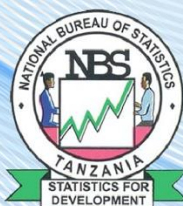




THE UNITED REPUBLIC OF TANZANIA

NATIONAL BUREAU OF STATISTICS STRATEGIC PLAN 2021/22 – 2025/26



**National Bureau of Statistics
Ministry of Finance and Planning
Dodoma**

2021

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ACRONYMS

AMCOS	Agriculture Marketing Cooperative Societies
ASIP	Annual Survey of Industrial Production
ASM	Agriculture Statistics Manager
CAPI	Computer-Assisted Personal Interview
CPI	Consumer Price Indices
DESD	Director of Economics Statistics Directorate
DFAM	Director of Finance, Administration and Marketing
DHS	Demographic and Health Survey
DPs	Development Partners
DSOD	Director of Statistical Operations Directorate
DSSD	Director of Social Statistics Directorate
EAs	Enumeration Areas
FOM	Field Operation Manager
FYDP	Third Five Year Development Plan
GDP	Gross Domestic Product
GIS	Geo-Information Spatial
HCPI	Harmonized Consumer Price Indices
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HQ	Head Quarter
IA	Internal Audit
ICT	Information and Communication Technologies
IHBS	Integrated Household Budget Survey
IIP	Indices of Industrial Production
ITM	Information Technology Manager
KPIs	Key Performance Indicators
LPSM	Labour and Price Statistics Manager
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MTEF	Medium Term Expenditure Framework
MTSPBM	Medium-Term Strategic Planning and Budgeting Manual
NBS	National Bureau of Statistics
NCD	Non-Communicable Diseases
NCSA	National Sample Census of Agriculture

NPS	National Panel Survey
NSS	National Statistical System
OCGS	Office of Chief Government Statistician
PAM	Personnel and Administration Manager
PHC	Population and Housing Census
PMU	Procurement Management Unit
PO-PSM	President`s Office Public Service Management
PPI	Producer Price Indices
SACCOS	Savings and Credit Cooperatives
SBR	Statistical Business Register
SDGs	Sustainable Development Goals
SDSM	Social and Demographic Statistics Manager
SMSCM	Statistical Methods, Standards and Coordination Manager
SP	Strategic Plan
SPA	Service Provision Assessment
SWOC	Strengths, Weaknesses, Opportunities and Challenges
THMIS	Tanzania HIV/AIDS and Malaria Indicator Survey
TNADA	Tanzania National Data Achieve
TPI	Trade Price Indices
TSED	Tanzania Socio-Economic Database
TDHS-MIS	Tanzania Demographic and Health Survey and Malaria Indicator Survey
TSMP	Tanzania Statistical Master Plan

GLOSSARY OF TERMS

Production

Statistics production may be broken down into eight basic processes: Identifying data demand; Preparation; Data collection; Data Processing; Data Analysis; Dissemination; Archiving; and Optimizing statistics

Coordination

Coordination entails the effective linkages among various entities and units within the National Statistical System (NSS). It involves the effective utilization of common resources, Supervise, harmonization and integration of statistics and use of common standards.

Episodic

Episodic refers to an activity done or occurred periodically. It is depending to the nature of the activity, some occurred twice in five (5) years and some done after every five years.

STATEMENT OF THE CHAIRPERSON OF THE NBS GOVERNING BOARD

The National Bureau of Statistics (NBS) is an autonomous Public Office responsible for production of timely and accurate official statistics for use by the Government, Business Community and the Public. The statutory functions of the NBS are stipulated in the Statistics Act, [Cap 351 R.E 2019]. The Act also gives NBS the mandate to play the role as a coordinating agency, within the National Statistical System (NSS) to ensure that quality official statistics are produced.

The Strategic Plan is therefore an essential tool for implementing the NBS's mandate including strengthening of the National Statistical System and ensure provision quality statistical information in the country for facilitating achievement of the national goals.

The NBS prepared a new Strategic Plan that reflects its priorities over the next five years, 2021/22 – 2025/26. The Plan is guided by national, regional and international frameworks including Tanzania Development Vision (TDV) 2025, The Third Five Year Development Plan 2021/22 - 2025/26 (FYDP III), Ruling Party Manifesto 2020 – 2025, African Agenda 2063, East African Community (EAC) Vision 2050 and Sustainable Development Goals (SDGs) 2030.

The objective of the Plan therefore focuses on the broad picture in a longer-term perspective that helps NBS to clarify its objectives and priorities that will link with the national, regional and international frameworks. Consequently, implementation of this Strategic Plan will contribute towards provision of quality official statistics for evidence-based decision making at all levels.

It is worthwhile to point out that both financial and non-financial support of stakeholders including the Government and its institutions; development partners; private sectors; research and academia; and the public will be highly required for a successful implementation of this Plan. This is important because we believe that all these stakeholders have a role to play in enhancing our performance in the provision of quality statistical information and services.

Dr. Amina Msengwa

Chairperson – NBS Governing Board

STATEMENT OF THE STATISTICIAN GENERAL

The 2021/22 - 2025/26 Strategic Plan incorporates new developments and set a new strategic development direction for improving National Bureau of Statistics products and services delivery.

The Plan has been developed after a thorough analysis of the current and previous internal and external environment. The situation analysis conducted in the process of developing this Plan prompted NBS to come up with critical issues that shall be addressed and monitored closely during its implementation. The Plan will guide the NBS to undertake bold policies, initiatives and actions aimed at contributing to achieving overall national goals and objectives particularly that of attaining the realization of the national and global development agenda.

The new Plan has improved the Core Values of the NBS and sets out seven (7) strategic corporate objectives instead of the six (6) objectives outlined in the previous Strategic Plan that covered the period of 2016/17 - 2020/21. The 2021/22 - 2025/26 SP entails a clear direction towards improving coordination and harmonization of production of official statistics within the National Statistical System (NSS). Special focus will be on strengthening collection of administrative data through the planned Tanzania Statistical Master Plan II and use of non- traditional sources of data including Big Data initiatives. To achieve this new objective, NBS intends to strengthen its coordination unit that will link with Government institutions and other external stakeholders.

The plan further focuses on resources mobilization strategy which aims at improving financial and non-financial resources to enable implementation and achievement of the planned objectives through effective and efficient utilization of resources. It also provides a systematic implementation of the Bureau's mandate while considering the Tanzania Development Vision 2025; The Third Five Year Development Plan 2021/22-2025/26 (FYDP III); Ruling Party Manifesto 2020-2025 and Sector related strategies; African Agenda 2063, East African Community (EAC) Vision 2050 and Sustainable Development Goals (SDGs) 2030. Furthermore, the Strategic Plan provides the basis for developing the Bureau's Annual Medium-Term Expenditure Frameworks (MTEF) for linking the Bureau's performance with the stakeholders' expectations.

To effectively implement the Plan, I call upon each and every NBS staff to be focused, transparent, accountable and innovative in carrying out our day to day activities and provide quality statistical products and services. I wish, therefore, to urge all NBS staff and management to fully commit themselves to the implementation of the Plan and to periodically monitor and evaluate its implementation, and report on the overall performance for the beneficiaries of the NBS products and services.

Dr. Albina Chuwa

Statistician General

EXECUTIVE SUMMARY

The National Bureau of Statistics (NBS) Strategic Plan for the period of 2021/22 – 2025/26 is a commitment statement, which clarifies what the NBS intends to achieve in the period of five years. It outlines the corporate direction that will take over the next five years in providing quality statistics and services to stakeholders.

The preparation of 2021/22 – 2025/26 Strategic Plan of was guided by a comprehensive review of the relevant documents including the 2016/17 – 2020/21 Strategic Plan. Preparation of the Plan was also informed by the NBS self-assessment review on the corporate performance in past years, Stakeholders analysis and Strengths, Weaknesses, Opportunities and Challenges (SWOC). Other documents included national and international development frameworks including Tanzania Development Vision 2025; the Third Five Year Development Plan (FYDP III) 2021/22 – 2025/26; Sector Strategies; Medium Term Expenditure Framework (MTEF); NBS Human Resource Development Strategy, March 2014; NBS; 2016/17 NBS User’s Satisfaction Survey; NBS Annual Performance Report, 2015/16-2019/20; Final evaluation report of TSMP 2012/13-2017/18; NBS Performance Contracts of 2019/20 and 2020/21; 2020 Presidential speech during inauguration of the 12th Parliament and the Statistics Act. Others were African Agenda 2063, East Africa Vision 2050 and the Sustainable Development Goals (SDGs) 2030.

