



THE UNITED REPUBLIC OF TANZANIA

# PEER REVIEW OF TANZANIA NATIONAL STATISTICAL SYSTEM

5 -7 September, 2007



# TANZANIA



## Peer review of Tanzania National Statistical System 5-7 September, 2007

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## Abbreviations

GDDS	General Data Dissemination System
GDP	Gross domestic product
HMIS	Health Management Information System
TSED	Tanzania Socio-economic database
NBS	National Bureau of Statistics
OPM	Oxford Policy Management
OCGS	Office of Chief Government Statistician (Zanzibar)
REPOA	Research on Poverty Alleviation
SDDS	Special Data Dissemination Standard
UNFPA	United Nations Fund for Population Activity
UNDP	United Nations Development Programme

# 1 Executive summary and conclusions

## 1.1 Rationale for peer reviews

The Economic Commission for Africa's Committee on Development Information meeting in 2003 decided that African countries, supported by PARIS21, would carry out peer reviews to ensure that good practice passes from country to country, based on the first hand experience of peers, to help to accelerate the change processes in reforming statistical systems. The peer reviews can advise on processes to design and implement National Strategies for the Development of Statistics (NSDS) which are central to implementing the 2004 Marrakech Action Plan for Statistics. A pilot peer review was carried out in Ghana in 2005.

The focus of the peer reviews is on governance of the National Statistical System (NSS), its organisation, strategic planning, service to users and funding and sustainability – all against the backdrop of the African Charter on Statistics which is being developed to set best practice principles for professional independence, quality, mandates and resources, dissemination, protection of confidentiality, and coordination and cooperation.

## 1.2 Methodology

The peer review teams comprise both senior statisticians and senior policy makers from neighbouring countries to incorporate the views of both producers and users of statistics. Tanzania was reviewed by teams from Ghana and Zambia. The Director General of the NBS hosted the review, which was facilitated by consultants provided by the PARIS21 Secretariat.

Review meetings form the core of the peer review. The team met managers and staff of the NBS and with the Ministerial Advisory Board as well as with a selection of other producers and key users of official statistics from Bank of Tanzania, line ministries, and funders of the National Statistical System, including the Ministry of Finance and Development Partners. Interviews were guided by a discussion schedule but reviewers had the flexibility to deviate from this schedule and to pursue topics in depth. The schedule of meetings is at Annex A and the list of people met is shown at Annex B. Notes on the individual meetings and conclusions and recommendations arising from them form the main body of this report.

## 1.3 Background

Tanzania has two statistical systems; one for Tanzania Mainland and the other for the semi-autonomous islands of Zanzibar. Each part of Tanzania has different statistics acts in force. The statistics act for the mainland provides for the National Bureau of Statistics to coordinate the taking of population censuses for the Union. This Peer Review covered only the National Bureau of Statistics of the Mainland.

The statistical system of Tanzania Mainland is somewhat decentralized. The National Bureau of Statistics concentrates on economic statistics and censuses and surveys while ministries and



departments are responsible for their routine data systems. However, the Statistics Act of 2002 provides for the NBS to ensure there is professionalism in the production of statistics.

The National Bureau of Statistics was transformed into an Executive Agency in 1999. It is headed by a Director General who reports to the Ministerial Advisory Board. The first Director General of the Bureau retired in November 2006. The current Director General was appointed in March 2007. At the time of the Peer Review the new Director had been in post for some 6 months. Since its establishment as an agency it has been spearheading reforms in the statistical system of Tanzania. The Bureau has been preparing a 3-year rolling Strategic and Business Plan since 1999.

#### **1.4 Observations**

The views of the Review Team are that the Bureau has been very effective in producing commendable statistics under its mandate, with a lean and efficient organisation. An example is the publication of the 2002 Population Census within the year after enumeration was completed. The view of users was that the production and quality of statistics have improved dramatically in the last few years. Modernisation of the central agency has been successful, and the Ministerial Board is active, works well with the NBS management, and exercises leadership without interference in technical and political matters. The governance arrangements have worked extremely well, although the team has concerns about the future when the personalities involved change.

There is a high level of interagency cooperation in statistics in Tanzania. This seems to work well where it is operating, however there were concerns about the potential for interference with the data by non-statistical parties; and concerns that the collaboration between statistical producers was patchy, and possibly did not reflect priorities.

The stakeholders interviewed were asked to name one issue where the NBS should make changes. The two issues most mentioned were coordination of the statistical system, and increasing the awareness and accessibility of the vast body of data held by NBS and other producers. Also mentioned were greater efforts on timeliness in some surveys; the coordination and the processing of routine data systems and the availability of a one-stop-statistics-shop. For the statistics cadre, common service conditions, and opportunities for advancement and pride in the job were common themes.

#### **1.5 Recommendations:**

The recommendations of the peer reviewers are set out in detail in chapter 4. They are summarised below.

##### **1.5.1 Recommendations on legal provisions for coordination**

- Developing the legal instruments for the coordination of the NSS, including legal clarification on who is ultimately responsible for releasing official statistics; and strengthening Tanzania's legal provisions for data quality control mechanisms.

### 1.5.2 Recommendations on data quality standards for Tanzania

- Developing specific quality standards for reviewing data series, ideally based on the IMF data quality standards (DQAF).
- Amending legislation to clarify who is responsible for the release of official statistics; and clarifying the process for ensuring quality standards.
- A release and data access policy would ensure that the Government's pre-release access to data is fully transparent.
- An inventory of data series from public agencies in Tanzania would aid coordination and optimal use of existing data.
- Take steps to encourage IT coordination throughout the NSS.

### 1.5.3 Recommendation on unified statistical service

The team recommends that the Government of Tanzania considers the reintroduction of some kind of statistical service for the NSS statisticians to ensure:

- All staff in the NSS subscribe to common professional statistical standards; and the DG has authority over staff for whom she is the professional head.
- Staff are given an opportunity to develop their skills and careers.
- Support is given by NBS to ministries to strengthen and improve the quality of routine data systems.
- Statisticians have an opportunity to rotate around the NBS to improve their skills and career opportunities.
- The entire statistical cadre is placed on similar conditions of service and are subjected to performance monitoring and incentives like their colleagues in NBS.

### 1.5.4 User consultations on priorities

- It is recommended that the NBS takes careful stock of the resources it has available, both financial and human, and matches these to its work plan. This will enable the resources gap to be established, as the basis for priority setting and further negotiations.
- This should be followed by a full user consultation to determine priorities, and to explain and discuss trade-offs with the users.
- The work programme should be recast and agreed with users and the Board.
- The NBS should not attempt to raise funds from commissioned work at the expense of core statistics to the detriment of the very high credibility and reputation of the NBS.

