



United Republic of Tanzania

TANZANIA STATISTICAL MASTER PLAN (TSMP) 2009/10 – 2013/14

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

**Office of Chief Government Statistician
Ministry of Finance and Economic Affairs,
Zanzibar**

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Table of Contents

TABLE OF CONTENTS	I
ACRONYMS	III
FOREWORD	V
ACKNOWLEDGEMENTS.....	VI
EXECUTIVE SUMMARY	VII
CHAPTER ONE	1
INTRODUCTION	1
1.0 BACKGROUND INFORMATION.....	1
1.1 OVERVIEW	1
1.2 THE TANZANIA NATIONAL STATISTICAL SYSTEM.....	1
1.3 INSTITUTIONAL FRAMEWORKS FOR STATISTICS IN TANZANIA MAINLAND	2
1.4 INSTITUTIONAL FRAMEWORKS FOR STATISTICS IN TANZANIA ZANZIBAR	2
1.5 THE RATIONALE.....	3
1.6 METHOD USED IN DEVELOPING THE TSMP	4
1.7 ORGANISATIONAL STRUCTURE FOR IMPLEMENTING TSMP.....	5
1.8 CONTACT ADDRESSES	5
1.9 LAYOUT OF THE DOCUMENT	5
CHAPTER TWO	6
SITUATION ANALYSIS	6
2.0 OVERVIEW	6
2.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES	6
2.1.1 STRENGTHS.....	6
2.1.2 WEAKNESSES	6
2.1.3 OPPORTUNITIES	10
2.1.4 CHALLENGES	10
2.2 ROLES OF VARIOUS STAKEHOLDERS IN THE TSMP	10
CHAPTER THREE	12
VISION AND OBJECTIVES	12
3.0 OVERVIEW	12
3.1 VISION STATEMENT	12
3.1.1 THE VISION	12
3.1.2 THE OVERALL DEVELOPMENT OBJECTIVE OF TSMP.....	12
3.2 COMPONENTS OF TSMP	12
3.3 OBJECTIVES, STRATEGIES AND TARGETS	13
CHAPTER FOUR	20
MANAGEMENT ARRANGEMENTS, MONITORING AND EVALUATION OF OUTCOMES AND RESULTS	20
4.1 MANAGEMENT ARRANGEMENTS	20
4.2 MONITORING AND EVALUATION OF OUTCOMES AND RESULTS.....	21
4.3 RISKS.....	22
CHAPTER FIVE.....	23
THE PROPOSED BUDGET AND SUSTAINABILITY	23
5.1 PROPOSED BUDGET	23
5.2 SUSTAINABILITY	25
ANNEXES.....	26
ANNEX I: TSMP LOGICAL FRAME WORK	26
ANNEX II: TSMP COORDINATION STRUCTURE AND COORDINATION TEAM	29
ANNEX III: FUNCTIONS OF NATIONAL BUREAU OF STATISTICS	30

ANNEX IV: IMPLEMENTATION PLAN- ACTIVITIES, OBJECTIVES, BUDGET AND PERFORMANCE INDICATORS ...	31
TABLE 1: ACTIVITIES, OBJECTIVE, BUDGET AND PERFORMANCE INDICATORS FOR TANZANIA MAINLAND.....	31
TABLE 2: ACTIVITIES, OBJECTIVE, BUDGET AND PERFORMANCE INDICATORS FOR TANZANIA ZANZIBAR.....	48

ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BOT	Bank of Tanzania
CPI	Consumer Price Index
CRE	Central Register of Establishments
CWIQ	Core Welfare Indicators Questionnaire
EAC	East Africa Community
EASTC	Eastern Africa Statistical Training Centre
e governance	Electronic Governance
DfID	Department for International Development (UK)
DPs	Development Partners
DG	Director General
DHS	Demographic and Health Survey
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
GIS	Geographical Information System
GOT	Government of Tanzania
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
LGMD	Lobula Giant Movement Detecting
LFS	Labour Force Survey
JAST	Joint Assistance Strategy for Tanzania
LGAs	Local Government Authorities
MAPS	Marrakech Action Plan for Statistics
MBA	Masters of Business Administration
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MIS	Management Information System
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania
MKUZA	Mkakati wa Kupunguza Umasikini Zanzibar
MSC	Master of Science
NBS	National Bureau of Statistics
NMS	National Master Sample
NGOs	Non Governmental Organizations
NPS	National Panel Survey
NSDI	National Spatial Data Infrastructure
NSGRP	National Strategy for Growth and Reduction of Poverty
NSOs	National Statistical Offices
NSS	National Statistical System
OCGS	Office of the Chief Government Statistician

PARIS21	Partnership in Statistics for Development in the 21 st Century
PIM	Production Index of Manufacturing
PMO-RALG	Prime Ministers Office- Regional Authorities and Local Government
PPI	Producer Price Index
PRSP	Poverty Reduction Strategy Paper
PRSs	Poverty Reduction Strategies
PSRP	Public Sector Reform Programme
RDS	Routine Data System
RS	Regional Secretariat
SADC	Southern Africa Development Cooperation
SSPS	Sector Strategic Plan for Statistics
SUT	Supply and Use Table
SWOC	Strength, Weaknesses, Opportunities and Challenges
TFSCB	Trust Fund for Statistical Capacity Building
TISD	Tanzania Integrated Statistical Database
TRA	Tanzania Revenue Authority
TSED	Tanzania Social Economic Database
TSMP	Tanzania Statistical Master Plan
TWGs	Technical Working Groups
UN	United Nations
URT	United Republic of Tanzania
USD	United States Dollar
WB	World Bank
ZPRP	Zanzibar Poverty Reduction Plan

FOREWORD

The Government of the United Republic of Tanzania like most of the governments in the world to-day, is pursuing national development programs using results-based agenda, which includes wealth creation and poverty reduction strategies (e.g. National Strategy for Growth and Reduction of Poverty (NSGRP) commonly known as MKUKUTA for Tanzania Mainland and Zanzibar Poverty Reduction Plan ZPRP (MKUZA) for Tanzania Zanzibar), 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 nationally and internationally agreed that a good statistical information system is a necessary infrastructure and part of the enabling environment for national and global development initiatives. 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. Furthermore, other stakeholders and organizations outside government (civil society organizations, research institutions, development partners, etc) need and use statistical information for their own planning and decision-making as well as for monitoring purposes. Statistical information is, therefore, an essential ingredient in the management of a modern society and its institutions.

However, the increased demand for statistical information is faced by some constraints including; the data gaps on socio-economic indicators required for monitoring the achievement of results of development policies and initiatives; insufficient statistical coordination in the country, low awareness of use of statistics among decision makers and low priority given to statistics. As a way forward, Tanzania has prepared the National Plan for Development of Statistics, known as Tanzania Statistical Master Plan (TSMP) that will ensure improved coordination, raise statistical awareness and production of good statistics in the country.

The National Bureau of Statistics in collaboration with the Office of the Chief Government Statistician Zanzibar are supervising the TSMP development process on behalf of the Government. TSMP aims at providing strategic directions and appropriate mechanisms for guiding and accelerating the development of sustainable statistical capacity in the country.

Last but not least, an important objective of the TSMP is to bring together various stakeholders; data producers and data users within the National Statistical System. 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 monitored and evaluated on quarterly, semi annually, annually midterm and end of the program period as part of a statistics sector review.

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Minister of Finance and Economic Affairs
Dar-es-Salaam, Tanzania
June, 2010

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June, 2010

EXECUTIVE SUMMARY

The Government of Tanzania has been implementing structural and institutional reforms which aim at improving socio-economic development. Ministries, Departments and Agencies (MDAs), Local Authorities and other stakeholders interventions as outlined in national development frameworks in order to improve livelihood of the people. In order to measure performance and results of such interventions, quality statistics are required by all stakeholders involved in all sectors in the development process. Furthermore, reliable statistics are required for planning, budgeting and reporting the outcome of the interventions that aims at reducing poverty and improving welfare of the people. Reliable statistics are also necessary for informed decision making at various levels.

The National Statistical System (NSS) 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 can not 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. 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 demand for statistics as a basis for measuring and monitoring development goals, targets and indicators set out in national development frameworks and internationally endorsed Millennium Development Goals (MDGs) calls for the strengthening of NSS. These facts have compelled the Government of United Republic of Tanzania through National Bureau of Statistics (NBS) and Office of Chief Government Statistician Zanzibar (OCGS) to develop this strategy which will ensure that quality statistics for decision makers are available in an objective, coordinated, timely and cost effective manner.

The process of developing the TSMP started in October 2006. An assessment of the current NSS was conducted in 2007 when twenty two (22) Ministries, Departments and Agencies in Tanzania Mainland and fifteen (15) MDAs in Tanzania Zanzibar were assessed. This assessment focused on the current situation of NSS including the existence of Statistics Units/MIS/departments, manpower, equipment, software, routine products and surveys, institutional legal/policy, data sources, management, dissemination and coordination with NBS and OCGS. The findings have provided inputs to the TSMP strategic document. The assessment found that 56 percent of Regional Secretariats had no statistics units. During the comprehensive consultations with stakeholders, overall developmental objective, vision and mission were developed as outlined below.

The overall developmental objective of the TSMP is to strengthen the NSS in Tanzania so as to enable it to produce quality statistics for decision makers in an objective, timely and cost effective manner.

TSMP **Vision** is "to be an efficient and well-integrated National Statistical System that produces quality statistics for planners, researchers and decision makers in an objective, timely and cost-effective manner".

TSMP will be implemented for five years (2009/10 – 2013/14) and it will focus on five substantive components:

a) Institutional Development and Legal Reforms: At the centre of NSS there are various institutions namely NBS, OCGS, MDAS and LGAs. The Institutions' mandates are stipulated in respective Acts and instruments of establishment. In order to have a functional NSS, specific actions are proposed in order to achieve the intermediate outcomes of ensuring that the official statistics production and service delivery are effectively coordinated under a well structured NBS and OCGS. This will entails establishing a well structured and autonomous NBS and OCGS due to their coordinating role in regard to promoting statistical professionalism, research and awareness. Equally important is the review of statistical Act by incorporating appropriate international best practice so as to guarantee independence of the system and respect for statistical confidentiality across the NSS.

b) Human Resource Development: Development of human resource through skills upgrading, knowledge enhancement and improved incentives is one of the key components in the implementation of TSMP. This will enable fulfilment of the intermediate outcomes of enhanced working environment and capacity for HR to produce quality statistics. It is therefore envisaged that long, short as well as professional courses will be conducted in order build capacity and fill in identified gaps during the assessment across NSS. Equally various soft skills needed for staff at NBS, OCGS and MDAs will be developed during the implementation of TSMP. Training needs assessment will be conducted and training programs will be developed to enhance staff capacities in the NSS to meet the needs for producing quality statistics.

c) Development of Statistical Infrastructure: NSS needs to be supported by adequate statistical infrastructure based on well defined concepts, definitions and international classifications and standards. Due to the diverse nature of data producers within the NSS, the production of official statistics is prone to errors amid lack or inadequate use of well defined standards. Improvement of statistical infrastructure will ensure not only data production within NSS is improved and harmonised but also the improvement in the usage of survey and census data. The use of modern technologies in particular Geographical Information Systems (GIS) and spatial data bring opportunities for improved evidence based planning and decision making. Therefore this objective aims at improving sampling frames for establishment and household based surveys, harmonised statistical concept and definitions in line with international standards and classification schemes, business registers as well as development and effective usage of spatial data systems.

d) Data Development and Dissemination: The importance of population census can not be overemphasised as it provides a baseline for key demographic and social variables. A number of surveys are also important as they provide key information on public service delivery as well as basic data needed for macro-economic management, preparation of poverty reduction programs and promotion of private sector development. Improvement of the census, economic and social surveys is a prerequisite to measuring results related to fulfilment of national development frameworks (MKUKUTA/MKUZA) as well as international obligations (MDGs). Of equal importance is the production of routine and administrative data within NSS which provides social economic data for continuous monitoring of results and early warning for decision makers at various levels. Key factors in providing right environment for data development and dissemination will be strengthened under this objective to address the intermediate outcomes of improved quality and effective use of statistics as well as access to information of public service delivery.

e) Physical Infrastructure and Equipment Development: The implementation of TSMP will involve expanded activities in all areas of statistical production. Currently NBS and OCGS facilities do not provide conducive working environment for statistical production. There is a need for space to house statistical activities anticipated during the implementation of TSMP. Also, transportation facilities are inadequate for conducting activities related to census and surveys. Equally, statistical units currently available in MDAs have reported significant gap in ICT equipment to carry out their routine data production and management. Dissemination of statistical products through planned resource centres is envisaged during the implementation of this plan. For attainment of improved working condition, routine data systems and enhanced accessibility of information through ICT and e-government outcomes, this objective focuses on improvement of physical infrastructure across NSS while equipping NBS/OCGS, MDAs and EASTC with appropriate ICT infrastructure and software for delivery of routine data systems and e-government.

The proposed programme will be mainstreamed into the Government structures through Medium Term Expenditure Frame (MTEF) of the MDAs with NBS and OCGS playing a coordinating role and providing technical guidance to the program implementation across NSS. This will ensure sustainability and integration of knowledge generated within NSS during the implementation of TSMP. Since this program will be implemented across NSS, a comprehensive strategy for Communication Information and Public Awareness (CIPA) will be designed, institutionalised and operationalised during the implementation of TSMP.

The estimated budget for TSMP activities is USD 64.4 million of which Tanzania Mainland will use USD 55.9 million and Tanzania Zanzibar USD 8.5 million. Out of the total budget, USD 30 million is expected to be soft loan from the World Bank (WB) through Statistical Capacity Building (STATCAP), 3.5 million Pound Sterling as a grant from Department for International Development (DFID) and the funding gap will be sought from other development partners keen to support TSMP as a commitment within implementation of PARIS21 declaration to support statistical capacity building. On the other hand the GOT will contribute about Tanzania shillings 6.0 billion through direct costs and indirect costs (such as salaries, utility costs and costs for acquiring plots)

The strategic outcome of the implementation of the TSMP will be measured using the following indicators:

- 1 Number of users satisfied with official statistics increased by 50 percent
- 2 Twenty two (22) MDAs have functional statistic unit
- 3 Number of MDAs using official statistics increased by 50 percent
- 4 Number of data producers conforming to acceptable statistical standards increase by 80 percent
- 5 Number of Geographical Information System tools users increase by 50 percent
- 6 Number of survey response rates increase to acceptable standard (80 percent and above)
- 7 Reduction in time lag between data collection and dissemination
- 8 Statistical outputs are released within the time limits and with frequency meeting General Data Dissemination System (GDDS) requirements.

Baseline survey to establish initial targets for these indicators will be conducted during the first year and monitored during the implementation of TSMP

CHAPTER ONE

INTRODUCTION

1.0 Background Information

1.1 Overview

The Government of Tanzania is implementing Structural and Institutional Reforms which aim at facilitating socio-economic development. Ministries, Departments and Agencies (MDAs), Local Authorities and other stakeholders are implementing interventions outlined in national development frameworks in order to improve livelihood of the people. In order to measure performance and results of such interventions, quality statistics are required by all those involved in the development process. Furthermore, reliable statistics are required for planning, budgeting and reporting of the outcomes of the interventions that aims at reducing poverty and improving welfare of the people.