This Plan is focusing on addressing critical issues and emerging issues identified from the review of the relevant documents and different assessments conducted by pursuing seven (7) corporate objectives. While six (6) corporate objectives also featured in the previous Plan. These corporate objectives are also geared toward realization of the NBS development goal, Vision and Mission and facilitating planning and decision-making processes.

NBS Development Goal

The NBS goal is to produce quality official statistics for evidence-based decision making, planning and socio-economic development.

Vision

“To become a one-stop centre for official statistics in Tanzania”.

Mission

“To produce quality official statistics and services that meet needs of national and international stakeholders for evidence-based planning and decision making”.

Core values

In order to accomplish this mission, the NBS will observe the following core values:

- i. Partnership,
- ii. Professionalism,
- iii. Result oriented,
- iv. Accountability,
- v. Customer Focus,
- vi. Team work,
- vii. Innovation
- viii. Integrity,
- ix. Quality Consciousness, and
- x. Confidentiality.

The vision and mission will be achieved by attaining the following Corporate Objectives:

- A. Non-communicable diseases, HIV/AIDS infections reduced and supportive Services Improved
- B. Implementation of National Anti-Corruption Strategy Enhanced and Corruption incidences reduced;
- C. Infrastructure for Statistical Production Improved;
- D. Provision of quality Statistical Products and Services Enhanced;
- E. Human Resources Management and Administration Services Delivery Improved;
- F. Corporate Management Service Improved; and
- G. Coordination and harmonization of production of official statistics in the NSS improved.

In each of the corporate objective, strategies and targets for attaining the objectives are provided together with the key performance indicators that are going to be used in evaluating performance of the corporate objectives.

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0 Introduction

The National Bureau of Statistics (NBS) has been preparing Strategic Plan to guide its operations and strategic engagement to ensure quality statistics are available to users. The five years Strategic Plan (2021/22 - 2025/26) is the third after the second Strategic Plan (2016/17 - 2020/21) and the first Strategic Plan (2013/2014 - 2015/16).

The ever-increasing demand for statistics, especially for monitoring and evaluation of national and international development frameworks must be accompanied with good plans for availability quality statistics. The National Bureau of Statistics being a coordinator of the National Statistical System (NSS) has the role to lead the process of ensuring that demands for quality statistics are met in a timely manner. Availability of quality statistics will enhance evidence-based policy, planning, monitoring and evaluations that are key in realization of development frameworks like the Tanzania Vision 2025 and Sustainable Development Goals (SDGs), just to mention but a few.

1.1 Historical Background

The National Bureau of Statistics is an autonomous public office established by the Statistics Act, CAP 351 R.E. 2019 and has the mandate to provide official statistics to the Government, Business community and the Public. Before transformation as autonomous public office the NBS was government Executive Agency established under the Executive Agencies Act No. 30, 1997. It was established following the transformation of the former Central Bureau of Statistics which was a department under the then Planning Commission.

As an executive agency, NBS functioned under the authority of the Statistics Act No. 1 of 2002. This transformation aimed at enhancing effectiveness and efficiency in the overall process of statistical production and coordination of National Statistical System (NSS) in the country as proclaimed in the then new enacted Statistics Act.

As an autonomous public Office, NBS provides efficient statistical services, as well as increasing realization of value for money for the benefit of the government and the public at large.

1.2 Purpose of the Plan

The purpose of this plan is to review NBS's objectives and strategies to ensure all interventions aligned into various national and international development frameworks. The plan aims at integrating all efforts to implement programmes and projects in order to create a single rational plan using recurrent and development funds. This Strategic Plan aims to:

- i. Inform NBS stakeholders on activities that will be undertaken over the period of five years from 2021/22 to 2025/26;
- ii. Provide a road-map to guide coordination and supervision of various players in the National Statistical System (NSS) in line with new enacted Statistics Act, CAP 351 R.E. 2019;
- iii. Provide a basis for facilitating budgetary process, resource mobilization and allocation for NBS in the next five years; and
- iv. Meet customers' satisfaction or demand for official statistics.

This Strategic Plan has been prepared with a view to providing guidance to different directorates and departments/sections of NBS during the annual plan and budget preparation stages. It is expected that the Plan will be a useful tool in the MTEF preparation process through policy consideration and prioritization of targets and activities as well as allocation of resources. It also establishes a basis for performance monitoring and evaluation and serves as a tool that links NBS with other stakeholders.

1.3 Methodology

This Strategic Plan has been developed in accordance with the Medium-Term Strategic Planning and Budgeting Manual (MTSPBM) issued in 2008 by the President's Office Public Service Management (PO-PSM). MTSPBM is the guiding framework for planning and budgeting in Tanzania. The Plan was prepared using participatory approach by involving top management, departmental managers, and NBS staff at all levels. This approach stimulates ownership and smooth implementation of the Plan by all staff.

Development of this Plan was conducted through a comprehensive review of the relevant documents including: Sustainable Development Goals 2030 (SDGs); Tanzania Development Vision 2025; Third Five Year Development Plan (FYDP III), 2021/22 - 2025/26; Sector Strategies; Monitoring and Evaluation system framework for Tanzania Public Services; Statistics User Satisfaction Survey 2017; NBS Annual Performance Reports 2016/17 - 2019/20; Review of the NBS Strategic Plan, 2016/17 – 2010/21; the New NBS Statistics Act and Ruling Party Election Manifesto 2020-2025. Furthermore, results from NBS self- assessment on the corporate performance in past years, Stakeholders analysis and Strengths,

Weaknesses, Opportunities and Challenges (SWOC) analysis also informed preparations of this Plan.

This strategic plan has been reviewed and updated in the second and half year of its implementation which was Mid of the financial year 2023/24 in order to capture the key changes to align with the Vision, Mission and Institution goal. The plan reviewed in accordance with the MTSPBM issued in 2016 by the President`s Office Public Service Management (PO-PSM). The review was conducted by assessing the effectiveness of strategies, targets and indicators specified in the previous strategic plan. The management, departmental managers and NBS staff were involved in the reviewing whereby some of the strategies, targets and indicators that were not feasible were dropped, revised and added for the better implementation of the plan.

1.4 Structure of the Strategic Plan

This Strategic Plan is divided into four chapters: Chapter One presents introduction, purpose of the Plan and methodology used in the design process for this Strategic Plan. Chapter Two provides details of the situation analysis conducted (i.e. Performance review, SWOC analysis, Stakeholders Analysis).

Chapter Three presents NBS`s Vision, Mission, Core values, corporate objectives, strategies, targets, and Key Performance Indicators (KPIs), whilst Chapter Four provides information on results framework which includes chain of results; results framework matrix; monitoring, reviews and evaluation; and reporting plans. The Plan also includes four annexes which are NBS Organization Chart, summarized Matrix on NBS Strategic Plan 2016/17-2020/21, summarized Matrix on Reviewed documents and Cost estimates for implementation of the Plan.

CHAPTER TWO

SITUATION ANALYSIS

2.0 Introduction

This chapter presents assessment of the current situation of National Bureau Statistics. It highlights the fundamental issues for the better framing of the 2021/22 - 2025/26 NBS Strategic Plan. It involves mandate, roles and functions, vision, mission, core values and the review of the relevant documents. The chapter presents the critical analysis of internal and external issues that affect performance of the institution. The assessment of situation analysis was facilitated through collection of information by using the following relevant tools: NBS Performance Reviews, Self-Assessment, Stakeholders' Analysis, SWOC Analysis and Documents review.

The reviewed documents include 2030 SDGs, 2021/22 - 2025/26 FYDP III, Tanzania Development Vision 2025, 2020 - 2025 Ruling Party Election Manifesto, 2020 Presidential speech during inauguration of the 12th Parliament, 2012/13 - 2017/18 Tanzania Statistical Master Plan (TSMP I), 2011/12 – 2017/18 and 2016/17 NBS User's Satisfaction Survey.