### 1.5.5 Recommendations on sustainability

- Seek professional advice on developing the organisational structure, and be sparing in the introduction of new hierarchies.
- Develop team working skills, and seek support on team building and on-the-job training with the view to building teams which are not dependent on one person.
- Involve potential counterpart in developing terms of reference for technical consultants.
- Insist that consultants submit full metadata and documentation of the tasks undertaken to the Methods and Standards department, and ensure that this is fully archived.
- Make time in the working week for seminars discussing methods and techniques with teams of professionals.
- Raise the status of the Methods and Standards department to report directly to the DG and ensure that it is well staffed with professional experts.
- Be frank with funders about technical assistance needs and ensure that consultants are clear about their task of training staff and are assessed accordingly.
- Organise frequent quality assurance audits of major statistical projects and keep full metadata to reassure users and funders that standards are being maintained
- Develop a career path for non-statistical professionals in the agency, such as those skilled in IT, finance, management and the media.

### 1.5.6 Recommendations on staffing

- That the agency management looks carefully at its forward work programme for the next 1-2 years related to the number of staff required. Not all will be possible and some prioritisation involving users will be required.
- The NBS should consider temporary appointments in covering short term work peaks.
- Contract some activities to external research agencies or academia.
- Engage in joint working with NSS members on routine data series in ministries.
- Some staff could be out-sourced to line ministries where greater efforts are required to strengthen routine series.
- Ensure that the most able NSS staff are not drawn off to support surveys at the expense of improving routine data systems.

### 1.5.7 Recommendations on governance

- The team was impressed by the governance body and suggests that:
- Board members use their position to further promote the products and credibility of the NBS.

- The Board exercises guidance at a strategic level on the priorities of the NBS.

#### 1.5.8 Recommendations on data use and access

- Statistical awareness should be included in government staff induction procedures; and statistical training should be repeated annually with key departments.
- More use should be made of the press and media and professional staff should present their own findings in a way that can be understood by the public, and point out their social and economic implications.
- The library at NBS should be given a larger signboard which tells the public that data and publications can be accessed freely at this location.
- NBS publications should be sold in bookshops around the country; this would include public offices, but should also include private bookshops.
- More is required to promote statistical products.

## 2 Meetings with stakeholders

### 2.1 NBS Managerial Staff

The managerial team was asked about the Board, and it was explained that the Board discusses progress reports of the National Bureau of Statistics and approves its budget. The Board does not interfere with the general day-to-day operations of the Bureau. The Director General of NBS consults the Chairman when there is absolute need. Delegating upwards is not encouraged. Funding arrangements for the NBS start with the submission of the budget frame to the parent ministry for approval and consolidation to the ministry's budget as well as imposition of budget ceiling based on the Treasury's financial resources available in that particular financial year. The gaps between requested budget and approved amount are to be solicited from other sources such as funds available from commissioned works for services provided to clients, loans from financial institutions and grants from development partners as per Executive Agency Act No. 30 of 1997. Expenditure usually depends on what has been approved and allocated. Funds from the government are used to fund Core Statistics, Personal Emoluments and Other Charges or administrative activities.

During discussions, some questions were raised regarding the Principal Secretary of the parent ministry chairing the Advisory Board. It was pointed out that there some possibilities of conflict of interest, including the temptation of policy makers to influence statistical outcomes. The Chair responded that the relationship between the Chairman of the Board and the NBS was very professional and such conflict was unlikely to arise for the time being. She further explained that since he is a major user of the NBS products he is in a pivotal position that enables him to champion the Statistical cause. The following specific points emerged from the discussions:

- The NBS has 13 departments headed by managers. There are 4 directors heading the divisions. There are no deputies to the Director General.
- NBS salaries are paid by Central Government but the NBS salary structure is different from that of general government. The NBS salaries are higher than those of general government.
- NBS has a total staff compliment of 162. There are only 2 secretaries and 2 permanent drivers. Additional drivers are recruited when the need arises.
- There are different schemes of service for NBS statisticians and those in other ministries and agencies; however there are proposals to revive the common statistical service.
- There are performance contracts for managers and other senior employees. If an employee exceeds targets, a bonus is payable. If performance is poor sanctions may be applied
- There exists a workers council which ensures there are checks and balances in the system

- The entry level for a graduate statistician is the equivalent of \$250. Statisticians in other ministries and agencies enter at a lower level

## 2.2 Meeting with NBS professional staff (managers absent)

A meeting with staff was arranged (in the absence of senior managers). Staff were encouraged to air their views and were assured that their views would be treated as confidential. The staff observed that there was a high demand for statistics particularly through the monitoring and evaluation for MKUKUTA. MKUKUTA is the Swahili acronym for the second generation poverty reduction strategy (National Strategy for Growth and Reduction of Poverty). As a result of the NBS meeting much of the demand, the image of statistics is improving.

On the negative side, the staff observed that there was an over reliance on consultants for survey analysis without full involvement of local statisticians. The 2003 Agriculture Sample Census was cited as an example where external consultants have been heavily relied upon at the expense of locals. It was noted that senior managers in government tend to underplay the capabilities of local statisticians. It was suggested that statistical output by locals, in the absence of technical endorsement by external consultants, would not be trusted by government. They felt that this was tantamount to 'intellectual colonialism'. It was further pointed out that there were no incentives for data processing and analysis. Instead, there were incentives for field work and data collection. These issues lead to lack of retention of professional staff. It was suggested that management might lack bargaining skills when it comes to negotiating technical assistance for statistics. In any case more consultation with staff over terms of reference and technical assistance was requested. Some staff felt the technical experts supplied were sometimes too old to understand modern technological developments.

The meeting noted that in general, NBS has capacity but there is need to increase the numbers of professionals. One area that needs continuous attention is publicity. It was pointed out that statisticians lack marketing skills. Statisticians required training and motivation to explain in detail the social and economic implications of their statistics.

The issue of publicity was discussed at length. The position of the publicity officer in the organization was also discussed. It was observed that the publicity officer is graded at level 5, the same level as the entry level of a statistician. The publicity officer reports to the Director General. It was however pointed out that the publicity section should work closely with statisticians in all sections. It was also observed that some statisticians underplay the importance of publicity in their work. The Ghana delegation advised that the electronic media could be utilized to the maximum and drama could be developed using popular statistics. This has worked very well in Ghana.

