Peer Review

TANZANIA
National Statistical System

December 2016

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Source: United Nations

Abbreviations and Acronyms

AfDB	African Development Bank
NBS	National Bureau of Statistics
CPTM	Commonwealth Partnership for Technology Management
CRVS	Civil Registration and Vital Statistics
DfID	Department for International Development
DHS	Demographic Health Survey
DQAF	Data Quality Assessment Framework
EA	Enumeration Area
EAC	East African Community
EASD	East African Statistical Department
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
GSARS	Global Strategy to Improve Agricultural and Rural Statistics
HS	Household Survey
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
SADC	Southern Africa Development Community
SDDS	Special Data Dissemination Standard
SDGs	Sustainable Development Goals
SEEA	System of Environmental-Economic Accounting
SHaSA	Strategy for Harmonization of Statistics in Africa
PARIS21	Partnership in Statistics for Development in the 21st Century
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development

Executive Summary

Rationale for the Peer Review

The Economic Commission for Africa's Committee on Development Information meeting in 2003 decided that African countries, supported by PARIS21, would carry out peer reviews to ensure that good practices pass from country to country, based on the first-hand experience of peers, to help accelerate the change processes in reforming statistical systems. The peer reviews are meant to advise on a number of processes that include coordination, governance, advocacy, financing, human resource development, management of the national statistical systems including sub-national statistical systems and overall implementation of the National Strategies for the Development of Statistics (NSDS) which is central to implementing the 2004 Marrakech Action Plan for Statistics.

The Tanzania's peer review was conducted against the backdrop of the African Charter on Statistics which sets best practice principles for professional independence, quality, mandates and resources, dissemination, protection of confidentiality, and coordination and cooperation.

Methodology

The review was based on the Ten Fundamental Principles of Official Statistics of the United Nations, the principles of the African Charter on Statistics, Strategy for the Harmonization of Statistics in Africa, and the "NSDS Checklist" developed by the PARIS21 Secretariat. Five topics of review were used in review meetings held with NBS management as well as selected producers and users of statistics across the national statistical system.

The review team comprised of Zachary Mwangi, Director General, Kenya National Bureau of Statistics and Yandiswa Mpetsheni, Acting-Deputy Director-General, Statistics South Africa. The reviewers represent countries that have good knowledge of Tanzania and experience in Peer Reviews. The review was facilitated by a consultant provided by PARIS21 Secretariat and benefitted from contributions from a PARIS21 programme officer and an African Union Commission policy officer. It also included representatives from the EAC and the SADC to which Tanzania belongs.

The reviewers also had meetings with high level Government officials including Deputy Permanent Secretary, and NBS Board Chair.

Positive Observations

Through their interactions with NBS and various stakeholders of the NSS, the peer reviewers learned about major achievements recorded by the main actors of the NSS since the last peer review which was conducted in 2007. These are 14 achievements: (a) increased advocacy for statistics through the concerted preparation and the implementation of the Tanzania Statistical Master Plan (TSMP); (b) the adoption of the new statistics act of 2015 that is specific about the NSS and related coordination powers as vested in the NBS; (c) the effective and structured coordination of the National Statistical System; (d) the good working relationships between NBS and development partners; (e) the inclusiveness of the TSMP; (f) the alignment of sector strategies to the Tanzania Statistics Master Plan; (g) the implementation of the TSMP through annual workplans; (h) the increased volume and quality of statistical products; (i) the significant increase of awareness among users; (j) the improvement of dissemination through a new and updated website that is available in Swahili and English; (k) the setting up of a national data centre; (l) the cordial working relationship established between the media and NBS; (m) the widespread

recognition of the TSMP as an effective platform and tool for resource mobilisation and reallocation; and (n) NBS leadership role.

Challenges

Eight (8) major challenges were identified by the peer reviewers which can be summarised as follows:

i. **Governance of the NSS** - The "Statistics Act, 2015" provides for the National Bureau of Statistics Board to be established, however, although the chairman was appointed, the Board itself is not in place yet;
ii. **Organizational restructuring and HR policy reform in NBS** - NBS had commissioned statistical reforms that are yet to be approved by Government;
iii. **Funding issue** - Peer reviewers have noted funding availability and sustainability as a major constraint in most statistical areas;
iv. **Physical infrastructure** - Office space for staff at NBS remains a challenge which is expected to be resolved when a new office building is built in Dodoma by the end of 2017;
v. **Beyond TSMP horizon** – As the set targets were ambitious the horizon of the TSMP had to be extended to 2018;
vi. **Implications of Data Revolution and readiness for SDG requirements** - the production and availability of subnational data is a challenge; this may reflect on the monitoring of SDGs, a requirement that will be critical in the next master plan;
vii. **Selected data collection challenges** – inadequate capacity in small area estimation was cited as a challenge for agriculture statistics. In national accounts, there is an issue of GDP coverage exhaustiveness as the informal sector is not adequately covered; and
viii. **Assuring Quality Statistical Outputs** - The improvement of routine data systems is a challenge in terms of data discrepancy between such systems and against census and survey data.

Priority Recommendations

To address the above challenges, 11 recommendations were formulated by the peer reviewers, with five (5) of them deemed most critical including:

ix. Appointment of the Board - NBS should request the Minister responsible to ensure the Board members are appointed as soon as possible for them to play the role that is designated to them in the statistics legislation;
x. Statistical Reform – The Government of Tanzania is being urged to approve proposed organisational structure for NBS for expeditious implementation;
xi. Dissemination and Communication – NBS should: continue working with partners to Democratize data - Open data; undertake periodic reviews of website hits and comments; organise regular short training courses for media people; use media for marketing statistical products;
xii. Timeliness – NBS should ensure improved timeliness for high frequency statistics to facilitate short term monitoring and evaluation. This includes and is not limited to Quarterly and Annual GDP and will require consultative process with interested stakeholders such as the Bank of Tanzania that stands available to partner with NBS for more frequent data collection for employment surveys;
xiii. Statistical Master Plan - Due to the uncertainty of future funding for the subsequent TSMP, the NBS will need to be clear in the next master plan on strategic priorities. Through the new act, the NBS should encourage the formation of statistics units in every line ministry as

a member of the NSS including at district level. More critically, the development of the next plan should start now.

Part I - Main Review Findings

1 Background and Objectives

1.1 Brief Presentation of Tanzania

The United Republic of Tanzania is located in Eastern Africa. It is bordered by Kenya and Uganda to the North, Rwanda, Burundi and the Democratic Republic of Congo to the West and Zambia, Malawi and Mozambique to the South. The country's eastern border lies in the Indian Ocean which has a coastline of 1,424 km.

Tanzania has a total area of 945,087 sq. km including 61,000 sq. km of inland water. The total surface area of Zanzibar is 2,654 sq.km. Unguja, the larger of the two islands has an area of 1,666 sq.km, while Pemba has an area of 988 sq.km.

The results of the 2012 Population and Housing Census show that, Tanzania had a population of 44,928,923 of which 97.1% is on Tanzania Mainland and 2.9% in Zanzibar.

The Government of the United Republic of Tanzania is composed of 30 administrative regions; 25 regions on the mainland and 5 in Zanzibar. The official capital of Tanzania is Dodoma, which is located 309 kms west of Dar es Salaam. Dar es Salaam is the country's commercial capital and is also the major seaport for the county's serving its landlocked neighbours.

Tanzania's economy depends heavily on agriculture. The sector accounts for more than 40% of GDP, provides 85% of the country's exports and employs 80% of the total workforce. Apart from the agricultural sector, tourism, mining and small scale industries are increasingly contributing to the national economic growth.