The fundamental issues from the review of relevant tools were analysed and summarized. Critical and emerging issues to be addressed in the 2021/22 - 2025/26 Strategic Plan was identified.

2.1 Mandate

The Statistics Act, CAP 351 R.E. 2019 gives NBS the mandate to produce and disseminate official statistics to the Government, Business community and the Public. The Act also gives NBS the mandate to be custodian of official statistics and play the role as a coordinating agency within the National Statistical System (NSS) to ensure that quality official statistics are produced.

2.2 Role and Functions

The functions of the NBS shall be:

- i. To collaborate with the Office of the Chief Government Statistician of Zanzibar to conduct Population and Housing Census;
- ii. To advise the Government and the public on all matters related to official statistics;
- iii. To provide high quality, reliable and timely official statistical information to the public;
- iv. To organize and maintain a central depository of official statistical reports, publications, documents and data from within and outside the United Republic of Tanzania;
- v. To develop methods, standards, concepts and definitions for the production of official statistics;
- vi. To regulate official statistical information;
- vii. Coordinate publishing of official statistics; and
- viii. To coordinate and supervise the National Statistical System (NSS) in the Country.

However, NBS makes consultation with the Office of the Chief Government Statistician(OCGS), Zanzibar before performing any function that extends to Tanzania Zanzibar.

2.3 Vision and Mission

VISION

To become a one-stop centre for official statistics in Tanzania.

MISSION

To produce quality official statistics and services that meet needs of national and international stakeholders for evidence-based planning and decision making.

Core values

- i. **Customer Focus:** We give greater focus to customer demands since users of statistics require high quality statistics, which are relevant, accurate, timely, consistent, and accessible.
- ii. **Teamwork:** We will strive to work well together as a team respecting one another and committed to work hard and deliver.
- iii. **Service excellence:** We deliver what we promise and add value.
- iv. **Integrity:** We will display transparent, honesty in all our working relationship with our colleagues, internal and external stakeholders.
- v. **Confidentiality:** NBS shall absolutely guarantee the protection of the private life and business secrets of data providers.
- vi. **Professionalism:** We perform our duties with respect to professional skills, ethics, state of art standards and guidelines.
- vii. **Individual Dignity:** We diligently maintain and promote the dignity and worth of each individual within the institution.
- viii. **Corporate creativity:** We encourage creativity and innovative ideas and practices to enhance human and technology resources in performing task more efficiently

2.4 Performance Reviews

Review of the 2016/17 – 2020/21 Strategic Plan was conducted through the annual performance reports to establish level of achievement of the targets set in the six corporate objectives. The corporate objectives were:

- A. HIV/AIDS and non-communicable diseases (NCD) at workplace addressed and supportive services provided.
- B. Implementation of National Anti-corruption Strategy enhanced, and corruption incidences reduced.
- C. Infrastructure for statistical production improved.
- D. Provision of quality statistics products and services enhanced.
- E. Human resources management and administration services delivery improved; and
- F. Corporate management service improved.

The review shed some lights on issues to be considered for inclusion in the 2021/22-2025/26 Strategic Plan. According to the assessment, out of the 76 targets from the six corporate objectives in the 2016/17 – 2020/21 Strategic Plan, 55 targets (72.5 percent) were successfully achieved. On the other hand, 21 targets (27.5 percent) were either partially completed or not achieved at all.

The assessment further showed that all targets for objectives A and B were successfully achieved, while for objectives D, E and F over 60 percent of targets were successfully achieved. However, for objective C, only 45.5 percent of the targets were achieved.

The main challenges that contributed to failure to achieve 21 targets included:

- ix. Poor planning/coordination of the activities within the NBS;
- x. Delayed validation and verification of statistics from MDAs
- xi. Inadequate working tools, especially ICT equipment;
- xii. Lack of alternative sources of funds to implements target activities and
- xiii. Delays in disbursement of funds from donors.

Overall, the 2016/17-2020/21 Strategic Plan has been successful in setting ground for NBS in executing its functions by establishing infrastructure for statistical production under the new Statistics Act CAP. 351 R.E. 2019 that has mandated NBS to coordinate statistical production in the NSS. The established statistical infrastructure includes Network structure (Wi-Fi, LAN, WAN, Internet) at the NBS Headquarters and some of the regional offices, construction of office building (Takwimu House), development of guidelines documents for production of Regional/District Socio-Economic Profile, update of Statistical Databases (TNADA, TSED and Basic Statistical Portal), shape files database and Enumeration Areas (EAs) for surveys.

Other major achievements that were obtained during the implementation of the 2016/17-2020/21 Strategic Plan includes:

- i. Designing and implementation of 2019/20 National Sample Census of Agriculture (NCSA);
- ii. Implementation of core activities like Consumer Price Indices (CPI), Gross Domestic Product (GDP), Trade Price Indices (TPI), and Producer Prices Indices (PPIs) among others;
- iii. Production and dissemination of different statistical reports such as National Environment Statistics Report 2017-Tanzania Mainland, National Climate change statistics Report, 2019 and National E-waste statistics, 2019 - Tanzania Mainland, 2019 Informal sector survey for Dar es Salaam, Tanzania in Figures, Tax Statistics Reports etc;
- iv. Facilitation of NBS staff to attend short and long training courses;
- v. Provision of statistical consultancy to different organizations and individuals;
- vi. Presence of accounting reports, risk management framework and procurement plans; and
- vii. Establishment of Statistical Act CAP 351 R.E. 2019 and its regulations.

On the other hand, issues from the previous Plan that need to be considered in designing the next Strategic Plan include:

- i. ICT needs assessment and inventory for outdated ICT equipment;
- ii. Network infrastructure (Wi-Fi, LAN, WAN, Internet) in some of regional offices;
- iii. Quarterly Regional CPI and Regional GDP;
- iv. Proper sequencing of activities;
- v. Mitigation of delayed disbursement of fund from DPs (European Union Trust Fund) for implementing the NPS;
- vi. Availability and implementation of Human Resource Plan and Succession plan;
- vii. Updating training needs assessment; and
- viii. Ensure each target tallies with its performance indicator and properly distributed in the relevant departments.

In addition, objective A and B should be carried forward in the forthcoming SP because they are cross cutting.

2.5 NBS Self-Assessment

NBS staff participated in assessing the institutional performance through self-assessment analysis. The assessment aimed at finding the challenges, recommendations as well as the areas that NBS performed well. Based on that assessment, a number of issues were observed. The best performed areas identified by NBS self-assessment were:

- xiv. Timely dissemination of statistical information including CPI and GDP;
- xv. Observing standards in execution of surveys;
- xvi. Good relationship with stakeholders;
- xvii. Good working environment especially for NBS headquarters offices; and
- xviii. Solving staff grievances.

On other hand, the most outstanding issues from the self-assessment that should be addressed in the 2021/22 - 2025/26 Strategic Plan are:

- i. Outdated or inadequate working tools (Laptops, desktops Antivirus software, unlicensed statistical software);
- ii. Inadequate financial resources for statistical operations;
- iii. Opportunity for further training for the staff;
- iv. Ineffective Monitoring and Evaluation (M&E) system;
- v. Inadequate participation of staff in different activities (including inadequate feedback on the funds allocation to regional and HQ staff);
- vi. Delays in receiving inputs(data) within NBS departments and from the stakeholders; and
- vii. Inadequate office space in the regional offices.

Furthermore, the assessment recommends that there should be enough working tools, staff involvement and participation in different NBS activities and the increase of financial resources for executing NBS activities.

2.6 Stakeholders Analysis

NBS as the main producer and coordinator of the official statistics in the country has various stakeholders including: Public Institutions and Statutory Corporations (PISCs); Ministry, Department and Agencies (MDAs), Local Government Authorities (LGAs); Development partners (IMF, WB, USAID, etc.); Non-Governmental Organizations (NGOs); Research and Academic Institutions and Parliament. Most of these stakeholders are the users of NBS products and services and other stakeholders collaborating with the NBS in the production of official statistics.

The stakeholders' analysis was conducted using two approaches: First, consultations with selected potential stakeholders with the aim of soliciting their opinions on the quality of products they receive from NBS and what NBS can do to improve its products. Secondly, analysis on what stakeholders expect from NBS and what NBS can expect from them.