1.2 The Tanzania National Statistical System

Tanzania's National Statistical System (NSS) covers data producers, providers, suppliers and users as well as statistical training institutions and centres in Tanzania Mainland and Tanzania 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 institutions also collect data such primary data providers and

Box 1: Components of National Statistical System	
Data users	Government, MDAs, Researchers, Private Sectors, NGOs, Development Partners, International Community/Organizations, Media and the Public in general
Data Collectors	NBS, OCGS, MDAs, Public Sector, NGOs, Researchers and Others
Data producers	Households, Establishments, Institutions, LGAs and others
Research/Training Institutions	Research Centres, Universities and Others

produce statistics as part of their administrative 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 Tanzania 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; Livestock and Fisheries Development; Finance and Economic Affairs; Education and Vocational Training; Higher Education, Science and Technology; of Labour, Employment and Youth Development; Water and Irrigation; and the Ministry 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 collect, use and provide statistical information form part of the NSS.

1.3 Institutional Frameworks for Statistics in Tanzania Mainland

Before independence, statistics on Tanganyika were produced under the authority of the Statistics Ordinance 1949, Chapter 443. The Ordinance also provided for the compilation of statistics relating to in Kenya and Uganda. Under the Ordinance, the East African Statistical Department was empowered to organize a coordinated scheme of social and economic statistics relating to the three countries.

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 who would be responsible for compilation of statistics relating to Tanganyika.

The NBS was officially launched as an executive Agency on 26th March 1999 under the Executive Agencies Act No 30 of 1997. The Act was used to transform the various departments into semi-autonomous government executive agencies so as to enhance efficiency and effectiveness in the delivery of services to the public. The NBS was officially established by Planning Commission through The Executive Agencies (The National Bureau of Statistics) Establishment Order 2000 (Government Notice No: 125 of 7/4/2000). The transformation of the National Statistical Office from a Ministerial Department to an Executive Agency, 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:

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

1.4 Institutional Frameworks for Statistics in Tanzania Zanzibar

The provision of official statistics in Tanzania 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 mandates the OCGS, among others, to:

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

Under the current Statistics Acts (2002 NBS and 1999 for OCGS) both institutions have made good progress in carrying out national census and surveys. These include the Population and Housing Census 2002, Household Budget Surveys of 2007 and 2006 for NBS and OCGS respectively, Integrated Labour Force Survey 2007, Demographic and Health Surveys, Business Surveys 2003-2005 and 2007-2008 and Agricultural Sample Census 2003/04.

Statistics, such as Millennium Development Goals (MDG) indicators and Gross Domestic Product (GDP) figures, are calculated at the national level (United Republic of Tanzania), regional (e.g. SADC/EAC) and international (e.g. United Nations). 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 Bureau¹), the National Bureau of Statistics, therefore, is mandated to ensure that statistics collected and disseminated belong to both parts of the United Republic of Tanzania.

The Statistics Act, however, requires that before NBS performs functions which extend to Tanzania Zanzibar, it should consult with the OCGS.

1.5 The Rationale

The socio- economic reforms which were undertaken by the Government in the past decade have created scenarios that make it difficult for NBS to play its pivotal role in the NSS. They have created a situation whereby some institutions such as the Bank of Tanzania (BOT), the Tanzania Revenue Authority (TRA) and MDAs continue to produce official statistics related to their operations that are not subjected to the standards and methodologies as required by the Statistics Act.

It is also worth noting that due to structural reforms, the role of the private sector in the economy is increasing. The increase of this sector affects the statistical production. One of the effects is that the statistics that were being produced by the Government through its extensive parastatal system are no longer available.

Equally, inadequate coordination of statistical activities as required by the Act has led to weaknesses in statistical capacity; leading to data gaps on social and economic indicators required for monitoring the achievement of results on development policies and initiatives as required by the international development agenda outlined in the Marrakech Action Plan for Statistics 2004.

Moreover, the late 1990s and the early part of the 21st century have been marked by the emergence of a more challenging environment for statistics. There is now greater emphasis, both by developing countries including Tanzania and international community, on evidence-based policy-making including the need to focus development efforts on measurable results. Furthermore, there is stronger demand for statistics to provide a basis for measuring and monitoring the development goals, targets, and indicators set out in countries' National Strategy for Growth and Reduction of Poverty (NSGRP) and in the internationally endorsed Millennium Development Goals (MDGs).

Despite stronger demand for statistics, resources for statistical development have not expanded sufficiently to meet those increased demands. Careful decisions have to be made about how best to develop statistics most effectively and efficiently across the whole

¹ See Annex III: Functions of National Bureau of Statistics

National Statistical System (NSS). Therefore, a strategic, prioritised and realistic approach is needed in the development of statistics plan and its implementation.

In this regard, the Government of Tanzania, through the National Bureau of Statistics (NBS) and the Office of the Chief Government Statistician (OCGS) of Tanzania Zanzibar, realised the importance of having a National Statistical System in the country that addresses the above shortfalls and measures to be undertaken. These initiatives are in line with global initiatives such as the Marrakech Action Plan for Statistics (MAPS) and the Partnership in Statistics for Development in 21st Century (PARIS21) that have recognized statistical information as a priority of the results agenda .

To this end, the Tanzania Statistical Master Plan (TSMP) aims at strengthening the National Statistical System so that quality statistics for decision makers are available in an objective, coordinated, timely and cost effective manner. It focuses on NSS Institutional Reforms, Human Resource Development, Development of Statistical Infrastructure, Data Development and Dissemination and Physical Infrastructure and Equipment.

TSMP is a comprehensive framework advocating for statistics, assessing and meeting user needs, building capacity at all levels (with added focus on sectors), enhancing data quality, as well as mobilizing and leveraging resources (both national and international). Therefore, the broad objective of the strategic plan is to coordinate, harmonise and effectively ensure that statistics produced are timely available and easily accessible within the entire NSS.

The key results expected from the implementation of TSMP includes: Revised Statistical Act, Human Capacity Development, Statistical Standards, Methodologies, and Concepts adopted/adapted and Enhancement of Physical infrastructure and working tools.

1.6 Method Used in Developing the TSMP

Tanzania Statistical Master Plan has been developed after extensive consultations with stakeholders, including the users and producers of statistics in order to assess the Strength, Weaknesses, Opportunities and Challenges (SWOC) facing the National Statistical Systems in Tanzania.

A Statistical Needs Assessment was conducted using standardized questionnaires administered to twenty two (22) MDAs in Tanzania Mainland and fifteen (15) MDAs in Tanzania Zanzibar². The MDAs were assessed in terms of their institutional organisation and capacity to deliver the required statistical products and services. The assessment checked the existence of Statistics/Management Information Systems (MIS) departments, manpower, equipment, software, routine products and surveys, institutional legal/policy, data sources, management and dissemination, and the status of data systems in the assessed MDAs. Further, the assessment aimed at establishing whether there was definite coordination between MDAs and NBS, including the MKUKUTA Poverty Monitoring systems. After the assessment, The National Consultants guided the MDAs through a process of developing Sector Strategic Plans for Statistics (SSPS) that would address shortfalls identified during the assessment and position the MDAs strategically for implementing TSMP³. The TSMP aims at addressing weaknesses and challenges identified in the consultation process across the entire NSS.

² Assessment Report of the Current Tanzania Statistical System - June, 2007

³ The SSPS will be mainstreamed in respective MDAs

1.7 Organisational Structure for Implementing TSMP

The TSMP organisational structure will be comprised of four managerial levels mainstreamed within the NBS and OCGS organograms⁴. The first level is the Statistical Advisory Board. The second level is made up of the Chief Executives of the NBS and OCGS while the third level is Technical Committee and lastly the fourth level is made up of the TSMP Coordination team which comprises four Sectoral Technical Working Groups (TWGS). Members of the Sectoral committee will be drawn from stakeholders in the NSS commensurate with their technical expertise. This arrangement will provide a forum for regular stakeholder's discussions, interactions and technical assistance in implementing Sector Strategic Plans for Statistics. Since this program will be implemented across NSS, a comprehensive strategy for Communication Information and Public Awareness (CIPA) will be designed, institutionalised and operationalised during the implementation of TSMP.

1.8 Contact Addresses

The NBS Headquarters is based in Dar es Salaam, while OCGS headquarters is based in Zanzibar. Contact addresses for NBS and OCGS are:

The Director General,
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1.9 Layout of the Document

This document sets out the Plan for the National Statistics System (NSS) for the period 2009/10 – 2013/14. It is divided into five chapters; Chapter One provides Background Information; Chapter Two gives the Situation Analysis while Chapter Three deals with the TSMP's Vision and Objectives with their Strategies and Targets. Chapter Four provides Logical Framework of the strategy, and Chapter Five is a summary the proposed budget.

⁴ See Annex II: TSMP Coordination Structure and Coordination Team

CHAPTER TWO

SITUATION ANALYSIS

2.0 Overview

This section gives a snapshot of the Strengths, Weaknesses, Opportunities and Challenges (SWOC) facing the National Statistical System in Tanzania as derived from the assessment of the current situation⁵. However, the assessment of NSS by MDAs indicated numerous challenges which are addressed by Sector Strategic Plans for Statistics (SSPS) developed for each MDA. These SSPS will be used to enhance the statistical information during the implementation of the programme.

2.1 Strengths, Weaknesses, Opportunities and Challenges

2.1.1 Strengths

The current National Statistical System has the following strengths:

- i. Increased awareness of the importance of statistics in monitoring and evaluation of development programs and policy formulation;
- ii. Government support on strengthening the existing NSS;
- iii. Existing statistical acts including Statistical Acts of the Bank of Tanzania; Tanzania Revenue Authority, the National Bureau of Statistics, Office of Chief Government Statistician Zanzibar and others.
- iv. Existence of competent, experienced, motivated statisticians in some MDAs
- v. The existing institutional framework for MKUKUTA/MKUZA – Censuses and Surveys; Analysis and Communications Technical Working Groups
- vi. Availability of Concepts and Definitions Document for official statistics in Tanzania
- vii. Presence of well coordinated regional offices for the NBS to serve all MDAs statistical needs
- viii. Availability of databases for routine and administrative data in some MDAs
- ix. Availability of data/indicators warehousing such as Tanzania Socio-Economic Database (TSED) and Tanzania Integrated Statistical Database (TISD) as tools for data dissemination and storage
- x. Existence of statistical infrastructure for undertaking households and establishments based sample surveys. The National Master Sample (NMS) and Central Register of Establishments (CRE) which are accessible to various organizations/agencies for statistical and other purposes and
- xi. Good international cooperation and support from development partners.

2.1.2 Weaknesses

The assessed weaknesses in the NSS focus on five main areas namely: Institutional Development; Human Resource and Capacity Development; Statistical Infrastructure; Data Development and Dissemination; as well as Physical Infrastructure and Equipment.

⁵ Assessment Report of the current Tanzania Statistical System - June, 2007

For each of these areas, the weaknesses are outlined below:

(a) Institutional Development and Legal Reforms

The Statistics Act 2002 does not explicitly refer to the National Statistical System (NSS) but gives NBS the mandate to carry out and coordinate statistical activities in Tanzania Mainland. Consequently, although the Act de facto puts NBS at the centre of the NSS in Tanzania Mainland, it does not provide appropriate mechanisms to cover the entire NSS, for instance, by guiding coordination and consultation arrangements between NBS and MDAs.

Box 2: Extracts from the Assessment Report of Current Tanzania Statistical System

- Out of 22 assessed MDAs, eight had well established statistical units, nine had rudimentary units and five had no unit in place for Tanzania Mainland.
- 44 percent of Regional Secretariats had Statistical Units.
- Existence of various Acts relating to statistics with no clear institutional set-up for coordination.
- No clear mechanism for statistical advocacy

Furthermore, the current statistical legislation does not provide for the following:

- Definition for NSS and Official statistics
- Adequate powers to coordinate statistical activities in the country and to ensure uniform standards of statistical data
- Professional ethical coordination of members of the NSS who are not NBS staff
- Clarification on who is responsible for the release of official statistics
- Professional autonomy for NBS

In view of the above, there is a need to review the existing statistical legislation to incorporate coordination of the NSS and introduce the whole system of autonomy of the National Statistical Office which is very vital for statistical development in the country. Furthermore, a number of outcomes in this area include institutionalisation of statistics units to some MDAs, strengthening of NSS by reviewing the current NBS and OCGS organograms to reflect their roles in the National Statistical System

(b) Human Resource and Capacity Development

(i) Human Resource Development

The NSS is under-staffed in terms of statistics professionals. An assessment made at MDAs showed that staff was inadequate, in both quantity and quality, to undertake statistical activities. Out of twenty two MDAs that were assessed, only eight had well established statistical units. For the NSS to be effective, each MDA is expected to establish a unit of not less than three personnel comprising of two statisticians and a statistical officer.

In this case, an adequate number of statistics professionals are needed to execute and coordinate the envisaged increased number of statistical operations in MDAs within the National Statistical System.

(ii) Capacity Development

The current system lacks proper plan for capacity building of its staff. It is conducted on ad-hoc manner depending on the availability of resources. As part of capacity building, staff needs to be given opportunities for training and development.

This includes; long-term training for professionals, training in statistical analysis, report writing and dissemination of results, and training in soft skills such as Information Communication Technology (ICT). The capacity building programmes will be based on Training Needs Assessment to

Box 3: Extracts from the Assessment Report of Current Tanzania Statistical System

- Out of 150 staff at NBS, two thirds are statisticians holding Diploma/Degree, 12 have Masters in Statistics/Demography and 15 staff are proficient in Statistical Packages.
- Out of 128 staff at OCGS, eleven are Statisticians holding BA/BSc and five hold MBA/MSc.

identify the skills gaps in the entire NSS. In this aspect, the NSS need to have in place a Human Resource Development Plan which will address the skills gaps identified under the Training Needs Assessment.

(C) Development of Statistical Infrastructure

The assessment shows that different classifications and definitions are used by different MDAs, and other data producers and this makes comparison of statistics across the NSS difficult. Also the assessment shows that there are quite a number of uncoordinated Registers of Business Establishments in various MDAs. Furthermore the assessment revealed neither is the National GIS database revised nor are enumeration areas boundary shape files developed.

All statistical activities need to be conducted in line with agreed International Standard Classifications (i.e. United Nations International Standard Industrial Classifications, Systems of National Accounts etc) for identifying the industry group to which each establishment belongs. This ensures international comparability of data.

Equally important in statistical infrastructure is the Business Register which is a comprehensive list of all enterprises and establishments operating in the country at a specified time. It is used as frame for establishment based surveys. Information covered for each enterprise includes name of the enterprise, mailing address, physical

Box 4: Extracts from the Assessment Report of Current Tanzania Statistical System

- Inadequate/unreliable sampling frame for establishments/enterprise based surveys due to lack of reliable Business Register.
- Uncoordinated methods, concepts and definitions across NSS leading to inconsistent statistical products.
- Inadequate use of modern technology (GIS) leading to inability to update Household based sampling frames timely.

location, main activity of the enterprise, type of ownership and number of persons employed (engaged). In addition to these; the sales or value of output, initial capital investment, sources of capital give useful information that should be considered for inclusion in the revised register as they affect the technological improvement that can affect the turnover of the establishment besides employment size. Also there is a need of having one

reliable central Register of Businesses that will be updated on regular basis. For household based surveys there is a need to have a reliable national Geographical Information System to take care of enumeration areas as well as the National Master Sample.

(d) Data Development and Dissemination

Data production and data quality are essential for the credibility of the NSS. The process of producing quality data includes collection and management of data from various sources such as administrative recording, censuses and surveys. Currently, quality production of data using statistical methods that are scientifically accepted within the National Statistical System is still weak in some areas and therefore need to be strengthened.