Tanzania's national development aspirations are articulated in the Tanzania Development Vision 2025 of transforming the economy into a middle income and semi-industrialized state by 2025. As a contribution to achieving the vision, the Second Five Year Development Plan was developed for the period 2016/17 – 2020/21 along the theme: "Nurturing Industrialization for Economic Transformation and Human Development".

Making reference to Tanzania Development Vision 2025, the second Five Year Development Plan (FYDP), 2011/12-2015/16, as well as other strategic frameworks, either national or sectoral, a Tanzania Statistical Master Plan (TSMP) was developed by the National Bureau of Statistics (NBS) spanning the period 2009/10 – 2013/14, followed by the National Bureau of Statistics Strategic Plan (NBS-SP) for the period of 2013/14 – 2015/16. The latter "outlines the corporate direction that NBS will take over the next three years towards its vision, '*To become a one-stop centre for official statistics and statistical services in Tanzania*'."

The National Bureau of Statistics is the government executive agency "responsible for the production, coordination, supervision, and dissemination of official statistics, and for the custodianship of official statistics in the country."[1] It operates as an autonomous public office.

[1] The Statistics Act, 2015

1.2 Objectives

The Economic Commission for Africa's Committee on Development Information meeting in 2003 decided that African countries, supported by PARIS21, would carry out peer reviews to ensure that good practices pass from country to country, based on the first-hand experience of peers, to help accelerate the change processes in reforming statistical systems. The peer reviews are meant to advise on a number of processes that include coordination, governance, advocacy, financing, human resource development, management of the national statistical system including subnational statistical systems and overall implementation of the National Strategies for the Development of Statistics (NSDS) which is central to implementing the 2004 Marrakech Action Plan for Statistics. The Tanzania's peer review is about the twelve's peer review carried out in Africa. The focus of the peer review is on governance of the National Statistical System (NSS), its organisation, strategic planning, service to users, funding and sustainability – all against the backdrop of the African Charter on Statistics which sets best practice principles for professional independence, quality, mandates and resources, dissemination, protection of confidentiality, and coordination and cooperation.

As is the case with such similar exercises related to official statistics, the Tanzania's peer review aims to assess the performance of the country's statistical system by government statisticians from other countries particularly in areas which are difficult to assess such as communication, inter-professionalism, teamwork, and relationship building with stakeholders. The objective is to assist Tanzania, as the reviewed State improve its policies, to adopt best practices and comply with the standards and principles established internationally. This is an amicable examination, largely based on mutual trust of participating members and their shared confidence in the process. It is worth noting that the peer review evaluates the quality of statistical governance, and does not conduct a technical evaluation of the quality of official statistics produced in the country.

The peer review of Tanzania National Statistical System was thus expected to reinforce areas of strength and to identify areas for development or improvement in order to better respond to the statistical needs of Tanzania's national development aspirations are encapsulated in the Tanzania Development Vision 2025 and further articulated in the Second Five Year Development Plan 2016/17 – 2020/21.

In addition, it offered the participants an opportunity to reflect on their own performance.

2 Methodology

2.1 Methodological Approach

The review was based on the Ten Fundamental Principles of Official Statistics of the United Nations, the principles of the African Charter on Statistics, Strategy for the Harmonization of Statistics in Africa, and the "NSDS Checklist" developed by the PARIS21 Secretariat. Five topics of review (see following section) were proposed, discussed and agreed with NBS. They were used in review meetings held with NBS management as well as selected producers and users of statistics across the national statistical system.

PARIS21 provided the review secretariat in collaboration with the African Union Commission. The role of the secretariat was to assist the evaluators during interviews, take notes and prepare and submit the draft assessment report.

NBS was reviewed by a team comprised of Zachary Mwangi, Director General, Kenya National Bureau of Statistics and Yandiswa Mpetsheni, Acting-Deputy Director-General, Statistics South Africa. The reviewers represent countries that have good knowledge of Tanzania and experience in Peer Reviews. The review was facilitated by a consultant provided by PARIS21 Secretariat and benefitted from contributions from a PARIS21 programme officer and an African Union Commission policy officer. It also included representatives from the EAC and the SADC to which Tanzania belongs.

The reviewers had meetings with high level Government officials including Deputy Permanent Secretary, NBS Board Chair, Directors, Managers and staff of the National Bureau of Statistics and a selection of other producers and key users of official statistics from other Government departments, the Central Bank of Tanzania, the private sector, media, civil society representatives, and the academia. Interviews were also held with development partners. Interviews were by and large guided by a discussion schedule, however the reviewers exercised utmost flexibility by deviating from the set schedule, discussing additional issues, or pursuing specific topics in more detail subject whenever need arose.

2.2 Five topics of review

In their review of the quality of statistical governance, the peers particularly focused on five (5) statistical dimensions: (i) Organization and Management of the National Statistical System; (ii) Managing statistical processes; (iii) Assuring Quality Statistical Outputs; (iv) Dissemination, Communication and Use of Statistics; and (v) physical infrastructure.

In discussing the organization and management of the national statistical system, the reviewers addressed the coordination of the national statistical system (Governance of the NSS; Statistics in national development policy; Strategic planning on statistics; and Relationship with stakeholders) as well as the way the institutional environment is managed (Legal reforms; Relevance of Statistics Act; Compliance to the international and regional principles such as the Ten Fundamental Principles of Official Statistics, African Charter on Statistics; Independence, professionalism, and integrity of the institution; Mandate for data collection; Confidentiality and protection of personal data).

Compliance to the international and regional principles was also assessed with respect to managing statistical processes. This aspect of the review included discussions around methodological soundness, cost-effectiveness, respondent burden, and appropriateness of statistical procedures.

The latter aspect is a major requirement for quality assurance, which the reviewers particularly insisted on when commenting on the NBS's commitment to quality in developing and delivering statistical outputs.

3 Main Findings

3.1 Main achievements

Through their interactions with NBS and various stakeholders of the NSS, the peer reviewers learned about major achievements recorded by the main actors of the NSS since the last peer review was conducted in 2007. These achievements include: (a) increased advocacy for statistics through the concerted preparation and the implementation of the Tanzania Statistical Master Plan (TSMP); (b) the adoption of the new statistics act of 2015 that is specific about the NSS and related coordination powers as vested in the NBS. The reviewers have noted that NSS coordination is well

structured and includes effective coordination with development partners. This is supported by the strong leadership at NBS. As part of the structured coordination, technical working committees exist that also involve partner institutions, e.g. for agriculture statistics. Good working relationships between NBS and development partners are unreservedly underlined, with the latter confirming that they were effectively consulted during the development of the TSMP. Development partners contribute to coordinating support through a poverty monitoring group – a development partners and government dialogue platform. Together with government, they have put in place a basket funding system that is considered very positive.

> *"The World Bank will work together with NBS by providing technical and financial support in order to make sure the office produces official statistics in timely manner ready to be used by the Government and others stakeholders in planning and implementing development programmes."*
>
> *World Bank Country Director for Tanzania, Burundi, Malawi and Somalia, Ms. Bella Bird*

Government remains the main funding agency through national budget and STATCAP Loan from World Bank amount USD 30.0 million for the implementation of Tanzania Statistical Master Plan - NSDS . However a number of development partners remain supportive to a number of activities including the Household Budget Survey; the National Panel Survey and indeed the NSDS design and implementation just to mention but a few.

In terms of strategic consistency, the TSMP provides for sector strategies that are subsequently developed are aligned to it. For example, the development of agriculture statistics in Tanzania is anchored and guided by the implementation of the national Agriculture statistics strategy that is aligned to the Tanzania Statistics Master Plan. In the area of civil registration and vital statistics (CRVS), a 5-year strategy was developed, but is not yet approved for implementation. It provides for a phased implementation approach using latest technology. The envisaged system will take advantage of already existing institutional frameworks that are linked to CRVS. This includes institutions such as the ministry in charge of local governments as well as other institutions at district and further local levels.

