Product (GDP) and its components, the database used for its compilation is still weak and fragmentary.

According to the System of National Accounts (SNA) 1993, a compilation of quarterly GDP has started but is hindered by the fact that information for most sectors is not collected on a systematic basis and work is urgently needed. Work on the VAT database is required immediately so that it can be used to provide reliable indicators of activity classified by industry for formal sector businesses. Work to benchmark the GDP to 2007 prices and to revise the Supply and Use Table in line with the 2007 Household Budget Survey is another high priority. The TSMP aims at improving the sources of data for making annual and quarterly estimates of GDP and related macro-economic indicators, in cooperation with relevant Ministries. It supports the undertaking of specific surveys and studies necessary for benchmarking GDP on the year 2007, and incorporating the results into the annual series. It also supports training in data processing and GDP estimation, and will strengthen the attention given to data quality. The sources of data envisaged by TSMP are outlined in the following section.

3.2.2 TSMP Data Sources

a. Agriculture Sample Census

Agriculture is a major area of economic activity in Tanzania. An Agricultural Sample Census was undertaken in 2002/03. Regular and high quality agricultural data are needed but further efforts are required. At present, agricultural sample censuses are planned every five years due to the high cost of data collection. (The 2002 Agricultural Sample Census cost approximately US\$ 7 million). It is already evident, however, that a holistic approach towards collecting agricultural data is needed, combining survey data with a strengthening of administrative data systems and requiring a close collaboration between NBS and the Agricultural Sector lead Ministries (Agriculture, Livestock and Local Governments). To save on costs and accelerate data processing, the following may be necessary: reducing the length of the census questionnaires; limiting sample representativeness to administrative areas higher than the district; making use of scanning technology; and using CWIQ type approaches to report writing.

b. Census of Establishments

The NBS carries out a Census of Establishments to complement and update the Census of Establishments carried out in 2004 in major urban areas. This census provides comprehensive information about all sectors of industry, and will enable NBS to set up a comprehensive register of establishments for use as a sampling frame for future surveys. Another issue is to ensure that all ministries with an interest in establishment data use the same industrial classifications (i.e. UN International Standard Industry Classification) for identifying the industry group to which each establishment belongs.

c. Consumer Price Index

A monthly Consumer Price Index is prepared for urban areas along with a quarterly Production Index of manufacturing and quarterly Producer Price Indices. The aim in the near future is to improve access to the producer indices through publication on the NBS website, to expand price collection to cover all rural areas, and also to produce regular import and export price indices.

d. Economic Statistics

The Bank of Tanzania (BoT) maintains a good system of Financial Sector Statistics relating to its own operations and that of commercial banks. BoT also produces quarterly External Sector Statistics on external debt, balance of payments and the international investment position. However, there are still significant data gaps and weaknesses in the source data due to the lack of regular international investment and trade in services surveys. The Ministry of Finance and Economic Affairs produces monthly government Fiscal operations data. The Industry data available in the Ministry of Industry, Trade and Marketing is used by NBS staff for national accounts. The data relate to registrations, and some data are available on employment and fixed assets, though it is of poor quality. Data on Mining and Energy is obtained from the Ministry of Energy and Minerals and its institutions.

There is some collection of Tourism statistics and hotel statistics are published on a monthly basis. In addition, there are some data on visitor arrivals from the Immigration procedures but improving these data is one of the priorities of the Statistical Master Plan. Similarly, in the area of Transportation, there are only limited data on the number of vehicles and very little current data available on the quantity, quality and use of transport facilities. The degree to which the commercial vehicle registry can be used as a source of data needs to be explored. The Ministry of Finance and Economic Affairs produces annual data on the level of Development Aid and monthly data on Investment approvals. However, both datasets have significant coverage and data quality shortcomings.

e. Demographic and Health Survey

In general, Social statistics have been better served, though there is an imbalance between the type of statistics produced and the demand for certain statistics. For instance, Health data have been obtained from Demographic and Health Surveys implemented in 1999 and 2004, from an HIV/AIDS indicator survey fielded in 2003 and a health facility survey fielded in 2006. Additional Health statistics are obtained from sentinel surveys and from the administrative data collected under the guidance of the Ministry of Health and Social Welfare. There is a need to strengthen the Health Management Information System (HMIS) in order to improve the quality of data on frequency of production, coverage, access and integrity. Private health facilities are not well covered in this data base, while the quality of reporting from public health centres leaves much to be desired and is in need of strengthening. Likewise, NBS needs to strengthen its relationship with the Registration Insolvency and Trusteeship Agency (RITA) in terms of information sharing and be able to utilize Vital Statistics produced by RITA as an input to major demographic indicators such as fertility and mortality rates.

Compare the wealth of health data to information available on Poverty and Household Consumption, which is only collected infrequently through the Household Budget Survey implemented in 2000 and in 2007. It has led to a situation where for more than five years now, the impact of high growth and various government policies on poverty are largely unknown. Meanwhile, NBS is leading the development of a National Panel Survey, which aims to provide information about poverty and poverty dynamics, as well as to monitor the impact of large programmes in the years between Household Budget Surveys. A review of the collection of social statistics will be implemented this calendar year and consultants to carry out this exercise have been identified. The review is expected to rationalize the survey calendar in light of national objectives. The TSMP will support the implementation of this survey calendar, as well as seek sustainable funding for it.

f. Population and Housing

The Population and Housing Census in 2002 was carried out successfully, and provided valuable data for small administrative areas. The census was used to produce a new National Master Sample, to produce a poverty map for Tanzania and to calculate population projections for Tanzania. Meanwhile, preparations for the 2012 Population and Housing Census have started, in particular the cartographic work whereby the objective is to delineate all enumeration areas in a Geographic Information System (GIS) database.

g. Spatial Statistics

On the National Spatial Data Infrastructure (NSDI), the TSMP recognises the potential of GIS technology, which provides the means through which statistics can be analysed and disseminated within the spatial context. Moreover, GIS provides an excellent base from which census and survey activities can be planned, implemented and managed. In GIS

activities towards the development of a statistical element in setting up a National Spatial Data Infrastructure (NSDI) there has been close collaboration between NBS and other stakeholders, such as the Surveys and Mapping Division (SMD), the Prime Minister's Office, Regional Administration and Local Government (PMO-RALG), Research on Poverty Alleviation (REPOA), Tanzania Electricity Supplies Company (TANESCO), Ministry of Health and Social Welfare, National Electoral Commission (NEC), Ardhi University, to name just a few. In this context, TSMP will proactively seek to build a functional NSDI in order to improve utilisation of geo-spatial data. This will include impacting knowledge and skills to MDA and LGA personnel involved in planning, in order to enable them to generate, interpret and adequately use spatial and non-spatial data in their planning process.

Thus, strengthening Spatial Statistics is an important objective of the TSMP. The setting up of a nationwide GIS database is an ambitious undertaking, requiring much effort and a high level of coordination. If implemented well, it promises to integrate administrative data on infrastructure and social services (Water, Education and Health) with population data and agro-ecological features. As such, Spatial Statistics hold the promise to become a major integrator of different data sets and an important tool for planning and data and information dissemination.

h. Social Statistics

Data on Education, particularly primary and secondary, are collected by the Ministry of Education and Vocational Training as part of the Education MIS and are published on an annual basis. These administrative data are complemented with data from surveys which largely corroborate the findings from the administrative sources. Data for Higher Education and Vocational Training are much less complete.

In the case of Labour data, the best source is the Integrated Labour Force Surveys, which are carried out every five years, the most recent being in 2006. Despite the considerable amounts of resources spent on these surveys, their use appears to be limited to the reporting of simple statistics on labour force participation, employment and unemployment. The review of social statistics will consider the possibilities to include key aspects of the labour force survey into other ongoing or planned surveys, such as the HBS or the NPS.

Data on Vital Statistics, such as births and deaths, are collected by the Registration Insolvency and Trusteeship Agency (RITA) as raw data which can be processed and accessed/shared by the NBS to complement other demographic information collected from surveys and censuses. Internal migration as part of vital statistics is as important as other vital statistics; however, this information is not collected by RITA due to technical problems associated with the collection process.

There have been several important developments in the area of dissemination of statistics. JICA has assisted the NBS in setting up a modern library. The NBS website is fully

operational and some key statistical series can be obtained from it. Tanzania Socio-Economic Database (TSED) is now fully operational and being developed still further. More work, especially in ensuring the quality of the data included in the data base, needs to be done to assure that TSED becomes the authoritative source of data. Yet with the spatial data infrastructure, TSED has the possibility to become a major interface between the NBS and Ministries and Agencies. An issue that needs to be addressed is the accessibility of unit record survey data to analysts. To date, the NBS has a policy of selling part of data sets, a policy that yields very little in revenue but has been found to obstruct and reduce research activity considerably.

A major problem with much of the statistical work in Tanzania is the time between data collection and reporting. It is not uncommon for data to be collected and never to be processed. The period from collecting the data for the agricultural sample census to the completion of all reports could be as long as four years. There are positive exceptions: preliminary population census results were available in December 2002, three months after the data were collected; it took less than a year to present the first preliminary report on the 2004 DHS. This goes to show that the technical capacity to process and analyze data in the NBS does exist, but that, at times, incentives or other organizational pressures may interfere. TSMP aims to agree on a data release calendar for all key outputs and to reduce the time between the end of data collection and the presentation of the first report to no more than twelve months.

Another important obstacle is inadequate quality control: the stepwise pattern in the CPI was corrected only after four years; the 2001 HBS is advertised as being regionally representative yet even the standard errors for some regions are very large; the Rural Investment Climate Survey data sets have a set of weights that do not make it nationally representative, despite this being the claim. Commitment to high quality and quality control are essential to assure confidence in the statistical system. Through staff training, the setting of rigorous procedures and a revision of incentives, the TSMP will contribute to higher quality standards.

3.2.3 Statistical Outputs and Data Quality at PMO-RALG

The Government of Tanzania has committed itself, as part of its fight against poverty, and in championing the agenda of Decentralization by Devolution (D by D), to undertake a major reform of the public sector. As a result of the aforementioned commitment, the Central Government, through the PMO-RALG, is now devolving power and resources to the LGAs. The expected broader improvements in the performance of the PMO-RALG are dependent on significant progress being made in the area of information management.

In order to track the accountability of resources and performance measures, PMO-RALG and other stakeholders, through the Division of Management Information System (DMIS), have developed and institutionalized at RSs and LGAs a number of tools for easing the burden of

planning, service delivery monitoring, evaluation and reporting. These tools are important in providing a number of routine data that are vital in the provision of some important social economic statistics. The core systems comprise the Planning and Reporting Database (PlanRep2), the Local Government Monitoring Database (LGMD), the By-law Making Database, and the Transport Management Information System (TMIS).

PlanRep2 is designed for the Planning and Reporting of expenditure and physical implementation. In particular, it allows LGAs to: formulate expenditure plans under the Medium Term Expenditure Framework (MTEF); forecast revenue; monitor expenditure summary by departments, MTEF activity and General Statistics Finance Codes (GFS); monitor revenue allocation; monitor the physical implementation of MTEF activities; and evaluate the impact of activities using indicators.

There are three versions of PlanRep2: the Micro version, used at LGA level; the Meso version, to be used at RS level for comparing MTEF data of respective LGAs; and the Macro version, to be used by PMO-RALG to aggregate data at the national level for comparison, analysis and, ultimately, share data with respective MDAs.

The Local Government Monitoring Database (LGMD) allows LGAs, once a year, to: enter data collected from villages, wards, schools, health facilities, agriculture extension officers and district officials; use the data to calculate a minimal core set of indicators (about 124 for all pro poor sectors) which shows service delivery in key poverty related sectors; view data aggregated at district level in order to observe data at a lower geographical or facility level; provide a variety of comparative graphs and analysis reports and district and ward profile; and export data to the Tanzania Socio-Economic Database (TSED) to display and produce statistical maps.

There are three versions of LGMD: the Micro version, used at LGA level; the Meso version, to be used at RS level for comparing service delivery data of respective LGAs; and the Macro version, to be used by PMO-RALG to aggregate data at the national level for comparison, analysis and, ultimately, share sector data with respective sector MDAs.

A number of challenges have been recorded since the institutionalisation and use of these M&E tools in the last four years. In addressing these challenges, a Division responsible for managing these systems at PMO-RALG has designed an operational plan 2006-2008 in which, as one of the envisaged strategies, an ICT/Statistics Coordination structure has been established to support RSs and LGAs using the systems. Using its staff at all levels, frequent visits to all LGAs have been devised, in order to monitor and supervise the routine implementation of the PMO-RALG monitoring systems.

A recent assessment (2007), conducted at all levels of PMO-RALG with regard to the output and data quality, indicated that a number of surveys are being carried out at all levels and

do produce some statistical information. However, in most cases, the statistical information produced from these minimal surveys is used only for the follow-up of activities and is of doubtful quality due to the failure to involve the NBS in order to ensure that proper methods and concepts of data management are followed.