Following this review together with the stakeholders' analysis conducted, the outstanding issues which require consideration in the Plan were identified as follows:

- xix. Inadequate feedback mechanisms from users of NBS products and services
- xx. The need to enhance production of statistics from National to subnational level
- xxi. Strengthening the coordination system and harmonization of statistics
- xxii. The need to establish the digitization and automation of library services
- xxiii. Put in place strategy for resource mobilization
- xxiv. Strengthen production of further analysis reports.

Summary of Stakeholders analysis is presented in **Table 1**.

Table 1 NBS Key Stakeholders Analysis

STRATEGIC STAKEHOLDER	STAKEHOLDER EXPECTATIONS	NBS EXPECTATIONS
1. Development Partners	<ul style="list-style-type: none"> • Quality dataset • Detailed reports • Transparency • Involvement in implementation of surveys/statistical activities • Recognition • Further analysis 	<ul style="list-style-type: none"> • Financial and technical support • Trainings • Feedback for NBS products and services • International Guidelines • Equipment
2. Government Institutions¹	<ul style="list-style-type: none"> • Quality datasets • Detailed reports • Cooperation • Transparency • Consultancy services • Disaggregation of reports to subnational levels • Involvement in implementation of surveys/statistical activities • Statistical Guidelines • Updated sample frame for Establishments based survey • Technical support 	<ul style="list-style-type: none"> • Financial support • Feedback for NBS products and services • Involvement in implementation of surveys/statistical activities • Quality routine data • Circular (Guidance in terms of informed policy and programs)
3. Academic, Research and Training Institutions	<ul style="list-style-type: none"> • Quality dataset • Detailed reports • Training • Collaboration • Further analysis • Updated sample frame • Disaggregation of reports to subnational levels 	<ul style="list-style-type: none"> • Feedback for NBS products and services • Trainings • Further analysis • Collaboration
4. Non-Governmental Organizations (NGOs), CBOs and FBOs	<ul style="list-style-type: none"> • Updated sample frame • Quality dataset • Detailed reports • Disaggregation of reports to subnational levels 	<ul style="list-style-type: none"> • Feedback for NBS products and services
5. Parliament	<ul style="list-style-type: none"> • Detailed reports • Disaggregation of reports to subnational levels 	<ul style="list-style-type: none"> • Enact bills • Use of statistics in decision making
6. Regional Blocks: East African Community (EAC), African Union (AU) and Southern African Development Community (SADC)	<ul style="list-style-type: none"> • Harmonized statistics (Economic, social and Demographic data) • Collaboration 	<ul style="list-style-type: none"> • Financial Support • Technical Support • Feedback for NBS products and services

¹ Government Institutions includes Ministries, Government departments, Regional Administration and local Government Authorities (MDAs, RSs, LGAs and PISCs).

2.7 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

SWOC analysis was conducted in order to understand capability of NBS in performing its core functions, what are the strength, weaknesses prevailing in performing its daily activities, opportunities exist in the working environment which they can be utilized and the challenges in order to create mechanism for underpinning the situation. The analysis for strengths and weaknesses is referred to as internal environment analysis, while the analysis for opportunities and challenges are referred to as external environment analysis. In other words, the strengths and weaknesses are factors within the organization's capability while the opportunities and challenges are outside the organization's capability.

From the analysis some relevant strengths identified in the previous plans have been retained in addition to new strengths and opportunities. The weaknesses that were not adequately addressed in the previous Plan are carried forward to the new Strategic Plan. Also, some challenges that do not exist now were dropped and the newly identified ones were considered. **Table 2** presents summarised results of the SWOC analysis.

Table 2 SWOC Analysis of the NBS

INTERNAL	
<p style="text-align: center;">STRENGTHS</p> <ol style="list-style-type: none"> 1. Good stakeholder relations 2. Availability of standards guidelines and strategies for production and dissemination of statistics 3. Enabling infrastructure for production of statistics (Statistical data bases, financial management system, recruitment system) 4. Highly motivated employees 5. Strong collaboration among departments within the NBS 6. Availability of the New Statistics Act 7. Availability of the office building (Takwimu House) 	<p style="text-align: center;">WEAKNESSES</p> <ol style="list-style-type: none"> 1. Inadequate staff in terms of number and skills e.g. in advanced/complex data analysis, sampling, M&E, data processing, proposal writing, communication, marketing and dissemination 2. Inadequate infrastructure (unlicensed statistical software, ICT equipment) 3. Inadequate disaggregation of data at lowest level possible 4. Inadequate publicity of NBS products and services 5. Weak coordination of the National Statistical System
EXTERNAL	
<p style="text-align: center;">OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Availability of infrastructure and tools for production and dissemination of statistics 2. Availability of National and International standards guidelines, classifications and methodologies for production of statistics 3. Existence of local and international training, opportunities and expertise 4. Increase demand for data to support National and International development 5. Existence of local, regional and International donors that support statistical development 6. Availability of other data producers for collaboration 7. Availability of consultancy services in the market 8. Availability of employees in the labour market 9. Data revolution (big data, routine data, open data, data science e.t.c) 	<p style="text-align: center;">CHALLENGES</p> <ol style="list-style-type: none"> 1. Late disbursement of donor funds for implementation of planed activities 2. Weak capacity in the production of statistics within NSS 3. Delays in receiving data in line Ministries 4. Substandard and counterfeited goods and services received from suppliers 5. Competition from individuals consultant and higher learning/research institutions 6. Conflicting of statistics produced by other data producers

The SWOC analysis identified the outstanding issues to be improved within the Institution in the 2021/22 - 2025/26 Strategic Plan as follows:

- i. Lack of training guideline and outdated in-house training programs;
- ii. Inadequate equipment and technology;
- iii. Inadequate publicity of NBS products and services;
- iv. Limited capacity for example in terms of data processing, analysis and report writing;
- v. Inadequate coordination of the NSS;
- vi. Report produced in aggregate form rather than the disaggregate; and
- vii. Inadequate awareness of the statistical guidelines especially for new users.

2.8 Document Review

The assessment was also carried out through a review of the initiatives made in the implementation of national and international development agenda. The document review was confined in the 2021/22 - 2025/26 FYDP III, Tanzania Development Vision 2025, 2020 - 2025 Ruling Party Election Manifesto, 2020 Presidential speech during inauguration of the 12th Parliament, Reviews of the 2012/13-2017/18 TSMP, 2016/17 NBS User's Satisfaction Survey and 2030 Sustainable Development Goals (SDGs).

The process involved visualization of the issues that were supposed to be implemented by the mentioned above development policies, in order to strategize the resolving mechanism in the 2021/22-2025/26 Strategic Plan. Therefore, the Plan considers the following issues with a view to assist in improving the implementation, monitoring and evaluation of the above-mentioned programs:

- i. Ensure availability of disaggregated data at the lowest level possible;
- ii. Call for statistical reports in both language English and Kiswahili;
- iii. Strengthening of ICT infrastructure and adopting new technology towards modern data collection, analysis and dissemination;
- iv. Improve the coordination in harmonization of statistics within the NSS;
- v. Support the MDAs in having advanced capacity for production of administrative/routine data; and
- vi. The need to have a comprehensive statistical training plan for the NSS.

2.9 Critical and Current Emerging Issues

This part presents critical and emerging issues identified after conducting the situation analysis from the 2016/17 - 2020/21 Strategic Plan, SWOC analysis, stakeholders' analysis, self-assessment and documents review.

2.9.1 Critical Issues

Issues from different analysis as mentioned in the situation analysis were grouped and prioritized basing on the score established by the Strategic Plan design team. Based on this analysis, the following four critical issues were identified:

- i. Inadequate disaggregated data from national to subnational levels;
- ii. Insufficient simplified citizens statistical reports both in English and Kiswahili language (Infographic version);
- iii. Insufficient coordination for statistical operations in NSS; and
- iv. Inadequate formal resource mobilization strategy.

2.9.2 Current Emerging Issues

In the process of conducting the situation analysis, two emerging issues were identified. These are the **Big data** and **human resource and capacity development** in relation to new technological development. Big data is a term for massive data sets that have large, more varied and complex structure with difficulties in storing, analysing and visualizing for further processes or results.