Box 5: Extracts from the Assessment Report of Current Tanzania Statistical System

- Timeliness in survey data processing and dissemination thus leading to poor data management and difficult in linking statistics in policy development processes.
- Poor coordination and record keeping across NSS leading to un harmonized and uncoordinated data systems.
- Inaccessible statistical products due to fragmentation of data systems across NSS.

The assessment also indicated that there is no information dissemination policy in place. This fact hinders both the value and use of information within the NSS. Henceforth this area will be addressed under the implementation of the TSMP.

(e) Physical Infrastructure and Equipment

The Tanzania Statistical Master Plan aims at repositioning the NBS and OCGS to provide the necessary leadership and play a greater, more effective and proactive role in coordinating and supervising the National Statistical System. Currently, NBS and OCGS lack the required premises to accommodate the headquarters staff, computer centres, conferences, training rooms, library facilities and stores at one location. Apart from office premises, assessment indicates that there is lack of transport facilities and ICT infrastructure for statistical activities within NSS. Transport facilities are required to strengthen the capacity of NBS, OCGS and MDAs in implementing data collection and coordinating activities within the NSS. ICT infrastructure is a necessary working tool for data management and dissemination.

The assessment conducted in 22 MDAs in regard to 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 limited working facilities (computers, scanners, photocopiers, etc). Due to inadequate working facilities, in

Box 6: Extracts from the Assessment Report of Current Tanzania Statistical System

- Inadequate office space for statistical activities (storage and working space) at NBS and OCGS.
- Rudimentary and out dated ICT equipment and software for conducting statistical activities across NSS.
- Inadequate transport facilities for conducting statistical activities.

some cases data are processed and stored manually. Furthermore, most MDAs have indicated the lack of a one stop centre for data capturing, which lead to uncoordinated efforts in various MIS initiatives that have led to data fragmentations and the duplication of tasks.

2.1.3 Opportunities

MDAs Assessment results and the consultative process indicated the following opportunities for the implementation of the TSMP:

- Recognition of NSS in MKUKUTA/MKUZA Monitoring System;
- Government and Development Partners support;
- Greater demand for statistics in view of the new focus on results agenda such as MKUKUTA/MKUZA, Tanzania Development Vision 2025, Tanzania Development Vision 2020 for Tanzania Zanzibar and MDGs and
- New partnership among developing countries and development partners, and between policy and decision-makers and data producers in support of statistical development.

2.1.4 Challenges

MDAs Assessment results and the consultative process indicated the following challenges for the implementation of the TSMP

- Lack of /inadequate resources to implement TSMP
- Absence of statistical units in some MDAs and LGAs
- Poor response from stakeholders
- Effects of HIV and AIDS among statisticians in MDAs
- High dependency on external support;
- Limited subventions from the government budget to fund statistical activities.

The assessment process of the existing statistical system has to come up with the Tanzania Statistical Master Plan that will ensure appropriate infrastructure at the Central Government, Local Government, NBS, OCGS, and the entire NSS all geared at bringing about a conducive working environment that guarantees production of the required quality statistical products and services.

2.2 Roles of Various Stakeholders in the TSMP

There are potentially many stakeholders within the NSS. These may be categorised as data users, data collectors, data producers and research/training institutions. However, the following stakeholders will be essential for the implementation of this plan:

Ministries, Department and Agencies	Responsibilities
National Bureau of Statistics (NBS) and Office of Chief Government Statistician (OCGS)	Play coordinating roles and provide technical guidance to the Implementation of TSMP activities across NSS.
Ministry of Finance and Economic Affairs	Responsible for providing adequate and timely financial resources including sourcing funds from the development partners.
President's Office, Public Service Management	To accommodate and facilitate human resource reforms within the TSMP and production of quality routine statistics for the Ministry
Prime Minister's Office, Regional Administration and Local Governments	To play coordinating roles of identifying top priority routine data to be collected and compiled at regional and district authority levels. PMO-RALG will also collaborate with NBS,

Ministries, Department and Agencies	Responsibilities
	parent ministries and RSs in designing and strengthening data collection tools and organize training to personnel that will be responsible for data collection, compilation and use at that levels comprising of lower local government levels and service points under their jurisdictions.
Eastern African Statistical Training Centre and Higher learning Institutions	Capacity building for statistical skills through training of staff from MDAs to certificate, diploma and Degree levels, and conduct tailor made courses that will be identified during the implementation of TSMP.
Research Institutions	Responsible for further analysis of various surveys.
Presidents Office – Good Governance Vice Presidents Office – Union Affairs Vice Presidents Office - Environment Ministry of Foreign Affairs and International Co-operation Ministry of Health and Social Welfare Ministry of Agriculture, Food Security and Co-operatives Ministry of Home Affairs Ministry of Industry, Trade and Marketing Ministry of Infrastructure Development Ministry of Constitution Affairs and Justice Ministry of Labour, Employment and Youth Development Ministry of Lands, Housing and Human Settlements Ministry of Livestock Development and Fisheries Ministry of Natural Resources and Tourism Ministry of Water and Irrigation Ministry of Community Development, Gender and Children Ministry of Education and Vocational Training Ministry of Information, Culture, and Sports Ministry of East African Co-operation President's Office, Planning Commission Ministry of Energy and Minerals Ministry of Communication, Science and Technology Ministry for Defence and National Service Judiciary of Tanzania Tanzania Police Force Government Agencies Bank of Tanzania National Examinations Council of Tanzania (NECTA) Tanzania Revenue Authority	<ol style="list-style-type: none"> 1. Strengthen or establish statistical units in all MDAs 2. Capacitate the units with statisticians 3. Equip with modern working tools 4. Identification of data requirements in each MDA 5. Produce of quality routine statistics 6. Share the agreed statistics with NBS and OCGS and facilitate easy access by different users
Research Institutions	Responsible for further analysis of various surveys.
Civil Society Organisations (CSO)	Users of the statistics for advocacy supporting Government policies and plans for development of the country
Development Partners	Provider of Technical assistance, capacity building, and additional funds to carry out statistical activities
General Public	Data provider's and data users

CHAPTER THREE

VISION AND OBJECTIVES

3.0 Overview

The consultative process of developing TSMP identified the strengths, opportunities weaknesses and challenges as outlined in the previous chapter. This section provides vision statement as well as objectives, strategies and targets.

3.1 Vision Statement

3.1.1 The Vision

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

3.1.2 The overall development objective of TSMP

The developmental objective of TSMP is to strengthen the NSS in Tanzania so as to enable it to produce quality statistics for decision makers in an objective timely and cost effective manner. In order to achieve this objective, five components will be addressed.

3.2 Components of TSMP

The design of TSMP has focused mainly on the strengthening the NSS through the improvement of the following five components:

- A. Institutional Development
- B. Human Resource Capacity Development
- C. Development of Statistical Infrastructure
- D. Data Development and Dissemination
- E. Physical Infrastructure and Equipment

For the day to day monitoring of TSMP activities Program Management and Coordination Team are streamlined within the existing bureaux (NBS and OCGS).

The strategic outcome indicators to measure possible achievements of TSMP implementation are:

- Number of users satisfied with official statistics increased by 50 percent
- Twenty two (22) MDAs have functional statistic unit
- Number of MDAs using official statistics increased by 50 percent
- Number of data producers conforming to acceptable statistical standards increase by 80 percent

- Number of Geographical Information System (GIS) tools users increase by 50 percent
- Number of survey responses rate increase to acceptable standard (80 percent and above)
- Reduction in time lag between data collection and dissemination
- Statistical outputs are released within the time limits and with frequency meeting GDDS requirements.

Baseline survey to establish initial targets for these indicators will be conducted during the first year and monitored during the implementation of TSMP.

3.3 Objectives, Strategies and Targets

The TSMP objectives, strategies and targets for each component are as follows:

Objective A: Institutional Framework Developed

In order to have a functional National Statistical System, institutional reforms are expected to be carried out. This will address the intermediate outcomes of ensuring that the official statistics production and service delivery are effectively coordinated under a well structured autonomous NBS and OCGS

The autonomous of NBS and OCGS aims at enhancing the credibility and impartiality of official statistics both of which serve to gain public trust in official statistics. This will bring about a fundamental change in the mindset of all staff of NBS and OCGS, and a willingness to explore new approaches to statistical work. Secondly and equally essential, it will bring a higher level of accountability to government and other user communities in terms of delivering statistics of appropriate scope, quantity, quality and timeliness by promoting statistical awareness among stakeholders in the NSS. Finally, an autonomous NBS and OCGS will lead to fostering effectiveness and efficiency by cutting bureaucracy from the operations, effecting needed changes including change in mindset, better motivating and retaining staff through improved schemes of service, etc. This leads to the review of Statistical Act to guarantee independence of the system and respect for statistical confidentiality across NSS.

To this end therefore a number of targets have been identified as part of TSMP implementation.

Main Targets

- A.T.1 Statistics Act Revised and operationalised by June 2011
- A.T.2 NBS and OCGS organogram Re-structured by June 2011
- A.T.3 Collaboration and coordination mechanisms established or strengthened by 2014

A.T.4 Awareness workshops/meetings' proceedings and reports published for stakeholders in the NSS by 2014

Main Strategies

- A.S.1 Enhance institutional structures and processes for a functional NSS
- A.S.2 Enhance coordination and collaborations among stakeholders in the NSS
- A.S.3 Promote statistical awareness among stakeholders in the NSS

Specific Actions

- i. To revise Statistics Act to provide for autonomy, better organizational structure, authority for coordination and approval, and access to micro data
- ii. To review NBS organogram reflecting its role in the NSS
- iii. To enhance profile and autonomy of NBS
- iv. To strengthen collaboration between NBS and OCGS
- v. To improve cooperation and coordination between government bodies involved in statistical activities
- vi. To strengthening NSS with appropriate organizational structure to handle effectively statistical planning, coordination and supervision to match with priorities
- vii. To establish mechanism for effective dialogue with data users and data producers through (a) Advisory Forum (b) User - Producer national/regional workshops
- viii. To establish and obtain funds for statistical units in category C MDAs⁶
- ix. To promote awareness and establish instruments and procedures to seek required financing
- x. To carry out statistical advocacy and awareness campaign for sensitization on the importance of statistics
- xi. To introduce measures to support MDAs and other organizations using statistics for monitoring and evaluation
- xii. To establish statistical cadre
- xiii. To revive Tanzania Statistical Society to promote professionalism, statistical research and awareness

Objective B: Human Resource Capacity Developed

One of the identified intermediate outcomes of TSMP is enhanced working environment and capacity for Human Resource to produce quality statistics. The activities under this objective will focus on skills upgrading, knowledge enhancement and appropriate recruitment within NSS. It is therefore envisaged that long, short as well as professional courses will be conducted in order build capacity and fill in identified gaps during the assessment across NSS.

⁶ Assessment Report of the Current Tanzania Statistical System - June, 2007

In this regard, various soft skills needed for staff at NBS, OCGS and MDAs will be developed during the implementation of TSMP. Training needs assessment will be conducted and training programs will be developed to enhance staff capacities in the NSS to meet the needs for producing quality statistics. Furthermore, NBS and OCGS in collaboration with the ministry responsible for public service management will conduct needs assessment for statisticians across the entire NSS and recommend new recruitment where necessary. The following targets have been identified for this Objective:

Main Targets

- B.T.1 Twenty (20) percent of staff from NBS and OCGS trained in management skills annually
- B.T.2 Number of staff from NBS, OCGS, and MDAs trained annually in statistical skills and knowledge
- B.T.3 Number of Staff recruited annually within NSS
- B.T.4 Pay structure and incentive scheme reformed by June 2011

Main Strategies

- B.S.1 Enhance incentives schemes in order to attract and retain competent staff within NSS
- B.S.2 Put in place modalities to ensure appropriate skills and knowledge are acquired by staff within the NSS

Specific Action

- i. To reform pay structure and enhance pay within a new incentives and performance management system
- ii. To attract and retain competent staff within NSS
- iii. To develop management skills through training in NSS
- iv. To build capacity for data analysis
- v. To recruit new staff within NSS
- vi. To provide on the job training for NSS staff
- vii. To attach EASTC trainees to various institutions for practical training
- viii. To sponsor staff on specialised courses relevant to statistics at home and abroad
- ix. To conduct needs assessment for statisticians in the regions (Regional Secretariats) and recruit where necessary
- x. To train staff from category A MDAs in data analysis and statistical report writing
- xi. To train staff from category B MDAs in data collection, processing and statistical report writing
- xii. To train staff from category C MDAs in data collection, processing and statistical report writing

Objective C: Statistical Infrastructure Improved

NSS needs to be supported by adequate statistical infrastructure based on well defined concepts, definitions and international classifications and standards. Due to the diverse nature of data producers within the NSS, the production of official statistics is prone to errors due lack or inadequate use of well defined standards. Improvement of statistical infrastructure will ensure that not only data production within NSS is improved and harmonized but also improvement is usage of census and survey data. The use of modern technologies in particular Geographical Information Systems and spatial data bring opportunities for improved evidence based planning and decision making. Therefore this objective aims at improving sampling frames for establishment and household based surveys, harmonising statistical concepts and definitions in line with international standards and classification schemes as well as development and effective usage of business registers and spatial data systems.

Main Targets

- C.T.1 Updated International Statistical Classifications adapted / adopted by 2014
- C.T.2 Updated Statistical Concepts, Definitions and Methodologies published and adopted within NSS by 2012
- C.T.3 National Geographical Information System database in place by 2014
- C.T.4 Business Register improved and published annually
- C.T.5 Database of Enumeration Areas (EAs) boundary shape files developed by June 2012

Main Strategies

- C.S.1 Review and operationalise concepts, methods and classifications in conformity to international standards within the NSS
- C.S.2 Develop National GIS database and digitalise EAs for 2012 Population Census
- C.S.3 Update and maintain Business Register and enhance its use

Specific Actions

- i. Strengthen coverage, update and maintenance of business register and enhance uses
- ii. Improve VAT database to make it user oriented
- iii. Update compendium of concepts definitions and methodologies
- iv. Adoption of Updated International Statistical Classifications
- v. Digital cartography for 2012 Population Census
- vi. Create shape files for Enumeration Areas (EA) boundaries
- vii. Populate basic GIS data with information on social sectors and other infrastructure
- viii. Finalize National Spatial Data Infrastructure (NSDI) policy
- ix. Create a national Geographical Information System (GIS) database

- x. Assist OCGS to establish Geographical Information System Unit
- xi. Integrate routine data from MDAs and LGAs in GIS
- xii. Establish structures within MDAs and LGAs to keep spatial data up to date
- xiii. Develop capacity in spatial data management and analysis
- xiv. Develop procedures and routines for using GIS technologies in data collection and compilation at NBS and OCGS
- xv. Implementation and Development of NSDI through spatial sector Working Group(priority MDAs will include Health, Education, Lands, Water, Agriculture and livestock)
- xvi. Sensitize uses of spatial data in decision making
- xvii. Train planners and decision makers on GIS tools for their effective use
- xviii. Produce and disseminate poverty maps and other tools to stakeholders

Objective D: Data Development and Dissemination Improved

The NSS needs to provide quality data and develop a mechanism for easy access of the information to all users. The process of producing quality data includes collection and management of data from various sources such as administrative data, filling data gaps in administrative records by conducting surveys and censuses, improving the periodicity of statistical products (from censuses, surveys and administrative records), integrating by coordinating different censuses and surveys and improving the efficiency of field work, strengthening data analysis and reporting, improving data quality by reducing delays and increase response rates.