To assess the impact of key government policies and to complement routine data at district level, PMO-RALG has conducted a core welfare indicator survey using a modified World Bank tool, Core Welfare Indicator Questionnaire (CWIQ), which measures the level of satisfaction using social economic indicators. CWIQs were implemented in 28 districts and, for each one, the reports present information on aspects such as schooling, water, health and nutrition, asset ownership, agriculture, poverty, security and satisfaction with public services. The CWIQs, if implemented in a systematic manner, have the ability to provide relevant national indicators as well, for instance to monitor MKUKUTA implementation and to rationalize some of the existing surveys, such as the Views of the People or the Agricultural Sample Census. The TSMP considers CWIQs to be a cost-effective way to collect district level welfare information and supports the expansion of the CWIQ program to a national level.

Since these various surveys are useful in getting early indications of interventions being taken at various levels, it is noteworthy that improving their quality, including their ability to disseminate information, will be of value in terms of gaining comparisons with national surveys and as contributions to various social economic surveys.

Streamlining routine data collection and processing through Routine Data Systems is another important objective of the TSMP. The LGMD collects and processes data on an agreed number of traces indicators (about 124) provided by primary data providers. Line ministries collect complementary data, typically relying on the same primary data providers. In combination this works unsatisfactorily. Data collection efforts are duplicated, reporting is incomplete, data aggregation is minimal and quality control is limited. As a first step, the TSMP aims to work towards the creation of data processing centres at the regional levels with responsibility for all routine data collection and processing.

3.2.4 Statistical Outputs and Data Quality at MDAs

The assessment conducted in 21 MDAs to determine the status of output and data quality indicated that there are a few MDAs with databases available for routine and administrative data. One of the major problems concerning data management is record keeping. During the survey conducted, results show that there was poor coordination and record keeping within some MDAs.

The weaknesses that are likely to hinder the achievement of harmonised statistics include MDAs producing statistics that are conflicting with each other which, as a result, has created difficulties for decision makers and planners when deciding on the correct set of

data to use. It was further observed that a lack of adequate statistical awareness among decision makers at the grassroots' level and a poor understanding and use of standardized methodology for data production, including inadequate institutional and financial resources, are common among the MDAs assessed. Stakeholders usually trust data producers if the data produced are user-friendly and accessible. Therefore, the results of the assessment show that data are often not readily accessible to users.

The assessment also revealed that low priority is given to the production and importance of data and information. Therefore, harmonization and standardization methodology for data production and dissemination is essential for the TSMP.

Poor knowledge of data management, in terms of identifying and responding to emerging data needs, and difficulty in linking statistics to the policy development process have led to extensive duplication of efforts and lack of synergy among data producers. Moreover, there is an inadequate flow and sharing of information within and across MDAs which limits the usefulness of data and statistics.

TSMP aims to strengthen statistics in the MDAs. An assessment of 21 MDAs showed that three different stages of statistical development can be distinguished. There are those with developed data systems where statistics units are established, where MIS systems are functional and where administrative data are produced on a routine basis. There are also MDAs with partially developed data systems, where statistics units exist in a rudimentary form, with some equipment and with only partially developed MIS systems. Finally, there are MDAs with no data systems, where a statistics unit does not exist and where data are not collected in a systematic manner. The objective of the TSMP is to assist MDAs according to their level of development, focusing on improving data quality and analysis for those with developed data systems, on developing a functional MIS system for those with partially developed systems and on setting up statistical units for those MDAs where these statistical systems are absent.

3.2.5 Statistical Outputs and Data Quality at OCGS Zanzibar

In order to improve the data output and quality, in 2002 the OCGS developed a four-year strategic plan, which provides a detailed work plan and output. During the implementation of the plan, much has been achieved although there is still more to be done.

The statistical products from the OCGS come from different sources. These include censuses and large surveys carried out in collaboration with NBS and other stakeholders, and the routine data collected from MDAs.

In recent years, there have been various censuses and surveys carried out in order to provide the required statistical indicators. These include: the 2001 Census of Industrial Production (CIP); the 2002 Population and Housing Census; the 2002/03 Agriculture Sample

Census; the 2004 Demographic and Health Survey; the 2004 Business Census; and the 2004/05 Household Budget Survey (HBS) which provided core poverty indicators that were used in the revision of the MKUZA II. The 2006 Integrated Labour Force Survey was also conducted in conjunction with the NBS. Other activities that focused on improving the statistical products included the construction of a new Consumer Price Index, the rebasing of National Accounts estimates with 2001 base prices released in 2004 and the Annual Economic Survey which provided indicators for the monitoring of economic performance of the country.

The Tanzania Socio-Economic Database has been customised to TSED Zanzibar and provides the information for Zanzibar only with focal points in 10 Ministries whereby the OCGS is responsible for the coordination of the Zanzibar part of the TSED. The TSED project at the NBS funded by JICA will soon extend to the OCGS.

The GDDS project for Tanzania which is currently being implemented in Tanzania Mainland is also expected to extend to Zanzibar soon.

The routine data from line ministries which are administered by the MIS and statistical units experience many problems from the production stage to dissemination. The quality of statistics is unsatisfactory as some of the data producing institutions have their own rules and standards which do not comply with those that are recommended. Indeed, some of these statistical units produce data without consulting the OCGS. This problem requires the coordination of the statistical activities in Zanzibar, for which the OCGS is responsible.

In addition, data and information from the private sector are not adequately covered and data collection from district authorities is untimely due to lack of resources.

The other major constraint pertaining to the statistical output in Zanzibar is the dissemination of the products. The time lag between the survey period and the production of a report is very long. The main problem has been the processing. The office has only one Programmer and one Assistant Programmer, thus mainly depending on the expertise from the NBS whose staff have a very busy schedule although always ready to assist. As for the Household Budget Survey, a consultant was hired from Oxford Policy Management, UK. Despite the above development, sufficient resources must be allocated for better performance so that high quality statistical products are generated in Zanzibar.

3.2.6 Cross-Cutting Issues

(a) Gender Responsive Statistics

Progress in the attainment of MDGs, as well as various national development goals, requires good gender responsive statistics. A number of statistical activities in the country provide sex-disaggregated data, mainly based on the sex of the head of the household. However,

to give better support to gender responsive policies and programmes, the NSS will need to produce gender responsive statistics which reflect gender issues and concerns.

Under the TSMP, NBS will recruit a specialist on gender statistics, include collection and management of gender responsive statistics in the capacity building programmes for data producers, and promote the mainstreaming of gender statistics in all statistical activities undertaken by the NSS.

(b) Environmental Issues - Climate Change

Climate change has now become a serious development issue and is high on the political agenda at national and international levels. While some effort has been made in the country to collect data on the environment, this has been done in an *ad hoc* manner. The TSMP will strengthen the capacity of the NSS to contribute to the development and implementation of mitigation and adaptation policies and strategies on climate change by measuring and monitoring different social and economic aspects of climate change. It will also bring together all current related activities into a coherent framework on environmental statistics.

(c) Civil and Vital Registration Systems

In most African Countries, including Tanzania, the civil and vital registration systems (CVRs) are weak, which is detrimental to the development of the continent. These systems aim to provide legal records of civil and vital events - birth, death and causes of death, marriage, divorce, and adoption, etc., according to the laws, regulations and legal requirements of a country. They provide information which facilitates the issue of official legal documentation, such as birth certificates and death certificates, required to, *inter alia*, access public programmes such as schools, public health, social welfare and social security.

Because of the low coverage of CVRs, some important vital rates, such as life expectancy at birth, infant and child mortality rates, which are critical to the measurement of progress towards the MDGs and other development goals, cannot be measured accurately. Therefore, countries rely on censuses and national surveys to estimate vital demographic rates. While censuses and surveys provide statistics that describe the state of the population at a particular point in time, CVRs provide accurate measures of vital events and population changes over varying periods of time. Generally, when vital statistics are complete and accurate, vital rates, such as the infant mortality rate, the child mortality rate, and the maternal mortality rate, are also accurate and reliable.

The civil and vital registration systems in Africa suffer from the problems of infrastructure, organization and management of the registration process, and capacity constraints. The systems lack political support and are weakened as a result of the low levels of literacy and awareness in the population. Under the TSMP, the national civil and vital registration systems will be strengthened.

3.3 Staff Incentives

3.3.1 Staff Incentives at NBS

(a) Alignment with National Statistical Priorities

Incentives that are not well aligned with national statistical priorities are a major obstacle to strengthening the national statistical system. As an agency, the NBS is expected to generate revenue. It creates an incentive to take on remunerated activities, even if the commissioned work is not of national interest.

(b) Human Resource Development

The NBS is under-staffed in terms of statistics professionals. This is due to the fact that the staff complement is strictly determined by the Personal Emolument budget, upon approval by the President's office, Public Service Management and MOFEA.

The NBS needs an adequate number of statistics Professionals to coordinate the envisaged increased number of statistical operations in MDAs, RSs and LGAs within the National Statistical System (NSS).

In view of this, it will be necessary to recruit an adequate number of competent and experienced statisticians from the market based on the NSS's needs.

(c) Capacity Development

NBS will need to ensure that its staff are given opportunities for training and development as part of capacity building. This will include the following: long-term training for professionals, training in statistical analysis, report writing and dissemination of results, and training in soft skills such as ICT. Enhanced capacity will enable the NBS to better coordinate statistical operations in the MDAs and LGAs. Capacity building programmes will be based on Training Needs Assessment to identify the skills gaps. In addition, the NBS will need to conduct training for Data Users and Producers within the NSS in order to improve the quality of statistical data from the MDAs and LGAs.

(d) Remuneration

The salaries of NBS staff are currently benchmarked with Public Service Salary levels. The NBS salaries are relatively low compared to the pay levels in equivalent National Statistical Organisations in Uganda and Kenya. In this respect, the NBS Staff salaries need to be enhanced in order to attract and retain competent professionals from the labour market in the region. The proposal to reform the pay structure will be informed and preceded by the following:

- clarifying the institutional status of the NBS, especially with regard to its autonomy and linking its pay structure with that of the Public Service;
- a job evaluation and re-grading exercise including a comparable pay market survey;
- a Staff Development and Rationalization Plan which will clarify future staff numbers and the establishment structure; and
- a determination of the final incentives and performance management system which will ultimately determine the place of allowances in the pay structure.

3.3.2 Staff incentives at MDAs, RSs and LGA

The requirements for staff incentives within the MDAs, RSs and LGAs do not differ from those pertaining within the NBS. There is thus a need to incorporate the suggestions for modalities of the proposed incentives scheme as indicated in the preceding paragraphs.

3.3.3 Staff Incentives at OCGS

The functions and responsibilities that are attached to the Office of the Chief Government Statistician are such that highly qualified and experienced experts (statisticians and related cadres) are required to ensure reliable and quality work that meets set standards. In order to attract and retain such expertise, the Government of Zanzibar introduced an incentive package into the remunerations and allowances for the Scheme of Services of the OCGS. Apart from financial incentives, the Revolutionary Government of Zanzibar offers training opportunities to all staff at different levels. The office has developed the Staff Incentive Scheme as a measure to ensure the sustainability and retention of statistics staff. However, it has not been fully implemented due to a lack of resources and, therefore, requires revision.

3.4 Skill Levels and Training

3.4.1 Skill levels and training at NBS

The NBS has a staff complement of about 150, including staff at regional offices. About two-thirds of these are statisticians, most of them holding either a diploma or a Bachelor's degree in Statistics and about 12 holding a Master's in Statistics or Demography. The production of statistics, from time to time, depends on consultants and technical assistance. In the NBS, fewer than 15 staff members are proficient in the use of statistics software packages like SAS, SPSS or Stata. Recruitment, training and a re-alignment of incentives can address this weakness and is the major component of statistical capacity building. However, in terms of contributing to sustainability, training can only be effective if the skills acquired can be applied immediately and if incentives are well aligned in order to apply the skills learned.

Management skills are also a weakness across the NSS. Managerial appointments reflect technical skills as statisticians rather than as managers in spite of the fact that top

management has to meet the dual task of managing as well as providing technical guidance. At the middle level, staff lack management skills and training, as well as statistical skills and experience, further adding to the burden on top management.

There has been some improvement in the quality of the NBS staff over the course of the last five years but there is still a considerable way to go, both in broadening staff competences (e.g. by also attracting economists and social scientists) and deepening their technical and operational skills. Strategies have been put in place by the NBS to continue to attract, retain and develop its staff.

3.4.2 Skill Levels and Training at PMO-RALG

There are significant efforts being made pertaining to skills and training in the area of ICT/Statistics at the PMO-RALG, as well as at the RSs and LGAs. For instance, the assessment concerning human resources capacity has indicated that the DMIS has a functioning statistics/MIS unit in which, by the end of December 2006, six out of twenty (30%) full time employed personnel were working. The PMO-RALG is also supported by two contracted experts in the area of ICT/MIS operation and Monitoring and Evaluation.

Furthermore, the LGAs have some staff involved in statistics within the establishment of the Office of the District Planning Officer (DPLO). An early assessment of these officers' skills indicated that quite a few are well vested with statistical knowledge sufficient to ensure data produced by them is of an acceptable quality.