2.9.2.1 Big Data (Non-traditional source of data/ open data)

NBS as the key institution in the country for producing, disseminating and archiving official statistics needs to institutionalise, prepare strategy and formalise the use of big data.

2.9.2.2 Human Resource and Capacity Development

In order to cope with ever evolving technology and innovation in statistical operations human resource and capacity development is considered as one of the main pillars to provide quality, efficient and effective statistical services in the institution. Human resource capacity building is essential to strengthen the technical skills to NBS staff. It has been identified that inadequate capacity is one of major constraints in the National Statistical System.

The critical and emerging issues guided the formulation of the Plan and were specifically used in formulation of the corporate objectives. They are also considered in formulation of the targets and activities under this Plan.

CHAPTER THREE

THE STRATEGIC PLAN

3.0 Introduction

This chapter describes the NBS's goal to achieve over the next five years (2021/22 – 2025/2026). It also highlights the objectives, strategies, targets, and key performance indicators that NBS will embrace in executing its statistical operations to achieve the intended results. The implementation of these activities will be guided by the NBS's Vision, Mission and Core Values.

Vision

To become a one-stop center for official statistics in Tanzania.

Mission

To produce quality official statistics and services that meet needs of national and international stakeholders for evidence-based planning and decision making.

3.1 Core Values

The Bureau, when executing activities will adhere to its culture, which has prevailed and institutionalized for a long time. Identified core values are as follows:

i. Partnership	NBS involves relevant stakeholders and collaborate with partners in production of statistical information.
ii. Professionalism	NBS performs its duties with respect to principles, ethics, methods, standards and guidelines.
iii. Results Oriented	Staffs are determined to achieve the results of each intervention of NBS business processes within the specified timeframe.
iv. Accountability	NBS staff shall be responsible for his action and maintain high level of performance.
v. Customer Focus	The Bureau will focus to customer needs and promote usage of statistical information by producing high quality statistics, which are relevant, accurate, timely, consistent, and accessible.
vi. Teamwork	The staff of the NBS will ensure cooperation and solidarity during the execution of day-to-day activities.
vii. Innovation	NBS encourages creativity and award innovative ideas in the execution of statistical activities.
viii. Integrity	NBS Staff will demonstrate transparency, honesty, neutrality and fairness in all working relationship and adherence to the principle of good governance.
ix. Quality Consciousness	NBS shall produce quality statistical products and reliable services.
x. Confidentiality	NBS shall guarantee the protection of gathered information not to be disclosed to any third party.

3.2 NBS Development Goal

The National Bureau of Statistics goal is to produce quality official statistics for evidence-based decision making, planning and socio-economic development.

3.3 Objectives

The 2021/22 – 2025/2026 Strategic Plan has come up with seven objectives, of which objectives A and B are cross-cutting at the national level; the remaining C through G reflect the core functions and development goal of the NBS. It has 24 strategies, 124 targets and 84 key performance indicators for achieving each of the objectives listed together with the evaluating performance of the objectives.

3.3.1 Objective A: Non-communicable Diseases and HIV/AIDS Infections Reduced; and Supportive Services Improved.

Non-Communicable Diseases (NCD) and HIV/AIDS infections negatively impact the most productive segment of the labour force. It is for this reason that NBS must have a good plan to fight diseases.

Objective A: Non-communicable Diseases and HIV/AIDS Infections Reduced; and Supportive Services Improved		
Main Strategies	Targets	Key Performance Indicators
1. Staff to undergo HIV/AIDS Voluntary Counselling and testing	1. 260 NBS staff sensitized to undergo Voluntary HIV/AIDS counselling and testing by June, 2026	1. Number of NBS staff sensitized to undergo voluntary HIV/AIDS testing
	2. 260 NBS staff sensitized on Non-Communicable Diseases (NCD) up to June, 2026	2. Number of NBS staff sensitized on non-communicable diseases
2. Strengthening management of Non-Communicable Diseases	3. Physical exercise club established and facilitated by June, 2026	3. Number of staffs participating on physical exercise club
	4. 30,000 pieces of free condoms distributed at the NBS each year up to June, 2026	4. Number of pieces of free condom distributed to NBS staff
3. Implementing the mechanism to support Staff Living with HIV/AIDS (SLHIV)	5. NBS staff living with HIV/AIDS supported by June, 2026	5. Number of staff living with HIV/AIDS who received care

3.3.2 Objective B: Implementation of National Anti-Corruption Strategy Enhanced and Corruption Incidences Reduced

Corruption is one of the vices in the country that harms social and economic growth. Corruption undermines economic development; impair public resources mobilization which affects public service delivery. In this regard, NBS will continue to mainstream the National Anti-Corruption Strategy into institutional strategies.

Objective B: Implementation of National Anti-Corruption Strategy Enhanced and Corruption Incidences Reduced		
Main Strategies	Targets	Key Performance Indicators
1. Strengthen capacity building on anti-corruption and ethics	1. 260 NBS Staff Sensitized on Anti – Corruption Strategy and Good Governance by June, 2026	1. Number of employees sanctioned for involvement in corruption practices
		2. Number of employees convicted or involved in corruption cases
		3. Number of corruption incidence reported

3.3.3 Objective C: Infrastructure for Statistical Production Improved

National Bureau of Statistics is determined to provide quality statistical products and services to stakeholders. In ensuring the attainment of this objective, improved statistical infrastructure is of great concern. During the implementation of 2016/17 -2020/21 Strategic Plan, ICT infrastructure, access to internet facilities and statistical database were improved.

Despite the achievements, there are some drawbacks which are: unreliable internet connection, inadequate sampling frames, insufficient ICT equipment, inadequate library services and insufficient statistical packages (software) that have been identified as challenges of the institution, among others, therefore slows down the production of statistical products and services.

Objective C: Infrastructure for Statistical Production Improved		
Main Strategies	Targets	Key Performance Indicators
1. Strengthen information communication technology	1. ICT governance framework developed and implemented by June, 2026	1. ICT governance framework in place
	2. ICT Infrastructure enhanced by June, 2026	2. Updated ICT Infrastructure document in place
	3. ICT applications are developed, acquired and appropriately managed by June 2026	3. ICT use and guidelines documents in place
	4. Appropriate control measures and management on usage of ICT Applications established and instituted by June 2026.	4. Guidelines on control measure, management and use of ICT applications in place
	5. NBS ICT Security mechanism is developed and deployed by June, 2026	5. Revised ICT security policy in place
2. Strengthen survey instruments	6. User Satisfaction Survey conducted up to June, 2026	6. Number of User Satisfaction Survey reports in place
	7. Household Sample frame developed by June, 2026	7. Household Sample frame in place
	8. Sampling frame for business establishments updated annually up to June, 2026	8. Updated Business establishments sample frame in place
	9. Large scale farm sample frame updated by June, 2026	9. Updated large scale farm sample frame in place
	10. Four (4) Statistical guidelines updated by June, 2026	10. Number of statistical guidelines in place
3. Strengthen library services	11. Library services digitalized and updated by June, 2026	11. Digitalized Library services in place
4. Strengthen Geographical Database	12. Shapefile data base and EAs developed by June, 2022	12. Shapefile in place
		13. Number of EAs in place
	13. Shapefile and EAs updated annually by June, 2026	14. Updated shapefile and EAs in place

3.3.4 Objective D: Provision of Quality Statistical Products and Services Enhanced

Production and coordination of official statistics is the mandate of NBS. For the 2016/17-2020/21 Strategic Plan, NBS managed to produce and disseminate quality statistics that meet the demand for national and intentional stakeholders. The products and services accomplished were: Surveys and sample census; production of core statistics; publications and dissemination of statistical products. In the implementation of its operations, NBS faces inadequate coordination and harmonization of statistical activities within NSS and inadequate dissemination mechanisms that hinder quality products and services from meeting the demand of national, regional, and international stakeholders.