The issue of further training was raised. One officer observed that demographers tend to be favoured for training to post graduate level at the expense of statisticians and other professions in the department. It was however pointed out that post graduate training is not necessarily a pre-requisite for promotion. It is productivity that counts.

The recruitment of other professions into the NBS was said to have brought some tension in the department. It was also observed that the organization needs these professions to be productive, and they were necessary for a modern effective organisation. Whatever tensions may have arisen, they are being continuously addressed. The current structure of the organization affords slim chances of promotion for staff, and more opportunities for advancement were requested.

It was observed that although NBS is an agency, the drafting of the scheme of service and other operational documents is guided by the national policy on employment and by the public service regulations. Following elaborate deliberations the statisticians indicated they were happy to be with the organization. They felt that statisticians in line ministries are under-utilised. In other words, they feel that the statisticians in line ministries are not practicing their profession to the maximum. In summary, the following specific points were raised:

- Directorship posts (leadership positions) should not be widely publicized.
- Interviews may not necessarily yield the best candidate for the job, assessment of past performance was also needed.
- There has been some improvements in marketing the department and its products though more still needs to be done in increasing access to the media and to NBS' publications.
- They are happy that the NBS recognizes other professions who work in the agency as of equal importance.

### **2.3 Ministry of Education and Vocational Training**

The Management Information System of the Ministry of Education and Vocational Training is responsible for the collection of education data from primary schools, secondary schools, teacher education institutions and the non-formal system. Data is collected by age grade and sex. Data on teachers are collected by qualification. Data are also collected on infrastructure and books. The data are regularly processed and disseminated to stakeholders such as UNESCO, the government, the poverty monitoring system. The NBS is consulted on a regular basis. Education administrative data are compared with data from censuses and surveys for validation purposes. The statistics also feed into the Tanzania Socio-Economic Database (TSED). The officers in the Ministry of Education understood that their promotion and career development was in the hands of the Ministry of Planning.

Officers from the policy side of the Ministry said that these statistics are of minimal use to them. They said they rely mostly on qualitative data they collect. They were asked how they would access statistics from NBS to support their policies, and replied that they would go through their own statisticians who had contacts inside the NBS.

#### 2.4 United National Population Fund (UNFPA)

In his opening remarks the UNFPA Assistant representative informed the meeting that his organization is interested in statistics for many uses amongst which are the statistics needed for poverty monitoring and the Millennium Development Goals (MDGs). He said the performance of the NBS has been commendable in recent years. However, the UNFPA as an organization were seriously concerned about the retirement of top management of the NBS in the year 2006. It seems there were no elaborate plans for a smooth handover.

The meeting was further informed that demand for data is increasing and there are gaps in the supply of reliable information. The end result is that there is a proliferation of data production and statistics from many unofficial quarters. These unofficial figures are quoted from time to time and this tends to confuse policy makers and other users. For poverty monitoring it has been agreed that statistics for use in that area have to be sanctioned by the National Bureau of Statistics for Tanzania Mainland and the Office of Chief Government Statistician in the case of Zanzibar. One short coming in the production of statistics is that routine data are not directly linked to, or sanctioned by the NBS. In the case of Zanzibar the situation is changing since the statistics on the Islands are now coordinated by the Office of Chief Government Statistician.

The health system is particularly problematic, as it has many systems running different software which cannot be shared easily with the National Bureau of Statistics. The education sector has a project funded by UNFPA, UNICEF, UNESCO and the European Union. The project is coordinated by the Prime Minister's Office for the Mainland and the Chief Minister's Office in the case of Zanzibar. It was observed that the NBS is focusing on the macro level for its data collection. Routine data systems would compliment the NBS efforts to complete the picture. Routine data systems would provide information at the micro level. The meeting was further informed that the local government management information system was introduced 2 years ago but progress is rather slow.

It was observed that there is no coordination amongst data producers and resources for statistics are on the low side. It was further observed that lack of equipment at the local level hinders the use of the Tanzania Socio-Economic Database (TSED) and other computer based information. Regarding dissemination and publicity, it was mentioned that the NBS Library is not easily accessible for all, and that NBS products are not available in other libraries. In general, NBS products are not produced in a timely manner. However, the Population and Housing Census was processed very quickly, it was observed.

In conclusion, the NBS was advised to prepare succession plans and develop a skills building program.

## 2.5 Bank of Tanzania

Discussions with the Bank officials revolved around the production of the national accounts, quarterly GDP, the consumer price index, the balance of payments and tourism statistics. Tanzania is participating in the General Data Dissemination System of the International Monetary Fund, and the meeting expressed a desire to move to the SDDS. The standards have not yet been achieved in terms of timeliness. The EastAfric is assisting in the preparation of the quarterly GDP. Once this has been achieved, Tanzania may consider graduating to the Special Data Dissemination System.

The Bank observed that the NBS produces excellent statistics on inflation. However, core inflation is not calculated. The CPI was last rebased in 2001. It was further observed that the development of relevant statistics is done in close collaboration with the users. The Bank and the NBS do collaborate in the production of some statistics. Tourism statistic and foreign private capital flows are carried out as a joint effort. The Bank also partially finances some of NBS activities such as the CPI and Industrial Statistics. The Bank is responsible for the production of Balance of Payments and publishes a report on an annual basis.

## 2.6 Ministerial Advisory Board on NBS

The Chairman of the Ministerial Advisory Board who is also the Principal Secretary of the Ministry of Planning, Economy and Empowerment opened the meeting and introduced members of the Board. It was explained that members of the Board are at Director Level. The Chairman briefed the meeting about the responsibilities of the Board. He explained that the Board meets quarterly but may hold ad hoc meetings if the need arises. As long as members are invited in good time they usually attend. Members are paid a sitting allowance.

The National Bureau of Statistics was established in 1946. It was transformed to an Executive Agency in 1999 as part of government wide reforms to promote efficiency in the delivery of services. A new statistics act was passed in 2002. The act empowers the NBS to produce statistics for poverty monitoring and other uses. All executive agencies (about 20) have ministerial advisory boards. Membership of the NBS Ministerial Advisory Board is drawn from a wide spectrum. Members serve for 3 years with a possibility of renewal. There is a representative of regional administration on the Board. It was explained that the Board does not discuss the outputs of the NBS. The Board is there to provide policy guidance and give indications of what has to be produced. Once the budget has been approved the Director General and senior management have full mandate to spend the resources. The Board exercises what is termed eyes on hands off type of management. The head of an agency will only consult the chair for guidance.

The NBS is given the opportunity to prioritise its work program. If there are resource constraints, the NBS is expected to protect core statistics. The organization is permitted to do commissioned work to augment resources.