3.4.3 Skill Levels and Training at MDAs

Although some MDAs claimed to have competent, experienced and motivated statisticians, an assessment recorded that staff were inadequate, in both quantity and quality, to undertake statistical activities. This observation is attributed to the lack of proper incentive schemes and succession plans, which has led to limited personnel capacity. Furthermore, the assessment indicated that there is a general lack of awareness of the Statistics Act of 2002 by stakeholders at both the decision-making level as well as the grassroots' level. Despite these shortcomings, some opportunities do exist. For instance, the use of international platforms (PARIS21 and Marrakech Action Plan and Development Partners) and regional blocks (SADC and EAC) is of great important in the process of developing and implementing the TSMP.

3.4.4 Skill Levels and Training at OCGS

OCGS has a staff of about 128, including staff at the Pemba office and the line Ministries. The staff from line ministries joined the OCGS scheme in March 2006. In OCGS Head Office, about 11 staff are Statisticians, with most holding BA/BSc in Statistics and five holding MBA/MSc in Statistics or Demography; there is only one Programmer. In the Pemba office, there are two staff with BAs and in the line Ministries there is one Statistician. In addition, from 2004, there has been a training programme under the UNDP to train mid-level

Statistical Officers (Certificate & Diploma) at EASTC. This has created a large demand from those wishing to train to a professional level, especially to gain a first degree in statistics and related cadres.

3.4.5 Development of Staff Skills

The National Statistical System requires skilled staff from training institutions such as EASTC, UDSM and Makerere University. EASTC provides training for a majority of middle-level statistical staff who play a crucial role in data collection and processing in Tanzania and other Anglophone countries in Africa. However, the centre lacks modern training facilities such as an information centre and computer laboratories. Furthermore, EASTC lacks adequately qualified staff to produce competent graduates and render research and other professional services to the NSS.

3.5 Financial Constraints

3.5.1 Financial constraints at NBS

Resources for official statistics are a challenge. Although the amount allocated by the MPEE to the NBS for core statistics has been increasing in recent years, disbursements are usually inadequate. In order to achieve its work programme, the NBS has had to rely heavily on other resources. For instance, most large surveys are directly or indirectly (through the MKUKUTA Pooled Fund) financed by external donors. In 2007, a total of TShs 7 billion was allocated for this purpose as detailed in the Table 3.5 below.

Table 3.5: NBS Core and MKUKUTA Pooled Fund 2004-2007
Financial Figures in TShs

Year	Core Funding from Budget	MKUKUTA Pooled Fund (Survey)	Total
2004	2,222,493,011	810,926,095	3,033,419,106
2005	2,312,489,864	812,492,981	3,124,982,845
2006	2,372,191,922	1,967,736,784.	4,339,928,706
2007	2,533,632,914	4,554,419,766 ⁷	7,088,052,680

Source: *National Bureau of Statistics*

3.5.2 Financial constraints at the RSs, LGAs and MDAs

The routine data systems are usually funded through the appropriate Ministry's MTEF. However, the assessment noted that inadequate funds are usually set aside for statistical activities.

⁷ This amount includes the 2006/07 Household Budget Survey

This heavy reliance on external financial resources is not a sustainable strategy for financing official statistics. This has been part of various projects and programmes which have their own M&E systems. Not only does it imply that the continuity of statistical production can be jeopardized once a donor retreats, but it also leads to distortions in the priorities of the national statistical system and in the way data are collected. This TSMP is designed to address this challenge by clearly identifying the priorities in statistical production and through setting up a basket fund for statistics to which external donors are expected to contribute and from which the national statistical priorities can be financed.

3.5.3 Financial Constraints at OCGS

Although the budget for the statistical activities of OCGS has been increasing over the past few years, this has not been enough to perform all planned activities. Unlike the NBS, where most of their resources have in recent years been obtained from the MKUKUTA pooled fund, the OCGS surveys and census are being funded by the UNDP country office and the Revolutionary Government of Zanzibar. For the activities that are done jointly with the NBS, the NBS channelled the resources to Zanzibar. However, untimely disbursement of funds hinders the performance of the office.

PART II: TANZANIA STATISTICAL MASTER PLAN

4.0 OUTLINE OF THE TANZANIA STATISTICAL MASTER PLAN (TSMP)

4.1 TSMP as a Strategic Document

The TSMP is a strategic document setting out the vision and goals for the National Statistical System. It is a map indicating where the statistical system should be going and how it will get there. It is a framework within which priorities, needs and resources can be considered against the vision and goals. Using the TSMP as a management tool, statistics will be produced to meet Tanzania's stated prioritised needs. The TSMP will be a living document - referred to, monitored, reviewed and revised at annual intervals as part of the Annual Statistics Review.

4.2 Vision and Mission of TSMP

The overall vision of the TSMP is:

"to have a well-integrated and efficient National Statistical System that produces quality statistics for decision makers in an objective, timely and cost-effective manner"

Practically, the TSMP will focus on five priority areas, namely:

- (i) strengthening NBS and OCGS as major actors in the NSS;
- (ii) strengthening the production of economic statistics;
- (iii) improving the processing of routine data, key administrative and socio-demographic statistics;
- (iv) strengthening the National Spatial Data Infrastructure as an authoritative source of GIS in the country; and
- (v) the implementation of Censuses and Surveys.

Within this context, the **Mission Statement** of TSMP is:

"to champion mechanisms that will coordinate the collection, compilation, analysis and dissemination of relevant, objective, demand-driven, timely, and efficient statistics to support socio-economic development of the country"

The core objectives of TSMP will be to:

- promote the use of best practice and international standards in statistical production, management and dissemination;
- raise public awareness of the importance and role of statistical information to the society;
- promote the use of statistical data and information at individual, Local Government Authorities, Central Government, institutional and national level, especially for evidence-based policy design and decision-making;
- build sustainable capacity for the production and use of statistical data and information in the country; and to
- stimulate research and evidence based public debate on social economic issues.

4.3 Outcomes and Specific Objectives

During the implementation of this plan, the TSMP will seek to achieve five major outcomes and a number of specific objectives (outputs). These are summarized in the box below:

Box 4.3: Major Outcomes of TSMP	
Major Outcome	Specific Objectives (Outputs)
1. NBS, OCGS and NSS Developed	Improved working conditions
	Improved incentives for statisticians
	Enhanced technical skills of staff
	Revised Statistics Act
	Funding for statistics in line with national data priorities
	Quality control and value for money across the NSS
	Advocacy and data dissemination
	Use of statistics to monitor results
	Coordination and monitoring across NSS through TSMP
2. Economic Statistics Strengthened	Key economic indicators
	Censuses and routine economic data bases
	Agricultural data
	Quality control
3. Processing of Routine Data Improved	Establish data collection and processing units in all RAs and LGAs
	Quality data for district planning
	Support MDAs with developed data systems
	Support MDAs developing their data systems
	Support MDAs that lack systematic data systems
4. Spatial Data Routinely Used in decision making	Digital cartography for 2012 Population Census
	National Spatial Data Infrastructure established
	Use spatial data in decision making
5. Censuses and Surveys Conducted	Household Census/Surveys
	Establishment Based Census/Surveys

5.0 TSMP WORK PROGRAMME

5.1 Stakeholders' Participation in Developing TSMP

The process of preparing the TSMP involved the development of Sector Strategic Plans for Statistics (SSPSs) by the MDAs and PMO-RALG, where a total of 16 SSPSs were developed through a participatory process. This entailed the organization of strategy development retreats involving key officials within respective MDAs. Subsequently, a drafting workshop was convened in July 2007 and a draft TSMP document compiled by representatives from the MDAs. The aim of the workshop was to provide a comprehensive overview of Tanzania's current official statistics capacity and to identify areas for further capacity building over the following five years. The SSPSs are important in showing the direction in which the MDAs, RSs and LGAs would like the output of the NSS to evolve in future.

A smaller team, comprising members from NBS, PMO-RALG, OCGS Zanzibar and the World Bank, was later convened to develop the final TSMP document, deriving from the inputs of the draft document, SSPSs, consultations with some stakeholders and a report on incentives for NBS staff. The TSMP, therefore, sets out a prioritised programme restricted to statistical activities that will improve the entire NSS by resolving the current constraints it faces. It also shows what developments could be made with additional resources, should it be possible to increase resources for statistics in the medium-term.

5.2 Maintaining Key Economic and Social Demographic Statistics

The existing statistical outputs reflect the highest priorities of users in some cases and the availability of data in others. The highest priority for the TSMP is to maintain the regular output of statistics in areas needed by MKUKUTA/MKUZA. Most surveys provide both priority and less important data. If a survey is under pressure from lack of resources, the questions needed for the priority data should be retained and those needed for the less important data should be dropped and integrated into the routine data systems.

The key outputs thus set priorities for data collection. The priority collections are shown in the tables in **Appendix 4** and **Appendix 5**.

5.3 Strategic Objectives and Goals of TSMP

After careful assessment of the components of the current NSS, it has been found necessary to focus the attention of this TSMP on five strategic objectives described hereunder and detailed in the Matrix in **Appendix 1**.

5.3.1 Development of NBS and OCGS

The NBS and OCGS, being major actors in the NSS, need to have the requisite institutional capacity that will enable them to coordinate statistical development in the country and provide guidance on different aspects of statistical production. The strategic goals for this objective are:

- a) New building and improved working conditions
- b) Improved incentives for statisticians and allied staff
- c) Enhanced technical skills of staff
- d) Revised Statistics Act
- e) Funding for statistics in line with NSS priorities
- f) Quality assurance and value for money across the NSS
- g) Advocacy and data dissemination
- h) Use of statistics to monitor results
- i) Coordination and monitoring of NSS through TSMP

5.3.2 Strengthened Economic Statistics

In the PRS1 monitoring system, social statistics were given a high priority due to the main goal of the strategy being the reduction of poverty. However, under MKUKUTA and MKUZA, the inclusion of the broad based goal of economic growth has necessitated the need to include a number of economic indicators in the monitoring system. The following will be established:

- a) Key economic indicators
- b) Censuses and routine economic databases
- c) Agricultural statistics
- d) Tourism statistics
- e) Quality assurance

5.3.3 Improved Processing of Routine Data

Data collected by the MDAs and LGAs are not properly integrated into the official statistics due to a number of constraints. There are different demands for data from the LGAs and MDAs, such that processing of the data is incomplete. It will, therefore, be necessary to institute mechanisms for improved processing of routine data by:

- a) Establishing data collection and processing centres in all the RSs and LGAs
- b) Developing quality data for district planning
- c) Supporting the MDAs with developed data systems (*Category A MDAs*)
- d) Supporting the MDAs in developing data systems (*Category B MDAs*)
- e) Supporting the MDAs that lack data stems (*Category C MDAs*)

5.3.4 Spatial data routinely used in planning and decision making

Preparation of the geographic frame for the 2012 census is being developed in a GIS environment. On the other hand, spatial data are increasingly being used for development planning and decision making. Therefore key interventions are mandatory in order to establish an environment which will make this objective a reality, aiming to achieve the following milestones:

- a) Digital cartography for 2012 Population and Housing Census
- b) Established National Spatial Data Infrastructure (NSDI)
- c) Use of spatial data in planning and decision making

5.3.5 Censuses and Surveys Conducted

With MKUKUTA funding, censuses and surveys will be conducted under the following categories:

- a) Households Census/Surveys
- b) Establishment Based Census/Surveys

6.0 PROPOSED BUDGET AND FINANCING PLAN

6.1 Overview

This section gives an indication of the costs of implementing the identified TSMP activities. It deals with the cost of additional activities required to achieve the TSMP's objective of improving the quality of statistics in Tanzania. The budget does not cover the costs of ongoing activities as they are funded by the NBS's or OCGS's core budget, through the allocation for statistics in the budget of the MDAs and LGAs, or as they are already funded by donors through, for example, the MKUKUTA/MKUZA Pooled Fund. The budget focuses on additional activities, many of which, such as the construction of new buildings, are of a one-off nature. However, as there will be an increased focus on statistics - their quality and timeliness - it is inevitable that the staff and core budget should increase in order to support and implement the various improvements in this TSMP. To accommodate this, it is expected that, over the next five years, the budget for statistics, that is actually released, increases gradually, in the order of a 15% annual increase (in real terms) in order to maintain routine data collection, keep registers, maintain equipment, develop staff skills and improve quality control.

6.2 Basis of Cost Estimates

The cost projections of the TSMP activities are shown in **Appendix 2**. The cost figures shown are approximations and are mostly indicative. Some activities are not included, such as the 2012 population census, even though they need to be undertaken and have not yet been budgeted for. Yet, the census cartographic work, which strictly speaking is part of census preparations, has been included as an activity under the TSMP because of its broader use. The budget for the agricultural sample census, on the other hand, is included as a pro memory item as there are indications that the EU will fund it. Where there is some potential overlap with existing routine activities, or where funds are likely to come from other budgets (such as the district level CWIQ surveys or the regional data processing centres which may be paid for by the PMO-RALG) this is indicated in the remarks column.

The proposed budget is indicative. Approval of the TSMP strategy will need to be accompanied by an indication of the degree to which the funding request is realistic. Following this, a detailed implementation plan and associated cost estimates will be prepared which will be brought to the Government and Development Partners for funding.