Objective D: Provision of Quality Statistical Products and Services Enhanced		
Main Strategies	Targets	Key Performance Indicators
1. Strengthen production of Official Statistical reports	1. Ten (10) Reports for 2022 Population and Housing Census produced by June, 2026	1. Number of reports in place 2. Number of Simplified citizens reports in Kiswahili and English in place
	2. Tax Statistics reports produced annually up to June, 2026	
	3. Current Agricultural Routine Data report produced quarterly by June, 2026	
	4. Foreign Trade Statistics Report produced annually by June, 2026	
	5. Tanzania Private Investment Report produced annually by June, 2026	
	6. Hotel Statistics report produced monthly by June, 2026	
	7. Indices of Industrial Production Report (IIP) produced quarterly up to June, 2026	
	8. Producer Price Indices Report (PPI) produced quarterly up to June, 2026	
	9. National Accounts publication produced annually up to June, 2026	
	10. Quarterly GDP reports produced up to June, 2026	
	11. Two (2) Regions technically supported to produce Regional GDP Reports annually by June, 2026	
	12. Environment Statistics Publications ¹ updated up to June, 2026	1a. Number of updated reports in place
	13. Five (5) further analysed report basing on NBS surveys disaggregated to region, district prepared by June, 2026	3. Number of disaggregated reports in place
2. Strengthen the Quality Assurance Framework	14. Quality Assurance Framework developed by June, 2024	4. Quality Assurance Framework in place

¹ Environment Statistics Publications includes E-Waste, National Environment and Human Settlement publications

Objective D: Provision of Quality Statistical Products and Services Enhanced		
Main Strategies	Targets	Key Performance Indicators
	15. 20 MDAs, PISCs and LGAs sensitized on the use of Quality Assurance Framework by June, 2026	5. Number of MDAs, PISCs and LGAs use Quality Assurance Framework
3. Strengthen provision of data	16. 2022 Population and Housing Census Pilot conducted by August 2021	1b. Number of reports in place 2a. Number of Simplified citizens reports in Kiswahili and English in place
	17. 2022 Population and Housing Census conducted by August 2022	
	18. 2022 Post Enumeration Census conducted by June, 2023	
	19. Industrial Census conducted by June, 2026	
	20. Eight (8) rounds of High frequency Welfare Phone survey conducted up to June, 2026	
	21. integrated Household Budget Survey (IHBS) conducted by June, 2026	
	22. Two (2) Integrated Labour Force Survey conducted by June, 2026	
	23. Tanzania Demographic and Health Survey and Malaria Indicator Survey (TDHS-MIS) conducted by June, 2024	
	24. Tanzania HIV Impact Survey (THIS) conducted by June, 2024	
	25. One (1) Informal Sector Survey conducted by June, 2026	
	26. Gender Based Violence Statistics Produced annually, by June 2026	
	27. Tanzania Service Provision Assessment- TSPA conducted by June, 2024	
	28. Two (2) Statistical Business Register Survey conducted by June, 2026	
	29. Annual Large-scale farms Production Survey conducted by June, 2026	
	30. Frame for Strengthening Production/ Catch Assessment Survey developed d by June, 2026	
	31. Agriculture Producer Prices Index produced quarterly up to June, 2026	
	32. Annual Agricultural Sample Survey conducted by June, 2025	
33. Comprehensive Enterprise Survey conducted by June, 2026		
34. Employment and Earnings survey conducted annually up to June, 2026		
35. Annual Survey of Industrial Production (ASIP) conducted annually up to June, 2026		

Objective D: Provision of Quality Statistical Products and Services Enhanced		
Main Strategies	Targets	Key Performance Indicators
	36. Data systems for ICP compiled monthly up to June, 2026	
	37. Tourism and Migration Statistics produced annually by June, 2026	
	38. Construction Industry Statistics produced annually by June, 2026	
	39. Construction Material Price Indices conducted quarterly up to June, 2026	
	40. One (1) Informal Cross Boarder Trade survey conducted by June, 2026	
	41. STEPs survey conducted by June, 2022	
	42. Sixty (60) National Consumer Price Indices (CPI) produced by 8th day of each subsequent month up to June, 2026	
	43. Food Balance Sheet produced annually by June, 2026	6. Number of reports in Kiswahili and English in place
	44. Trade Price Indices produced quarterly by June, 2026	
	45. Provision on technical support in reviewing Regional, Social Economic and Investment Profiles provided by June, 2026	
	46. Sixty (60) Harmonized Consumer Price Indices (HCPI) for SADC and EAC released by 15th day of each subsequent month up to June, 2026	7. Number of Harmonized Consumer Price Index (HCPI) for SADC and EAC released
	47. Agricultural tables for Economic Survey produced annually up to June, 2026	8. Tables for economic survey in places
	48. Trade, Transport, Communication and Tourism tables for Economic Survey produced annually up to June, 2026	
	49. Economic Survey tables for Education and Health statistics produced annually up to June, 2026	
	50. Government Finance Statistics (GFS) publication produced annually by June, 2026	1c. Number of reports in place
	51. National Climate Change statistics publication updated by June, 2026	
	52. Statistical abstracts publication produced and disseminated annually up to June, 2026	
	53. Tanzania in Figures publication produced and disseminated annually up to June, 2026	
	54. EAC Facts and Figures data produced and submitted to EAC secretariat annually by June, 2026	9. Number of EAC Facts and Figures data set in place
	55. African Statistics Day conducted annually by June, 2026	10. Number of African Statistics Day ceremony
	56. One-hundred thousand 100,000 new business establishments registered in Statistical Business Register (SBR) database by June, 2026	11. Number of new business establishments registered

Objective D: Provision of Quality Statistical Products and Services Enhanced		
Main Strategies	Targets	Key Performance Indicators
	57. Seven (7) Statistical databases updated annually as per release calendar up to June, 2026	12. Number of statistical databases updated
	58. Feedback mechanisms in each NBS's products and services established by June, 2026	13. Feedback mechanisms in place
	59. Two (2) trainings on non-tradition data (big data) captured within NSS conducted annually up to June, 2026	14. Number of trainings on non-tradition data
	60. World Statistics Day conducted by June, 2026	15. World Statistics Day ceremony
	61. eGDDS Metadata updated monthly by June, 2026	16. Number of updated eGDDS indicators
	62. Economic survey tables compiled annually up to June, 2026	17. Compiled economic survey tables in places
	63. Distributive Trade Survey conducted by June, 2026	1.c Number of reports in place

3.3.5 Objective E: Human Resources Management and Administration Services Delivery Improved

In the production of statistical products and services, effective human capital and financial resources are substantial. Hence, appropriate human resource and administration management are significant. During the 2016/17-2020/21 SP, the NBS improved human capital development and established a new management structure. However, NBS faced several challenges that include: lack of a comprehensive human resource plan, inadequate staff welfare (promotions and Overtime allowance) for employees, and insufficient of resources for office buildings, vehicles and equipment. Therefore, continuously strengthening and improvement of the existing human resource and administrative services is imperative.

Objective E: Human Resources Management and Administration Services Delivery Improved		
Main Strategies	Targets	Key Performance Indicators
1. Strengthen human resources plan	1. Human resource plan prepared and implemented annually up to June, 2026	1. Annual human resource plan in place
	2. Staff increased from 188 to 260 by June, 2026	2. Number of NBS staff
	3. One (1) Succession plan reviewed by June, 2026	3. Number of reviewed Succession Plans in place
	4. Training Needs Assessment reviewed by June, 2025	4. Training needs assessment report in place
2. Improve comprehensive training program	5. Comprehensive training program reviewed by June, 2026	5. Reviewed comprehensive training program in place
	6. 188 NBS staff trained on statistical operations up to June, 2026	6. Number of trained staff
	7. Two (2) worker's council meetings conducted each year up to June, 2026	7. Number of workers council meetings
3. Improved staff welfare.	8. All staff meeting conducted each year up to June, 2026	8. Number of all staff meetings

3.3.6 Objective F: Corporate Management Service Improved

Effective planning and management systems are vital for NBS operations and development. In ensuring smooth operations of statistical productions, improved corporate management services are inevitable. Based on this objective, various services under corporate management to complement statistical production (legal, internal audit, procurement, financial management, marketing, and monitoring and evaluation services) were implemented. However, during the operations, NBS encountered challenges and inadequate assessment of the performance and delay in procurement procedures which affect statistical production.