TSMP will ensure delivering statistics of appropriate scope, quantity, quality and timeliness in the entire system. During the implementation of the program, areas in which the current system is doing well will be maintained and strengthening data collection and dissemination of economic statistics and routine data at MDAs, regional and district levels on regular basis.

Either, information collected but not disseminated for use means resource wastage. Therefore, there is a need for improving the ways in which data are produced, coordinated, disseminated while ensuring access of micro and metadata to various users in accordance to the developed Micro Data Policy which safe guard the use of micro data at NSS.

Main Targets

- D.T.1 Periodic/ routine data systems enhanced by 2014
- D.T.2 Production of quality statistics improved by 2014
- D.T.3 Dissemination system established by 2011
- D.T.4 Statistical databases operationalised by 2012

Main Strategies:

- D.S.1 Strengthening routine data collection, storage, compilation, statistical analysis, reporting and communication within the NSS

D.S.2 Improve macro and micro social and economic statistics within the NSS

Specific Actions

To achieve the target set above, the following activities will be implemented within the NSS.

- i. Strengthen Tanzania Socio Economic Database (TSED)
- ii. Strengthen collection and compilation of routine agricultural data
- iii. Improve data quality at category A MDAs by strengthening data collection, compilation and reporting
- iv. Improve data quality at category B MDAs by strengthening data collection, compilation and reporting
- v. Rebase Gross Domestic Product (GDP) 2007
- vi. Price Statistics
- vii. Rebase Consumer Price Index (CPI) to 2007
- viii. Rebase Producer Price Index (PPI) to 2007
- ix. Rebase Production Index of Manufacturing (PIM) to 2007 and improve its periodicity and timeliness
- x. Establish Tourism Database
- xi. Strengthen Tourism Indicators
- xii. Strengthen Government Financial Statistics
- xiii. Conduct employment and earnings surveys
- xiv. Update tables for annual economic survey
- xv. Integrate HBS/NPS/LFS in economic statistics
- xvi. Strengthen Economic Surveys (Annual Survey of Industrial Production, Trade Statistics, Construction Statistics)
- xvii. National Panel Survey (NPS)
- xviii. Tanzania Demographic Health Survey (TDHS)
- xix. Revise and Implement Census of Agriculture
- xx. Integrated Business Survey (Construction and Distributive Trade)
- xxi. Conduct Rapid Appraisal Agriculture Surveys
- xxii. Conduct Core Welfare Indicator Questionnaire (CWIQ) surveys in one third of all districts annually
- xxiii. Develop Quarterly GDP compilation methodology and estimates
- xxiv. Compile Supply Use Tables (SUT) for 2007
- xxv. Sensitization and compilation of Regional GDP
- xxvi. Revise data dissemination and access policy to meet international standards
- xxvii. Improve NBS and OCGS information systems and websites
- xxviii. Devise publications and services policy, release calendars and marketing procedures
- xxix. Promote awareness and use of statistics at district level

Objective F: Physical Infrastructure and Equipment Improved

The implementation of TSMP will involve expanded activities in all areas of statistical production. Current NBS and OCGS facilities do not provide conducive working environment for statistical production. Also, transportation facilities for statistical activities are also inadequate. Moreover, statistical units currently available in MDAs reported significant gap in ICT equipment for carrying out routine data production related to their mandated functions. Dissemination of statistical products through planned resource centres is envisaged during the implementation of this plan. For attainment of improved working condition, routine data systems and enhanced accessibility of information through ICT and e-government outcomes, implementation of this objective focus on improvement of physical infrastructure across NSS while equipping NBS/OCGS, MDAs and EASTC with appropriate ICT infrastructure and software for delivery of routine data systems and e-government.

Main Targets

- F.T.1 New office buildings for NBS and OCGS constructed by 2014
- F.T.2 Resource centres established by 2014
- F.T.3 National data processing centres developed by 2014
- F.T.4 ICT infrastructure within the NSS equipped annually
- F.T.5 NBS and OCGS equipped with adequate transport facilities by 2012

Main Strategies

- FS.1 Provide adequate office space for NBS and OCGS
- F.S.2 ICT infrastructure within NSS improved
- F.S.3 Transport facilities within NBS and OCGS improved

Specific Actions

- i. Design and construct a new building for NBS/OCGS
- ii. Construct modern resource centre and computer labs for EASTC
- iii. Establish National Data Processing Centre (NDPC)
- iv. Update IT infrastructure for NBS and OCGS
- v. Capacitate NBS, with adequate transport facilities, in carrying out data collection activities
- vi. Assess and integrate regional ICT structures for Statistics
- vii. Procure appropriate hardware / software for Regional Data Processing Centres in all Regions
- viii. Harmonize data for all MDAs and LGAs
- ix. Enhance management information systems in support of e-governance for category A MDAs
- x. Develop management information system in support of e- governance for category B MDAs
- xi. Develop management information system in support of e- governance for category C MDAs

CHAPTER FOUR

MANAGEMENT ARRANGEMENTS, MONITORING AND EVALUATION OF OUTCOMES AND RESULTS

4.1 Management Arrangements

In order to coordinate effectively the implementation of TSMP under jurisdiction of the Director General and the Chief Government Statistician of the NBS and OCGS respectively, a TSMP Coordinator and Liaison Officer at NBS and OCGS respectively will be assigned to coordinate tasks related to implementation of TSMP on full time basis.

The proposed tasks of TSMP Coordinators are:

- i. Coordinate program activities of all beneficiary agencies;
- ii. Manage activities such procurement, in line with the rules and procedures agreed with the government and donors;
- iii. Ensure compliance with Government and DP's procurement and financial management requirements and by keeping and maintaining appropriate records and documentation;
- iv. Manage reporting and auditing activities, ensuring the timely preparation and dissemination of reports on activities and financial reports as required by NBS and agreements with donor agencies;
- v. Arrange external audits as required;
- vi. Secretary to the TSMP Technical Committee;
- vii. Prepare work programs, budgets, procurement plans; and
- viii. Prepare regular reports and other program monitoring activities.

For policy decisions and resource allocation, it is proposed that a Technical Committee be constituted with representation from key stakeholders in the TSMP implementation process. This Technical Committee will be the main advisor to the Statistical Advisory proposed in the Institutional Reform during the implementation of the TSMP. A strong component of awareness creation, communication and information to various stakeholders in the NSS will be undertaken during the implementation of TSMP.

At NBS and OCGS there will be personnel assigned to tasks related to their technical specializations namely Human Resources, ICT, Procurement, Financial Management as well as Coordinators for Sectors.⁷ Furthermore there will be Sector Technical Working Groups drawn from MDAs. It is envisaged that a number of Technical Assistance will be

⁷ Macro Economic Statistics, Social Statistics, Business Agriculture and Environmental Statistics and Governance and Justices Sectors Groups

engaged for specific tasks and in order to build capacity in various specialised areas of competence.

In this regard therefore immediate activities for institutionalization of implementation arrangements are

- i. Propose and approve Government's Coordinating Committee Structures
- ii. Preparation of a Prioritized and Realistic Implementation Plan for the TSMP that recognizes Capacity Constraints

The Institutional Arrangement (Coordination Structure) is attached as Annex II

4.2 Monitoring and Evaluation of Outcomes and Results

In order to ensure intended results are achieved, the following processes will be put in place:

- a) On the accountability aspect, The Director of NBS and Chief Government Statistician shall be accounting officers for the program.
- b) On the outcome level, baseline survey (such as user satisfaction survey) will be conducted at the beginning of the program, from which independent evaluation will be made in the midterm and end of program.
- c) The detailed log frame has indicated required targets. The progress being made will be judged against these indicators by using structures proposed in the implementation arrangements. However, since the program is being mainstreamed in NBS and OCGS, day to day operations will be monitored by respective institutions.
- d) On the policy and decision making level (Technical Committee), Reports on progress being made will be tabled on quarterly basis. These reports will be informing on how the stated targets are being achieved. Where necessary, joint internal reviews will be conducted.
- e) There will be independent annual reviews on progress of the TSMP implementation whose report will be tabled at the TSMP Technical Committee, Development Partners and Statistical Advisory Board. These reviews will be conducted prior to budgeting cycle in order to inform budgeting process.
- f) During implementation of TSMP, there will be a mid-term review by an independent consultant.

4.3 Risks

The possible risks associated with the TSMP are outlined below

- **Delays in revising statistical act:** A new Statistics Act is a centre of NSS reforms. Revising an act involves various stakeholders and hence consensus building may take sometime. Consequently some key reforms may span out of project implementation period.
- **Failure to retain competent staff:** Appropriate staff motivation is key to ensuring that data priorities are executed within NSS. Proposals to review incentive scheme are part of the project implementation. The growing demand for competent staff in the job market (more so when East Africa Community opens up) and competing demands in the national development agenda, expedited review of the incentives may not be achieved. Hence, close dialog amongst key stakeholders will mitigate the risk of delay or failure to improve incentives across NSS. Consequently initiatives to build human capacity in the NSS will be undermined.
- **Insufficient funding for TSMP implementation:** The TSMP is dependent on the financial requirements specified in it. As NSS development objective focuses on improving functions of the entire NSS, and due to diverse nature of both statistical activities and stakeholders' needs, there is a risk of funding being earmarked for specified activities as opposed to compressively providing funding the entire plan. Proper funding mechanism should be established to mitigate partial implementation of TSMP in the form of a pooled fund for statistics.

CHAPTER FIVE

THE PROPOSED BUDGET AND SUSTAINABILITY

5.1 Proposed Budget

The estimated budget for TSMP activities for the period of 2009/10-2013/14 is given in Table 1.0 which shows that a total of USD 64.4 million is required. Tanzania Mainland will use USD 55.9 million and Tanzania Zanzibar USD 8.5 million. The estimated cost for each component shows that most of the funds will be used to improve data management and dissemination activities (40.3 percent) followed by physical infrastructure and equipment development (26.3 percent). The remaining funds will be spent on statistical infrastructure development (15.3 percent), human resource and capacity development (9.0 percent), project management and coordination activities (6.1 percent), and institutional development (3.0 percent).

The Detailed budget for each component is attached as Annex IV. The component summaries for Tanzania Mainland and Tanzania Zanzibar are presented in the Table 1.0

Table1.0: Budget Summary of TSMP by Component, 2009/10-2013/14 (US \$)

Description	Mainland	Zanzibar	Total	Percentage Distribution
A. Institutional development	1,780,000	140,000	1,920,000	3.0
B. Human resource and Capacity development	5,237,695	575,000	5,812,695	9.0
C. Development of statistical infrastructure	9,491,805	395,000	9,886,805	15.3
D. Data development and dissemination	22,157,926	3,782,698	25,940,624	40.3
E. Physical infrastructure and equipment	14,095,334	2,860,000	16,955,334	26.3
F. Project management and coordination	3,104,400	794,840	3,899,240	6.1
Total	55,867,160	8,547,538	64,414,698	100.0

The distribution of the separate estimated budgets for Tanzania Mainland and Tanzania Zanzibar are shown in Tables 1.1 and 1.2 respectively.

Table 1.1: TSMP Five Years Budget by Components-Tanzania Mainland (US\$)

Description	2009/10	2010/11	2011/12-to 2013/14	Total	Percentage Distribution
A. Institutional development	0	270,500	1,509,500	1,780,000	3.2
B. Human resource and Capacity development	0	1,196,695	4,041,000	5,237,695	9.4
C. Development of statistical infrastructure	145,000	5,131,855	4,214,950	9,491,805	17.0
D. Data development and dissemination	3,851,237	9,354,985	8,951,704	22,157,926	39.7
E. Physical infrastructure and equipment	0	2,242,800	11,852,534	14,095,334	25.2
F. Project management and coordination	15,000	1,174,300	1,915,100	3,104,400	5.6
Total	4,011,237	19,371,135	32,484,788	55,867,160	100.0

Table 1.2: TSMP Five Years Budgets by Components- Tanzania Zanzibar (US\$)

Description	2009/10	2010/11	2011/12 to 2013/14	Total	Percentage Distribution
A. Institutional development	0	47,268	33,370	140,000	1.6
B. Human resource development	0	233,000	332,000	575,000	12.6
C. Development of statistical infrastructure	0	129,048	265,952	395,000	2.7
D. Data development and dissemination	0	1,082,897	621,347	3,782,698	26.2
E. Physical infrastructure and equipment	0	1,150,995	1,648,995	2,860,000	46.1
F. Project management and coordination	0	316,080	337,760	794,840	10.7
Total	0	2,959,288	3,239,424	8,547,538	100.0

The implementation of TSMP will be in line with the Joint Assistance Strategy for Tanzania (JAST) principles and hence activities will be aligned with the Government priorities. In light of this, the total budget is financed under contribution from GOT indirect costs (salaries, cost for acquiring plots, utility costs) and direct costs (Tshs 6 billion), loan from WB through STATCAP⁸ (USD 30 million), grant DFID (3.5 million Pound Sterling) and funding gap will be

⁸ Statistical Capacity Building Program

sought from other development partners keen to support TSMP as a commitment within implementation of PARIS21 declaration to support statistical capacity building.

5.2 Sustainability

The overall objective of the program is to improve and build a fully integrated NSS in which statistical stakeholders work in a coordinated and harmonised manner. In this regard therefore the proposed implementation arrangement for TSMP is embedded within government structures. The institutional reforms under this program will ensure appropriate structures and processes are in place to achieve the intended objective. This will ensure national ownership beyond the implementation period, as such all statistical activities will be integrated in each MDA through Medium Term Expenditure Frameworks (MTEF). Equally, Tanzania is implementing national development frameworks and international obligation aiming at poverty reduction. While there is growing concern in measuring development results, the GoT is committed to ensuring improvement of official statistics, lack of which development interventions can not be properly planned, implemented, measured, achieved and reported on.