The review team was informed that statistics still has to fight for the meagre resources. Although 80% of MKUKUTA money is channelled to the NBS for monitoring purposes, there was still a shortfall in resources. The move by development partners from project support to budget support has implied that there are cuts in resources. The NBS has to bargain for the reduced national cake like anyone else. The review team pointed out that the rules for debt forgiveness initially implied that the resources that were supposed to be for debt payments were supposed to be channelled to social development and that statistical measurement would be expected to monitor its effectiveness. The frank response from the Chair was that it is wrongly assumed in some quarters that poor countries had resources to pay back their debts. For many, there were no resources to pay back in the first place.

## 2.7 Ministry of Finance – poverty monitoring

Tanzania has developed a second generation poverty reduction strategy known as National Strategy for Growth and Reduction of Poverty and will run for a period of 5 years. The Swahili acronym is MKUKUTA. Experiences from the first PRSP indicated that there was a need for a monitoring system. The monitoring system being developed has 3 working groups. The first is the Data Group and comprises the Survey and Census Working group and the Routine Data Working Group. The second is the Research and Analysis with secretariat at Research on Poverty Alleviation (REPOA) and is chaired by the Ministry of Planning, Economy and Empowerment. The third group is the Communication. It is chaired by the Director of Poverty Eradication and is responsible for disseminating the outputs from the monitoring system. Technical working groups have representatives from other ministries and the private sector. All working groups convene monthly meetings. The monitoring system is financed by donors and government (20% from government). On average the NBS receives US\$ 4-5 million per year. This year the figure is slightly higher at \$7 million. The NBS total budget is roughly 10 billion T Shillings.

One of the major outputs from these systems is the Poverty and Human Development Report which is produced once every 2 years. The Tanzania Socio-Economic Database (TSED) is also fed from the outputs of the statistical system and routine data systems. The TSED has some 2000+ indicators while MKUKUTA has 84 indicators. All Millennium Development Goals are covered from these systems. Due to resource constraints the TSED is not updated regularly enough.

Three important activities are also undertaken on an annual basis. These are the production of the MKUKUTA annual implementation report, annual review of the general budget support and Poverty Policy Week. The poverty policy week gives role players the opportunity to exchange new ideas on poverty eradication.

The PRSP unit would like the NBS to speed up analysis of data and translate some of their outputs to Swahili.

Zanzibar has its own strategy named MKUZA. It also has similar monitoring systems like those for Mainland Tanzania.

## 2.8 Ministry of Finance Policy Analysis Division

The Policy Division of the Ministry of Finance indicated that their relationship with the National Bureau of Statistics is not very strong at the moment but is continuously being developed. The most important figures for them are the national accounts and the consumer price index. They usually access these through the NBS website. If there is need to clarify any issues they visit the office. They indicated that they access financial data from the Bank of Tanzania.

The Ministry is of the opinion that there are a number of gaps in statistics. Government finance statistics are not well developed and the Tanzania Socio-Economic Database has some gaps. They would encourage the NBS to build an awareness program to publicise themselves and their products.

## 2.9 Ministry of Health and Social Welfare

The Ministry of Health and Social Welfare in Tanzania is responsible for the collection of data for the health sector and is said to have a complicated system of data collection. The Health Information and Research Section has 4 units. These are the Health Management Information System (HMIS), Operational Research, Demographic Surveillance Data System and the Computer System.

The HMIS collects information from health facilities in the country including faith based facilities. Data collection instruments vary depending on size of institution. The outpatient system is standard for all facilities. The coding systems used are those developed by the World Health Organisation. The ICD9 coding system is used for coding diseases.

The operational research section compliments routine system and uses WHO models. There is also the Demographic Surveillance data system collects deaths and other demographic data. This was introduced because the registration system has failed.

There are other health administrative systems that produce other data and operate independently of the main programs. These are the TB and Leprosy, National AIDS Control program that produces data from sentinel sites. The Epidemiology and Reproductive Health also produce administrative data. It was mentioned that reforms are ongoing (through the Health Matrix Network) to harmonise the different systems in the health sector. About 33 indicators have been identified to measure the performance of the health sector.

The production of reports from the administrative systems has a 2 year lag. The National Bureau of Statistics provides health statistics through household surveys. In recent years the NBS has carried out the Demographic and Health Survey, AIDS Survey, Disability Survey and Service Provision.

In conclusion, the health officials indicated that they would like the NBS to provide awareness of the existence of statistical units in ministries, to give support to those statistical units in the form of training and technical support. They would also like the Tanzania Statistical Association to be revived.

### **2.10 Ministries of Agriculture and Food Security and Livestock Development**

The Peer Review Team met with officials of the Ministries of Agriculture and Food Security and Livestock Development. These ministries have several departments with special data requirements. Some of the departments are Irrigation, Land Use Planning, Plant Health and Protection, Food Security, Extension, Agriculture Mechanisation. Most of these collect their own data through their administrative systems. One important issue to note is that Extension Officers act as data collectors and they belong to the Ministry of Local Government. This may bring problems of coordination, time use and data quality. In the Ministry of Livestock some extension workers are now trained as data collectors.

To complement statistical information required by the systems, it has been agreed that a Sample Census of Agriculture will be conducted every 5 years with a big survey every 10 years. The last such census was conducted in 2003 and covered 480 000 households. The processing of the results has been relatively slow. Detailed results are only being produced in the year 2007.

The following specific issues were raised during the discussions:

- Routine data do not tally with statistical data from other sources
- Respondents would not give true livestock numbers because of concerns about taxation
- Cross-region migration affects livestock numbers and makes estimation problematic
- Last population and housing census did not include questions on land ownership, cultivation and animal husbandry. These questions were meant to provide a firm sampling frame for future agricultural surveys
- Data from routine systems provide inconsistent figures. For example in some districts area planted was bigger than the total area of the district.

In conclusion, the Ministries would like the NBS to live up to their responsibility, which is a one stop centre for statistics. They have to increase their human resource base and provide more support to other statistical units.

### **2.11 United Nations Development Program (UNDP)**

Following the introduction of the Peer Review by the Director General, Mr. Salla, Head of the Pro-Policy Team at UNDP Tanzania led the discussions. He mentioned that UNDP has been involved with the National Bureau of Statistics for many years, particularly in the area of capacity building. In general issues in health and education need good statistics. The UNDP has assisted the NBS in short term training, specified surveys and studies, support to the Census 2002 analysis and statistical publications and dissemination. The UNDP has utilized NBS products in a number of areas, particularly in the compilation of the Poverty and Human Development Report (PHDR).