The TSMP is updated and implemented through annual work plans that have allowed funds from government and development partners to be disbursed in a planned and structured manner. This has translated into more statistics being produced - which includes the 2013 industrial census, higher frequency for the production of some categories of statistics including poverty statistics, and better quality data reported. A significant increase of awareness among users was noted through two user satisfaction surveys the reports of which have been published through NBS Website www.nbs.go.tz. One of the major dimension of user satisfaction is the improvement of dissemination through a new and updated website that is available in Swahili and English. Along with this improvement is business continuity; indeed, additional efforts have been made by the NBS on data recovery in the event of a disaster which includes a server that cannot be destroyed by fire. A national data centre has been set up and will be used for archiving. The existence of data portal is also positive in the sense that users can download existing data as and when they need it. This is highly valued by the Media; the Media experts whom the reviewers discussed with reported that generally a cordial working relationship is established between the media and NBS. NBS always makes it a point to invite the media to cover statistical events such as dissemination of surveys and

censuses' results. NBS further ensures that its information system is transparently displayed to any potential user, using a system such as the Enhanced General Data Dissemination System (e-GDDS).

The TSMP life plan was extended beyond the original period of 2009/10-14/15, to also cover 2018/19, taking into account the slippage in the availability of some funds. TSMP is widely known and acknowledged by stakeholders who consider it as still valid to respond to national poverty reduction strategy. TSMP has also proven positive in not only the mobilisation and but also in reallocating resources from focusing on social statistics to covering economic statistics as well. With respect to economic statistics, although the compilation of quarterly GDP by type of expenditure was work-in-progress at the time of the review, this can be considered a prior as an achievement given the complexity and difficulty of such work.

The NBS is commended by development partners for the leadership role it has shown in the development of indicators for the SDGs and its efforts to align the SDGs to other development frameworks.

3.2 Challenges

Eight (8) major challenges were identified by the peer reviewers, relating to: governance of the NSS; organizational restructuring and HR policy reform in NBS; funding availability and sustainability; physical infrastructure; the steps beyond the current TSMP; the implications of Data Revolution and readiness for SDGs requirements; selected data collection systems; and data quality.

Governance of the NSS

The NSS is governed by the "Statistics Act, 2015". The Act provides that "There is established a governing board of the Bureau to be known as the National Bureau of Statistics Board. The Board shall consist of a Chairman to be appointed by the President from amongst persons with knowledge and experience in statistics, mathematics, economics or business oriented management…" However, although the chairman was appointed, the Board itself is not in place yet.

Organizational restructuring and HR policy reform in NBS

NBS had commissioned a review of its organizational and compensation structure as well as its HR policies and management systems to meet the emerging statistical needs. Changes to the organization chart, job descriptions, scheme of service, grading system, performance management system and salary structure were submitted to and approved by Government. But the implementation thereof is yet to be approved.

While a lot of effort went into building capacity at national level, there is need to build statistical capacity at lower levels as well.

Funding challenge

Peer reviewers have noted funding availability and sustainability as a major constraint in most statistical areas.

Physical infrastructure

Office space for staff at NBS remains a challenge. However, this challenge is expected to be resolved when a new office building will be built in Dodoma. Preparations to start the construction of the new building are at an advanced stage and this will be one of the model structures in the region and the building is expected to be completed by the December 2017.

Beyond TSMP horizon

The targets in the NSDS were ambitious hence the need for an extension of the NSDS period. Sometimes it takes long for other government departments to come on board, as they need government commitment to funding the statistical activities before they come on board.

Though all major stakeholders welcomed the extension of the TSMP period, the uncertainty about what will happen beyond 2018 is a source of concern that is compounded by the risk of future support being more fragmented.

Implications of Data Revolution and readiness for SDG requirements

The production and availability of subnational data is a challenge; this may reflect on the monitoring of SDGs, a requirement that will be critical in the next master plan. Associated with this is the issue of harmonisation and consolidation of statistics systems between mainland Tanzania and Tanzania Zanzibar.

Selected data collection challenges

While each statistical sector has its specific technical challenges the analysis of which go beyond the framework of this peer review, it's worth noting that inadequate capacity in small area estimation was cited for agriculture statistics. In national accounts, there is an issue of GDP coverage exhaustiveness – as recommended in the SNA 2008 - as the informal sector is not adequately covered and some other categories of data are not easy to obtain.

Assuring Quality Statistical Outputs

The improvement of routine data systems is a challenge in terms of data discrepancy between such systems and against census and survey data.

4 Detailed recommendations

To effectively overcome the above challenges, the peer reviewers have formulated 11 recommendations for the consideration of the NBS and other NSS components.

1. Appointment of the Board - NBS should request the Minister responsible to ensure the Board members are appointed as soon as possible for them to play the role that is designated to them in the statistics legislation;
2. Government Commitment – Government of Tanzania should ensure statistics is given priority within government and its profile continue to be raised. This includes the Government taking over from Development Partners when their term for funding ends in order for statistics to have regular funding for sustainable data sources that can be used to report on the national development plan, Agenda 2063 and Sustainable Development Goals. This will be done consistently with the provisions set forth in the TSMP.
3. Statistical Reform - Government of Tanzania should carry out statistical reform and approval of the proposed organizational structure. The documents of all pending reforms should be approved for onward implementation.
4. Subnational Statistics - NBS working with MDAs should ensure data is available at lower level of disaggregation and that more frequent data collection is carried out. NBS should seek

technical support from foreign NSOs with similar expertise to compute small area estimates, specifically for agriculture statistics.

5. Modernization of Data Collection - NBS should take the lead in the promotion and use of technology innovation in all aspects of statistics across the NSS. The modernization of data collection will also include conducting comprehensive and periodic surveys on the informal sector to capture its basic characteristics and improve GDP coverage. As MDAs will be involved in related activities, NBS should further build their capacity to improve routine data and thus reduce reliance on censuses and surveys.

6. Business Register - To maintain and sustain the business register, NBS should continue working with its various partners at national and regional level, this includes engaging more with umbrella bodies – chambers of commerce, associations, etc. The statistical business register should be further strengthened through regular updates and geo-referencing.

7. Environmental statistical systems - This area requires improving, for which NBS should work with relevant institutions under effective institutional arrangements for the development of environmental statistical systems. Such comprehensive partnerships should include relevant stakeholders: e.g. other public institutions, the private sector, the civil society, the academia, as well as regional and international organizations.

8. National Accounts - A consistent system of training as many national accountants as possible at country level is essential, and utmost adherence to SNA 2008 requires data collection for national accounts to be enhanced.

9. Dissemination and Communication – Recommendations on dissemination and communication are of nine-fold:

xiv. NBS to continue working with partners to Democratize data - Open data;
xv. NBS should undertake periodic reviews of website hits and comments;
xvi. NBS should organize in-house training for media people to develop or improve their skills in proper understanding, interpretation, reporting and dissemination of statistics for general public;
xvii. NBS should continue working together with MDAs in data reporting;
xviii. NBS to use media for marketing statistical products;
xix. NBS should keep improving communication and consultations between different key stakeholder institutions in generation and sharing of data to promote consistence of data and statistics among the institutions;
xx. NBS to closely collaborate with universities to improve use of already available data. It was noted there are a number of datasets that have not been exhaustively analyzed including from the National Panel Surveys and Censuses of Population and Housing; and
xxi. NBS should capacitate other producers of data in the NSS to make their products simpler and easier to understand by various stakeholders.