ANNEXES

ANNEX I: TSMP LOGICAL FRAME WORK

Program Development Objective	Outcome Indicators ⁹	Assumptions and Risks for possible interventions
<p>To strengthen the National Statistical System in Tanzania to produce quality statistics for decision makers in an objective, timely and cost effective manner.</p>	<ol style="list-style-type: none"> 1. Number of users satisfied with official statistics increased by 50 percent 2. Twenty two (22) MDAs have functional statistic unit 3. Number of MDAs using official statistics increased by 50 percent 4. Number of data producers conforming to acceptable statistical standards increase by 80 percent 5. Number of GIS tools users increase by 50 percent 6. Number of survey responses rate increase to acceptable standard (80 percent and above) 7. Reduction in time lag between data collection and dissemination 8. Statistical outputs are released within the time limits and with frequency meeting GDDS requirements. 	<p>Insufficient funding for TSMP implementation</p>
Intermediate result one per component	Results Indicators for Each Component	Assumptions and Risks for possible interventions
<p><u>Component A: Institutional Development</u></p> <p>Official statistics production and service delivery effectively coordinated.</p> <p>A well structured autonomous NSS.</p> <p>Statistical professionalism, Statistical Research and Awareness Promoted</p>	<ul style="list-style-type: none"> • Statistics Act Revised and operationalised by June 2011 • NBS and OCGS organogram Re-structured by June 2011 • Collaboration and coordination mechanisms established or strengthened by 2014 • Awareness workshops/meetings' proceedings and reports published for stakeholders in the NSS by 2014 	<p>Delays/inability to revise Statistics Act</p>

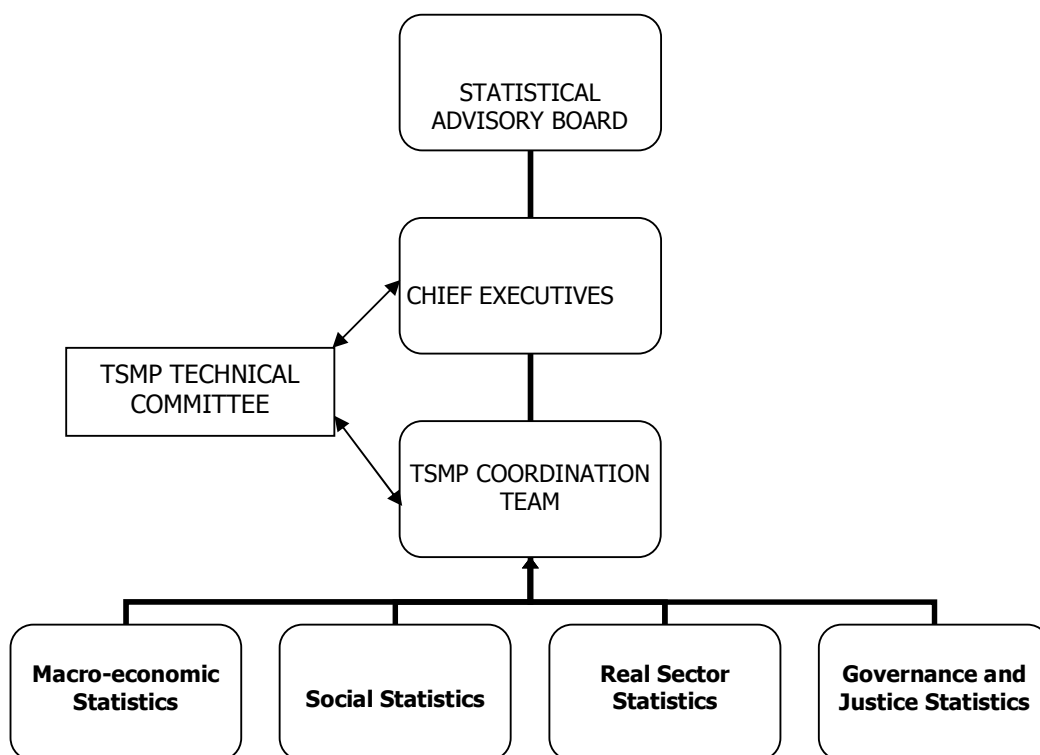
⁹ Baseline study to be conducted in the first year of the program to determine current target values

Intermediate result one per component	Results Indicators for Each Component	Assumptions and Risks for possible interventions
<p><u>Component B: Human Resource Development</u></p> <p>Enhanced staff capacity in NSS to produce quality statistics</p>	<ul style="list-style-type: none"> • 20 percent of staff from NBS and OCGS trained in management skills annually • Number of staff from NBS, OCGS, and MDAs trained annually in statistical skills and knowledge • Pay structure and incentive scheme reformed by June 2011 	<p>Failure to retain competent staff</p>
<p><u>Component C: Development of statistical infrastructure</u></p> <p>Improved frame for establishment-based surveys</p> <p>Harmonized and improved statistical concepts, definition and methods within NSS</p> <p>Improved frame for Household surveys</p> <p>Development and effective usage of spatial data system</p>	<ul style="list-style-type: none"> • Updated International Statistical Classifications adapted / adopted by 2014 • Updated Statistical Concepts, Definitions and Methodologies published and adopted within NSS by 2012 • National Geographical Information System database in place by 2014 • Business Register improved and published annually • Database of Enumeration Areas (EAs) boundary shape files developed by June 2012. 	
<p><u>Component D: Data Development and dissemination</u></p> <p>Improved quality of economic data that adheres to international standards</p> <p>Increased dissemination of data</p> <p>Efficient delivery of household survey programme.</p> <p>Improved access to information on public service delivery</p>	<ul style="list-style-type: none"> • Periodic/routine data systems enhanced by 2014 • Production of quality statistics improved by 2014 • Dissemination system established by 2011 • Statistical databases operationalised by 2012 	

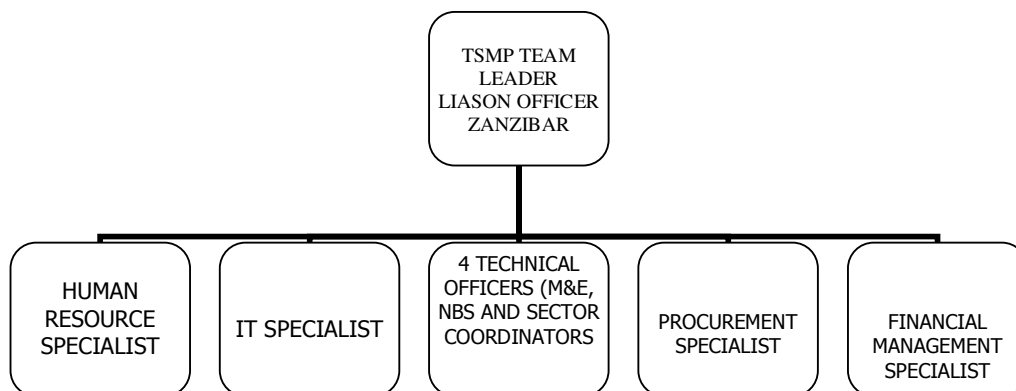
Intermediate result one per component	Results Indicators for Each Component	Assumptions and Risks for possible interventions
<p><u>Component E: Physical infrastructure and equipment development</u></p> <p>Improved working conditions for NBS and OCGS</p> <p>Improved ICT for delivery of routine data systems and e-government.</p>	<ul style="list-style-type: none"> • New office buildings for NBS and OCGS constructed by 2014 • Resource centres established by 2014 • National data processing centres developed by 2014 • ICT infrastructure within the NSS equipped annually • NBS and OCGS equipped with adequate transport facilities by 2012 	
<p><u>Component F: Program management and coordination</u></p> <p>Efficient and effective implementation of TSMP</p>	<p>Time lag of Quarterly program progress reports</p>	

ANNEX II: TSMP Coordination Structure and Coordination Team

TSMP COORDINATION STRUCTURE



TSMP COORDINATION TEAM



Annex III: Functions of National Bureau of Statistics¹⁰

No. 1	Statistics	2002
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- 5.-(1) The functions of the National Bureau of Statistics shall be-
- (a) to take any census in the United Republic of Tanzania;
 - (b) to draw up an overall national statistics plan for official statistics and keep it under continuous review;
 - (c) to establish statistical standards and ensure their use by all producers of official statistics so as among other things to facilitate the integration and comparison of the statistics produced both nationally and internationally;
 - (d) to co-ordinate statistical activities in the country so as –
 - (i) to avoid duplication of efforts in the production of statistics;
 - (ii) to ensure optimal utilisation of available resources;
 - (iii) to reduce the burden on respondents for providing statistical data,
 - (iv) to ensure uniform standards of statistical data;
 - (e) to collect, compile, analyse and disseminate statistics and related information;
 - (f) to maintain an inventory of all available official statistics in the country;
 - (g) to assist users in obtaining international statistics;
 - (h) to provide statistical services and professional assistance to official bodies and the public at large;
 - (i) to act as a contact point for international organisations and foreign institutions in need of statistics on matters relating to Tanzania.
- (2) The National Bureau of Statistics shall before performing functions which extend to Tanzania Zanzibar be required to make consultation with the office of the Government Statistician Zanzibar.

¹⁰ Extract from Statistical Act No. 1 of 2002

Annex IV: Implementation Plan- Activities, Objectives, Budget and Performance Indicators

Table 1: ACTIVITIES, OBJECTIVE, BUDGET AND PERFORMANCE INDICATORS for TANZANIA MAINLAND

STATCAP CODE	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO NSGRP CLUSTER / GOALS AND MDGS	BUDGET				IMPLEMENTATION				PERFORMANCE INDICATORS	
			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
	A. INSTITUTIONAL DEVELOPMENT			270,500	1,509,500	1,780,000						
A	Revise Statistics Act to provide for autonomy, better organizational structure, authority for coordination and approval, and access to micro data	Introduce effective Statistical Service Framework for service delivery improvement (C3G3)		33,500	26,500	60,000	November, 2009	3 Years	NBS	AG Chambers, PO-PSM, MoFEA & Parliament and MDAs	Official statistics production and service delivery effectively coordinated under a well structured autonomous NBS	Official statistics production and service delivery effectively coordinated under a well structured autonomous NBS
A	Review NBS organogram reflecting its role in the NSS	Introduce effective Statistical Service Framework for service delivery improvement (C3G3)		25,000		25,000	September, 2010	6 months	NBS	PO-PSM and MoFEA	Re-structured organogram	
A	Enhance profile and autonomy of NBS	Introduce effective Statistical Service Framework for service delivery improvement (C3G3)		10,000	30,000	40,000	April, 2011	5 Years	NBS	PO-PSM and MoFEA	Enhanced profile and autonomy of NBS in place	
A	Strengthen collaboration between NBS and OCGS	Introduce effective Statistical Service Framework for service delivery improvement (C3G3)		20,000	10,000	30,000	September, 2010	5 Years	NBS, OCGS	MoFEA	Collaboration mechanisms established	
A	Improve cooperation and coordination between government bodies involved in statistical activities	Introduce effective Statistical Service Framework for service delivery improvement (C3G3)		35,000	25,000	60,000	September, 2010	5 Years	NBS	MDAs	Mechanism for cooperation and coordination in place	

Table 1: ACTIVITIES, OBJECTIVE, BUDGET AND PERFORMANCE INDICATORS for TANZANIA MAINLAND

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			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
A	Strengthening NSS with appropriate organizational structure to handle effectively statistical planning, coordination and supervision to match with priorities	Introduce effective Statistical Service Framework for service delivery improvement (C3G3)		10,000	30,000	40,000	December, 2010	4 Years	NBS, PMO-RALG	MDAs, LGAs	Effective Statistical Units for MDAs, LGAs strengthened	Official statistics production and service delivery effectively coordinated under a well structured autonomous NBS
A	Establish mechanism for effective dialogue with data users and data producers through (a) Advisory Forum (b) User - Producer national/regional workshops	Carry out survey of client satisfaction and implement measures for improving producers participation and users satisfaction (C3.G3)		50,000	300,000	350,000	December, 2010	5 Years	NBS, PMO-RALG	MDAs and LGAs	Statistical advisory and User - Producer fora established	
A	Establish and obtain funds for Statistical Units in category C: MDAs	Introduce effective Statistical Service Framework for service delivery improvement (C3G3)			800,000	800,000	December, 2010	4 Years	NBS , MDAs	PO-PSM	Statistical Units established and operational	
A	Carry out statistical advocacy and awareness campaign for sensitization on the importance of statistics	Introduce effective Statistical Service Framework for service delivery improvement (C3G3)		25,000	125,000	150,000	December, 2010	4 Years	NBS, PMO-RALG	MDAs, LGAs	Awareness workshops/meetings' proceedings and reports published for stakeholders in the NSS	
A	Introduce measures to support MDAs and other organizations using statistics for monitoring and evaluation	Introduce effective Statistical Service Framework for service delivery improvement (C3G3)		10,000	10,000	20,000	January, 2011	4 Years	NBS, PMO-RALG	MDAs, LGAs and Development Partners	Measures for Monitoring and Evaluation Set and Documented	

Table 1: ACTIVITIES, OBJECTIVE, BUDGET AND PERFORMANCE INDICATORS for TANZANIA MAINLAND

STATCAP CODE	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO NSGRP CLUSTER / GOALS AND MDGS	BUDGET				IMPLEMENTATION				PERFORMANCE INDICATORS	
			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
A	Establish statistical cadre	Effective national statistical cadre within NSS established (C3G3)		10,000	15,000	25,000	July, 2011	4 Years	NBS	PO-PSM	Common Statistical Cadre in place	
A	Revive Tanzania Statistical Society to promote professionalism, statistical research and awareness	Introduce effective Statistical Service Framework for service delivery improvement (C3G3)		42,000	138,000	180,000	September, 2011	5 Year	NBS	MDAs, Higher Learning Institutions and PMO-RALG	Operational Tanzania Statistical Society in place	Statistical professionalism, Statistical Research and Awareness Promoted
	B. HUMAN RESOURCE DEVELOPMENT			1,196,695	4,041,000	5,237,695						
B	Reform pay structure and enhance pay within a new incentives and performance management system	Establish effective service frame work and rationalize remuneration to introduce competitive compensation (C3G3)		98,000	2,000	100,000	September, 2010	2 Years	NBS	MoFEA, PO-PSM	Job evaluation report and pay structure in place	Enhanced working environment and capacity for HR to produce quality statistics
B	Attract and retain competent staff within NSS	Establish effective service frame work and rationalize remuneration to introduce competitive compensation (C3G3)		42,000	8,000	50,000	January, 2011	2Years	NBS	MoFEA, PO-PSM	Retention scheme and Remuneration scheme in place	
B	Develop management skills through training in NSS	Establish effective service frame work and rationalize remuneration to introduce competitive compensation (C3G3)		175,000	100,000	275,000	January, 2011	4 Years	NBS	MDAs	Number of staff trained in management skills annually	
B	Build capacity for data analysis	Improve optimal utilization of manpower (C3G3)		200,000	179,000	379,000	January, 2011	4 Years	NBS	MDAs	Number of staff trained in data analysis annually	

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STATCAP CODE	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO NSGRP CLUSTER / GOALS AND MDGS	BUDGET				IMPLEMENTATION				PERFORMANCE INDICATORS	
			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
B	On the job training for NSS staff	Improve statistical production (C3G3)		145,000	360,000	505,000	February, 2011	5 Years	NBS & PMO-RALG	MDAs, LGAs,EASTC	Number of staff Trained	
B	Attach EASTC trainees to various institutions for practical training	Facilitate production of skilled human resources for the management of the economy and delivery of social services (C1G2)		100,000	800,000	900,000	April, 2011	4 Years	EASTC	NBS	Number of EASTC trainees attached	
B	Sponsor staff on specialised courses relevant to statistics at home and abroad	Facilitate production of skilled human resources for the management of the economy and delivery of social services (C1G2)		50,000	150,000	200,000	February, 2011	4 Years	NBS	PO-PSM, MoFEA, Training institutions	Number of staff trained annually	Enhanced working environment and capacity for HR to produce quality statistics
B	Conduct needs assessment for statisticians in the regions (RS) and recruit where necessary	Improve statistical production in the regions (C3G3)		200,000	600,000	800,000	November, 2010	4 Years	PMO-RALG	NBS , PO-PSM	Number of statisticians recruited in the regions	
B	Train staff from category A MDAs in data analysis and statistical report writing	Facilitate production of skilled human resources for the management of the economy and delivery of social services (C1G2)		186,695	42,000	228,695	November , 2010	5 Years	MDAs	NBS , PO-PSM	Number of staff from category A MDAs trained in data analysis and statistical report writing annually	
B	Train staff from category B MDAs in data collection, processing and statistical report writing	Facilitate production of skilled human resources for the management of the economy and delivery of social services (C1G2)			1,300,000	1,300,000	August, 2011	4 Years	MDAs	NBS , PO-PSM	Number of staff from category B MDAs trained in data analysis and statistical report writing annually	