6.3 Major Cost Items

The global figure for the implementation of the TSMP is about US\$ 55 million. This covers new buildings for the NBS and the OCGS (US\$ 8 million and \$ 2 million respectively); cartographic work in preparation for the population census (US\$ 7.1 million); annual CWIQ surveys in 40 districts (estimated at US\$ 1.2 million/annum); investments in strengthening MIS systems (US\$ 4 million); core economic data collection (US\$ 3.5 million); and the establishment of data processing centres in all the regions (US\$ 2 million). Beyond these

large and often 'lumpy' activities, many of the TSMP activities will be less expensive and can be implemented with a limited budget.

6.4 Prioritization and Funding Options

The implementation of the TSMP will also bring cost savings. Once CWIQ surveys with a governance module attached are implemented in all districts, the need for Views of the People survey (US\$ 1 million) largely disappears. By asking questions about business activities in survey preparation listing exercises, the updating of the business register (US\$ 2 million) may be postponed until 2017. By effectively reaching out to various programmes and projects, the National Panel Survey may be largely funded by external sources.

The overall budget for the TSMP is such that priorities may have to be set. Under a most restricted budget, activities deserving the highest priority are the benchmarking of GDP and rebasing of CPI, along with a review of ways to enhance staff motivation and incentives, a strengthening of internal quality control and a greater focus on value for money. In combination, these activities can be undertaken for less than US\$ 2 million. With more money available, census cartographic work and staff capacity development are the next priorities, along with a strengthening of the routine data systems in the MDAs and LGAs.

7.0 IMPLEMENTATION PLAN

7.1 Mechanism for Implementing and Updating the Plan

As indicated in the previous section, a detailed implementation plan for the TSMP will be prepared, following the approval of the strategy and once indications of funding have been obtained. Already, however, it is evident that the TSMP will cover statistical activities in the NBS and OCGS, as well as many different ministries and local government authorities. As a consequence, many different stakeholders will be involved in the implementation of the TSMP. The NBS will be responsible for the coordination of the various component parts of the TSMP. As the TSMP holds key management decisions and directions for the NBS and the NSS, a programme manager will be identified who is part of the NBS management team, and who would report directly to the Director General.

The TSMP is not a static document. It will be kept under review and will be updated regularly in order to reflect changing circumstances and priorities. Annual reviews are expected with participation from key statistics producers, users and financiers. The progress of TSMP implementation, funding, and new priorities, as well as independent assessments of improvements in data quality (availability, timeliness, integrity, consistency, harmonization, and value for money) will be made available and discussed during these reviews. The timing of these reviews, which will be annual, will be aligned with either the Budget Cycle or the annual GDDS review.

7.2 Monitoring and Evaluation

The TSMP should be monitored, in particular with respect to value for money and its ability to deliver higher quality statistics in line with the needs for planning, monitoring, evaluation and decision-making in general. The annual statistics review, which was discussed in the previous section, will be an important part of the annual monitoring process. In addition, a monthly review of progress with participants from the NSS, GoT and Development Partners will allow the monitoring of TSMP implementation on a regular basis.

Two other important frameworks that will be used, in addition to the reports of the independent reviews, in evaluating the quality of core economic and socio-demographic statistics, are the Data Quality Assessment Framework (DQAF) and the GDDS to which the Government has subscribed.

Once implementation starts, evaluation of the plan should take place after five years with a lighter interim evaluation after two and a half years. The timing of this first evaluation will be synchronised with the review of MKUKUTA/MKUZA.

7.3 Risks

There are risks associated with any action plan. If they can be identified and anticipated the plan has a greater chance of success. The known risks associated with the TSMP are outlined below. There may be other unidentified risks.

- *Inability to change staff incentives and motivation.* Appropriate staff motivation is key to ensuring that data priorities are executed, to harmonizing across data sources, to enhancing the quality of many statistics, to promoting the use of statistics for planning, monitoring and evaluation and to greater attention to cost effectiveness. The consultant's report on Staff Incentives and Motivation has pointed out that it is possible to change staff incentives in the existing framework but that much needs to be done to enhance resources for its implementation.
- *Integrity of the Statistical System cannot be assured.* The quality of statistics produced in the existing current statistical system is affected by a combination of constrained technical skill and dependence on political decision makers. Unless the NBS and OCGS can firmly establish their technical independence, there is a real risk that statistics will reflect political wishes rather than facts.
- *Insufficient finance from GoT or development partners.* The TSMP is dependent on the financial requirements specified in it. A greater risk is that with insufficient funding the NSS will be tempted to implement donor rather than national statistical priorities. A pooled fund for statistics and adequate funding are therefore important aspects for the success of TSMP.
- *Lack of effective coordination* between stakeholders, i.e. between the NBS, OCGS, Ministries, Local Government Authorities, and Development Partners. The manager of the TSMP, as well as the Coordination Units in the NBS and OCGS, will be set up and strengthened to ensure consultation and coordination. Whether or not such coordination will operate efficiently and effectively will depend on the success in changing incentives and staff motivation

7.4 TSMP Implementation Schedule

The TSMP's Implementation Schedule appears as **Appendix 6**.

8.0 APPENDICES

Appendix 1: Matrix of Strategic Objectives, Goals and Activities

	Description	Actors	Mainland US Dollars	Zanzibar US Dollars	TOTAL US Dollars
1.0	Development of NBS and OCGS		16,735,000	2,935,000	19,670,000
1.1	New building and improved working conditions	NBS, OCGS, EASTC	10,800,000	2,460,000	13,260,000
	Construct a new building for NBS & OCGS		8,000,000	2,000,000	10,000,000
	Establish National Data Processing Centre (NDPC)		1,000,000	200,000	1,200,000
	IT infrastructure updated		300,000	60,000	360,000
	Transport Facilities Acquired		1,500,000	200,000	1,700,000
1.2	Improved incentives for statisticians and allied staff	NBS, OCGS, PO-PSM	200,000	50,000	250,000
	Align staff incentives in support of office work and analysis		100,000	25,000	125,000
	Staff attraction and retention		50,000	15,000	65,000
	NBS organogram aligned with data priorities		25,000	5,000	30,000
	Define the statistics profession		25,000	5,000	30,000
1.3	Enhanced technical skills of staff	NBS, OCGS, EASTC, UDSM	2,385,000	55,000	2,440,000
	Capacity development in management		100,000	10,000	110,000
	Capacity development in data analysis		200,000	25,000	225,000
	Construct Modern Information Centre and Computer Labs for EASTC		300,000	-	300,000
	Industrial attachment for EASTC Trainees		1,050,000	-	1,050,000
	Technical Assistance		375,000	15,000	390,000
	On the job training		360,000	5,000	365,000
1.4	Revised Statistics Act	NBS, OCGS, PO-PSM, Consultant	100,000	15,000	115,000
	Institute legislation for NSS		60,000	-	60,000
	Enhance the technical independence of the statistical system		40,000	15,000	55,000
1.5	Funding for statistics in line with national data priorities	NBS, MOFEA	50,000	20,000	70,000
	Increased funding for statistics from Government Budget		20,000	8,000	28,000
	Pooled fund for statistics		30,000	12,000	42,000
1.6	Quality assurance and value for money across the NSS	NBS, EASTC, UDSM, Consultant	400,000	65,000	465,000
	Capacity development in data quality		100,000	15,000	115,000
	Capacity building in statistical planning		40,000	15,000	55,000
	Establish procedures for data checks and quality control		10,000	-	10,000
	Data release calendar		5,000	-	5,000
	Enhance collaboration NBS-OCGS		5,000	-	5,000

	Description	Actors	Mainland US Dollars	Zanzibar US Dollars	TOTAL US Dollars
	Value for money studies		150,000	10,000	160,000
	Assessment of adequacy and efficiency of household survey program		50,000	10,000	60,000
	Independent external data audits		40,000	15,000	55,000
1.7	Advocacy and data dissemination	NBS, OCGS, MOFEA, MDAs	300,000	100,000	400,000
	Revise data access policy (OCGS: develop)		50,000	40,000	90,000
	Improve NBS website; establish & maintain: OCGS website		100,000	20,000	120,000
	Maintain and strengthen TSED		50,000	10,000	60,000
	Sensitization on importance of economic statistics		100,000	30,000	130,000
1.8	Use of statistics to monitor results	NBS, OCGS, UDSM, EASTC	500,000	50,000	550,000
	User-producer consultations		300,000	30,000	330,000
	Support to those using statistics for monitoring and evaluation		20,000	20,000	40,000
	Revival of Tanzania Statistics Society		180,000	-	180,000
1.9	Coordination and monitoring across NSS through TSMP	NBS, OCGS	2,000,000	120,000	2,120,000
	Strengthened coordination unit in NBS & OCGS		450,000	10,000	460,000
	High level approval of TSMP strategy		50,000	40,000	90,000
	Staff identified for TSMP implementation, coordination, M&E		400,000	5,000	405,000
	Operational plan, M&E Strategy for TSMP		100,000	20,000	120,000
	Funding for TSMP implementation obtained		500,000	5,000	505,000
	Capacity development		450,000	20,000	470,000
	Host annual statistics review		50,000	20,000	70,000
2.0	Strengthened Economic Statistics		11,600,000	1,550,000	13,150,000
2.1	Key economic indicators	NBS, OCGS, EASTC, AFRITAC, Consultants	1,000,000	300,000	1,300,000
	GDP rebased to 2007		100,000		300,000
	GDP for Republic of Tanzania		100,000		100,000
	Quarterly GDP developed		100,000		100,000
	Supply Use Table for 2007		50,000	200,000	50,000
	Rebased CPI (2007)		100,000	-	100,000
	PPI regularly produced		150,000	30,000	180,000
	Capacity Development in National Accounts Statistics		200,000	60,000	260,000
	Regional GDP		150,000	-	150,000
	Recommendations of 2005 DESTA Report implemented		50,000	10,000	60,000
2.2	Censuses and routine economic databases	NBS, TRA, PSF, Consultants	4,000,000	500,000	4,500,000

	Description	Actors	Mainland US Dollars	Zanzibar US Dollars	TOTAL US Dollars
	Business register updated and maintained		2,000,000	30,000	2,030,000
	VAT data base improved		100,000	15,000	115,000
	Up to date Employment and Earnings Surveys		400,000	36,000	436,000
	Up to date Surveys of Economic Production		500,000	90,000	590,000
	Fuller integration of HBS/NPS/LFS in economic statistics		600,000	164,000	764,000
	Program of Economic Surveys implemented		400,000	165,000	565,000
2.3	Agricultural statistics	NBS, OCGS, ASLMs, Consultants	6,000,000	500,000	6,500,000
	Agricultural sample census revised and implemented		4,000,000	400,000	4,400,000
	Routine agricultural data strengthened		2,000,000	100,000	2,100,000
2.4	Tourism statistics	NBS, OCGS, MNRT, MTI, TTB, TCT, ZATI, ZTC	300,000	200,000	500,000
	Establish Tourism Data Base		200,000	80,000	280,000
	Strengthen Tourism Indicators		100,000	120,000	220,000
2.5	Quality assurance	UDSM, Makerere, EASTC, Consultants	300,000	50,000	350,000
	Capacity development to interpret and analyze data from different sources		250,000	35,000	285,000
	Independent data audits		50,000	15,000	65,000
3.0	Improved Processing of Routine Data		12,500,000	900,000	13,400,000
3.1	Establish data collection and processing centres in all RSs and LGAs	NBS, PMO-RALG, RSs, LGAs, MDAs, Consultants	2,000,000	-	2,000,000
	Assess and integrate existing structures for statistics/ICT	PMO-RALG	200,000	-	200,000
	Harmonize data entry for all MDAs and LGAs	PMO-RALG/NBS	300,000	-	300,000
	Recruitment of statisticians		1,000,000	-	1,000,000
	Set up system of quality assurance	NBS		-	-
	Promote evidence-based planning in districts	MoFEA, PMO-RALG	500,000	-	500,000
3.2	Developing quality data for district planning	PMO-RALG, RSs, LGAs, MDAs	4,000,000	-	4,000,000
	Annual CWIQ surveys in one third of all districts annually		4,000,000	-	4,000,000
3.3	Support MDAs with developed data systems (Category A MDAs)	NBS, OCGS, MDAs, Consultants	500,000	200,000	700,000
	Develop MIS systems in support of e-governance		100,000	80,000	180,000
	Improving data quality		300,000	20,000	320,000