Over the past few years it has been observed that the quality of statistical products has improved significantly. In the past, Ministries, Departments and Agencies used to produce sets of data which were conflicting. NBS has managed to improve the situation following Executive Agency Status and the Statistics Act of 2002. Other agencies outside government also produce data (e.g. Economic and Social Research Foundation, Universities and other private researchers). The NBS should continue to play the key role of harmonization. It was observed that statistical capacity in government does exist. What is lacking is close collaboration with the NBS, with the NBS taking the lead in harmonization. NBS are advised to develop a program to support line ministries. Such a program should be funded by government and the development partners. It would be ideal if this could be included in the Tanzania Statistical Master Plan which will be finalised early next year.

In general, UNDP is comfortable with NBS products. What is needed in the immediate future is for the NBS to publicize their work and improve their dissemination strategies.

### **2.12 Japan International Co-operation Agency (JICA)**

The Resident Representative introduced his team and the statistics desk officer. Japan has been assisting Tanzania in the field of statistics for some time.

The desk officer for statistics briefed the Peer Review Team about a new project JICA has embarked on at the NBS. The project is called the Tanzania Integrated Statistical Database (TISD). It is basically a data warehouse. This project has been launched to assist Tanzania build a historical database, a data archive, that may be utilized for various purposes in the future. The meeting was informed that not many countries are in the habit of archiving their statistical data. This lack of historical data bases makes it difficult to do meaningful analysis of economic and social development. The project is in the process of creating for all surveys and some routine systems:

- Raw data – Census, Household Budget Survey, Demographic and Health Survey, etc.
- Table data - in Excel format
- Documentation.

The project will be extended to Zanzibar. In the long run it is expected that line ministries would also be covered. During the discussions that followed it was recommended that the authorities should consider changing the project name to avoid confusion with the Tanzania Socio-Economic Database. Tanzania Integrated Data Warehouse was suggested.

In conclusion the JICA recommended that steps be taken to improve the routine data systems in the agriculture sector

## 3 Coordination and other conclusions arising from the interviews with stakeholders

### 3.1 Main topics identified

Following the 3 day discussions with the various stakeholders, the peer reviewers established the several topics for inclusion in the report as recommendations. These are shown below. Coordination of the national statistical system was the most common topic identified by stakeholders as the one issue they would most like to see improved.

- 1) Lack of coordination of statistical activities.
- 2) Harmonization of statistics.
- 3) NBS should have more say in statistical production in ministries.
- 4) Succession planning.
- 5) Institutional arrangements (need for harmonization).
- 6) Role of technical assistance has to be properly regulated.
- 7) Promotion may be a problem: Vacant posts are open to competition from all statisticians across the board.
- 8) Principal Secretary being Chairman of the Board.
- 9) Need for position of Deputy Director General.
- 10) Funding Gap: Technical Working Groups can Assist with prioritization.
- 11) Allocation of sections in Directorates is rather haphazard.

### 3.2 Legal provisions for coordination of official statistics

One of the main issues arising from the review was the role of NBS in coordinating official statistics in the country. On studying the law we found that Para 15.-41) empowers the NBS to collect statistics set out in a Schedule to the Act and directs the Bureau to establish standards and to ensure their use by all users of official statistics. Official statistics are not defined in the act, but statistics includes censuses and all or any of the statistics set out in the Second Schedule. The schedule in itself is quite comprehensive, although not specific. It does include statistics which can only be derived from statistical producers beyond the NBS. The Act envisaged the NBS coordinating the NSS as can be seen in o, but is not specific about how this is to be carried out.

### Figure 3.1 Legal provisions for statistical coordination

Below are some of the provisions relating to statistical coordination.

5. –(1) The functions of the National Bureau of Statistics shall be:
- a) to draw up an overall national statistics plan for official statistics and keep it under continual review.
  - b) 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.
  - c) 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
  - d) to collect, compile, analyse and disseminate statistics and related information.
  - e) to provide statistical services and professional assistance to official bodies and the public at large.

## 4 Recommendations for improvement

### 4.1 General

Stakeholders seemed to agree that the quality and quantity of output for the NBS had improved dramatically in recent years. Products such as TSED were widely praised and relationships between users, producers and international agencies were cordial, positive and extremely supportive.

Stakeholders' concerns were mainly focussed on other producers of statistics in the country. There was wide consensus over the need to improve the quality of data from the National Statistical System (NSS). The NBS was created on 26th March 1999 as a semi-autonomous executive agency, and this was supported by the Statistics Act of 2002. Around this time the old unified statistical service under the Ministry of Planning was disbanded, and the statisticians working in statistical units became direct employees of the ministerial statistical units where they were employed. The team found at least a statistician working in a line ministry who was unaware of these changes in his reporting arrangements.

### 4.2 Coordination of the statistical system

One of the common threads which emerged from interviews with stakeholders was the need to strengthen the statistical system beyond the NBS, to include other producers of statistics. There was very little concern among stakeholders over the quality of NBS products, although some improvements were recommended for the timeliness its products, and in respect of improving its national profile and publicity about its products. More will be said of these issues later in the report.

The peer review uncovered several obstacles to better coordination in the NSS, these included:

- The lack of a formal mechanism to quality assure official statistics, prior to their release.
- Lack of clarity about formal release procedures on official statistics.
- Lack of ethical coordination for members of the NSS who are not members of the NBS

#### 4.2.1 Economic statistics coordination

The current arrangements for coordinating the national statistical system are largely informal and appear to operate in respect of economic statistics and for a limited number of other series. The arrangements for agreeing and releasing national accounts statistics and some other series published in the Economic Survey, which is a pre-budget statutory instrument, appear to have a regular and agreed procedure; however the team had some concerns about Government's access to statistics prior to their publication, and the potential for interference with the results. The team also appreciated that in the case of national accounts in particular, obtaining consensus and full co-operation from key stakeholders such as the Macro Department in the Ministry of

Finance and the Central Bank of Tanzania is an essential part of the process of gaining credibility from major Government users. However a clear data access policy, and publication policy would be desirable, and some clarity on who is responsible for actively publishing the data would be helpful. This point is also raised in the IMF ROSC of 2004. Statistical offices often fail to get the credit for the economic series they produce, and the Bank or Ministry of Finance is often the quoted source. This is detrimental to the image of the Bureau and its negotiations for resources.