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			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
B	Train staff from category C MDAs in data collection, processing and statistical report writing	Facilitate production of skilled human resources for the management of the economy and delivery of social services (C1G2)			500,000	500,000	August, 2011	4 Years	MDAs	NBS , PO-PSM	Number of staff from category C MDAs trained in data analysis and statistical report writing annually	
	C. DEVELOPMENT OF STATISTICAL INFRASTRUCTURE		145,000	5,131,855	4,214,950	9,491,805						
C	Strengthen coverage, update and maintenance of business register and enhance uses	Provide sampling frame to establishment based surveys (C1G2)		321,805	900,000	1,221,805	October, 2010	5 Years	NBS and OCGS	PMO-RALG, MoFEA, MLHH	Updated Business Register	Harmonized and improved data production within NSS
C	Improve VAT database to make it user oriented	Ensuring sound economic management (C1G1)		43,000	77,000	120,000	December, 2010	5 Years	NBS	MoFEA, LGAs and TRA	User oriented VAT database in place	
C	Update compedium of concepts definitions and methodologies	Carry out harmonisation process of all concepts, definitions and methodologies for improving data production (C3.G3.1)		60,000	30,000	90,000	September , 2010	5Years	NBS, OCGS	MDAs, PMO-RALG,TRA	Concepts, definitions and Methodologies document updated	Harmonized and improved data production within NSS
C	Adoption of Updated International Statistical Classifications	Carry out harmonisation process to establish Statistical Classifications for data producers (C3.G3.1)		30,000	130,000	160,000	September , 2010	4Years	NBS, OCGS	MDAs, PMO-RALG	Updated International Statistical Classifications adopted	
	<i>Spatial Data System Development</i>											
	<i>Digital cartography for 2012 Population Census</i>											Improved usage of census geographic

Table 1: ACTIVITIES, OBJECTIVE, BUDGET AND PERFORMANCE INDICATORS for TANZANIA MAINLAND

STATCAP CODE	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO NSGRP CLUSTER / GOALS AND MDGS	BUDGET				IMPLEMENTATION				PERFORMANCE INDICATORS	
			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
C	Create shape files for EA boundaries	To put in place shape files for EA Boundaries (C3G3)	145,000	4,505,200	2,035,800	6,686,000	April, 2010	5 Years	NBS & OCGS	PMO-RALG, MoFEAEA, MLHH	Database of EA boundary shape-files in place	frame
C	Populate basic GIS data with information on social sectors and other infrastructure	Conduct Sensitization Process for GIS data to MDAs(C3G3)		64,200	149,800	214,000	December, 2010	4 Years	NBS & OCGS	PMO-RALG, MoFEA, MLHH	Populated GIS data in place	
	<i>Establish National Spatial Data Infrastructure (NSDI)</i>											
C	Finalize NSDI policy	Organize stakeholders' meetings and finalize document (C3G3)		11,650	6,350	18,000	January, 2011	3 Years	NBS & OCGS	MLHH, MoFEA, PMO-RALG, ACADEMIC INSTITUTIONS	NSDI Policy Document in place	Effective utilization of GIS tools in evidence based planning and decision making
C	Create a national GIS database	Collect datasets and create metadata and protocols (C3G3)		25,200	46,800	72,000	December, 2010	4 Years	NBS & OCGS	PMO-RALG, MoFEA, MLHH	Established National GIS database	
C	Assist OCGS to establish GIS Unit (<i>See ZNZ IP</i>)	To become GIS based Spatial and Non spatial data producer (C3G3)						2 Years	NBS & OCGS	MoFEA	GIS unit established in OCGS	Effective utilization of GIS tools in evidence based planning and decision making
C	Integrate routine data from MDAs and LGAs in GIS	Good Governance			75,000	75,000	December, 2011	4 Years	NBS & OCGS	PMO-RALG, MoFEA, MLHH, MOE & MOH	Integrated Routine Data in Place	
C	Establish structures with MDAs and LGAs to keep spatial data up to date	To create a system which will accommodate all updates timely			105,000	105,000	December, 2011	4 Years	NBS & OCGS	PMO-RALG, MoFEA, MLHH, MOE & MOH	Integrated Data update System in Place	

Table 1: ACTIVITIES, OBJECTIVE, BUDGET AND PERFORMANCE INDICATORS for TANZANIA MAINLAND

STATCAP CODE	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO NSGRP CLUSTER / GOALS AND MDGS	BUDGET				IMPLEMENTATION				PERFORMANCE INDICATORS	
			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
C	Develop capacity in spatial data management and analysis	To produce GIS tools for policy and decision makers to all MDAs and LGAs(C3G3)			125,000	125,000	December, 2011	4 Years	NBS & OCGS	PMO-RALG, MoFEA&MLHH	GIS Tools Developed	
C	Develop procedures and routines for using GIS technologies in data collection and compilation at NBS and OCGS	To develop a National Metadata (C3G3)		24,000	6,000	30,000	December, 2011	4 Years	NBS & OCGS	PMO-RALG, MoFEA & MLHH	National Metadata in Place	
C	Implementation and Development of NSDI through spatial sector Working Group(priority MDA will include Health, Education, Lands, Water, Agr/livestock)	Collect datasets and create metadata and protocols (C3G3)			75,000	75,000	December, 2011	4 Years	NBS & OCGS		Structures and Mechanism in place	
	<i>Use spatial data in decision making</i>											
C	Sensitize uses of spatial data in decision making	Organize workshops and presentations to various users (C3G3)		20,000	80,000	100,000	February, 2011	5 Years	NBS/OCGS	MDAs, POMRALG,	Workshop reports produced on the availability and use of spatial data	Effective utilization of GIS tools in evidence based planning and decision making

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STATCAP CODE	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO NSGRP CLUSTER / GOALS AND MDGS	BUDGET				IMPLEMENTATION				PERFORMANCE INDICATORS	
			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
C	Train planners and decision makers on GIS tools for their effective use	Organize zonal training workshops and presentations to various users (C3G3)			50,000	50,000	December, 2011	2 Years	NBS/OCGS	MDAs, POMRALG,	Number of planners and decision makers trained.	Effective utilization of GIS tools in evidence based planning and decision making
	Produce and disseminate poverty maps and other tools to stakeholders	Produce maps on various sectors and disseminate to all MDAs and LGAs (C3G3)		26,800	323,200	350,000	January, 2011	5 Years	NBS/OCGS	MDAs, POMRALG,	Poverty maps produced and disseminated to stakeholders	
	D. DATA DEVELOPMENT AND DISSEMINATION		3,851,237	9,354,985	8,951,704	22,157,926						
	<i>Improving current statistics</i>											
D	Develop capacity to interpret data from different sources	Empower data users with data interpretation skills		20,000	40,000	60,000	December, 2010	5 Years	NBS, OCGS	MDAs, PMO-RALG	Data users equipped with data interpretation skills	Improved quality and effective use of statistics within NSS
D	Set up a system for quality assurance within the NSS	Empower data producers and other stakeholders with data quality assurance skills (C3G3)			250,000	250,000	July, 2011	5 Years	NBS, OCGS	MDAs, PMO-RALG	System for quality assurance in place	
D	Institute independent internal data audits	Conduct an Independent Data Audits (C3G3)			50,000	50,000	July, 2011	4 Years	NBS, OCGS	MDAs, PMO-RALG	Data Audit Reports on Quality Assurance	
D	Conduct value for money studies on Utilization of Resources	Carry out Value for Money Studies to Measure Efficiency in Utilization of Resources (C3G3)		86,000	100,000	186,000	May, 2011	5 Years	NBS, OCGS	MDAs, PORALG	2 Reports on value for money Studies on utilization of project/NSS resources produced	
D	Assess adequacy and	Conduct Assessment			50,000	50,000	December,	4 Years	NBS, OCGS	MDAs, PMO-	Household Survey	

Table 1: ACTIVITIES, OBJECTIVE, BUDGET AND PERFORMANCE INDICATORS for TANZANIA MAINLAND

STATCAP CODE	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO NSGRP CLUSTER / GOALS AND MDGS	BUDGET				IMPLEMENTATION				PERFORMANCE INDICATORS	
			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
	efficiency of household survey programme	of Adequacy and Efficiency of Household Survey Programme (C3G3)					2011			RALG	Assessment Report produced	
D	Conduct independent external data audits	Conduct an Independent External data quality audit (C3G3)		10,000	30,000	40,000	April, 2011	4 Years	NBS, OCGS	MDAs, PMO-RALG	Quality assurance Reports are in place	Improved quality and effective use of statistics within NSS
D	Strengthen Tanzania Socio Economic Database (TSED)	Provide access, use and dissemination of accurate data of socio-economic indicators in a user-friendly manner (C3G3)		25,000	25,000	50,000	December, 2010	4 Years	NBS	UNICEF, UNDP ,MDAs, OCGS and LGAs	Staff from MDAs trained on TSED, indicators updated with metadata and harmonized within NSS	
D	Strengthen collection and compilation of routine agricultural data	Increase agricultural growth (C1G2) (GDDS)		1,310,980	689,020	2,000,000	July, 2010	4 Years	NBS	MoAFS, Livestock and Fisheries	Annual Index of Agriculture Production Released 3 months after year end.	
D	Improve data quality at category A MDAs by strengthening data collection, compilation and reporting	Strengthen/Establish routine data systems (C3G2)		30,000	70,000	100,000	December, 2010	3 Year	MDAs	NBS , PO-PSM	Strengthened and operational statistical processes at category A MDAs	
D	Improve data quality at category B MDAs by strengthening data collection, compilation and reporting	Strengthen/Establish routine data systems (C3G2)		240,000	200,000	440,000	March, 2011	5 Years	MDAs	NBS , PO-PSM	Organized and strengthened statistical units and operational	
	National Accounts											
D	Rebase Gross Domestic Product (GDP) 2007	provide GDP growth rates for monitoring macro-economic stability and to implement new recommended and revised		94,000	41,000	135,000	Sept, 2010	2Years	NBS	EASTAFRITAC (IMF), MoFEA, TRA,BOT, Ministry of Agriculture and Food Security, other MDAs	Rebased GDP	Improved quality and effective use of statistics within NSS

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			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
		methodologies/sources of data. (C1G2)										
D	Harmonise compilation of GDP for the United Republic of Tanzania	Ensuring sound economic management (C1G1)		25,000	75,000	100,000	December, 2010	4 Years	NBS, OCGS	EAST AFRITAC, MoFEA, BOT	Harmonised GDP for URT	
	<i>Price Statistics</i>											
D	Rebase Consumer Price Index (CPI) to 2007	Provide Inputs for GDP growth rate to promote sustainable and broad based growth (C1G2)		75,000	25,000	100,000	July, 2010	5Years	NBS	MoFEA, BOT	Rebased CPI document in place	
D	Rebase Producer Price Index (PPI) to 2007	Provide Inputs for GDP growth rate to promote sustainable and broad based growth (C1G2)		116,000	34,000	150,000	September , 2010	5 Years	NBS	MoFEA, BOT	Rebased PPI document in place	
	<i>Production Statistics</i>											
D	Rebase Production Index of Manufacturing (PIM) to 2007 and improve its periodicity and timeliness	To monitor growth in manufacturing production (C1G2) (GDDS)		60,000	190,000	250,000	September , 2010	4 Years	NBS	Ministry of Industries, Trade and Marketing	Rebased and Improved Quarterly Production Index of Manufacturing (PIM)	
D	<i>Tourism Statistics and Government Financial Statistics</i>											

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			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
D	Establish Tourism Database	Improve GDP compilation of sector growth (C1G2)		60,000	140,000	200,000	December, 2010	4 Years	NBS,MNRT	Ministry of Home Affairs, MNRT,BOT	Tourism Database in place.	Improved quality and effective use of statistics within NSS
D	Strengthen Tourism Indicators	Improve GDP compilation of sector growth (C1G2)		50,000	250,000	300,000	December, 2010	4 Years	NBS	MNRT, BOT Ministry of Home Affairs	Tourism indicators compiled, documented and disseminated monthly and annually	
D	Strengthen Government Financial Statistics	Improve GDP compilation of sector growth (C1G2)		35,500	30,000	65,500	December, 2010	4 Years	MoFEA	NBS, BOT		
	<i>Planned Censuses and Surveys</i>											
D	Conduct employment and earnings surveys	Promoting sustainable and broad-based growth (C1G2)		171,505	228,495	400,000	September, 2011	4 Years	NBS	Ministry of Labour, Employment and Youth Development	Report on employment and earnings produced	Improved quality and effective use of statistics within NSS
D	Update tables for annual economic survey	To strengthen compilation of economic survey tables to monitor economic growth (C1G2)		130,000	304,500	434,500	December, 2010	4 Years	NBS	MoEM,MNRT, MIT, BOT, MoFEA	Annual Economic Survey tables Produced	
D	Integrate HBS/NPS/LFS in economic statistics	Reduce proportion of rural and urban population below the poverty line (C1G4) (C1G5)	16,000	200,000	200,000	416,000	December, 2010	5 Years	NBS	MDAs, PMO-RALG and LARG	Harmonized statistics on rural and urban population below poverty line compiled regularly	Improved quality and effective use of statistics within NSS

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STATCAP CODE	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO NSGRP CLUSTER / GOALS AND MDGS	BUDGET				IMPLEMENTATION				PERFORMANCE INDICATORS	
			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
D	Strengthen Economic Surveys (Annual Survey of Industrial Production, Trade Statistics, Construction Statistics)	To monitor growth in emanating from various economic sectors (C1G2) (GDDS)		150,000	250,000	400,000	December, 2010	4 Years	NBS	MIT, MNRT, MAFS	Economic Surveys Conducted, compiled and disseminated	
D	National Pannel Survey (NPS)	Reduce proportion of rural and urban population below the poverty line (C1G4) (C1G5)		2,361,000	1,160,000	3,521,000	August, 2010	5 Years	NBS	MAFC, MOHW	Panel Survey Reports Produced	
D	Tanzania Demographic Health Survey (TDHS)	Reduce proportion of rural and urban population below the poverty line (C1G4) (C1G5)	2,889,000			2,889,000	July, 2010	1 Year	NBS	MOHW	DHS Reports Produced	
D	Revise and Implement Census of Agriculture	Transform subsistence sector to commercial farming (C1G4)	946,237	940,000	1,564,689	3,450,926	July, 2009	3 Years	NBS	MAFSC	Agriculture Census Reports Produced	
D	Integrated Business Survey (Construction and Distributive Trade)	To monitor growth in emanating from various economic sectors (C1G2) (GDDS)		1,535,000		1,535,000	September, 2010	1 Year	NBS	MITM, MID, Construction Council, Business Register of Contractors	Integrated Business Survey Report Produced	
D	Conduct Rapid Appraisal Agriculture Surveys	Improved food availability (C1G3)					Oct, 2009	5 Years	MAFSC, LGAs	NBS	Reports on main food crops produced annually	
D	Conduct Core Welfare Indicator Questionnaire (CWIQ) surveys in one third of all districts annually	To Promote decentralization by Strengthening and deepening the Local Government Reform Programme (C3G3)		1,400,000	2,300,000	3,700,000	December, 2010	2 Years	PMO-RALG	NBS , EASTC	44 CWIQ for LGAs Conducted	
	<i>Initiation of new compilations</i>											