	Description	Actors	Mainland US Dollars	Zanzibar US Dollars	TOTAL US Dollars
	Capacity development in data analysis and reporting		100,000	100,000	200,000
3.4	Support MDAs in developing data systems (Category B MDAs)	NBS, OCGS, MDAs, Consultants	4,000,000	700,000	4,700,000
	Develop MIS systems in support of e-governance		500,000	320,000	820,000
	Improve reporting		2,000,000	80,000	2,080,000
	Training in data collection and processing		1,500,000	300,000	1,800,000
3.5	Support MDAs that lack data systems (Category C MDAs)	NBS, OCGS, MDAs, Consultants	2,000,000	-	2,000,000
	Set up statistical units		700,000	-	700,000
	Obtain budget for statistics unit		800,000	-	800,000
	Statistical sensitization			-	-
	Training in data collection, processing and reporting		500,000	-	500,000
4.0	Spatial Data Routinely used in Planning and Decision Making		8,000,000	350,000	8,350,000
4.1	Digital cartography for 2012 Population and Housing Census	NBS, OCGS, Consultants	7,000,000	100,000	7,100,000
	Create shape files for EA boundaries		6,500,000	-	6,500,000
	Populate basic GIS data with information on social sectors and other infrastructure		500,000	100,000	600,000
4.2	Established National Spatial Data Infrastructure (NSDI)	NBS, OCGS, PMO-RALG, Academic Institutions	500,000	150,000	650,000
	Finalize NSDI policy		5,000	-	5,000
	Create a national GIS data base		30,000	10,000	40,000
	Establish GIS Unit in OCGS		-	120,000	120,000
	Integrate routine data from MDAs and LGAs in GIS		100,000	-	100,000
	Establish structures with MDAs & LGAs to keep spatial data up to date		300,000	-	300,000
	Capacity development in spatial data management and analysis		65,000	20,000	85,000
4.3	Use of spatial data in planning and decision making	NBS, OCGS	500,000	100,000	600,000
	Sensitization of uses of spatial data in decision making		70,000	20,000	90,000
	Training for planners and decision makers in use of GIS		180,000	30,000	210,000
	Poverty maps and other tools produced and disseminated		250,000	50,000	300,000
	TOTAL (1-4)		48,835,000	5,735,000	54,570,000
5.0	Censuses and Surveys Conducted		-	-	-
5.1	Households Census/Surveys	NBS, OCGS, Consultants	-	-	-
	Population and Housing Census				

	Description	Actors	Mainland US Dollars	Zanzibar US Dollars	TOTAL US Dollars
	Agriculture Sample Census				
	Household Budget Survey (HBS)				
	Demographic and Health Survey (DHS)				
	Integrated Labour Force Survey (ILFS)				
	Household Expenditure Survey (HES)				
	HIV/AIDS Indicator Survey				
	National Panel Survey				
	Views of the People Survey				
	Participatory Service Delivery Assessment (PSDA)				
	Service Provision Assessment (SPA)				
	Vital Statistics Baseline Survey	NBS, RITA			
5.2	Establishment Based Census/Surveys	NBS, OCGS, Consultants	-	-	
	Census of Industrial Production				
	Business Census				
	Employment and Earning Survey				
	Economic Survey				
	Distributive Survey				
	Construction Survey				
	Traffic Survey (Counts)		-	-	-
	TOTAL (from GOV'T, MKUKUTA & Other Sources)	-	-	-	

Appendix 2: Three-Year Cost Estimates

TANZANIA STATISTICAL MASTER PLAN
TSMF Three-Year Cost Estimates in US Dollars

	Strategic Objectives & Goals	Year 1	Year 2	Year 3	Total
1.0	Development of NBS and OCGS	7,125,500	8,598,500	3,931,000	19,655,000
1.1	New building and improved working conditions	3,978,000	6,630,000	2,652,000	13,260,000
1.2	Improved incentives for statisticians and allied staff	75,000	125,000	50,000	250,000
1.3	Enhanced technical skills of staff	1,217,500	730,500	487,000	2,435,000
1.4	Revised Statistics Act	60,000	36,000	24,000	120,000
1.5	Funding for statistics in line with NSS priorities	35,000	21,000	14,000	70,000
1.6	Quality assurance and value for money across the NSS	225,000	135,000	90,000	450,000
1.7	Advocacy and data dissemination	200,000	120,000	80,000	400,000
1.8	Use of statistics to monitor results	275,000	165,000	110,000	550,000
1.9	Coordination and monitoring of NSS through TSMF	1,060,000	636,000	424,000	2,120,000
2.0	Strengthened Economic Statistics	6,575,000	3,945,000	2,630,000	13,150,000
2.1	Key economic indicators	650,000	390,000	260,000	1,300,000
2.2	Censuses and routine economic databases	2,250,000	1,350,000	900,000	4,500,000
2.3	Agriculture statistics	3,250,000	1,950,000	1,300,000	6,500,000
2.4	Tourism statistics	250,000	150,000	100,000	500,000
2.5	Quality assurance	175,000	105,000	70,000	350,000
3.0	Improved Processing of Routine Data	6,700,000	4,020,000	2,680,000	13,400,000
3.1	Establish data collection and processing centres in all RAs and LGAs	1,000,000	600,000	400,000	2,000,000
3.2	Developing quality data for district planning	2,000,000	1,200,000	800,000	4,000,000
3.3	Support MDAs with developed data systems (<i>Category A MDAs</i>)	300,000	180,000	120,000	600,000
3.4	Support MDAs in developing their data systems (<i>Category B MDAs</i>)	2,250,000	1,350,000	900,000	4,500,000
3.5	Support MDAs that lack data systems (<i>Category C MDAs</i>)	1,150,000	690,000	460,000	2,300,000

TANZANIA STATISTICAL MASTER PLAN
TSMP Three-Year Cost Estimates in US Dollars

	Strategic Objectives & Goals	Year 1	Year 2	Year 3	Total
4.0	Spatial Data Routinely used in Planning and Decision Making	4,175,000	2,505,000	1,670,000	8,350,000
4.1	Digital cartography for 2012 Population and Housing Census	3,550,000	2,130,000	1,420,000	7,100,000
4.2	Established National Spatial Data Infrastructure (NSDI)	325,000	195,000	130,000	650,000
4.3	Use of spatial data in planning and decision making	300,000	180,000	120,000	600,000
	Total	24,575,500	19,068,500	10,911,000	54,555,000
5.0	Census and Surveys				
5.1	Population and Housing Census				
5.2	Household based Surveys				
5.3	Establishment based Surveys				

Appendix 3: Economic Survey Calendar

Description	Financial year beginning July														
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
AGRICULTURAL SURVEYS															
Large-scale farms		□	□	□	□	...									
Small-scale farms		□	>	>			□						□		
Register, employment and earnings	□	□	□	□	□	□	□	□	□	□	□	□	□	□	
Very large scale enterprises															
Mining, Energy (Electricity, Gas, Petroleum), Water		□	□		□	□	□	□	□	□	□	□	□	□	
Railways, Ports, Telecoms, Banks, Insurance, etc							□	□	□	□	□	□	□	□	
Other formal enterprises															
Foreign Private Investment (led by BOT)	□	>	>		□		□	...							
Manufacturing Survey (formerly ASIP)		□	□		□		□		□		□		□		
Construction Survey							□	□		□		□		□	
Distributive Trade Survey							□				□				
Hotel, Restaurant & Tourism Survey							□		□			□			
Survey of Business and other services							□		□			□			
Public agencies, NGOs							★	□		□			□		
Informal enterprises															
Mining survey (artisans)						★	□							□	
Lorry, bus and taxi operators								★	□				□		
Manufacturing & construction					★	★	□					□			
Trade, hotels & restaurants, other services					★	★	□					□			

★ = Research and development of methodology

□ = Surveys funded by GOT (core statistics)

□ = Surveys partly funded by donors or through Censuses & Surveys TWG

> = Survey process extended over more than a year

Appendix 4: Censuses and Surveys Calendar Tanzania Mainland, 2000 - 2015

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
HOUSEHOLDS SURVEY																
Large scale benchmark																
Population and Housing Census			■	>									■			
Surveys																
Integrated Labour Force Survey (ILFS)		■				■	>				■					■
Household Budget Survey (HBS)	■	>					■				■					
Household Expenditure Survey (HES)					■		■	■	■	■	■		■	■	■	■
Demographic and Health Survey (DHS)				■	■				■	■					■	
HIV/AIDS Indicator Survey				■				■			■					
National Panel Survey								■	■	■	■	■	■	■	■	■
Views of the People Survey									■	■	>					
SPA								■								
■	Surveys partly funded by donors or through Census & Surveys TWG															
>	Survey process extended over more than a year															

Appendix 5: Censuses and Surveys Calendar Zanzibar, 2000 - 2015

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
HOUSEHOLDS BASED SURVEY/CENSUS																
Population and Housing Census*			■	>									■			
Agriculture Sample Census				>	>											
Household Budget Survey (HBS)					>	>					>	>				
Demographic and Health Survey (DHS)*				■	■				■	■					■	
Integrated Labour Force Survey (ILFS)							■	>			■	>				■
Household Expenditure Survey (HES)					■		■	■	■	■	■		■	■	■	■
HIV/AIDS Indicator Survey*								■			■					
National Panel Survey								■	■	■	■	■	■	■	■	■
Views of the People Survey									■	■	>					
Participatory Service Delivery Assessment (PSDA)				■												
SPA																
ESTABLISHMENT BASED CENSUS/SURVEY																
Census of Industrial Production		■						■					■			
Business Census					■					■					■	
Employment and Earning Survey	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Economic Survey	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
*	<i>Done in conjunction with NBS</i>															
■	<i>Funded by donors and Government</i>															
>	<i>Survey process extended over more than a year</i>															

Appendix 6: TSMP Implementation Schedule

Appendix 7A: Activity Schedule Matrix for Tanzania Mainland

Priority 1: NBS and the NSS Developed.

Output 1.1: New building and improved working conditions Actor: FM/DFAM

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.1.1	Establish National Data Processing Centre (NDPC)	100,000	100,000	1,800,000		NDPC in place	1,000,000
1.1.2	IT infrastructure updated	50,000	50,000	200,000		NDPC in place	300,000
Budget Allocated							10,800,000

PREMINARY COST ESTIMATES FOR PROPOSED OFFICE BLOCK
FOR NATIONAL BUREAU STATISTICS TANZANIA - DAR ES SALAAM

ITEM	DESCRIPTIONS	AMOUNT	TOTAL AMOUNT
1	OFFICE BUILDING:EIGHT STOREY (35.0 15.0x 8 = 4200.00) Floor Area: 4200M ² @ 780,000.00	3,276,000,000.00	3,276,000,000.00
2	EXTERNAL WORKS Access Roads; Pavement and Parking Foul Water Drainage Storm Water Fencing (Approx. 200.0M)	200,000,000.00 50,000,000.00 30,000,000.00 200,000,000.00	480,000,000.00
3	PC & PROVISIONAL SUMS Electrical Installation and Fire Detection Air Conditioners Installation ICT Installation Lift Installation (2Nos) Geotechnical Survey Water ,Waste & Soil Water System Standby Generator Progress Photograph Fluctuations. Testing of Materials Contingencies	1,050,000,000.00 756,000,000.00 300,000,000.00 400,000,000.00 25,000,000.00 50,000,000.00 250,000,000.00 2,000,000.00 100,000,000.00 5,000,000.00 200,000,000.00	3,138,000,000.00
4	PRELIMINARIES Allow item for preliminaries	300,000,000.00	300,000,000.00
	SUBTOTAL		7,194,000,000.00
	ADD: 20% VAT		1,438,800,000.00
	SUBTOTAL		8,632,800,000.00
	ADD: 9% Consultancy Fee	776,952,000.00	
	ADD: Reimbursable Costs	20,000,000.00	796,952,000.00
TOTAL PRELIMINARY COST ESTIMATES (TSHS.)			9,429,752,000.00

Output 1.2 & 1.3: Improved Incentives for statistician and allied staff & Enhanced technical skills of staff

Actor: PAM

Key results areas and summary recommendations	Main implementation activities	Time Frame (Fiscal Year)	Costs Estimate (Tshs. millions)
1. <u>Achieving operational autonomy of NBS</u> • NBS to pursue operational autonomy as accorded by its executive agency status	1. NBS will jointly with the top management of the MPEE, PO-PSM and MOF undertake a review and reach common understanding on the operational implications for the NBS in terms of autonomy, performance commitment, financing and accountability of the NBS.	2008/09	0
	2. NBS to develop a changed management programme geared to transforming it to a learning and results-oriented organisation.	2008/09	36
2. <u>Pay reform</u> • Reform pay structure and enhance pay within anew incentives and performance management system	1. A systematic job evaluation and grading, and market benchmarking exercise for rational and objective revision of the pay structure and salary regarding of all jobs	2008/09	120
	2. Staff development and rationalisation plan to set future staff numbers and establishment structure	2008/09	60
	3. Implement new pay structure in line with the incentives and performance management system	2008/09-2010/11	1,120
3. <u>Staff and human resources development</u> • Enhance the capacity, quality and performance of staff	1. Develop a human resources development strategy and align establishment to that strategy.	2009/10	80
	2. Consider such efficiency options as outsourcing and sub-contracting non-strategic functions.	2009/10	50
4. <u>Establishment of a national statistical cadre</u> • NBS to provide technical support under the policy and strategic leadership of MPEE	NBS to convene forums where the agenda of developing a national statistical cadre is deliberated by all key stakeholders, including MPEE, MOF, PO-PSM, and the local Universities and other training institutes	2008/09 – 2009/10	40
5. <u>Incentive and performance management system</u> • A performance management system to be developed and implemented	1. A performance management system developed and implemented against an up dated framework document and financing commitment agreed with MPEE, MOF and PO-PSM,	2009/10	160
	2. OPRAS to be systematically and strictly implemented.	2009/10	30