#### 4.2.2 Other series

The arrangements for data coordination with sectoral ministries are more informal, and the team had concerns about the thoroughness of quality control procedures. In some cases the NBS and the producing ministry work together to reach a consensus over data, but this does not necessarily ensure data quality. The 2002 Statistics Act gives some powers to NBS to coordinate the national statistical system (see o).

It is the view of the team that the coordination powers in Tanzania should be strengthened to establish proper governance of the NSS, and to give the users of products full quality assurance. There are several steps which might be considered in developing a well coordinated NSS.

#### 4.2.3 Recommendations on legal provisions for coordination

1. Develop the legal instruments for the coordination of the NSS, this would include legal clarification on who is ultimately responsible for releasing official statistics, this might be the Director General (DG) or a named position in the producing agency. In our view the responsibility for the quality of official statistics is best placed with the DG, as the Chief Executive of the NBS the ‘public office authoritative in relation to collection, compilation and analysis, and publication of statistical information economic, social and cultural activities’<sup>1</sup>. As it stands the Act empowers the NBS to coordinate statistical activities in the country and to ensure uniform standards of statistical data. It does not give the NBS or the DG powers to ensure adequate data quality standards are met. The team suggests that the NBS study statistical legislation from other SADC countries<sup>2</sup>, and consider strengthening Tanzania’s legal provisions for data quality control mechanisms. The responsibilities could be included in an amendment to the Act or a regulation. Alternatively individual Memoranda of Understanding might be agreed between the producing agencies and the NBS.

#### 4.2.4 Recommendations on data quality standards for Tanzania

2. It is recommended that specific quality standards are developed for reviewing data series, ideally based on the IMF data quality standards (DQAF). While the publication and circulation of a document clarifying concepts and definitions is a major step in improving

<sup>1</sup> Statistics Act 2002, Part II, 4- (2)

<sup>2</sup> South African statistical legislation is strong in this respect

quality in the NSS, it is not sufficient to assure quality of the products in the NSS. A quality control process is required to assure data quality standards which include full metadata capture, and scrutiny of coverage and accuracy of the recording process.

3. The team recommends that the legislation is amended to clarify who is responsible for the release of official statistics, and the process for ensuring that series meet minimum quality standards
4. The publication of a release and data access policy is recommended to ensure that the Government's pre-release access to data is fully transparent. This will be an important step if Tanzania wishes to subscribe to the SDDS.
5. The information systems in the NSS are not widely known by potential users, an inventory of data series from public agencies in Tanzania would aid coordination and optimal use of existing data.
6. Many of the data systems through government are not compatible, which hinders coordination. The NBS should take steps to encourage IT coordination throughout the NSS.

#### 4.3 Ethical and personnel issues for the NSS

The team also raised concerns about data auditing prior to release. The line ministries currently produce and publish their own data, with some input from the NBS in many cases. This means that ministries are publishing data on their own performance without proper data auditing or quality control procedures being observed. This is analogous to ministries auditing their own financial data. This issue is growing increasingly prominent in countries receiving budgetary support, and who have a large number of indicators in their Performance Assessment Framework which monitor the Government's performance on a regular basis. Because many of the indicators are annual, and some more frequent than that, the reliance on routine data systems to provide this information is increasing. This changes the relative importance of routine data systems in relation to surveys and products from the central statistical agency. The sectors' and government's achievements are being assessed on their performance on the basis of these indicators, and they are therefore becoming a major focus of interest. Several stakeholders expressed concern about data quality in the NSS and this was the main area of improvement requested by data users.

Currently statisticians in ministries are members of the department in which they work. Their ethical standards are those applicable to their home department and to the civil service, or agency as a whole. They do not subscribe to any specific ethical standards relating to statistics; those for the NBS apply to NBS staff members only.

A further issue is the incentive structure operating for statisticians in the NSS. Currently the NBS staff receive better pay, have a more effective incentive and career structure than those in the external NSS (with the exception of the Central Bank). For the statisticians we spoke with in

Tanzania, their career structure and professional status and credibility was of great importance, and mentioned more often than their salaries and financial incentives. The team felt that this was an indication of a committed professional cadre, and gave great potential for increasing performance and quality in the statistical service.

#### 4.3.1 Recommendation on unified statistical service

The team recommends that the Government of Tanzania considers the reintroduction of some kind of statistical service for the NSS statisticians. This system should ensure the following:

7. All staff in the NSS are required to subscribe to common professional statistical standards. This will help safeguard ethical issues, and give the government statistician sanctions over the staff for whom she is the professional head.
8. Staff are given an opportunity to extend their skills, obtain training and career development by being included in a career development and training programme attached to the NBS.
9. Support is given by NBS to ministries to strengthen and improve the quality of routine data systems.
10. Statisticians have an opportunity to rotate around the NBS to improve their skills and career opportunities
11. The entire statistical cadre is placed on similar conditions of service and are subjected to performance monitoring and incentives like their colleagues in NBS.

#### 4.4 Statistical priorities

The team understands that the NBS has suffered a 25% cut in its core budget from Government this year, and that the arrangements for them receiving funds for poverty monitoring in the near future will change to funding from a central budget, linked to general budget support. At the same time further demands are being placed on the NBS to extend their activities and sphere of influence. Not only does the NBS have an ambitious work programme, but they are required to extend to the NSS and to support local district statistics. This review has found strong, justifiable demands to extend the remit of the NBS to the NSS.

Extending the role of the NBS will require some serious thought about the priorities of the statistical service. Not only is finance limited, but human resources appear to be overstretched. Discussions with the NBS and its Ministerial Board indicated that the setting of priorities would be in the hands of the NBS. Statistical agencies worldwide are not the best at setting their own priorities, and we recommend that there is a full user consultation to support the NBS in making its decisions, and in making necessary trade-offs. When users are fully consulted, and learn about the series which will be lost, then it may be possible for the NBS to raise further resources to support national statistics.

#### 4.4.1 User consultations on priorities

12. It is recommended that the NBS take careful stock of the resources it has available, both financial and human, and match these to its work plan for the next 1-2 years. This will enable the resources gap to be established, as the basis for priority setting and further negotiations.
13. This should be followed by a full user consultation to determine priorities, and to explain and discuss trade-offs with the users.
14. The work programme should be recast and agreed with users and the Board.
15. The NBS should not attempt to raise funds from commissioned work at the expense of core statistics. This will be detrimental to the very high credibility and reputation of the NBS.