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			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
D	Develop Quarterly GDP compilation methodology and estimates	Audit and establish approved list of indicators for compilation of Quarterly national accounts statistics (C1G1)		25,000	75,000	100,000	September, 2010	2 Years	NBS	IMF(East Afirtac), BOT, TRA, MAFSC	Harmonised list of quarterly indicators and Quarterly GDP in place	Improved quality and effective use of statistics within NSS
D	Compile Supply Use Tables (SUT) for 2007	To provide SUT for undertaking next benchmarking at 2007 prices (C1G1)		10,000	40,000	50,000	September, 2010	4 Years	NBS	IMF(East Afirtac), BOT, TRA, MAFSC and other MDAs	Supply Use Table for 2007 in place	
D	Sensitization and compilation of Regional GDP	Promote regional equity in development (C1G2)		20,000	130,000	150,000	December, 2010	4 Years	NBS	RS	Regional GDP for 3 regions produced, 4 regions sensitized annually and methodology documented for wider use	
	Data dissemination											
D	Revise data dissemination and access policy to meet international standards	Ensuring statistical data transparency and expanding data availability (C3G3)		54,000	36,000	90,000	December, 2009	1 Year	NBS	MDAs	Data Dissemination Policy in place	Improved access to information on public service delivery
D	Improve NBS and OCGS information systems and websites	Improve Information technology environment at the National Statistical System, (C3G3)		20,000	80,000	100,000	December, 2010	5 Years	NBS	MDAS,LGAs and OCGS	Enhanced Operations of NBS and OCGS websites	
D	Devise publications and services policy, release calendars and marketing procedures	Develop an effective public relations and marketing functioning		1,000	4,000	5,000	Decembert, 2010	4 Years	NBS		Readily accessible of public goods in timely manner	

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			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
D	Promote awareness and use of statistics at district level	To Promote decentralization by Strengthening and deepening the Local Government Reform Programme (C3G3)		100,000	290,000	390,000	December , 2010	4 Years	PMO-RALG	NBS / ESTAC / MoFEA	Number of staff from LGAs trained on data collection and compilation annually	
E	PHYSICAL INFRASTRUCTURE AND EQUIPMENT			2,242,800	11,852,534	14,095,334						
E	Design and construct a new building for NBS	To have conducive and adequate working environment and space by August 2011		84,000	7,916,000	8,000,000	December,2009	5 Years	NBS	TBA	New Building for NBS in place	Improved working condition, routine data systems and enhanced accessibility of information through ICT and e-government
E	Construct modern resource centre and computer labs for EASTC	Upgrading and use of Technologies (C1G2)		100,000	200,000	300,000	December, 2010	4 Years	EASTC	NBS	Modern resource centre and computer labs in place	Improved working condition, routine data systems and enhanced accessibility of information through ICT and e-government
E	Establish National Data Processing Centre (NDPC)	Upgrading and use of Technologies (C1G2)		200,000	800,000	1,000,000	December, 2010	5 Years	NBS	MoFEA, PO-PSM MDAs, RS	National data processing centre in place	
E	Update IT infrastructure for NBS& OCGS	Upgrading and use of Technologies (C1.G2.6)		233,800	66,200	300,000	December, 2010	5 Years	NBS and OSGS	Regional Statistical Offices	IT infrastructure updated	
E	Capacitate NBS, with adequate transport facilities, in carrying out data collection activities	Strengthening monitoring and evaluation of statistical operations (C3G3)		600,000	900,000	1,500,000	December, 2010	4 Years	NBS	MoID	Number of transport facilities provided annually	

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			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
E	Assess and integrate regional ICT structures for Statistics	Strengthen/Establish routine data systems (C3G2)		400,000	895,334	1,295,334	December, 2010	4 Years	PMO-RALG	NBS	Report on regional ICT structures for statistics requirements produced	
E	Procure appropriate hardware / software for Regional Data Processing Centres in all Regions	Upgrading and use of Technologies (C1G2)		50,000	150,000	200,000	December, 2010	4 Years	PMO-RALG	NBS	Hardware/software for 21 Regional Data Processing centres purchased	
E	Harmonize data for all MDAs and LGAs	Ensuring equitable access to education and improving health and well being (C2G1&G2)		100,000	200,000	300,000	December, 2010	4 Years	PMO-RALG	NBS	Data for all MDAs and LGAs harmonized	
E	Enhance management information systems in support of e-governance for category A MDAs)	Upgrading and use of Technologies (C1G2)		25,000	75,000	100,000	December, 2010	4 Years	NBS, PMO-RALG	PO-PSM	Computers and relevant software supplied to category A MDAs and used	
E	Develop management information system in support of e-governance for category B MDAs	Upgrading and use of Technologies (C1G2)		150,000	250,000	400,000	December, 2010	4 Years	NBS, PMO-RALG	PO-PSM	Management information system for category B MDAs in place	
E	Develop management information system in support of e-governance for category C MDAs	Upgrading and use of Technologies (C1G2)		300,000	400,000	700,000	December, 2010	5 Years	NBS, PMO-RALG	PO-PSM	Management information system for category C MDAs in place	
	F. PROJECT MANAGEMENT AND COORDINATION		15,000	1,174,300	1,915,100	3,104,400						

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			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
F	Seek high level approval and support for TSMP strategy	Participation and involvement (C3G3)		20,000	25,000	45,000	December, 2010	2 Years	NBS, OCGS	MoFEA, DPs	TSMP document approved and operational; Project document signed	Efficient and effective implementation of TSMP
F	Secure funding for TSMP Implementation	Provision of enabling environment for improved public service delivery (C3G3)					December, 2010	5 Years	NBS, OCGS	MoFEA, DPs	Sustained TSMP funding during the project implementation	
F	Design and implement agreed financial management and disbursement arrangements	Establish Appropriate Mechanism for financial management and disbursement (C3.G3)		10,000	40,000	50,000	December, 2010	5 Years	NBS, OCGS	MoFEA, DPs	TSMP financial management procedures and guidelines established	
F	Establish Coordination department at NBS and OCGS	Provide effective public service framework (C3.G3)					December, 2010	1 Year	NBS, OCGS	MoFEA, DPs	Coordination departments established at NBS and OCGS	
F	Identify and contract consultancy services on project coordination, human resource, procurement, finance, IT and M&E	Ensure Coordination department staff are transparently managed in the best interests of stakeholders (G3.C3)		136,800	273,600	410,400	December, 2010	18 months	NBS, OCGS	MoFEA, DPs	Project Consultants in place.	
F	Train Coordination team and provide capacity (Physical Infrastructure, ICT, furniture, equipment, vehicles and other facilities) for effective management of the project	Upgrading and use of Technologies (C1G2)		715,500	873,000	1,588,500	July, 2010	5 Years	NBS, OCGS	MoID	Coordination department adequately equipped	Efficient and effective implementation of TSMP

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			2009/10	2010/11	2011/12-2013/14	Total	Beginning date	Required period	Implementing Agencies	Collaborating Agencies	Output	Outcome
F	Establish and operationalize implementation mechanisms (TSMP steering committee, and technical working groups)	Provision of enabling environment for improved public service delivery (C3G3)	15,000	200,000	673,500	888,500	June, 2010	5 Years	NBS, OCGS	MDAs, DPs	TSMP implementation mechanism in place	
F	Establish effective monitoring and evaluation mechanism including annual and mid term reviews	Provision of enabling environment for improved public service delivery (C3G3)		92,000	30,000	122,000	December, 2010	5 Years	NBS, OCGS	MDAs, DPs	Monitoring and evaluation mechanism in place	
	Total		4,011,237	19,371,135	32,484,788	55,867,160						

TABLE 2: ACTIVITIES, OBJECTIVE, BUDGET AND PERFORMANCE INDICATORS FOR TANZANIA ZANZIBAR

STATCAP Code	Programmed Statistical Activities	Objectives (NSGRP Cluster/Goal and MDGS	Budget				Implementation				Performance Indicators	
			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
A	A. INSTITUTIONAL DEVELOPMENT			61,130	78,870	140,000						
	Revise Statistics Act to provide for autonomy, better organizational structure, authority for coordination and approval, and access to micro data											Official statistics production and service delivery effectively coordinated under a well structured autonomous OCGS
A	Review OCGS organogram reflecting its role in the NSS			25,397	25000	50,397	July, 2010	1 Year	OCGS, Finance and Administration Section		Re-structured organogram	
A	Enhance profile and autonomy of OCGS	Introduce effective Statistical Service Framework for service delivery improvement (C3G3)			8,870	8,870	December, 2010	5 Years	OCGS, Finance and Administration Section	Attorney General Chamber	Awareness raising on Autonomy of OCGS	
A	Strengthen collaboration between NBS and OCGS			8,965		8,965	September, 2010	1 Year	OCGS, Statistical services			
A	Improve cooperation and coordination between government bodies involved in statistical activities								OCGS, Statistical services	MDAs		

TABLE 2: ACTIVITIES, OBJECTIVE, BUDGET AND PERFORMANCE INDICATORS FOR TANZANIA ZANZIBAR

STATCAP Code	Programmed Statistical Activities	Objectives (NSGRP Cluster/Goal and MDGS	Budget				Implementation				Performance Indicators	
			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
A	Establish NSS with appropriate organizational structure to handle effectively statistical planning, coordination and supervision to match with priorities	Rationalize structure		5,000	3,000	8,000	December, 2010	4 Years	OCGS, Statistical services	Local Consultant	NSS board and OCGS established and operational	
A	Establish mechanism for effective dialogue with data users and data producers through (a) Advisory Forum (b) User - Producer national/regional workshops	To improve monitoring and evaluation of governance activities (C3G9)		6,035	5,000	11,035	December, 2010	4 Years	OCGS, Statistical services	Users and Producers of Statistics	Statistical advisory and User - Producer fora established	Official statistics production and service delivery effectively coordinated under a well structured autonomous OCGS
A	Promote awareness and establish instruments and procedures to seek required financing	Establish adequate monitoring and evaluation mechanism		3,500	9,000	12,500	December, 2010	4 Years	OCGS, Statistical services	NBS	Awareness workshops/ meetings' proceedings and reports published for stakeholders in the NSS	
A	Carry out statistical advocacy and awareness campaign for sensitization on the importance of statistics	To enhance public awareness and information sharing (C3G8)		7,233	13,000	20,233	December, 2010	4 Years	OCGS, Statistical services	MDAs, News Media	Awareness workshops/meetings' proceedings and reports published for stakeholders in the NSS	

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			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
A	Introduce measures to support MDAs and other organizations using statistics for monitoring and evaluation	To increase the capacity to perform M&E across government (C3G9)		5000	10000	15000	January, 2011	4 Years	OCGS, Statistical services	MDAs, News Media	Measures for Monitoring and Evaluation Set and Documented	
A	Establish statistical cadre	Effective national statistical cadre within NSS established (C3G3)			5,000	5,000	December, 2011	1 Year	OCGS, Finance and Administration Section	MDAs	Common Statistical Cadre in place	
B	HUMAN RESOURCE DEVELOPMENT			482,335	400,000	882,335						
B	Reform pay structure and enhance pay within a new incentives and performance management system	Establish effective service frame work and rationalize remuneration to introduce competitive compensation (C3G3)		12,000	13,000	25,000	January, 2011	4 Years	OCGS, Finance and Administration Section	MoFEA	Job evaluation report and pay structure in place	Enhanced working environment and capacity for HR to produce quality statistics
B	Attract and retain competent staff within NSS	Establish effective service frame work and rationalize remuneration to introduce competitive compensation (C3G3)		5,000	10,000	15,000	October, 2011	4 Years	OCGS, Finance and Administration Section	MoFEA	Retention scheme in place	
B	Develop management skills through training in NSS	Capacity building among NSS staff		5,000	10,000	15,000	January, 2011	4 Years	OCGS, Finance and Administration Section	MDAs	Number of staff trained in management skills annually	
B	Build capacity for data analysis	To improve the technical capacity for data analysis		13,000	22,000	35,000	January, 2011	4 Years	OCGS, Statistical Service	MDAs	Number of staff trained in data analysis annually	

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STATCAP Code	Programmed Statistical Activities	Objectives (NSGRP Cluster/Goal and MDGS	Budget				Implementation				Performance Indicators	
			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
B	On the job training for NSS staff	Capacity building among NSS staff		10,000	15,000	25,000	February, 2011	4 Years	OCGS, Finance and Administration Section	MDAs	Number of staff Trained	
B	Vital Statistics: Train staff for analysis and reporting Short-term trainings and attachments	Capacity building among Registrar General's and OCGS staff on vital statistics		189,100		189,100	November, 2010	2 Years	OCGS, Demographic and Social Statistics	Registers General Office ,	Number of staff Trained	
B	Vital Statistics: Study visits			105,000		105,000			OCGS, Demographic and Social Statistics	Registers General Office ,	Study tour report in place	
B	Vital Statistics: local registrars trainings,			13,235		13,235			OCGS, Demographic and Social Statistics	Registers General Office ,	Number of staff Trained	
B	Sponsor staff on specialised courses relevant to statistics at home and abroad	Capacity building for OCGS staffs		30,000	30,000	60,000	February, 2011	4 Years	OCGS, Finance and Administration Section		Number of staff trained annually	
B	Train staff from category A MDAs in data analysis and statistical report writing	Capacity Building in data analysis and Reporting		50,000	50,000	100,000	December, 2010	4 Years	OCGS, Statistical Service	MDAs	Number of staff from category A MDAs trained in data analysis and statistical report writing annually	Enhanced working environment and capacity for HR to produce quality statistics
B	Train staff from category B MDAs in data collection, processing and statistical report writing	Capacity Building in data collection and processing		50,000	250,000	300,000	December, 2010	4 Years	OCGS, Statistical Service	MDAs	Number of staff from category B MDAs trained in data analysis and statistical report writing annually	
C	DEVELOPMENT OF STATISTICAL INFRASTRUCTURE			104,048	290,952	395,000						

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STATCAP Code	Programmed Statistical Activities	Objectives (NSGRP Cluster/Goal and MDGS	Budget				Implementation				Performance Indicators	
			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
C	Strengthen coverage, update and maintenance of business register and enhance uses	Provide sampling frame to establishment based surveys (GDDS)		9,048	20,952	30,000	December, 2010	4 Years	OCGS, Economic Statistics		Updated Business Register	Harmonized and improved data production within NSS
C	Improve VAT database to make it user oriented	Improve the performance and capabilities of IT and database management functions at Zanzibar			15,000	15,000	December, 2010	4 Years	OCGS, Economic Statistics	Zanzibar Revenue Board (ZRB)	VAT database	'
C	Update compendium of concepts definitions and methodologies								OCGS, Statistical Service			
C	Adoption of Updated International Statistical Classifications								OCGS, Statistical Service			
C	<i>Spatial Data System Development</i>											
C	<i>Digital cartography for 2012 Population Census</i>											
C	Create shape files for EA boundaries											Improved usage of census geographic frame
C	Populate basic GIS data with information on social sectors and other infrastructure	Providing tool targeted for user sectors			100,000	100,000	December, 2011	4 Years	OCGS, Demographic and Social Statistics	NBS	Populated GIS data in place	
C	<i>Establish National Spatial Data Infrastructure</i>											