Moreover, corporate management services need sufficient and sustainable financial and non-financial resources. Insufficient resources and lack of resource mobilization strategy were the main reasons for the failure to accomplish some of the targets as outlined in the previous Strategic Plan. Adequate resources should be available to enable NBS to carry its coordination role and production of statistical products and services. Therefore, the objective has a stand-alone strategy on resources mobilization that aims at ensuring availability of resources for production of statistics and making better use of the available resources.

Objective F: Corporate Management Service Improved		
Main Strategies	Targets	Key Performance Indicators
1. Strengthening Monitoring and Evaluation systems	1. M&E framework reviewed by June, 2023	1. Reviewed M&E framework in place
	2. Five (5) Annual performance reports prepared by June, 2026	2. Number of annual performance reports
	3. Action Plan prepared annually up to June, 2026	3. Number of annual action plans
	4. Budget prepared annually up to June, 2026	4. Number of annual budgets
	5. 2026/27-2031/32 Strategic Plan prepared by June, 2026	5. 2026/27-2031/32 Strategic Plan in place
	6. Midterm review for 2021/22-2025/26 Strategic Plan conducted by August, 2023	6. 2021/22-2025/26 Strategic Plan midterm review report in place
	7. 2021/22-2025/26 Strategic Plan sensitized to 188 staff by June, 2022	7. Number of staff sensitized on Strategic Plan
2. Strengthening marketing of products and services	8. Number of users of products and services increased from 1,500,000 to 2,000,000 by June, 2026	8. Number of users of NBS products and services
	9. Marketing plan updated by June, 2022	9. Updated marketing plan in place
	10. Pricing and dissemination policy updated by June, 2026	10. Updated pricing and dissemination policy in place
	11. Communication, Advocacy and Dissemination Strategy updated by June, 2026	11. Updated Communication, Advocacy and Dissemination Strategy in place
	12. NBS Client Service Charter updated by June, 2024	12. Updated NBS Client Service Charter in place

Objective F: Corporate Management Service Improved		
Main Strategies	Targets	Key Performance Indicators
	13. Statistical literacy for data users provided by June, 2026	13. Number of advocacy and awareness campaigns for statistical literacy
3. Strengthening Audit and financial management systems	14. Final Accounts prepared annually up to June, 2026	14. Number of final accounts reports
	15. Internal audit report prepared quarterly up to June, 2026	15. Number of Internal audit reports
	16. Financial manual updated biannual up to June, 2026	16. Updated Financial manual in place
4. Strengthening risk management framework	17. Risk management framework reviewed by June, 2024	17. Updated risk management framework in place
5. Strengthening procurement system	18. Procurement plan prepared and implemented annually up to June, 2026	18. Number of Procurement Plans
		19. Number of quarterly procurement reports
	19. Asset-register and Inventory records at NBS offices reviewed, updated and maintained annually up to June 2026	20. Updated asset-registers and inventory records in place
	20. Asset codification, conducted annually up to June, 2026	21. Number of codified asset reports in place
	21. Annual stock taking conducted up to 2026	22. Number of stock taking reports in place
6. Strengthening legal Services	22. Legal advice provided as required annually up to June, 2026	23. Legal services provided
7. Strengthen resources mobilization	23. Resource mobilization strategy developed by June, 2022	24. Resource mobilization strategy in place
	25. Income from commission and statistical consultancy services; and sales of products and services increased from 399 Million to 1. 1 Billion by June, 2026	26. Number of consultancy services and commission work provided
		27. Amount of income from own source
	26. 25 proposals for financing statistical activities prepared and submitted to relevant institutions by June, 2026	28. Number of successful proposals

3.3.7 Objective G: Coordination and Harmonization of Production of Official Statistics in the National Statistical System Improved

The Statistics Act CAP. 351 R.E. 2019 has mandated NBS to coordinate statistical production activities in the National Statistical System. The Act has also mandated Government institutions² to collect analyse and disseminate official statistics. The NBS, therefore, should coordinate Government institutions in an attempt to ensure quality and comparable official statistics are provided.

Review of the 2016/17-2020/21 Strategic Plan revealed inadequate coordination and

² Government Institutions includes Ministries, Government departments, Regional Administration and Local Government Authorities (MDAs, RSs, LGAs and PISCs)

harmonization of statistical activities within the NSS in the production of official statistics. Also, the review of final evaluation report of TSMP 2011/12- 2017/18 identified that 30 to 40 percent of data are generated from surveys, and the remaining percentage can be obtained from routine data produced by MDAs. Furthermore, the report indicated that routine data production is based on unstandardized methods and tools, leading to poor data quality.

Based on the mentioned challenges, NBS should establish a coordination mechanism alongside with harmonization of concepts and definitions used in data collection and analysis across all Government Institutions.

Objective G: Coordination and Harmonization of Production of Official Statistics in the NSS Improved		
Main Strategies	Targets	Key Performance Indicators
1. Re-establishment of a coordination mechanism through active sector working groups	1. Five (5) sector working groups re-established by June, 2022	1. Number of sectors working groups re-established
	2. Four (4) meetings in five (5) sector working groups conducted each year up to June, 2026	2. Number of meetings in sector working groups
2. Strengthen harmonization of statistical activities and statistical capacity in the NSS	3. Coordination unit in the NBS that links with MDAs, PISCs and LGAs strengthened by June, 2026	3. Number of staff capacitated on NSS coordination
	4. Standardized tools for production of official statistics reviewed in the NSS by June, 2026	4. Reviewed standardized tools for production of official statistics in place
	5. Need assessment on resources (training and equipment) to NSS conducted by December 2022	5. Need assessment reports in place
	6. 25 MDAs, PISCs and LGAs supported to produce official statistics by June, 2026	6. Number of MDAs, PISCs and LGAs supported
	7. Compilation of Vital Statistics coordinated annually up to June, 2026	7. Vital statistics report in place
	8. Tanzania Statistical Master Plan (TSMP II) established and implemented by June, 2026	8. Tanzania Statistical Master Plan (TSMP II) in place
3. Establishing MoU between NBS and MDAs for carrying out various statistical processes	9. Five (5) MDAs, PISCs and LGAs linked their database with NBS for updating SBR by June, 2026	9. Number of MDAs, PISCs and LGAs linked with SBR database

CHAPTER FOUR

RESULTS FRAMEWORK

4.0 Introduction

This chapter provides an overview of results framework, which includes; beneficiaries of NBS products and services, linkage with the national framework, results chain, result framework matrix, and monitoring and evaluation plan. It also covers the reporting plan, internal and external reporting mechanisms, relationship between results framework and results chain. The components of results framework form the input, output and outcome to be realized by the NBS development goal. The achievement of development goal will be determined by efficient utilization of inputs to realize outputs which eventually will lead to the planned outcomes.

4.1 Beneficiaries of NBS products and services

Beneficiaries of NBS statistical products and services are Development Partners, Government Institutions, NGOs, CBOs, FBOs, Academic, Research and Training Institutions. All beneficiaries expect quality data sets, detailed reports, updated sampling frames, statistical guidelines, and statistical consultancy services among others. On the other hand, NBS expectations from stakeholders include among others financial support, feedback for products and services, involvement in implementation of surveys/statistical activities and quality routine data from data producers.

4.2 Linkage with National, and International Framework

The NBS Strategic Plan aims to achieve the development goal, which translates to seven corporate objectives. The objectives are linked to the national, regional and international frameworks, including SDGs 2030, FYDP III 2021/22-2025/26, Tanzania Development Vision 2025 and Ruling Party Manifesto. The development goal tends to facilitate the production of quality statistics by NBS and the Government institutions through monitoring, evaluation and policy formulation at sectoral, national levels, regional and international development programs.

4.3 Chain of Results

The NBS chain of results is made of outcomes, outputs, activities and inputs that relate to specific objectives and targets. The NBS Strategic Plan 2021/22-2025/26 and Medium-Term Expenditure Framework 2021/22-2025/26 form the chain of results. The basic assumption is that there is a linkage in the various elements of chain of results. The chain of results is justifying NBS to use government resources in various statistical operations and thus contribute to the country's social-economic development.

4.4 The Results Framework Matrix

The results framework matrix contains overall development goal, objectives, planned outcomes and outcome indicators. It entails mechanization that will be used to achieve development objectives and measure the results. The indicators in the matrix will be used to track progress towards the achievement of intermediate outcomes and objectives, as indicated in **Table 3**.