10. Timeliness – Timeliness for high frequency statistics should be improved to facilitate short term monitoring and evaluation. This includes and is not limited to Quarterly and Annual GDP and will require consultative process with interested stakeholders such as the Bank of Tanzania that stands available to partner with NBS for more frequent data collection for employment surveys and production of Foreign Direct Investments statistics among others. The review team was however informed that the Governor of BoT, NBS DG, Tourism Commissioner General and Tanzania Investment Director participate at the NSS Steering Committee.

11. Statistical Master Plan - Due to the uncertainty of future funding for the subsequent TSMP, the NBS will need to be clear in the next master plan on strategic priorities. The following aspects will specifically need to be addressed therein:
    a. Through the new act, the NBS should encourage the formation of statistics units in line ministries and agencies as members of the NSS;
    b. The development of the next plan should start now;
    c. The next TSMP should try to take one step further such as timeliness of data;
    d. NBS should use internal people whose capacity has been built for data analysis and identify new areas where they will need assistance;
    e. NBS should make deliberate efforts to build statistical capacity at sub-national levels;
    f. NBS should ensure that the next TSMP is responsive to SDGs and the Agenda 2063;
    g. NBS should adopt robust measures for the production of demand driven statistics taking into account data needs for national, regional and global development agenda;
    h. The improvements in collection and use of routine data systems should be included in the next TSMP by adopting the use of latest technological devices and innovations;
    i. NBS should further improve the presentation of statistics in more user-friendly formats including visualization, video & infographics; and
    j. NBS should engage with the Government to establish effective mechanisms on predictable and sustainable financial and technical support to the NSS.

Part II - Detailed Findings

5 Organization and Management of the National Statistical System

5.1 Organization and Management of the National Statistical System

The National Statistical System (NSS) of Tanzania is made up of data collectors and users comprising of Ministries, Departments and Agencies, Research and Training Institutions as well as General Public in general. Information is usually produced through censuses, surveys and routine data systems from households, establishments and institutions. The importance of statistics cannot be over emphasised as it forms the basis for evidence based policy making including the need to focus development efforts on measurable results by various stakeholders.

5.1.1 Legal framework

The NSS is guided by the Statistics Law of 2015. This Act was updated from the 2002 Statistics Act giving the National Bureau of Statistics public autonomy in line with the objective number 6 of the African Charter on Statistics. On March 26, 1999, the NBS was declared semi-autonomous while in 2015 it became completely an independent public autonomous agency. The 2015 Statistics Act applies to Tanzania Mainland in all matters specified in the Third Schedule and applies to Tanzania and Zanzibar in respect of Population and Housing Census.

5.1.2 Governance of the NSS

Instead of a Ministerial Board, a Governing Board has been put in place, responsible for recruitment of managerial positions and ensuring fiduciary and prudence of the NBS in managing the NSS. The chairperson of the Board is appointed by the President and the board comprises eight members representing various organizations or institutions such as the Bank of Tanzania; Prime Minister's Office; Statistics Board of Zanzibar; etc.

During the review, it was noted that only the Chairman of the Board has been appointed while the rest of the board members were yet to be appointed.

5.2 The Tanzania National Bureau of Statistics (NBS)

5.2.1 Brief presentation of NBS

"Through the National Bureau of Statistics (NBS), which is mandated to gather data for both planning and monitoring of SDGs at the national and sub-national levels, the Government is committed to working tirelessly with all-- partners to ensure by year 2030 no Tanzanian would be left out as per SDG's slogan of 'leave no one behind',"
Permanent Secretary of the Ministry of Foreign Affairs and East African Cooperation, Dr. Aziz Mlima

The National Bureau of Statistics (NBS) has been established as an autonomous public agency by the Statistics Act, 2015 and has the mandate to provide official statistics to the Government, business community and the public at large. Before the enactment of the Statistics Act of 2015, the NBS was one of the Government Executive Agencies which were launched on the 26th March, 1999. As per the new Act, the Bureau

has shared responsibility with the Office of the Chief Government Statistician of Zanzibar to conduct population and housing census. The Bureau also advises the Government and the public at large on all matters related to official statistics, and its functions include: the delivery of high quality, reliable and timely official statistics; the organization and maintenance of a central depository of official statistical reports, publications, documents and data from within and outside the whole country; the development of methods, standards, concepts and definitions for the production of official statistics; as well as the regulation and coordination of the entire NSS with respect to official statistics.

More specifically, as the central depository for all official statistics on Tanzania, NBS is responsible for the following services:

- Data collection, analysis, publication, and distribution;
- Survey implementation and technical advice on related activities;
- Development of standards, methods, concepts and definitions;
- Provision of raw data for researchers and other stakeholders;
- Preparations of maps needed for various surveys and censuses;
- Professional advice and instructions on the use of statistical information.

NBS provides those services through four Directorates:

Directorate of Statistical Operations – in charge of: the National Master Sample; Concepts and Definitions and Quality Control Measures; Annual Human Settlement Statistics; Business Register; East Africa Statistical Indicators; International Monetary Fund (IMF) statistics report; Environmental Statistics Report; regional and district social economic profiles; Geographic Census Sample; Statistical Release Calendar; National Panel Survey.

Directorate of Economic Statistics – in charge of: Gross Domestic Product (GDP) Estimates quarterly and annually; Capital Formation Statistics; Tables for Economic Survey; Hotels Statistics; Tourists Statistics; Producer Price Index; Industrial Production Statistics; Agricultural Sample Census Report; Economic Accounting Matrices.

Directorate of Population Census and Social Statistics – who manages: National Consumer Price Statistics Index; Inflation Rate Report; Employment and Earnings Statistics; Households Budget Survey; Population and Housing Census reports; Demographic and Health Survey reports; and Tanzania Health Service Provision Assessment Survey.

Directorate of Finance, Administration and Marketing – The doctorate prepares the NBS Performance Report; NBS Self-Assessment Report; the Tanzania in Figures Report; the Tanzania Statistical Abstract; and the NBS Newsletter. The Directorate provides technical advice on a need basis and manage the statistical library related services, as well as the National Economic Indicators Database. NBS participates in the Enhanced General Data Dissemination System (e-GDDS)

5.2.2 Human and physical capital

NBS has a work force of 194 permanent employees. Out of this, 142 are statisticians and 52 are support staff. One hundred and twenty-two (122) are graduates in statistics while twenty-six (26) have other relevant bachelor's degrees representing about 77 percent of professional staff which is quite high compared to other countries in the region. In 2016 there are about 247 established positions of which 34 remain vacant. However, there are 12 permit positions which means that they have been proposed to the Government and expecting approval for recruitment.

One of the statistical reforms initiated by NBS was the development of a human resource plan. A total of 707 members of staff complement has been proposed therein for the entire NBS which will include representation at district level.

5.2.3 Physical infrastructure

e-GDDS

The e-GDDS was established in 2015 to guide countries in data dissemination by supporting transparency, encouraging statistical development, and helping create strong synergies between data dissemination and surveillance. The e-GDDS superseded GDDS, which had been established in 1997. The purposes of the e-GDDS are to: Encourage member countries to improve data quality; Provide a framework for evaluating needs for data improvement and setting priorities in this respect; and Guide member countries in the dissemination to the public of comprehensive, timely, accessible, and reliable economic, financial, and socio-demographic statistics.

Source: IMF

NBS staff are accommodated in two separate locations in Dar es Salam, in offices that do not offer the adequate working comfort. A new building will be built in Dodoma where the government Headquarters have been relocated. Construction activities have started already and to be undertaken in 3 phases with the first phase being from September 2016 to March 2017, followed by the 2nd phase from April to October 2017 and the last phase in December, 2017.