#### 4.5 Technical assistance, structure and sustainability

Professional staff at the NBS and some of the partners spoke to the team about improving the sustainability of professional competences in the NBS. There was concern among the professional staff about the type and manner of delivery of technical assistance. The concerns raised included complaints that technical assistance was not always necessary, but was included as quality assurance both on the part of the donor and the senior management of NBS. Some of the staff felt that they were able to do many of the tasks carried out by technical consultants, but users wanted the quality assurance of an international expert. Staff felt that they did the 'hard work' and missed out on the analysis. A second complaint was that often consultants were 'greedy' and did not share their skills with the staff members. This may be partly time pressures on the part of the consultant, it is always quicker and easier to do the task independently, however this is at the expense of sustainability. Funders are always keen to ensure value for money, but rarely assess the skills transfer which took place under the TA. This leads to the impression that consultants delivered products which were pre-prepared.

The other side to this lack of teamwork between consultants and staff was the concern among some of the partners about the lack of succession planning in NBS. This phenomenon has been observed across the civil service and was not exclusive to the NBS. For example, one very capable person may have carried out his or her task well, but his skills and knowledge had not been shared in their team and more junior members were not trained on the job to take over at some point. This left the organisation very vulnerable to losses of individuals and also underused the enormous potential for on-the-job training. This has a knock-on effect amongst the team members who do not feel their skills and careers are being enhanced. We noted that statisticians in Tanzania were very career conscious.

The staff we met in NBS were clearly motivated and focussed on their work, the team was impressed by their focus on quality, skills and output of the NBS. This gives a very solid foundation for further team building and skills sharing. There was perhaps too much focus on

formal training at academic institutions and not enough on team building and on the job training. This is a pan-African weakness that management would be advised to address.

One concern that the team had was the small size of the staff of the Bureau, and the rather unusual mix of topics contained in each of the four Directorates of NBS. The team had mixed views on increasing the size of the establishment, and in particular on the proposals to introduce more levels into the hierarchy. It is important that the focus remains on the statistical production process, and that the organisation is not swamped by a hierarchical structure which distances the teams producing statistical series from the management process. The NBS is an organisation which is intellectually based, and the focus should be on enabling that intellectual base to develop and to be motivated.

It was the team's view that the subject matter Directorates should be more homogenous, to allow more cross-fertilisation of skills and to aid team building. The exception to this was the Department of Statistical Methods and Standards. We felt that this should be a Directorate reporting directly to the Director General, and should be responsible for auditing of data quality and recommending to the DG that a data release meets quality standards, for which this department should be responsible for developing. It should be at a higher level than the other Directorates, as it has the supervisory task of ensuring standards are met. The person responsible for this should have excellent technical skills, and have a team that adequately reflects the knowledge base required for working with producer statisticians on quality assurance.

#### 4.5.1 Recommendations on sustainability

16. Seek professional advice on developing the organisational structure, and be sparing in the introduction of new hierarchies.
17. Develop team working skills, and seek support on team building and on-the-job training with the view to building teams which are not dependent on one person. This may feel risky to those passing on their skills, and this should be reflected in performance appraisal and rewards to ensure that it is a valued activity.
18. Involve professional statisticians who will be a potential technical consultant's counterpart in developing terms of reference with the management.
19. Insist that the consultants submit full metadata and documentation of the tasks undertaken to the quality and standards division, and ensure that this is fully archived.
20. Make time in the working week for seminars discussing methods and techniques with teams of professionals
21. Raise the status of the Methods and Standards department to report directly to the DG and ensure that it is well staffed with professional experts.

22. Be frank with funders about technical assistance needs and ensure that consultants are clear about their task of training staff and are assessed accordingly.
23. Organise frequent quality assurance audits when conducting a major statistical project to reassure users and funders that standards are being maintained; keep full metadata and ensure partners and stakeholders are fully involved in the process.
24. A career path is also required for other professionals in the agency, those skilled in IT, finance, management and media should be valued as part of the Bureau.

#### 4.6 Staffing

The existing staff of NBS is small, and the peer review team was impressed by its productivity. The management of the NBS wished to increase its staff, and most of the team agreed that further resources were required if the NBS is to expand its services. However recruitment should be carried out with a view to increasing efficiency in statistical functions.

In order to fulfil the expectations of stakeholders in respect of coordinating the statistical system we expect that the human resources will need to be increased. This should be part of a resource estimation process undertaken by NBS management. Serious thought should be given as to whether the additional staff should be part of the NBS or should be part of the NSS. Some head office functions for the NSS, should be strengthened in the NBS. These might include support for and capacity building in the NSS; and formal quality assurance activities. It should be noted that training is part of capacity building, but the greater need will be for NBS staff to work with their fellow professionals in line ministries to improve the quality of work on routine data systems. The team noted a tendency for stakeholders to equate capacity building with formal academic training.

The team recommends that joint working with NBS staff will help strengthen the NSS staff, but that the NSS staff should also be included in statistical service training programmes. We were told that the places reserved for the NSS at EASTC were not always filled. In addition if there is to be quality assurance of all official statistics, then the complement of staff for the coordination branches of the Bureau may need to be increased. There should be a new focus on outreach to statistical units in line ministries.

The team noted that the core budget was to be cut by around 25%, and has concerns about how the core statistics will be produced with this reduced budget. All statistical agencies have limited resources and additional staff require not only salaries, but also need office space, infrastructure and consumables. It would be short-sighted to increase staff at the expense of statistical production.

##### 4.6.1 Recommendations on staffing

25. The team recommends that the agency management looks carefully at its forward work programme for the next 1-2 years and makes an informed product related assessment of

the staff required to undertake all the statistical tasks required. Not all will be possible and some prioritisation involving users will be required.

26. The NBS should consider temporary appointments in covering short term work peaks. This can involve professionals, field staff and support staff.
27. Contract some activities to external research agencies or academia. Some staff could be out-sourced to line ministries where greater efforts are required to strengthen routine series.
28. Engage in joint working with NSS members on routine data series in ministries, while continuing to work with NSS statisticians on NBS surveys.
29. Ensure that the most able NSS staff are not drawn off to support surveys at the expense of improving routine data systems.

#### **4.7 Governance arrangements**

The team was impressed by the governance arrangements of the NBS, and thank the Ministerial Board of the NBS for finding the time to meet with the review team. The chairmanship of the Board by the Permanent Secretary is particularly helpful. As a main user he has a direct interest in ensuring the smooth running of the agency. He has no interest in thwarting the Bureau and has a primary interest in ensuring its effective performance. The team had some concerns that a less even-handed individual might in the future be tempted to interfere with the Bureau to a greater extent than is the case today. On balance we thought that a Chairperson who is a major client is a distinct advantage in keeping the Board active and engaged with the business of the NBS. We applaud the 'eyes on, hands off' policy of the Board. The Board guides on policy matters, it does not have the wish to intervene on technical issues, nor does it consider it has professional competence to do so. Board members are appointed by the Minister on a competitive basis, this avoids political interference.