Key results areas and summary recommendations	Main implementation activities	Time Frame (Fiscal Year)	Costs Estimate (Tshs. millions)
	3. Strategy and budget for pay reform agreed with MPEE, MOF and PO-PSM and implemented	2008/09	0
6. <u>Ensure an enabling implementation environment</u> • NBS to engage MPEE, MOF and PO-PSM to create an enabling environment for the implementation of an incentives and performance management system	1. NBS will engage PO-PSM to agree the pay and performance management reform agenda of NBS under the PSRP II	2008/09	0
	2. NBS strategic plan adjusted to reflect initiatives to strengthen its operations consistent with the PSRP II strategy	2008/09	0
	3. NBS, MPEE and MOF will jointly agree on the NBS medium term budget ceiling based on agreed performance targets	2008/09	0
	4. A study on the strategy and implementation plan to exploit ICT to enhance NBS's operational efficiency.	2008/09	40
COSTS OF IMPLEMENTATION (TSHS MILLION) for NBS		2008-2013	1,736
Capacity Building of EASTC		2008/09-2010/11	649
Construction of Modern Information Centre and Computer Labs		2008/09-2010/11	200
Industrial attachment for EASTC Trainees		2008/09-2010/11	200
GRAND TOTAL (NBS +EASTC)		2008/09-2010/11	2,585

Output 1.4: Revised Statistics Act Actor: LO							
S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.4.1	Working facilities				One Laptop Stationery Statutes (Acts) Communication	Main actors are well equipped	9,000
1.4.2	Study Statistics Act no.1,2002				Go through the provisions of the Act	Provisions which need to be amended or repealed identified	5,000
1.4.3	Study Tour				Visit Uganda Bureau of Statistics	Knowledge shared and experience gained (on how the Ugandan Statistical Legislation portrays autonomy of the Bureau)	10,000
1.4.4	Awareness rising				NBS staff	NBS Staff give their comments on the proposed provisions to be amended or repealed	10,000
1.4.5	Awareness rising				Stake holders	The proposed amendments are tabled before the stakeholders for their comments	10,000
1.4.6	Awareness rising				MAB members	The proposal is submitted for their recommendations	5,000
1.4.7	Submission of document				Discussing and drafting of the Bill by the Office of the Attorney General (CPD)	The Bill is drafted	6,000
1.4.8	Submission of the Bill				To be submitted to the IMTC for discussion	The Bill is discussed	5,000
1.4.9	Presentation of the Bill				Parliamentary Committee responsible for Constitution	The Bill is owned by the Committee	10,000

Output 1.4: Revised Statistics Act Actor: LO							
S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
					and Legal Affairs		
1.4.10	Debate				Hon. Members of Parliament	The Bill is Passed (New Statistical Legislation is enacted)	10,000
1.4.11	Sensitization seminar				NBS Staff	Sensitized on the New Legislation	10,000
1.4.12	Awareness rising				Stake holders	Knowledge on the new Legislation	10,000
-	Total						100,000
-	Budget Allocated						100,000

Output 1.5 Funding for statistics in line with NSS priorities Actor: FM/DFAM

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.5.1							
1.5.2							
1.5.3							
1.5.4							
1.5.5							
1.5.6							
1.5.7							
1.5.8							
1.5.9							
1.5.10							
Etc							
	Budget Allocated						50,000

Output 1.6 Quality assurance and value for money across the NSS Actor: SMSCM

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.6.1	Validation of vital statistics	50,000	50,000	50,000	RITA	Improved data quality	150,000
1.6.3	Establish procedures for data checks and quality control	10,000	10,000	10,000			30,000
1.6.5	Enhance collaboration NBS-OCGS	10,000	10,000	5,000			25,000
1.6.6	Value for money studies	10,000	10,000	10,000			30,000
1.6.7	Assessment of adequacy and efficiency of household survey program	50,000	50,000	15,000			115,000
1.6.8	Capacity development in data quality	20,000	20,000	10,000			50,000
Budget Allocated		150,000	150,000	100,000			400,000

Output 1.7 Advocacy and data dissemination Actor: Publicity Officer

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.7.1							
1.7.2							
1.7.3							
1.7.4							
1.7.5							
1.7.6							
1.7.7							
1.7.8							
1.7.9							
1.7.10							
Etc							
	Budget Allocated						300,000

Output 1.8 Use of statistics to monitor results Actor: MARKETING OFFICER

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.8.1	Effective use of dialogue between users and producers	60,000	60,000	50,000		Realistic demand of data met to minimise loss of resources by daily unwanted data	170,000
1.8.2	Support to those using statistics in M&E	30,000	30,000	30,000		Improved use of statistics in M&E	90,000
1.8.3	Data users training	25,000	25,000	25,000		Minimize statistics/ data interpretation	75,000
1.8.4	Data producers training	25,000	25,000	25,000		Quality data which meets demand produced	75,000
1.8.5	Workshop to MPs and other politicians on statistics use	30,000	30,000	30,000		Use of data in addressing the public on development is out	90,000
	Budget Allocated	170,000	170,000	160,000			500,000

Output 1.9: Coordination and monitoring of NSS through TSMP Actor: SMSCM

S/N	Activity/Deliverable-Strengthened Coordination Unit	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.9.1	Coordination Allowance 300 \$ per month	3,600	3600	3600	Coordinator	Efficiency	10,800
1.9.2	TSMP Design Team 10 members @200 \$ per month	24,000	24,000	24,000	Design Team	Efficiency	72,000
1.9.3	Supervision of 17 MDAs 100 \$ per month	20,400	22,200	22,000	Supervisors	Quality	64,600
1.9.4	17 MDAs' Statistical Review Meetings	150,000	150,000	200,000	MDAs	Quality	500,000
1.9.5	5 Computers and 10 Laptops and Laser Printer	21,500	10,000	5,000		Efficiency	36,500
1.9.6	Consumables 200\$ per month	2400	3,000	3,000		Efficiency	8400
1.9.7	Capacity Development for TSMP design team	50,000	55,000	60,000	Design Team	Efficiency	165,000
1.9.8	Vehicle, fuel and maintenance	50,700	1,000	1,000	TSMP Team	Efficiency	52,700
1.9.9	3 Workshops for 17 MDAs-M&E Strategy for TSMP	200,000	200,000	200,000	MDAs	Efficiency	600,000
1.9.10	Consultancy, Training and Publications	100,000	150,000	180,000	TSMP office	Efficiency	430,000
1.9.11	Coordination Meetings with NSS Stakeholders	20,000	20,000	20,000	NSS	Quality	60,000
	Budget Allocated	642,600	638,800	718,600	2,000,000		2,000,000

Priority 2: Strengthened Economic Statistics

Output 2.1: Key economic indicators Actor: NASM

S/N	Time period			Target	Outcome	Total Budget (USD)
	2008/2009	2009/2010	2010/2011			
2.1.1	50,000	45,000	5,000	Implement HBS results and all other data sources available including carrying out small studies to bridge the data gaps. Liaise and work with BOT and TRA for VAT Trade indicators	GDP rebased to 2007	100,000
2.1.2	33,333	33,333	33,333	All data input from within and other MDAs in place through Annual Economic Survey	GDP for Republic of Tanzania	100,000
2.1.3	50,000	50,000	-	List of reliable indicators for Quarterly GDP estimates made available. Liaise with MDAs and East AFRITAC done	Quarterly GDP developed	100,000
2.1.4	25,000	25,000	-	HBS data analysed to suit the SUT and all data including imports and exports in place	Supply Use Table for 2007	50,000
2.1.5	100,000	-	-	Weights for CPI developed based on HBS 2007, CPI basket revised and base prices established.	Rebased CPI (2007)	100,000
2.1.6 **	125,000	25,000	-	List of manufactured items revised to include informal activities and weight revised	PPI regularly produced	150,000
2.1.7	66,667	66,667	66,667	At least a Masters course for one staff annually, including short courses on National Accounts and one study tour each year.	Capacity Development in National Accounts Statistics	200,000
2.1.8	150,000	-	-	Sensitization, capacity building and GDP compiled for two regions	Regional GDP	150,000
2.1.9	50,000	-	-	Work on recommendations through carrying out small studies for Mining, Energy, Horticultural Agriculture, Fisheries, Transport and Private water sources etc.	Recommendations of 2005 DESTA Report implemented	50,000
Budget allocated						1,000,000

** Preliminary targets

Output 2.2: Censuses and routine economic databases Actor: NASM, TSM, LPSM

S/N	Activity/Deliverable	2008/2009	2009/2010	2010/2011	Target	Outcome	Total Budget (USD)
2.2.1	National Consumer Price Index (NCPI)	200,000	240,000	336,000	Monthly CPI	Inflation	776,000
2.2.2	Regional Consumer Price Index (RCPI)	320,000	384,000	537,600	Quarterly CPI	Inflation	1,241,600
2.2.3	Employment and Earnings Survey (EES)	300,000	360,000	488,200	Annual EES Report	Employment Indicators	1,148,200
2.2.4	DSM Indices	115,000	138,000	193,200	Monthly CPI	Inflation	446,200
2.2.5	SADC Harmonised CPI	50,000	60,000	84,000	Monthly CPI	Inflation	194,000
2.2.6	Development of Economic Tables for Annual Economic Survey Report	30,000	36,000	50,400	Annual Economic Tables	Economic Tables	116,400
2.2.7	Development of CPI indices for National Account	20,000	24,000	33,600	Quarterly CPI Indices	Quarterly CPI Indices	77,600
2.2.8							
2.2.9							
2.2.10							
Etc							
	Budget Allocated	1,035,000	1,242,000	1,723,000			4,000,000

Output 2.3: Agriculture statistics Actor: ASM

S/N	Activity/Deliverable	Time Period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.3.1	Project Start up and Capacity Building						
2.3.2	Sampling Design, Pre-testing and Finalisation of Survey Instruments						
2.3.3	Systems Development and Fully Tested						
2.3.4	Printing of Survey Materials	121,299			Printing of survey materials ready for data collection	Survey materials are printed	121,299
2.3.5	Procurement of Field Work Equipment and Supplies	257,635			Equipment and supplies are procured	Equipment and supplies procured for field work	257,635
2.3.6	Cross cutting Survey Activities	209,207			Other supplies are procured and remaining activities are implemented	Supplies and activities are ready for field work	209,207
2.3.7	Recruitment of Enumerators, TOT and Training of Enumerators	1,008,707			To recruit enumerators, conduct TOT and train enumerators	TOT and enumerators are recruited and trained	1,008,707
2.3.8	Household Listing, Small Holders and Large Scale Farms Enumeration	713,110			To conduct household listing and enumerate small holders and large scale farms	Households are listed and small holders and large scale farms enumerated	713,110
2.3.9	Data Entry: Scanning and OCR Extraction	247,135			Scanning of the questionnaires	Questionnaires are scanned ready for data cleaning	247,135
2.3.10	Data Cleaning, Validation and Tabulation		111,694		Data cleaning, validation and tabulation of the results	Survey data tables are ready for analysis	111,694
2.3.11	Report Writing and Editing		219,505		Writing of the reports and editing them	Reports are ready for printing	219,505
2.3.12	Type Setting and Printing of Survey Final Reports		252,252		Reports are being printed	Reports printed	252,252
2.3.13	Dissemination Application Development and Training		112,306		Developing dissemination application	Results are disseminated	112,306

Output 2.3: Agriculture statistics Actor: ASM

S/N	Activity/Deliverable	Time Period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.3.14	Preparation of Terminal Reports and Auditing		21,081		Keeping the books ready for auditing and auditing the project	The project is audited	21,081
	Total	2,557,094	716,838				3,273,931
2.3.15	Contingencies (1% of Total Cost)	25,571	7,168				32,739
2.3.16	NBS Institutional Fee (10% of Total Cost)	258,266	72,401				330,667
	Grand Total	2,840,931	796,07				3,637,338
	Budget Allocated						4,000,000

NB: Activities for the Financial year 2007/08 is US\$ 667,871/= is not shown and not yet funded

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.3.17	Preparation including questionnaire review	20,000			Reviewing of the field instruments	Instruments are reviewed	20,000
2.3.18	Stakeholders to discuss the questionnaire	10,000			Stakeholders meeting To discuss the instruments	Instruments are finalised for data collection	10,000
2.3.19	Consultancy to assess the routine data system	45,000			Consultant recruited to assess routine data system	Report on routine data assessment in place	45,000
2.3.20	Consultancy to compare data from different sources	45,000			Consultant recruited to compare various data sources and recommend one source	Report on Recommendations of one source	45,000
2.3.21	Stakeholders to discuss consultants reports	10,000			Stakeholders to discuss the Consultants' reports and recommend	Recommendations from stakeholders in place	10,000
2.3.22	Training	200,000	800,000		Training of field officers on data collection in 5 regions and extend To the rest	Field officers are trained	1,000,000
2.3.23	Supervision	70,000	150,000		Supervision to determine the quality of the data collection	Quality control is in place	220,000
2.3.24	Data entry and Analysis		50,000	80,000	Data entry, cleaning, tabulation and report writing	Report in place ready for printing.	130,000
2.3.25	Printing		20,000	80,000	Reports are being printed	Reports printed	100,000
2.3.26	Dissemination		30,000	30,000	Dissemination of the results	Results are disseminated	60,000
2.3.27	Evaluation		50,000	50,000	Evaluation of the routine data	Evaluation report in place	100,000
2.3.15	Contingencies (1% of Total Cost)	4,000	11,000	2,400			17,400
2.3.16	NBS Institutional Fee (10% of Total Cost)	40,400	111,100	24,240			175,740
	TOTAL Budget Allocated	444,400	1,222,100	266,640			1,933,140 2,000,000