5.3 Strategic plan on statistics/TSMP

The Tanzania Statistical Master Plan (TSMP) is a document which provides a comprehensive framework aiming at strengthening the NSS through Institutional Reforms, Human Resource and Capacity Development, Development of Statistical Infrastructure, Data Development and Dissemination and Physical infrastructure and Equipment.

The Tanzania Statistical Master Plan (TSMP) of 2009/10-2013/14 was developed with a vision "to be an efficient and well-coordinated National Statistical System that produces quality statistics for planners, researchers and decision makers in an objective, timely and cost-effective manner". The TSMP has been extended to 2018. The NSDS that was meant to end on 2016 has now been extended through government processes and will now end in the 2017/18 Financial Year. Two of the main development partners were in favour of the extension but one of them, however, indicated that their financial support will end in 2017. The extension followed a midterm review where it became apparent that not all the planned critical activities in the NSDS will be carried out within the original timeframes. This report was submitted to the Ministry of Finance and subjected

to government processes that deal with such requests. Foreign contributions to TSMP can be summarized as in Table 1.

Table 1: TSMP Funding

Source of Funding	Amount	Status
World Bank	30 (million US Dollars)	Loan
DfID	6.2 (million British Pound)	Grant
Canada	5 (million Canadian Dollars)	Grant

The Government of Tanzania and development partners have contributed to the implementation of the TSMP. As part of the monitoring process of the TSMP, a midterm review was undertaken in 2014.

As part of the implementation and monitoring mechanisms of the TSMP, annual work plans and reports are developed. A harmonized reporting system has been developed for the development partners basically using the World Bank format.

As noted above, Tanzania is currently implementing a National Strategy for the Development of Statistics (NSDS), under the name of Tanzania Statistical Master Plan (TSMP). The Plan, whose chief implementer is NBS, was endorsed by the Government on 24th June, 2010. The objective of TSMP is to strengthen the National Statistical System (NSS) in the country so as to enable it to produce quality statistics for decision making in an objective, timely and cost effective manner. In order to achieve this objective, the plan has been divided into five components, namely Institutional Development and Legal Reforms, Human Resource Capacity Development, Development of Statistical Infrastructure, Data Development and Dissemination, and Physical Infrastructure and Equipment.

5.4 Coordination of the NSS

Following the enactment of the new Statistics legislation, NBS now has the mandate to play the role of a co-ordinating agency, within NSS, in order to achieve its vision and mission. Therefore, a new organization structure for NBS was developed to address the new context which includes, inter alia, additional responsibilities to NBS.

5.5 Relationship with stakeholders

All major development partners work with the NBS in supporting the Tanzania Statistical Master plan. The support ranges from financial to technical assistance and the statistical capacity building. A basket fund exists to support statistical activities in the master plan and there is also a trust fund from DFID to support the Household Budget Survey. The strong leadership in the NBS from the DG and the NSDS has made the coordination of statistical development successful. This has resulted in a strong engagement with donors. Through the existing coordination all development partners meet regularly, discuss issues and receive reports at the same time. They also discussed and agreed that the master plan was extended to 2018 but will continue with 2 or the 3 main funders (World Bank and Canada). While DFID support to the Basket Fund ends in March 2017, their support to core programmes will continue. There were also compliments given on how the money from the basket fund is used.

Engagement with the media especially during dissemination of data has been appreciated by many partners of the NSS. In particular, the reviewers noted that chief editors of major national media institutions are briefed of the main message during the release of consumer price index report.

5.6 Implications of Data Revolution and readiness for SDG requirements

"If we invest sufficiently in producing official statistics and using them, we will achieve sustainable development goals because statistics provides the roadmap to development,"

Dr. Albina Chuwa

The NBS plays a leadership role in the development of indicators for the SDGs and the alignment of the SDGs to other development frameworks. The World Bank partners with the NBS on open data and has appointed 2 consultants who also have a responsibility of supporting the NBS in SDG monitoring.

6 Managing Statistical Processes

The peer reviewers engaged various managers and experts from NBS and statistics units in selected line ministries on their statistical production processes and noted a few aspects related to Labour statistics; Civil registration; Tax statistics; Environment statistics; Population statistics; Industrial statistics; Agricultural statistics; Tourism statistics; Crime statistics; and National Accounts.

Labour statistics

Four main sources of data are used: Labour Force Survey - conducted every 5 years; Employment and Earnings Survey -conducted every year; administrative records; and time use survey. The peer reviewers observed that there is a need to have analytical report from the labour force survey. This will involve various stakeholders including Ministry of Gender. The response rate for most of the information is very good. Research institutions, including the Ministry of Labour and ILO are involved during report writing and analysis. A Technical Committee is responsible for coordinating the survey from planning to dissemination. However, the reviewers noted that there is lack of labour data at lower levels of disaggregation. It was also noted that data on labour statistics are not as frequently available. Integrated Labour Force Surveys were conducted in 2014 and in 2006 with limited use of ongoing registers to complement the data gaps. It was also noted by the reviewers that there is lack of capacity to undertake small areas estimation to enable computation of labour statistics at lower levels.

Social and Demographic Statistics

Social and Demographic Statistics department at NBS has a total of 8 permanent employees of which 2 are males and 6 females. The department is responsible for providing household based social economic indicators for development planning and the international development strategies. Several surveys conducted every 5 years include demographic health surveys and funded mainly by the USAID.

Household Budget Surveys are conducted every 5 years. Data quality checks are undertaken at every stage of the survey from the survey planning, data collection, management, analysis and dissemination. Consultations are made with stakeholders and all relevant strategic documents are reviewed. Internally, consultations are made with National Accounts, Agriculture, CPI, etc to ensure that their needs are taken on board. Before the main report is produced, preliminary report is

produced. Final reports including technical reports and syntax are made available. Customized reports are made for different users. If these are seen not to be adequate, NBS is contacted for further details. Going forward, digital data collection will be implemented using mobile phones.

Development partners requiring different modules are contacted to ensure that their specific requirements are featured in the survey such as data on time use, gender and poverty as required by UN Women, and child poverty as required by UNICEF just to mention but a few.

Administrative data are used particularly in health and education sectors despite the fact there are quite a number of administrative records existing in the country. Regarding education statistics, it was noted that the education system in Tanzania has recently been decentralized whereby data are processed at the district level. The assessment though noted that despite the decentralization, aggregated rates at national level have noted divergences from the previous rates showing clear consistency over time and across space.

As regarding to health statistics, health management information system is the main source of administrative health data. However, the country has been conducting other health related surveys such as the Health and the HIV monitoring survey called Tanzania HIV Impact Survey (Population Based HIV Impact Assessment) conducted in 2016. This is a household based Survey designed to produce indicators at national and regional level - 26 regions on the mainland. Malaria Indicator Survey (2011/12; 2007/08) and the Demographic and Health Surveys (2015/16; 2010) have also been a major source of health-related data.

The reviewers noted efforts being put in place by NBS to use electronic equipment to collect household survey data. The Household Budget Survey is for example using mobile phone for data collection.

Civil registration

Tanzania has undertaken a number of steps to ensure registration of her citizens. A Registration Insolvency and Trusteeship Agency (RITA) was established in order to have an effective and efficient management of information on key life invents, incorporation of trustees, safeguarding properties under trust, of deceased persons, insolvents and minors to enable the law take its course. Established in 2006 replacing the then Administrator Generals Department, it is an Executive Agency under the Attorney Generals Chambers in the Ministry of Justice and Constitutional Affairs.