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STATCAP Code	Programmed Statistical Activities	Objectives (NSGRP Cluster/Goal and MDGS	Budget				Implementation				Performance Indicators	
			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
C	Finalize NSDI policy											Effective utilization of GIS tools in evidence based planning and decision making
C	Create a national GIS database	Establish and maintain the master sample frame of the OCGS			10,000	10,000	December, 2010	4 Years	OCGS, Demographic and Social Statistics	NBS (Cartography Unit)	Established National GIS database	
C	Establish GIS Unit in OCGS	Establish data processing infrastructure capable of applying GIS technology		50,000	70,000	120,000	December, 2010	4 Years	OCGS, Demographic and Social Statistics	NBS (Cartography Unit)	GIS unit established in OCGS	Effective utilization of GIS tools in evidence based planning and decision making
C	Integrate routine data from MDAs and LGAs in GIS								OCGS, Demographic and Social Statistics			
C	Establish structures with MDAs and LGAs to keep spatial data up to date								OCGS, Demographic and Social Statistics			
	Develop capacity in spatial data management and analysis	To produce GIS tools for policy and decision makers		10,000	10,000	20,000	December, 2010	4 Years	OCGS, Demographic and Social Statistics	NBS, Department of Land	GIS Tools Developed	,
	Develop procedures and routines for using GIS technologies in data collection and compilation at NBS and OCGS								OCGS, Demographic and Social Statistics			

TABLE 2: ACTIVITIES, OBJECTIVE, BUDGET AND PERFORMANCE INDICATORS FOR TANZANIA ZANZIBAR

STATCAP Code	Programmed Statistical Activities	Objectives (NSGRP Cluster/Goal and MDGS	Budget				Implementation				Performance Indicators	
			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
C	Implementation and Development of NSDI through spatial sector Working Group(priority MDA will include Health, Education, Lands, Water, Agr/livestock)								OCGS, Demographic and Social Statistics			
C	<i>Use spatial data in decision making</i>											
C	Sensitize uses of spatial data in decision making	Organize workshops and presentations to various users		10,000	10,000	20,000	April, 2011	4 Years	OCGS, Demographic and Social Statistics		Workshop reports produced on the availability and use of spatial data	Effective utilization of GIS tools in evidence based planning and decision making
C	Train planners and decision makers on GIS tools for their effective use	Organize zonal training workshops and presentations to various users		10,000	20,000	30,000	April, 2011	4 Years	OCGS, Demographic and Social Statistics		Workshop reports produced on the availability and use of spatial data	
C	Produce and disseminate poverty maps and other tools through national website and other means	Awareness of poverty maps to public		15,000	35,000	50,000	April, 2011	4 Years	OCGS, Demographic and Social Statistics		Poverty maps produced and disseminated to stakeholders	Effective utilization of GIS tools in evidence based planning and decision making
D	DATA DEVELOPMENT AND DISSEMINATION			1,002,483	1,544,116	2,546,599						
	<i>Improving current statistics</i>											
D	Develop capacity for improving data quality	To develop and promote use of statistical standards and appropriate methodologies in the Zanzibar statistical system.		5,000	10,000	15,000	December, 2011	4 Years	OCGS, Statistical Services		Number of data producers trained in improving data quality	Improved quality and effective use of statistics within NSS

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STATCAP Code	Programmed Statistical Activities	Objectives (NSGRP Cluster/Goal and MDGS	Budget				Implementation				Performance Indicators	
			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
D	Develop capacity for improving data quality	To develop and promote use of statistical standards and appropriate methodologies in the Zanzibar statistical system.							OCGS, Statistical Services			
D	Develop capacity to interpret data from different sources	Empower data users with data interpretation skills		10,000	25,000	35,000	December, 2010	4 Years	OCGS, Statistical Services	MDAs	Data users equipped with data interpretation skills	Improved quality and effective use of statistics within NSS
D	Set up a system for quality assurance within the NSS	Empower data producers and other stakeholders with data quality assurance skills			100,000	100,000	July, 2011	4 Years	OCGS, Statistical Services			
D	Institute independent internal data audits				15,000	15,000	July, 2011	4 Years	OCGS, Statistical Services	MDAs	Data Audit Reports on Quality Assurance	
D	Conduct value for money studies on utilization of resources	Carry out Value for Money Studies to Measure Efficiency in Utilization of Resources		10,000	10,000	20,000	May, 2010	4 Years	OCGS, Statistical Services	MDAs	Reports on value for money Studies on utilization of project / NSS resources produced	
D	Assess adequacy and efficiency of household survey programme	Conduct Assessment of Adequacy and Efficiency of Household Survey Programme			10,000	10,000	December, 2011	4 Years	OCGS, Statistical Services	MDAs	Household Survey Assessment Report produced	

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			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
D	Conduct independent external data audits	To develop and promote use of statistical standards and appropriate methodologies in the Zanzibar statistical system.		5,000	10,000	15,000	May, 2011	4 Years	OCGS, Statistical Services	MDAs	Quality assurance Reports are in place	
D	Strengthen Tanzania Socio Economic Database (TSED)	To develop and maintain a comprehensive socio-economic Zanzibar Data Bank.		70,000	30,000	100,000	October, 2010	4 Years	OCGS, Statistical Services	MDAs	Staff from MDAs trained on TSED, indicators updated with metadata and harmonized within NSS	
D	Strengthen collection and compilation of routine data	Indicators of Agriculture Growth (C1G2 (GDDS)		30,000	70,000	100,000	December, 2010	4 Years	OCGS,NBS	MDAs	Annual Index of Agriculture Production Released	Improved quality and effective use of statistics within NSS
D	Improve data quality at category A MDAs by strengthening data collection, compilation and reporting	Strengthen/Establish routine data systems					December, 2009	4 Years	OCGS, Statistical Services		Strengthened statistical and operational processes at category A MDAs	
D	Improve data quality at category B MDAs by strengthening data collection, compilation and reporting	Strengthen reporting of routine data system		30,000	50,000	80,000	March, 2011	4 Years	OCGS, Statistical Services		Organized and strengthened statistical units and operational	
	National Accounts											
D	Rebase GDP 2007	To provide GDP growth rate to promote sustainable and broad bases growth (C1G2.1) (GDDS)		94,495	105,505	200,000	September, 2010	5 Years	OCGS, Economic Statistics	MoFEA, BOT TRA other MDAs	Rebased GDP	

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			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
	Price Statistics											
D	Rebase CPI to 2007	To provide GDP growth rate to promote sustainable and broad bases growth (C1G2.1) (GDDS)							OCGS, Economic Statistics		Annual rebased GDP growth and composition released within six months	Improved quality and effective use of statistics within NSS
D	Rebase PPI (of manufacturing) to 2007	Provide Inputs for GDP growth rate to promote sustainable and broad based growth (C1G2)		24,000	6,000	30,000	September, 2010	4 Years	OCGS, Economic Statistics	MoFEA, BOT	Rebased PPI document in place	
	Production Statistics											
D	Rebase Production Index of Manufacturing (PIM) to 2007 and improve its periodicity and timeliness	To monitor growth in manufacturing production (C1G2)		10,000		10,000	September, 2010	1 Year	OCGS, Economic Statistics	Ministry of Industries	Rebased and Improved Quarterly Production Index of Manufacturing (PIM)	Improved quality and effective use of statistics within NSS
	Tourism Statistics											
D	Establish Tourism Database	Improve structure and performance of tourism sector (C1G1)		14,700	65,300	80,000	December, 2010	4 Years	OCGS, Economic Statistics	Commission for Tourism	Tourism Database in place.	Improved quality and effective use of statistics within NSS
D	Strengthen Tourism Indicators	Improve structure and performance of tourism sector (C1G1)		40,000	80,000	120,000	May, 2011	4 Years	OCGS, Economic Statistics	Commission for Tourism	Tourism indicators compiled, documented and disseminated monthly and annually	
D	Planned Censuses and Surveys											

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			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
D	Conduct employment and earnings surveys	To strengthen Routine Data system and improve national accounts compilation		14,470	21,530	36,000	April; 2011	4 Years	OCGS, Economic Statistics		Employment and Earning Report	
D	Update surveys of economic conditions	Improve timely information dissemination		30,000	31,425	61,425	December, 2010	4 Years	OCGS, Economic Statistics	MDAs	Annual Economic Survey tables Produced	
D	Integration of HBS/NPS/LFS in economic statistics	Reduce proportion of rural and urban population below the poverty line (C1G4) (C1G5)		94,413	69,587	164,000	December, 2010	5 Years	OCGS, Demographic and Social Statistics	Planning, Ministry of Labour	Harmonized statistics on rural and urban population below poverty line compiled regularly	
D	Household Budget Survey (HBS)			44,413		44,413	December; 2010	1 Year	OCGS, Demographic and Social Statistics			
D	Strengthen Economic Surveys (Annual Survey of Industrial Production, Trade Statistics, Construction Statistics Business Enterprise Survey)	To monitor growth in emanating from various economic sectors (C1G2) (GDDS)		116,091	210,000	326,091	December, 2010	5 Years	OCGS, Economic Statistics	MDAs	Economic Surveys Conducted, compiled and disseminated	
D	Survey of Construction, Trade and Transport			146,526		146,526	December, 2010	1 Year	OCGS, Economic Statistics			
D	Revise and Implement Census of Agriculture	To provide a framework for Agricultural sample survey			397,501	397,501	December, 2011	1 Year	OCGS, Economic Statistics	Ministry of Agriculture, Livestock and Environment (MALE)	Agriculture Census Reports Produced	

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			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
D	Conduct Rapid Appraisal Agriculture Surveys				147,268	147,268	December, 2011	1 Year	OCGS, Economic Statistics			
D	Vital Statistics: Data production (entry) and management			114,800		114,800			OCGS, Demographic and Social Statistics	RGO		
D	<i>Initiation of new compilation</i>											
D	Develop Quarterly GDP compilation methodology and estimates			28,575		28,575	August, 2010	1 Year	OCGS, Economic Statistics			
D	<i>Data dissemination</i>											
D	Revise data dissemination and access policy to meet international standards	To enhance public awareness and information sharing (C3.G8.2)		20,000	20,000	40,000	September, 2010	4 Years	OCGS, Statistical Services	MDAs	Data Dissemination Policy in place	Improved access to information on public service delivery
D	Improve NBS and OCGS information systems and websites	To enhance public awareness and information sharing (C3.G8.2)		10,000	10,000	20,000	December, 2010	4 Years	OCGS, Statistical Services	July,2010	Enhanced Operations of NBS and OCGS websites	Improved access to information on public service delivery
D	Devise publications and services policy, release calendars and marketing procedures			10,000		10,000			OCGS, Statistical Services			
D	Initiate Community-based Management Information System (CMIS)			30,000	50,000	80,000			OCGS, Demographic and Social Statistics			

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			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
D	Promote awareness and use of statistics at district level								OCGS, Demographic and Social Statistics			
E	PHYSICAL INFRASTRUCTURE AND EQUIPMENT			1,762,995	2,117,005	3,880,000						
E	Design and construct a new building for OCGS	To have conducive and adequate working environment and space		832,000	1,168,000	2,000,000	July;2010	5 Years	OCGS, Finance and Administration Section		New Building for OCGS in place	Improved working condition, routine data systems and enhanced accessibility of information through ICT and e-government
E	Establish National Data Processing Centre (NDPC) in Zanzibar	To establish community base ICT services and networking (C1G1)		100,000.00	100,000.00	200,000	September, 2010	4 Years	OCGS, Statistical Services	MoFEA, MDAs	National data processing centre in place	Improved working condition, routine data systems and enhanced accessibility of information through ICT and e-government
E	Vital Statistics: Establish data processing and documentation centre to RGO			510,000.00	440,000.00	950,000		2 Years	OCGS, Demographic and Social Statistics			
E	Vital Statistics: Renovate ten district Vital Registration offices in Zanzibar	To have conducive and adequate working environment and space		70,000		70,000			OCGS, Demographic and Social Statistics			
E	Update IT infrastructure for NBS& OCGS	To enhance public awareness and information sharing (C3.G8.2)		15995	44,005	60,000	December, 2010	5 Years	OCGS, Statistical services	MDAs, NBS	IT infrastructure updated	

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			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
E	Capacitate OCGS in carrying out field data collection activities	Institutional Strengthening		75,000	125,000	200,000	December, 2009	4 Years	OCGS, Finance and Administration Section		Number of transport facilities provided annually	
E	Procure appropriate hardware / software for Regional Data Processing Centres in all Regions								OCGS, Statistical Services			
E	Assess and integrate regional ICT structures for Statistics								OCGS, Finance and Administration Section			
E	Harmonize data for all MDAs and LGAs	Ensuring equitable access to education and improving health and well being (C2G1.G2) MDG4-7							OCGS, Finance and Administration Section		Harmonize indicators on education and health compiled and released annually	Improved working condition, routine data systems and enhanced accessibility of information through ICT and e-government
E	Enhance management information systems in support of e-governance for category A MDAs)	To manage and coordinate of all statistical sections and units in all institutions of Zanzibar Government		50,000	30,000	80,000	December, 2010	4 Years	OCGS, Statistical services	MDAs	Computers and relevant software supplied to category A MDAs and used	
E	Develop management information system in support of e-governance for category B MDAs	To manage and coordinate all statistical sections and units within Zanzibar Government		110,000	210,000	320,000	February, 2009	4 Years	OCGS, Statistical services	MDAs	Management information system for category B MDAs in place	

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			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
E	Develop management information system in support of e-governance for category C MDAs								OCGS, Finance and Administration Section			
F	PROJECT MANAGEMENT AND COORDINATION			409,920	416,200	826,120						
F	Seek high level approval and support for TSMP strategy	Establish adequate monitoring and evaluation mechanism		20,000	20,000	40,000	September; 2010	4 Years	OCGS, Finance and Administration Section	NBS	TSMP document approved and operational; Project document signed	Efficient and effective implementation of TSMP
F	Secure funding for TSMP Implementation	Establish adequate monitoring and evaluation mechanism							OCGS, Finance and Administration Section	NBS	Sustained TSMP funding during the project implementation	
F	Design and implement agreed financial management and disbursement arrangements	Establish adequate monitoring and evaluation mechanism		35,840	35,840	71,680	December, 2010	4 Years	OCGS, Finance and Administration Section	NBS	TSMP financial management procedures and guidelines established	Efficient and effective implementation of TSMP
F	Establish Coordination department at NBS and OCGS	Establish adequate monitoring and evaluation mechanism		31,680	33,360	65,040	December, 2010	5 Year	OCGS, Finance and Administration Section	NBS	Coordination department established at OCGS	Efficient and effective implementation of TSMP
F	Identify and contract consultancy services on project coordination, human resource, procurement, finance, IT and M&E	Ensure Coordination department staff are transparently managed in the best interests of stakeholders (G3.C3)		171,000	146,000	317,000	December, 2010	5 Year	OCGS, Finance and Administration Section	MOFEA, DPs	Project Consultants in place.	

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			2009/10	2010/11	2011/12-to 2014/15	Total	Beginning Date	Required Period	Implementing Agencies	Collaborating Agencies	Output	Outcome
F	Train Coordination team and provide capacity (Physical Infrastructure, ICT, furniture, equipment, vehicles and other facilities) for effective management of the project	Upgrading and use of Technologies (C1G2)		44,400	69,000	113,400	December, 2010	5 Years	OCGS, Finance and Administration Section		Coordination department adequately equipped	
F	Establish and operationalize implementation mechanisms (TSMP steering committee, and technical working groups)	Provision of enabling environment for improved public service delivery		5,000	10,000	15,000	December, 2010	4 Years	OCGS, Finance and Administration Section		TSMP implementation mechanism in place	
F	Establish effective monitoring and evaluation mechanism including annual and mid term reviews	Establish effective monitoring and evaluation mechanism including annual and mid term reviews		102,000	102,000	204000	December, 2010	5 Years	OCGS, Finance and Administration Section		Monitoring and evaluation mechanism in place	
	Total			3,822,911	4,847,143	8,670,054						