##### **4.7.1 Recommendations on governance**

The team was impressed by the governance body and has no recommendations to make besides these minor comments.

30. The Board members use their position to further promote the products and credibility of the NBS.
31. The Board exercises guidance at a strategic level on the priorities of the NBS in solving the dilemma of reduced resources and increased demand for statistics. We felt that the position, experience and skills of the Board members places them in a unique position to give guidance on statistical priorities.

## 4.8 NBS image and access

In common with all statistical agencies the NBS is relatively poorly publicised. Census time is the one period when the public's attention is drawn to statistics, but beyond this little is known. The team found difficulties in speaking to policy makers in ministries, as is often the case the producers of statistics were deemed to be the appropriate persons to speak to the statistical reviewers. However we found the statisticians largely ignorant of how their data was used for policy purposes, and the policy makers largely unaware of what statistics existed, and how to go about finding them.

We were impressed by the NBS library and the facilities available there, but we felt that a larger signboard outside advertising statistical publications and a data shop might attract more customers.

The TSED has been an excellent medium for promotion of evidence and statistics, but we found that many user departments had lost the staff originally trained in using the technology, and we felt that a more constant training and induction programme might be required across government. The policy makers felt they should approach their own statisticians if they needed information, but we had concerns that these staff were too disconnected to the NBS to be able to offer serious help on the policy use of data.

### 4.8.1 Recommendations on data use and access

32. Statistical awareness be included in government staff induction procedures, and that TSED and data access training be repeated annually with key departments.
33. More use is made of the press and media, and that professionals themselves make it their business to present their findings on the media in a way that can be understood by the public, and which point out the social and economic implications of the findings.
34. The library at NBS is given a larger signboard which tells the public that data and publications can be accessed freely at this location.
35. NBS publications are sold in bookshops around the country, this would include public offices, but should also include private bookshops.
36. One international agency commented that the NBS could not expect users to know and understand all the products and data held by the agency. More is required to promote the products.

## 4.9 The future

We look forward to Tanzania participating in the review of the Zambia statistical service. We will welcome feedback on these recommendations.

## ANNEX A: PEER REVIEW TIMETABLE

Date/Time	Target Group	Targeted Participant
<b>DAY 1</b>		
<b>Tuesday, 4th September 2007</b>		
14.00 -15.00	NBS Management (Discuss on the Review process)	NBS Directors
<b>DAY 2</b>		
<b>Wednesday, 5th September 2007</b>		
09.00-10.00	NBS Management	NBS Directors
10.00-11.45	NBS Staff	Statisticians
12.00-13.00	Ministry of Education	A Statistician and a Policy Planner
14.30-05.30	UNFPA	
<b>DAY 3</b>		
<b>Thursday, 6th September 2007</b>		
09.00 -10.00	BOT	User and Statistics team
10.15 -11.30	NBS MAB	MAB Members
11.45 -12.30	Ministry of Planning, Economy and Empowerment	Budget Officials
12.45 -13.30	Ministry of Finance	PRSP Officials
14.15 -15.00	Ministry of Health	A Statistician and a Policy Planner
<b>DAY 4</b>		
<b>Friday, 7th September 2007</b>		
09.00 –10.00	Ministry of Agriculture/Ministry of Livestock	
10.15 -11.00	UNDP	
11.00 -11.45	Ministry of Labour & Youth development (NOT SEEN)	A Statistician and a Policy Planner
12.00 -13.00	JICA	
13.30 –15.00	NBS staff - continued	

## ANNEX B: MEETING PARTICIPANTS

### Ministerial Advisory Board meeting

Ambassador Charles Mutalemwa	MAB – Chairman
Justine Uiso	MAB Member
Vitalis E. Muba	MAB Member
Rosalia S. Katapa	MAB Member
N. B. S Magambo	MAB member
Juliana Lema	MAB Member
Arthur G. K. Mwakapugi	MAB Member
Albina A. Chuwa	Director General, NBS (MAB Member)
Laston Msongole	MAB Member – Secretary to the Board
Mohamed H. Rajab	OCCS (Zanzibar)
Radegunda H. Maro (Ms)	NBS
Stanley P. Mahembo	NBS
Ephraim Kwesigabo	NBS
Gabriel G. M. Madembwe	NBS
Abdulrahman Millas	NBS
Dorina G. Makaya	NBS

### Bank of Tanzania

Festo A. Mlele	Bank of Tanzania
Ismail A. Ntambwe	Bank of Tanzania
Derothe Minzi	Bank of Tanzania
Peter Kadesha	Deputy Director, Macroeconomic and Financial Programmes Division
Shaft Mrutu	Bank of Tanzania
Dick D. Thewa	Deputy Director, Real Sector, Bank of Tanzania
Albina Chuwa	Director General, NBS

### Ministry of Education and Vocational Training

Pinney Kilumba – Statistician	Directorate of Planning
Makuru Petro – Economist	Education Management Information System
George Maliga – Statistician	Education Management Information System
Godfrey Ponera	Education Management Information System
Radegunda Maro	National Bureau of Statistics

### **United Nations Population Fund**

Christopher Mwainjonga	Assistant Representative, UNFPA
Aile Mushi	Program Analyst
Radegunda Maro	National Bureau of Statistics

### **Ministry of Finance Policy Analysis Division**

Wilbrod Chimwaga	Finance Management, Policy Analysis Division
Radegunda Maro	National Bureau of Statistics

### **Ministry of Health and Social Welfare**

Josibert J. Rubono	Head of Health Information and Research Section
Claud John Kumalija	Head of Health Management Information System
Radegunda Maro	National Bureau of Statistics

### **Ministries of Agriculture and Food security and Livestock Development**

Colin Scott	NBS/EU Adviser on Agric. Census
Didas Tabwene	MAFC
Oswald Rubohe	MAFC
Andrew Kwayu	MAFC
Nsiima M. P. Longin	Head of Statistics MIS – MAFC
Kabiye Furaha	Economist MRD
Edith Massawe	MAFC
Allis Kisusu	MAFC
Radegunda Maro	National Bureau of Statistics

### **United Nations Development Programme**

Mr. Ernest Salla	Assistant Resident Representative, Pro-Policy Team, UNDP
Albina Chuwa	Director General, NBS
Radegunda Maro	National Bureau of Statistics

# Tanzania National Statistical System

## Vision

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

## Mission

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