The review however, noted that although registration of events is improving including births and deaths, most of the records are being used for legal purposes only. There is little use of these records for statistical purposes.

The review further noted that a comprehensive assessment of the CR was done and a Strategic Plan on developing further the CR was produced. However, it was noted that the Plan was a bit costly initially estimated at 500 million USD for a 5 years period. This was revised downward to 180 million USD. The initial plan prior to revision was to include printing the civil registers at the spot which included electricity, printers, internet connectivity, etc. However after a number of discussions it was agreed not to print on the spot but at a local office say in the district. Hence only additional person would be required to cover such tasks. This process is ongoing.

There is a backload of records which need to be digitized. Currently, recent records are being used for statistical purposes.

Administration officers at district level are being used to register various events. This is a result of absence of RITA staff at district level and this is seen as an extra work on the administration officers.

Tax statistics

In 1997, the Government noted the need to collect data on taxation as there were limited tax indicators. The NBS was tasked to coordinate this process. The first attempt was in 2014 to produce the first report covering twelve years back.. There is a forum to come up with a joint strategy on how to better produce reports while avoiding duplications. The NBS may wish to learn from South Africa including on categorization and indicators for reporting.

Environment statistics

Environment is a cross cutting issue that involves all sectors of the economy under ministries such as: Natural Resources and Tourism, Agriculture Food Security and Cooperatives, Education and Vocational Training, Energy and Minerals, Fisheries and Livestock Development as well as Water and Irrigation.

Efforts to streamline the collection of environmental statistics have been mentioned to the peer reviewers. This includes the initiative of Poverty Reduction Strategy (PRS) and MKUKUTA, the National Strategy for Growth and Reduction of Poverty (NSGRP). The reviewers however noted that there is limited expertise in environmental statistics within the NSS. However, it was reported that plans are underway to establish partnerships with specialised academia and the National Environmental Management Council (NEMC) as well as other environmental institutions to develop a platform for the collection of environmental statistics.

Environmental statistics

In Tanzania, environmental statistics include most of the variables collected in USA and UK but some are not readily available due to technological and resource constraints. It is, however, envisaged that in the long run most of the data will be collected. Therefore, a complete set of environmental quality data will, in the future, involve quite a number of sectors and institutions falling under the Ministry of Water and Irrigation (MWI) for water quality and quantity, while NEMC will supply data on air quality, noise levels and other areas. The ministries of Agriculture Food Security and Cooperatives and Energy and Minerals will supply data on land use and its quality.

Source: NBS

Population statistics

Population census is the only statistical activity conducted jointly and concurrently with Zanzibar. A committee including the Office of the Prime Minister is responsible for direction and resource mobilization. Also a committee of Ministers is responsible for oversight of the census. To date, about four population and housing censuses have been conducted (2012, 2002, 1988, and 1978). Technical committees are responsible for implementation and include regional level representatives. The results of the last census (2012) are being published in successive reports related to specific themes including gender, literacy and education, mortality, economic activity, and fertility and nuptiality monograph.

The reviewers noted that there is limited us of civil registers for statistical purposes that could fill-in population data during the inter-censual periods. It was also noted that the previous PHC had a total of 67 questions in the long questionnaire. This is a challenge as it affects the quality of census

data. Use of technology has been limited in the previous censuses resulting in huge costs in terms of transportation, stationery, extended periods of analysis etc.

Industrial statistics

Industrial statistics are primarily obtained through the Census of Industrial Production. The latest census of industrial production was in 2013 of which report was produced in 2016. The census aimed at collecting information from individual establishments in order to compile economic indicators necessary for planning and policy formulation, and more specifically: information on the structure, composition and activities of the industrial sector; industrial contribution to GDP; data for National Accounts; marketing information; etc.

The International Standard Industrial Classification of All Industrial Activities (ISIC) Revision 4 was used for the 2013 census. The Census focused on establishments of 10 employees or more and a sample of smaller establishments of less than ten persons.

It appears from information provided to the peer reviewers that industrial statistics would significantly benefit from a further enhanced business register. A Statistical Business Register Survey was conducted in 2014/15 to provide a sampling frame for all establishments based surveys. "The survey covered all regional headquarters and urban part of some districts with a large number of businesses in Tanzania Mainland."

The review however noted that there is no strategy to develop industrial statistics. This could have been developed in collaboration with the Ministry of Industry and Trade to ensure coordination of industrial statistics in Tanzania.

The review also noted that a number of questionnaires on industrial statistics are incomplete. This may be attributed to the fact that most institutions have different reporting mechanisms making some of the questions in the questionnaire not applicable.

The use of paper-based data collection remains rampant in industrial statistics. This impacts the lag at which industrial statistics are produced. Currently, the last reports posted on the website dates to 2010 Construction Industrial Analytical Report.

The use of regional statistical managers for the collection of industrial statistics may pose a challenge as these managers also have other responsibilities and may not have the expertise to collect such data. Use of other temporary personnel may cause further challenges.

Agriculture statistics

Tanzania is among the few countries on the continent that have developed and implemented a sectoral plan on Agriculture statistics. The Tanzania Agriculture statistical strategic plan 2014/15-2018/19, has helped to mobilize funding and technical assistance for relevant statistical programs.

Agriculture Statistics Strategic Plan (ASSP) was established as a result of Global Initiatives to improve Agricultural and Rural Statistics which was adopted by the United Nations in 2010. Five strategic goals were set forth in the plan: Strengthening Legal and Institutional Framework and Coordination of Agricultural Statistics System; Developing Human Resource Capacity to meet data production effort; Rationalizing Statistical Operations and processes; Improving quality and user relevance of agricultural statistics data; Improving Statistical Infrastructure as well as Physical Infrastructure and Equipment.

All related activities are implemented in a coordinated manner by all ministries and institutions interested in agriculture development.

Since 2000, Tanzania has conducted two Agriculture Sample Censuses. The first was conducted in 2002/03 while the latest was conducted in 2007/2008. The censuses provided the necessary frame for the collection of high frequency agriculture data such as the annual agriculture sample surveys.

In spite of the above mentioned positive developments, it was noted that data collection for agriculture remains a challenge especially during rainy season as accessibility to most areas both rural and urban becomes almost impossible. This definitely affects the quality of data. Likewsie, use of agriculture extension workers to collect data may have its own shortfalls as these are not trained data collectors.

Funding to agriculture statistics is limited. Hence the coverage in most cases is dependent on the available resources.

Although a Strategy for agriculture Statistics has been developed, there are still challenges coordinating various stakeholders in the sector. Many surveys are being conducted targeting the same households resulting in duplication of resources and efforts. This is however against the backdrop that a lot of agriculture data remains unanalysed.

From the 2007 peer review report, it was noted that data from routine systems provided inconsistent figures from those provided from surveys. It was noted that this situation remains the same in a number of datasets which may be attributed to different methodologies. However, such differences have made it difficult to compare such different datasets.

Tourism statistics

Annual international visitors survey has conducted since 2008. The Ministry of Tourism chairs the meeting, with the Zanzibar Tourism being part of it. In 2011 some modules on tourism were included in the Household Budget Survey. Apart from tourism statistics produced by the Ministry of Tourism, the NBS produces a monthly statistics release on hotels and statistics. A series of such data has been produced dating as way back to 2010.

The reviewers noted that the statistics releases are not accompanied by excel data which could allow users to easily incorporate parts of the report into their reporting.

It was also noted that response rate from hotels is quite low and in some instances incomplete thereby affecting reliability of the data.

There is limited staff to collect data on tourism. This is compelled by the fact that data collection remains paper-based.

The migration from ASCUDA to TANCIS by the Tanzania Revenue Authority was not well communicated to. Hence, NBS is still in the process of adjusting particularly when it comes to sharing data.