Output 2.4: Tourism statistics Actor: TTSM

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.4.1	Recruitment and Training of Enumerators	60,000			Enumerators	Knowledgeable Enumerators	60,000
2.4.2	Data Collection (Tourism Establishment)	130,000			Enumerators	Quality Data Collected	130,000
2.4.3	Data Entry	20,000			Data Entrants	Data Captured	20,000
2.4.4	Data Validation	10,000			Data Editors	Cleaned Data	10,000
2.4.5	Analysis		40,000		Statisticians/Economists	Contribution of Tourism in the Economy	40,000
2.4.6	Editing and Printing		20,000		Statisticians/Economists	Cleaned Report	20,000
2.4.7	Dissemination		20,000		Users/Stakeholders	Knowledge Disseminated	20,000
Etc							
	Budget Allocated	220,000	80,000				300,000

Output 2.5: Quality Assurance Actor: SMSCM

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.5.1	Workshops to TSMP Supervisors in MDAs	20,000	20,000	20,000	Supervisors	Quality	60,000
2.5.2	Workshops to SSPS committee members in 17 MDAs	30,000	30,000	30,000	MDAs	Quality	90,000
2.5.3	Reviewing Concepts and Definition document	10,000	10,000	10,000	Stakeholders	Quality	30,000
2.5.4	Harmonizing Statistical Standards and Methodologies	15,000	15,000	15,000	Stakeholders	Quality	45,000
2.5.5	Capacity Development to Analyse and Interpret Data	20,000	20,000	20,000	NBS Staff	Quality	60,000
2.5.6	Independent Data Audits	5,000	5,000	5,000	SMSC	Quality	15,000
	Budget Allocated	100,000	100,000	100,000			300,000

Priority 3: Improved Processing of Routine Data**Output 3.1: Establish data processing centres in all RSs and LGAs**

S/N	Activity/Deliverables	Actor: ITM, PMO-RALG					
		Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
3.1.1	To assess and integrate existing structure for statistics/ICT	500,000	300,000	100,000	132 LGA assessed for statistics/ICT by June 2011	Statistics/ICT structure at LGA strengthened	900,000
3.1.2	To harmonise PMO-RALG/LGA MIS initiatives data entry	200,000	150,000	50,000	Two-third of PMO-RALG MIS initiative harmonized by June 2011	Devolved governance database systems and information flows improved	400,000
3.1.3	To recruit RS/LGAs statisticians	100,000	100,000	50,000	All regions and 50% of LGAs recruit statistician by June 2011	Data management profile improved	250,000
3.1.4	To promote LGAs' evidence-based planning	200,000	200,000	50,000	All LGAs manage to develop evidence-based planning by 2011	Evidence-based planning for managing service delivery improved	450,000
	Budget allocated						2,000,000

Output 3.2: Developing quality data for district planning

S/N	Activity/Deliverables	Actor: PMO-RALG					
		Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
3.2.1	To conduct annual CWIQ survey in one-third of all LGAs annually	1,600,000	1,300,000	1,300,000	94 LGAs conduct CWIQ survey by 2011	LGAs socio-economic data for decision-making improved	4,000,000
	Budget allocated						4,000,000

Output 3.3: Support MDAs with developed data systems (Category A MDAs) Actor: ITM

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
3.3.1	Develop MIS systems in support of e-governance	40000	30000	30000	MDAs	MIS in Place	100000
3.3.2	Improving data quality	100000	100000	100000	MDAs	Improved data	300000
3.3.3	Capacity development in data analysis and reporting	40000	30000	30000	MDAs	Data analysis	100000
	Budget Allocated						500,000

Output: 3.4 Support MDAs in developing data systems (Category B MDAs) Actor: ITM

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
3.4.1	Develop MIS systems in support of e-governance	200,000.00	200,000.00	100,000.00	MDAs	E-Government systems in place	500,000
3.4.2	Improve reporting	270,600.00	370,600.00	370,600.00	MDAs	improved reports	1,011,800
3.4.3	Training in data collection and processing	500,000.00	500,000.00	500,000.00	MDAs	improved data collection	1,500,000
3.4.4	Data collection infrastructure/equipment in the Districts	329,400.00	329,400.00	329,400.00	MDAs	improved data collection	988,200
	Budget Allocated						4,000,000

Output: 3.5: Support MDAs that lack data systems (Category C MDAs) Actor: ITM

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
3.5.1	Set up statistical units	300000	300000	100000	MDAs	Statistical unit in place	700000
3.5.2	Obtain budget for statistics unit	300000	300000	200000	MDAs		800000
3.5.3	statistical sensitization	200000	200000	100000	MDAs		500000
3.5.4	Training in data collection, processing and reporting	2000	2000	1000	MDAs		5000
3.5.5	Finalize NSDI policy	10000	10000	10000	MDAs		30000
3.5.6	Create a national GIS data base	40000	30000	30000	MDAs		100000
3.5.7	Establish GIS Unit in OCGS						
3.5.8	Integrate routine data from MDAs and LGAs in GIS	100000	100000	100000	MDAs		
3.5.9	Establish structures with MDAs & LGAs to keep spatial data up to date	100000	100000	100000	MDAs		300000
3.5.10	Capacity development in spatial data management and analysis	25000	20000	20000	MDAs		65000
Etc							
	Budget Allocated						2,000,000

Priority 4: Spatial Data Routinely used in Planning and Decision Making

Output 4.1: Digital cartography for 2012 Population and Housing Census Actor: FOM

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
4.1.1	Procurement of field vehicles	800,000	-	-	16 new vehicles procured	16 field teams facilitated with reliable transport	800,000
4.1.2	Procurement of GIS and cartographic equipment and materials	334,975	167,488	167,487	Various hardware and software procured	Both office and field data capture adequately facilitated	669,950
4.1.3	Acquisition of satellite imagery and/or orthophoto maps of towns without adequate base maps	470,100	470,100	470,100	About 300 towns covered	EA maps in 300+ towns provided with adequate details for enumeration	1,410,300
4.1.4	Delineation of Enumeration and Supervision Areas and creation of digital shape files for EA boundaries	1,319,850	1,319,850	1,319,850	120,000 EAs and 30,000 SAs delineated	Census EA frame ready for enumeration	3,959,550
4.1.5	Review of field returns, digital data capture and production of Enumeration Area maps (EAs and SAs)	53,400	53,400	53,400	120,000 EAs and 30,000 SAs digitized; and district shapefiles created and stored	EA and SA maps produced and ready for enumeration	160,200
4.1.6	Preparation and production of census area identification maps (Regional, District and Ward EA maps); populate basic GIS data with information on social sectors and other infrastructure	-	-	-	-	-	-
	Budget Allocated	2,978,325	2,010,838	2,010,837			7,000,000

Output 4.2: Established National Spatial Data Infrastructure (NSDI) Output: FOM

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
4.2.1	Finalize NSDI Policy Document - including organising stakeholders' workshop(s)	30,000	30,000	-	Organize stakeholders' meetings and finalize document	NSDI Policy Document finalized	60,000
4.2.2	Create a National GIS Database	-	60,000	90,000	Collect datasets and create metadata and protocols	National GIS Database in place	150,000
4.2.3	Integrate routine data from MDAs and LGAs into GIS	-	30,000	80,000	Routine data from all MDAs and LGAs captured	All MDAs and LGAs participate in the exercise	110,000
4.2.4	Establish structures with MDAs and LGAs to keep spatial and non-spatial data up-to-date	-	30,000	40,000	Facilitate 50% of MDAs and LGAs each year with ability to update data and information in the areas of jurisdiction	Data up-dated regularly and provided to National GIS Database for subsequent use	70,000
4.2.5	Develop capacity within MDAs, LGAs and other potential users in spatial management, analysis and presentation	-	30,000	80,000	All MDAs and LGAs trained on analysis and presentation of GIS-based spatial and non-spatial data	MDAs and LGAs equipped with skills on analysis and presentation of GIS based data	110,000
	Budget Allocated	30,000	180,000	290,000			500,000

Output 4.3: Use of spatial data in planning and decision making					Actor: FOM		
S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
4.3.1	Sensitization of uses of spatial data in planning and decision making	-	30,000	50,000	Organize zonal workshops and presentations to various users	Users sensitized on the availability and use of spatial data	80,000
4.3.2	Training of planners and decision makers in effective use of GIS and GIS-based data and information	-	80,000	100,000	Organize 8 zonal training workshops	Planners and decision makers trained on the use of spatial data	180,000
4.3.3	Production and dissemination of poverty maps and other tools	40,000	100,000	100,000	Produce maps on various sectors and disseminate to all LGAs	Poverty Maps produced and disseminated to LAGs for use	240,000
	Budget Allocated	40,000	210,000	250,000			500,000
	Grand Total - (4.1+4.2+4.3)	3,048,325	2,400,838	2,550,837			8,000,000

Appendix 7B: Activity Schedule Matrix for Zanzibar.

Priority 1: OCGS and the NSS Developed

Output 1.1: New Building and Improved working conditions Actor: OCGS, MOFEA

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.1.1	Construct a new building for OCGS	2,000,000					2,000,000
1.1.2	Establish National Data Processing Centre (NDPC)		100,000	100,000			200,000
1.1.3	IT infrastructure updated	60,000					60,000
1.1.4	Transport facilities	80,000	60,000	60,000		Field work will be easily done	200,000
	Budget Allocated						2,460,000

Output 1.2: Improved incentives for statisticians and aligned Staff Actor: OCGS, NBS

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.2.1	Review staff incentives in support of office work and analysis	30,000					30,000
1.2.2	Staff attraction and retention	5,000	5,000	5,000	To fill all posts and positions of the organogram		15,000
1.2.3	Implementation of OCGS new organogram	5,000					5,000
1.2.4	Define the statistics profession						
	Budget Allocated						50,000

Output 1.3: Enhanced technical skills of staff Actor: OCGS, NBS

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.3.1	Capacity development in management	5,000	3,000	2,000	15 Heads of Divisions and sections are trained		10,000
1.3.2	Capacity development in data analysis	10,000	10,000	5,000			25,000
1.3.3	Technical Assistance	5,000	5,000	5,000			15,000
1.3.4	On the job training		3,000	2,000			5,000
	Budget Allocated						55,000

Output 1.4: Revised Statistics Act Actor: OCGS

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.4.1	Enhance the technical independence of the statistical system	5,000	5,000	5,000			15,000
	Budget Allocated						15,000

Output 1.5 Funding for statistics in line with NBS, MOFEA with national data priorities Actor: OCGS, MOFEA, MDAs

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.5.1	Increased funding for statistics from Government Budget	4,000	2,000	2,000			8,000
1.5.2	Pooled fund for statistics	4,000	4,000	4,000			12,000
	Budget Allocated						20,000

Output 1.6 Quality assurance and value for money across the NSS Actor: OCGS, NBS

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.6.1	Capacity development in data quality	5,000	5,000	5,000			15,000
1.6.2	Capacity building in statistical planning	5,000	5,000	5,000			15,000
1.6.3	Establish procedures for data checks and quality control						
1.6.4	Data release calendar						
1.6.5	Enhance collaboration NBS-OCGS	2,000	2,000	1,000			5,000
1.6.6	Value for money studies	4,000	3,000	3,000			10,000
1.6.7	Assessment of adequacy and efficiency of household survey program	5,000	3,000	3,000			11,000
1.6.8	Independent external data audits	3,000	3,000	3,000			9,000
	Budget Allocated						65,000

Output 1.7 Advocacy and data dissemination Actor: OCGS, NBS

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.7.1	Develop data access and dissemination policies	30,000	5,000	5,000			40,000
1.7.2	Improve OCGS website	10,000	5,000	5,000			20,000
1.7.3	Maintain and strengthen TSED	4,000	3,000	3,000			10,000
1.7.4	Sensitization on importance of economic statistics	10,000	10,000	10,000			30,000
	Budget Allocated						100,000

Output 1.8 Use of statistics to monitor results Actor: OCGS

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.8.1	User-producer consultations	10,000	10,000	10,000			30,000
1.8.2	Support to those using statistics for monitoring and evaluation	10,000	5,000	5,000			20,000
	Budget Allocated						50,000

Output 1.9 Coordination and monitoring of NSS through TSMP Actor: OCGS

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
1.9.1	Strengthened coordination unit in OCGS	6,000	2,000	2,000			10,000
1.9.2	High level approval of TSMP strategy	40,000					40,000
1.9.3	Staff identified for TSMP implementation, coordination, M&E	3,000	1,000	1,000			5,000
1.9.4	Funding for TSMP implementation obtained	5,000					5,000
1.9.5	Implementation plan for TSMP	10,000	5,000	5,000			20,000
1.9.6	Capacity development	10,000	5,000	5,000			20,000
1.9.7	Host annual statistics review	7,000	7,000	6,000			20,000
	Budget Allocated						120,000