Crime statistics

The police force has been managing crime information system since 2012, with NBS just providing technical support. NBS have provided training and the Master Plan also supported the purchase of computers as a pilot support. The reviewers noted that no monthly or quarterly crime statistics are produced despite the fact that crime statistics are some of high frequency statistics needed policy review on a more regular basis.

National Accounts

The main data sources used in the compilation of the National Accounts estimates include: Household Budget Surveys (HBS); Agriculture Sample Census; Integrated Labour Force Survey (ILFS); Non-Profit Institutions Serving Household Survey; Annual Surveys of Industrial Production; Foreign Direct Investment Survey and Population and Housing Censuses as well as administrative records. Such records include information on import and export of goods and services, Government Finance Statistics (GFS) and Value Added Tax (VAT) collections. Some specific studies generate data that also feed into National Accounts.

Stakeholders do meet every quarter on gaps and other issues faced in the production of national accounts.

The reviewers however noted that the GDP coverage is not exhaustive enough as the informal sector is not adequately covered.

It was also noted that implementation of the SNA2008 remains a challenge as other data sources such as military and environmental accounts are incomplete.

The previous peer review noted that National Accounts figures were mainly quoted as being produced by the Ministry of Finance or the Central Bank. The current review has noted that there has been more acknowledgement of NBS as the producer of national accounts in the country thereby enabling consultations regarding the products.

7 Dissemination, Communication and Use of Statistics

From the discussions the reviewers had with various stakeholders, there was a general consensus that there have been improvements in the quality of data both across space and over time. The stakeholders cited a number of statistics such as price, trade, industrial, population, and poverty as being produced on a regular basis. Similar sentiments were also noted in the user satisfaction survey. It is worth noting that the user satisfaction survey has also improved how NBS responds to user needs. The response includes quality improvement for which efforts are made not only by the NBS but across the entire NSS through the development of a data quality assessment framework. The website of the NBS[2] has recently been improved. The website has been developed in two languages English and Swahili which makes it easy for users conversant in either language.

The reviewers also noted that a series of statistical reports have been posted on the website and stakeholders alluded the current structure as easy to access reports and manoeuvre through.

The media was appreciative to the NBS on their continued communication on any upcoming data releases including the monthly CPI which is consistently released on the 8th of every month for the index of the previous month. As a result of this consistency, CPI has drawn much interest from stakeholders.

The NBS has been tasked by the Government to provide statistical information for the SDGs. Efforts have already been put in place to map indicators in the SDGs and the National Development Plan to various sources of data.

[2] http://www.nbs.go.tz/

Apart from the positive developments above, the reviewers noted that most of the reports that are being uploaded on the website are in pdf format. These are not accompanied by excel tables that could allow users to copy, reformat and incorporate in their respective reports.

The reviewers also noted that there is a total of nine data portals being managed by the NBS. These include the Disability Statistics Database; 2012 Census Data; Africa Information Highway; Tanzania National Data Archive; Tanzania Socio-Economic Database; CensusInfo; Foud and Agriculture Statistics; Southern Africa Development Community; and Integrated Labour Force Survey 2014. While these enables users to access download data, updating these databases on a regular basis may overburden the respective managers resulting in some of them not being updated for lengthy periods thereby making them less relevant to users.

The Civil Society also put their weight in commending NBS for the efforts in engaging with them on many areas of data management and use. NBS is reported to be instrumental in sampling and sharing information relating to EAs necessary for their surveys. It was also reported that NBS has been critical to Open Data mechanisms. The civil society has also contributed to the drafting of the new Statistics Law in Tanzania.

Some stakeholders expressed concerns that they are requested to pay for some data against the fact that the data is supposed to be public.

8 Conclusion

Overall, the reviewers have noted that there have been great improvements in statistics in Tanzania. In terms of institutional arrangements, the establishment of the Board is one such example. The new statistics act has ensured public autonomy of the NBS in line with Principle 1 of the African Charter on Statistics. The review has also noted strong political will to further develop statistics in the country as most of the funding to statistics is from the Government which is in line with Principle 3 of the African Charter on Statistics.

"As the government, we will make sure that we continue to invest in production of official statistics in order to successfully achieve our goals,"

Deputy Minister of Health, Community Development, Gender, Elderly and Children, Hon. Dr. Hamis Kigwangalla

The Tanzania Statistical Master Plan has been instrumental in coordinating the NSS and mobilizing resources over the implementation period. It is clear that there is more coordination amongst producers of statistics and amongst providers of resources for statistics. Indeed, the partnership between Government and Development partners in support of strengthening measures for improving national statistical systems through implementation of TSMP is evidently stronger and relevant authorities are encouraged to further promote this state of affairs going forward.

At organizational level, the strong leadership at NBS has created conducive environment for statistical development in the country and has been a critical mouthpiece at various regional and international forums.

The rightsizing of personnel at the NBS has ensured professionalism in all statistical undertakings.

9 Annexes

9.1 Annex A: Schedule of Meetings

Venue: RITA TOWER Conference Room 7th Floor

Day & Date	Time	Activity	Responsible
Sunday *06 November 2016*	-	- Arrival of Reviewers in the host country - Preliminary meeting of Reviewers	Reviewers
Monday *07 November 2016*	9.00a.m - 12.00 noon	- Meeting with the Director General of NBS to discuss the objectives of the Review - Discuss precisely the topics to be discussed during the Review - Finalize the program of the mission, schedule of meetings, and questions for the interlocutors	DESD
Monday *07 November 2016*	1.00p.m - 4.00p.m	- Human resource - Finance - Administration - IT and Communication	DFAM and Responsible Managers Ariv Severe
Tuesday *08 November 2016*	9.00a.m - 12.00 noon	- Consumer Price Statistics - Labor statistics - Crime statistics - Environment statistics - Population statistics	DSSD, DSOD and responsible Managers
Tuesday *08 November 2016*	1.00p.m - 4.00p.m	- Industry statistics - Agriculture statistics - National Accounts - Trade and Tourism statistics	DESD and responsible Managers
Wednesday *09 November 2016*	9.00a.m – 10.00a.m	- Board Chair	Coordinator
	10.00a.m – 11.00a.m	- Ministry of Finance and Planning	Coordinator
	11.00a.m – 12.00 noon	- Media	Coordinator
		- Ministry of Health, Community Development, Gender, Seniors and Children	Coordinator
Wednesday 09	1.00p.m - 2.00p.m	- Ministry of Education, Science, Technology and Vocational Training	Coordinator

Day & Date	Time	Activity	Responsible
November 2016	2.00p.m – 3.00p.m	- Bank of Tanzania	Coordinator
	3.00p.m – 4.00p.m	- Ministry of Agriculture, Livestock and Fisheries	Coordinator
Thursday 10 November 2016	9.00a.m - 10.00 a.m	- Registration Insolvency and Trusteeship Agency	Coordinator
	10.00a.m – 11.00	- Eastern Statistical Training Center (EASTC)	Coordinator
	11.00a.m – 12.00noon	- TWAWEZA	Coordinator
		- The Confederation of Tanzania Industries (CTI)	Coordinator
Thursday 10 November 2016	2.30 pm - 3.30p.m	- Development Partners	WB Coordinator
	3.30p.m onwards	- Meeting of the Reviewers and the Secretariat	Reviewers & Secretariat
		- Preparing the draft Report and Recommendations	
Friday 11 November 2016	9.00 a.m – 12.00am	- Presenting interim Report to NBS Management	Reviewers
		- Presenting interim Report to NBS Board Chair	Reviewers
Friday 11 November 2016	2.00 p.m	- Debriefing the Minister Finance and Planning - End of Mission	Director General