Activity Schedule Matrix

Priority 2: Strengthened Economic Statistics

Output 2.1: Key economic indicators Actor:

Output 2.1.1: Key economic indicators (GDP rebase) Actor:							
S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.1.1.1	National Accounts Benchmarking and GDP rebased to 2007	35,000	20,000	35,000	To change from base year 20001 to 2007	New base year 2007	90,000
Etc							
	Budget Allocated						90,000

Output 2.1.2: Key economic indicators (URT GDP estimates) Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.1.2.1	Harmonization of GDP estimates (GDP of Republic of Tanzania)	15,000	10,000	10,000	To harmonise GDP Estimate	GDP of Republic of Tanzania	35,000
	Budget Allocated						35,000

Output 2.1.3: Key economic indicators (Quarterly GDP estimates) Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.1.3.1	Quarterly GDP	15,000	10,000	15,000	Quarterly GDP	Quarterly GDP	40,000
	Budget Allocated						40,000

Output 2.1.4: Key economic indicators (Quarterly GDP estimates) Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.1.4.1	To Compile a Supply use table incorporating results of surveys	20,000	10,000	15,000	Filling data gaps, data checking and reconciliation	To provide the results in the three approaches for GDP Estimate	45,000
	Budget Allocated						45,000

Output 2.1.5: Key economic indicators (Quarterly GDP estimates) Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.1.5.1	Capacity Development	32,000	18,000	10,000			60,000
	Budget Allocated						60,000

Priority 2.1.6: Strengthened Economic Statistics (PPI)

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.1.6.1	Preparation for Steering committee	500			Organize Technical Committee meeting, procurement of equipment and other preparatory activities	Preparation process for 2008/09 Hotel PPI Survey are in place	500
2.1.6.2	Printing of Survey instruments	546			Development of various survey instrument	Final instrument for survey process	546
2.1.6.3	Pilot and Recruitment Survey	3,200	0	0	Recruitment and organize training for field staff	Recruited and trained field work Staff in place	3,200
2.1.6.4	Purchase of Equipments	3,134					3134
2.1.6.5	Data Collection	12,791			Selected hotels		12791
2.1.6.6	Data Entry, Data Cleaning Validation and Tabulation	3,828					3,828
2.1.6.7	Report Writing and Editing	1,000					1,000
2.1.6.8	Printing and Dissemination	5000				Hotel Producer	5,000
	Budget Allocated	30,000					30,000

Priority 2.1.7: Strengthened Economic Statistics (DESTA Report implementation)

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.1.7.1	DESTA Report implementation	5000	2,000	3000	To improve data collection	Availability of data	10,000
	Budget Allocated	5,000	2,000	3,000			10,000

Output 2.2: Censuses and routine economic databases Actor:

Output 2.2.1: Censuses and routine economic databases (Business Register) Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.2.1.1	Business Register Updated and Maintained	19,200	6,200	4,600	All Business	Updated business register	30,000
	Budget Allocated						30,000

Output 2.2.2: Censuses and routine economic databases (VAT Data base) Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.2.2.1	VAT data base improved	5,000	5,000	5,000			15,000
2.2.2.2							
2.2.2.3							
2.2.2.4	Budget Allocated	5,000	5,000	5,000			15,000

Output 2.2.3: Censuses and routine economic databases Actor: (Employment and Earning Statistics)

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.2.3.1	Annual survey of employment and earnings	10250	12500	13250	Coverage of all formal establishment	Employment and earning statistics	
2.2.3.2							
	Budget Allocated	10,250	12,500	13,250			36,000

Output 2.2.4: Censuses and routine economic databases (Up to date survey of economic production) Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.2.4.1	Quarterly Survey of Industrial production	5,000	5,000	5,000	Small scale industries	Production of selected commodities	15,000
2.2.4.2	Annual Survey of Industrial Production	3,000	3,000	3,000	Medium industries	Gross output, production cost, employment and additional to fixed asset	9,000
2.2.4.3	Producer Price Index (PPI)	5,000	5,000	5,000	All manufacturing sector	Manufacturing producer price Index	15,000
2.2.4.4	Index of Industrial Production (IP)	4,000	4,000	2,000	Quantities and values of production of the main products	Index of industrial production	10,000
2.2.4.5	Construction Survey	21,000	20,000	0	Turnover, cost and value added in this industry	Improving GDP estimates from this sector	41,000
	Budget Allocated	38,000	37,000	15,000			90,000

Output 2.2.5: Censuses and routine economic databases (Integration of HBS/NPS/LFS/Agr in Economic Statistics) Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.2.5.1	Further integration of survey in Economic Section	64,000	40,000	60,000			164,000
	Budget Allocated	64,000	40,000	60,000			164,000

Output 2.2.6: Censuses and routine economic databases (Program for Economic Survey) Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.2.6.1	In-house training for preparation of Economic Survey preparation	15,200	16,500	18,000			49,700
2.2.6.2	Production of the Quarterly Economic Indicators	2,100	2,500	2,900			7,500
2.2.6.3	Production of Statistics Release	3,400	4,100	5,600			13,100
2.2.6.4	Annual Economic Survey	25,100	18,500	16,200			59,800
2.2.6.5	Compilation and Report Writing	5,200	6,000	6,400			17,600
2.2.6.6	Dissemination	5,300	5,800	6,200			17,300
	Budget Allocated	56,300	53,400	55,300			165,000

Output 2.3: Agricultural Data and Statistics Actor:

Output 2.3.1: Agricultural Sample Census Revised and Implemented Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.3.1.1	Planning and administration	54,877	22,327	0	Organize stakeholder/technical committee meeting, procurement of equipment and other preparatory activities	Preparation process for 2008/ 09 Agriculture Sample Survey are in place	77,203
2.3.1.2	Sample design		-	0	Selection of EAs, Sample households and weights construction	Selected EAs, households for enumeration and survey weights	-
2.3.1.3	Develop of the Survey instruments	24,534	-	0	Development of various survey instrument	Final Instrument for survey process	24,534
2.3.1.4	Printing of Survey instrument	6,632	-	0			6,632

Output 2.3: Agricultural Data and Statistics Actor:

Output 2.3.1: Agricultural Sample Census Revised and Implemented Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.3.1.5	Field Supplies	52,092	-	0			52,092
2.3.1.6	Recruitment And Training	35,879	-	0	Recruitment and organize training for field staff	Recruited and Trained Field Work Staff in place	35,879
2.3.1.7	Field Work	10,898	-	0	Data collection	Filled questionnaires	10,898
2.3.1.8	Data Entry	38,261	-	0	Extract data from the questionnaires	Data from survey	38,261
2.3.1.9	Data Cleaning Validation And Tabulation	20,820	20,820	0	Cleaned data	Production of survey result in tabular (Regional and District Table)	41,639
2.3.1.10	Report Writing And Editing		17,692	0	Survey result	Production of survey result report	17,692
2.3.1.11	Printing		31,386	0	Printing of Survey result	Printed reports	31,386
2.3.1.12	Information Education And Mass Communication (Iec)	10,750	-	0	To educate the Mass importance of the survey (T.shirt, caps, Leaflets, Posters, Radio & TV programs)	Educated mass with relationship between enumerators & respondents	10,750
2.3.1.13	Dissemination Application Development And Training		29,708	0	Dissemination of survey results	Data Dissemination	29,708
2.3.1.14	Contingency and OCGS Institutional fees	11,663	11,663	0			23,326
Etc				0			-
	Budget Allocated	266,404	133,596	0			400,000

Output 2.3.2: Strengthening Routine Data For Agriculture statistics Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.3.2.1	In-house training for Field staff (RADO, DADO, SMS & BEOs)	26,995	29,000				55,995
2.3.2.2	Procurement of 7 Laptop computer	12,800					12,800
2.3.2.3	Small Sample Annual Crops Survey			31,205			31,205
	Budget Allocated	39795	29000	31205			100,000

Output 2.4: Tourism Statistics Actor:

Output 2.4.1: Tourism Statistics Actor: (Strengthening Tourism Statistics - Tourism Expenditure Survey)

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.4.1.1	Update Hotel Register	3,000	1,500	2,000			6,500
2.4.1.2	Develop Hotel Statistics Publication	2,100	2,500	2,900			7,500
2.4.1.4	In- house Training in Tourism Statistics	1,500	700	600			2,800
2.4.1.5	In-house training for users	2,000		2,000			4,000
2.4.1.6	Development of data base and design	1,500					1,500
2.4.1.7	Purchasing of software and licence	30,000	5,000	5,000			40,000
2.4.1.8	Regional Training	10,000	5,000	2,700			17,700
	Budget Allocated	50,100	14,700	15,200			80,000

Output 2.4.2: Tourism Statistics Actor: (Strengthening Tourism Statistics - Tourism Expenditure Survey)

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.4.2.1	Planning budgeting of Development of Survey Instruments	5,452	5,507	5,562			16,520
2.4.2.2	Printing of Survey Material & Stationery	1,444	1,458	1,473			4,375
2.4.2.3	Training for Field Staff	3,076	3,107	3,138			9,321
2.4.2.4	Enumeration	9,885	9,984	10,084			29,953
2.4.2.5	Data Processing Operation	5,436	5,490	5,545			16,472
2.4.2.6	Computers Consumables and Stationery	2,525	2,550	2,576			7,651
2.4.2.7	Reporting Writing	4,500	4,545	4,590			13,635
2.4.2.8	Publication Printing Cost & Dissemination	5,196	5,248	5,300			15,744
2.4.2.9	Strengthening Hotel Statistics	3,000	1,800	1,529			6,329
	Budget Allocated	40,514	39,689	39,797			120,000

Output 2.5: Quality assurance Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
2.5.1	Capacity development to interpret and analyze data from different sources						35,000
2.5.2	Independent data audits						15,000
	Budget Allocated						50,000

Priority 3: Improved Processing of Routine Data

Output: 3.6: Strengthening Statistical Units in MDAs		Actors: OCGS, MDAs			Target	Outcome	Total Budget (USD)
S/N	Activity/Deliverable	Time period					
		2008/2009	2009/2010	2010/2011			
3.6.1	Training in data collection, processing and reporting	50,000	50,000	50,000			150,000
3.6.2	Obtain budget for statistics unit	30,000	10,000	10,000			50,000
3.6.3	Harmonize data entry for all MDAs	50,000	30,000	20,000			100,000
3.6.4	Set up system of quality assurance	100,000	30,000	20,000			150,000
3.6.5	Promote evidence based planning	25,000	15,000	10,000			50,000
3.6.6	Develop and strengthen MIS systems	150,000	30,000	20,000			200,000
3.6.7	Improve reporting system	100,000	50,000	50,000			200,000
	Budget Allocated						900,000

Priority 4: Spatial Data Routinely used in Planning and Decision Making

Output 4.1: Digital cartography for 2012 Population and Housing Census Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
4.1.1	Preparation and production of census area identification maps (Regional, District and Ward EA maps); populate basic GIS data with information on social sectors and other infrastructure	20,000	40,000	40,000	4,200 EAs will be covered	GIS Census maps with social indicators produced	100,000
	Budget Allocated						100,000

Output 4.2: Established National Spatial Data Infrastructure (NSDI) Output:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
4.2.1	Create a National GIS Database	-	5,000	5,000	Collect datasets and create metadata and protocols	National GIS Database in place	10,000
4.2.2	Procurement of GIS and cartographic equipment, materials and infrastructure	90,000	15,000	15,000	Various hardware and software procured	Office GIS unit established	120,000
4.2.3	Develop capacity within OCGS Staff in spatial management, analysis and presentation	10,000	5,000	-	OCCS staff trained on analysis and presentation of GIS-based spatial and non-spatial data	OCCS staff equipped with skills in analysis and presentation of GIS based data	15,000
4.2.4	Integrate routine data from MDAs and LGAs into GIS	-	-	5,000	Routine data from all MDAs and LGAs captured	All MDAs and LGAs participate in the exercise	5,000
4.2.5	Develop capacity within MDAs, LGAs and other potential users in spatial management, analysis and presentation	-	-	-	All MDAs and LGAs trained on analysis and presentation of GIS-based spatial and non-spatial data	MDAs and LGAs equipped with skills in analysis and presentation of GIS based data	-
	Budget Allocated						150,000

Output 4.3: Use of Spatial Data in Planning and Decision Making Actor:

S/N	Activity/Deliverable	Time period			Target	Outcome	Total Budget (USD)
		2008/2009	2009/2010	2010/2011			
4.3.1	Sensitization of uses of spatial data in planning and decision making	-	10,000	10,000	Organize zonal workshops and presentations to various users	Users sensitized on the availability and use of spatial data	20,000
4.3.2	Training of planners and decision makers in effective use of GIS and GIS-based data and information	-	15,000	15,000	Organize 2 zonal training workshops	Planners and decision makers trained on the use of spatial data	30,000
4.3.3	Production and dissemination of poverty maps and other tools	10,000	20,000	20,000	Produce maps on various sectors and disseminate to all LGAs	Poverty Maps produced and disseminated to LAGs for use	50,000
	Budget Allocated	10,000	45,000	45,000			100,000