9.2 Annex B: Meeting participants

List of Persons met by the Reviewers

S/ No.	Name	Designation/Title	Institution/Organization	E-Mail address
1.	Dr. Albina Chuwa	Director General	National Bureau of Statistics	albina.chuwa@nbs.go.tz
2.	Stanley Mahembe	Director	Finance, Administration and Marketing	stanley.mahembe@nbs.go.tz
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5.	Veronica Kazimoto	Publicity Officer	Information Technology Department	veronica.kazimoto@nbs.go.tz
6.	Ariv Severe	Senior IT System	Information Technology	ariv.severe@nbs.go.tz

S/ No.	Name	Designation/Title	Institution/Organization	E-Mail address
		Analyst	Department	
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10.	Irenius Ruyobya	Acting Director	Statistical Operation Directorate	irenius.ruyobya@nbs.go.tz
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18.	Fadhili Khalfani	Senior Statistician	Industrial and Construction Statistics Department	fadhili.khalfani@nbs.go.tz
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20.	Daniel Masolwa	Manager	National Accounts	daniel.masolwa@nbs.go.tz
21.	Getrude Mbago	Sub-editor	The Guardian newspaper	gmbago@gmail.com
22.	Henry Lyimo	Business Editor	The Daily newspaper	henry.lyimo@yahoo.com
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24.	Theresia Henjewele	Principal Economist	Ministry of Finance and Planning	thenjewele@mof.go.tz

S/ No.	Name	Designation/Title	Institution/Organization	E-Mail address
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33.	Mona Korsgarel	RME Specialist	UNICEF	
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41.	Dr. Camillus Kassala	Dean of Students	Eastern Africa Statistical Training Centre	camillus.kassala@eastc.ac.tz
42.	Amina Shaban	Deputy Permanent Secretary	Ministry of Finance and Planning	
43.	Andrew Masawe	Board Chair	National Bureau of Statistics	
44.	Ephraim Kwesigabo	Director	Population and Social Statistics Directorate	ephraim.kwesigabo@nbs.go.tz

List of Reviewers

S/ No	Name	Designation/ Title	Institution/ Organization	E-Mail address
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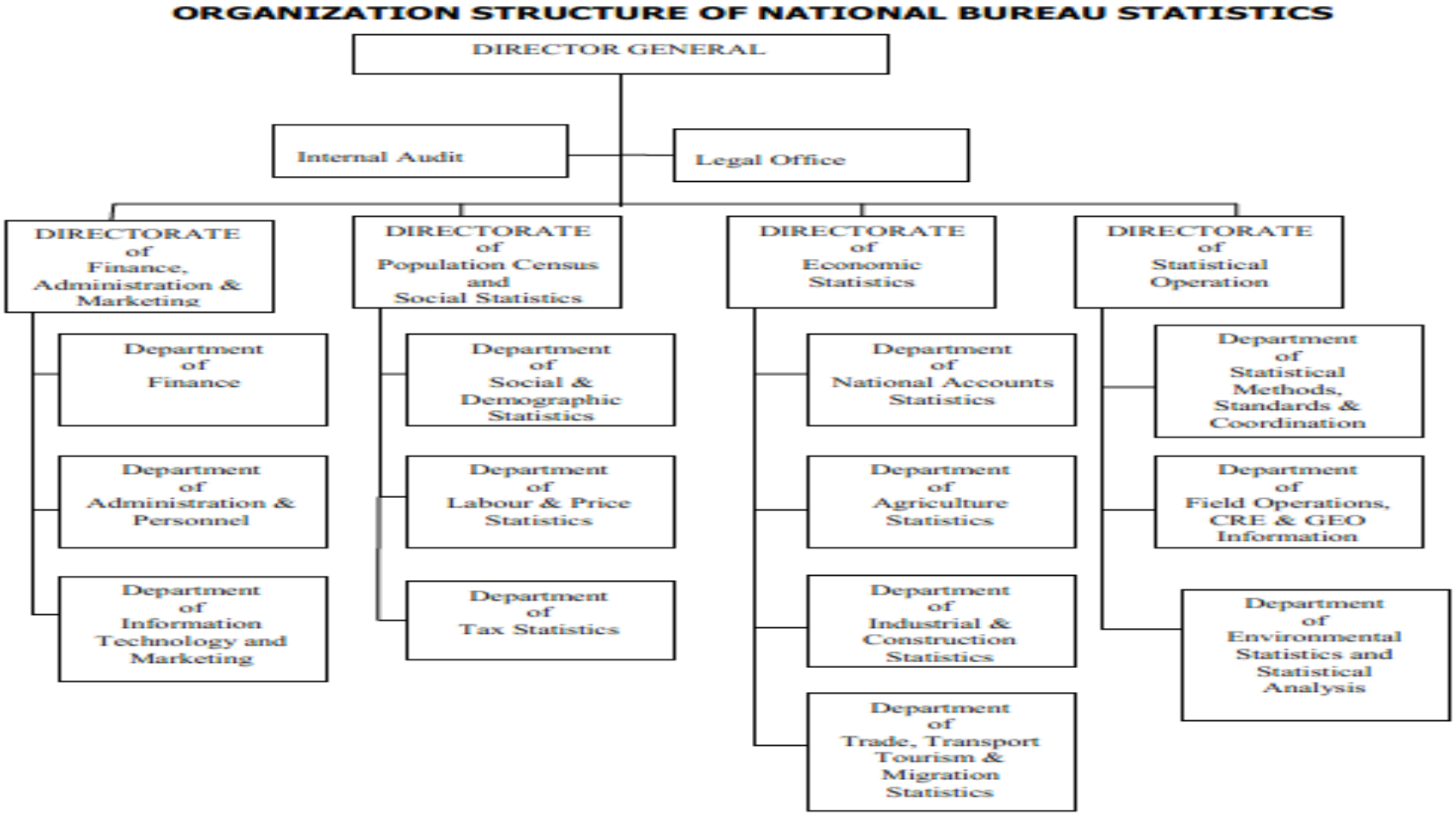
9.3 Annex C: New organizational structure



9.4 Annex D: BOARD OF DIRECTORS

Establishment and composition of the Board

There is established a governing board of the Bureau to be known as the National Bureau of Statistics Board.

The Board shall consist of-

1. a Chairman to be appointed by the President from amongst persons with knowledge and experience in statistics, mathematics, economics or business oriented management; and
2. eight members who are of, or above the rank of Principal officers, to be appointed by the Minister, upon nomination by their respective organizations or institution as follows:
    a. a representative from the Bank of Tanzania;
    b. a representative from the Ministry responsible for statistics;
    c. a representative from the Attorney General's Chambers;
    d. a representative from the Prime Minister's Office;
    e. a representative from the Planning Commission; and
    f. the Chairman of the Statistics Board of Zanzibar;
    g. a representative from Higher Learning Institutions; and
    h. one member to be appointed from amongst the users or producers of statistics from private sector.
3. The Chief Government Statistician of Zanzibar shall be an ex-officio member of the Board.
4. The Director General shall be a Secretary to the Board.

Functions of the Board

Functions of the Board shall include to-

- approve and monitor the implementation of policies pertaining to the Bureau;
- approve the structure, career development plans, staffing levels and terms and conditions of service for the staff of Bureau;
- approve the appointment of managerial staff;
- approve disciplinary measures to be taken on the managerial staff of the Bureau;
- approve the Bureau's corporate plan, annual work program and annual budget;
- inform the Minister on the progress of the business of the Bureau on a quarterly basis; and
- perform any other functions as may be directed by the Minister in writing.

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