Table 3 Results Framework Matrix

Development Goal	Objective Code	Objective Description	Planned Outcomes	Key performance Indicators
To produce quality official statistics for evidence-based decision making, planning and socio-economic development	A	Non-communicable diseases and HIV/AIDS infections reduced; and supportive Services Improved	<ul style="list-style-type: none"> i. Increased number of staff tested for HIV/AIDS ii. Increase awareness on non-communicable diseases for staff iii. Increased support for Staff Living with HIV/AIDS (SLHIV) and Non-Communicable diseases 	<ul style="list-style-type: none"> i. Number of staff undergo voluntary HIV/AIDS testing; ii. Number of staff sensitized on non-communicable diseases iii. Number of staff living with HIV/AIDS who received care
	B	Implementation of National Anti-corruption Strategy Enhanced and Corruption incidences reduced	<ul style="list-style-type: none"> i. Reduced number of Corruption incidences 	<ul style="list-style-type: none"> i. Number of staff sanctioned for involvement in corruption practices ii. Number of corruption incidence reported
	C	Infrastructure for Statistical Production Improved	<ul style="list-style-type: none"> i. Accessible, reliable and timely statistical information ii. Standardized and harmonized statistical information 	<ul style="list-style-type: none"> i. Number of statistical publications archived and retrieved ii. Number of standardized statistical tools used iii. Number of online NBS services
	D	Provision of quality Statistical Products and Services Enhanced	<ul style="list-style-type: none"> i. Production of quality statistical information ii. Usage of Official Statistical products increased 	<ul style="list-style-type: none"> i. Number of users of NBS products and services

Development Goal	Objective Code	Objective Description	Planned Outcomes	Key performance Indicators
	E	Human Resources Management and Administration Services Delivery Improved	<ul style="list-style-type: none"> i. Improved human resources skills ii. Sufficient and retained human resources iii. Improved Staff welfare iv. Improved working environment 	<ul style="list-style-type: none"> i. Number of staff trained ii. Number of staff complaints iii. Number of staff promoted
	F	Corporate Management Service Improved	<ul style="list-style-type: none"> i. Clients are satisfied with statistical products and services ii. Proper and functionable systems of all NBS Business processes iii. Increased financial and Non-Financial resources (Equipment & Facilities) to facilitate statistical operations iv. Sustainable resources 	<ul style="list-style-type: none"> i. Number of clients satisfied with NBS products and services ii. Amount of income from own source iii. Number of funded projects/activities
	G	Coordination and harmonization of production of official statistics in the NSS improved	<ul style="list-style-type: none"> i. Non-conflicting statistical results ii. Quality routine data iii. Effective collaboration with stakeholders iv. Active statistical sector working groups 	<ul style="list-style-type: none"> i. Number of MDAs, PISCs and LGAs using Quality assurance framework within NSS ii. Number of the statistical sector working groups meetings

4.5 Monitoring, Reviews and Evaluation Plan

4.5.1 Monitoring Plan

The monitoring plan elaborates indicators; indicator target values; data collection and methods of analysis; and the frequencies of indicator reporting. Other aspects include key players responsible for data collection, who will be responsible for data collection, analysis and reporting, as indicated in **Table 4**.

Table 4 Monitoring and Evaluation Results Framework

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
	IMPACT INDICATOR													
1.	Number of stakeholders using statistical information for evidence-based decisionmaking								Survey	Review of survey reports; Review of documents (policy documents, Speech, ruling party manifesto)	After five years	Survey reports	After five years	PME
	OUTCOME INDICATORS													
1.	Number of NBS staff undergo voluntary HIV/AIDS testing	2020/21	188	52	52	52	52	52	Staff performance reports/ Annual performance reports	Review of annual performance reports	Annually	Annual performance report	Annually	AHR

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
2.	Number of NBS staff sensitized on non-communicable diseases	2020/21	188	52	52	52	52	52	Staff performance reports/ Annual performance reports	Review of annual performance reports	Annually	Annual performance report	Annually	AHR
3.	Number of staff living with HIV/AIDS who received care	2020/21	0	2	2	2	2	2	Staff performance reports/ Annual performance reports	Review of annual performance reports	Annually	Annual performance report	Annually	AHR
4.	Number of NBS staff sanctioned for involvement in corruption practices	2020/21	0	0	0	0	0	0	Staff performance reports/ Annual performance reports	Review of annual performance reports	Annually	Annual performance report	Annually	AHR

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
5.	Number of corruption incidence reported	2020/21	0	0	0	0	0	0	Staff performance reports/ Annual performance reports	Review of annual performance reports	Annually	Annual performance report	Annually	AHR
6.	Number of statistical Publications archived and retrieved	2020/21	43	100	100	100	100	100	Annual performance reports	Review of annual performance reports	Annually	Annual performance report	Annually	AHR
7.	Number of standardize statistical tools used	2020/21	0	1	2	2	0	0	Sector working group report	Review of Sector working group report	Annually	Annual performance report	Annually	RAS

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
8.	Number of online services of NBS	2020/21	4	2	1	1	1	1	Annual performance reports	Review of annual performance reports	Annually	Annual performance report	Annually	ITD
9.	Number of users of NBS products and services	2020/21	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000	2,000,000	NBS website, client register, User Satisfaction Survey	Review of documents	Annually	Annual performance report	Annually	CAD
10.	Number of staff trained	2020/21	16	12	51	51	39	35	Annual performance reports	Review of documents	Annually	Annual performance report	Annually	AHR

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
11.	Number of complaints	2020/21	0	0	0	0	0	0	Complaints register	Review of Register	Annually	Annual performance report	Annually	AHR
12.	Number of staff promoted	2020/21	92	20	20	20	20	20	HR report	Review of HR report	Annually	Annual performance report	Annually	AHR
13.	Number of clients satisfied with NBS products and services	2014	325 (70%)	400,000	400,000	400,000	400,000	400,000	User satisfaction survey reports	Review of User satisfaction surveyreports	Annually	Annual performance report	Annually	CAD

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
14.	Amount of income from own source	2020/21	399,173,000	539,338,400	679,503,800	819,629,200	959,834,600	1.1 Billion	Annual financial report	Review of financial statements	Annually	Annual financial reports	Annually	CAD
15.	Number of funded projects/activities	2020/21	3	5	5	5	5	5	Staff performance reports/ Annual performance reports	Review of annual performance reports	Annually	Annual performance report	Annually	FM
16.	Number of MDAs, PISCs and LGAs using Quality assurance framework within NSS	2017/18	14	5	5	5	5	5	Annual performance reports	Review of annual performance reports	Annually	Annual performance report	Annually	RAS

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
17.	Number of the statistical sector working groups meetings	2017/18	4	4	4	4	4	4	Sector working group reports	Review of Sector working group reports	Quarterly	QuarterlyReport	Quarterly	TSMP Coordinator
OUTPUT INDICATORS														
1.	Number of NBS staff sensitized to undergo voluntary HIV/AIDS testing	2020/21	188	203	217	231	246	260	Annual performance reports	Review of Annual performance reports	Annually	All staff/workers council minutes of the meeting	Annually	AHR
2.	Number of NBS staff sensitized on non-communicable diseases	2020/21	188	203	217	231	246	260	Annual performance reports	Review of Annual performance reports	Annually	All staff/workers council minutes of the meeting	Annually	AHR

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis						
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection	
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26							
3.	Number of pieces of free condom distributed to NBS staff	2020/21	0	30,000	30,000	30,000	30,000	30,000	30,000	Issue Note	Register	Monthly	Disbursement ledger	Monthly	AHR
4.	Number of staffs participating on physical exercise club	2020/21	0	188	206	224	242	260	Sports Register	Review of ports Register	Quarterly	Sports Register	Quarterly	AHR	
5.	Number of staff living with HIV/AIDS who received care	2020/21	0	2	2	2	2	2	Staff performance reports/ Annual performance reports	Review of annual performance reports	Annually	Annual performance report	Annually	AHR	

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Year							Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Baseline												
Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26								
6.	Number of corruption incidences reported	2020/21	0	0	0	0	0	0	Complains register /suggestion box	Documentary Review of Complaints register /suggestion box	Quarterly	Registered cases	Annually	AHR
7.	Number of employees sanctioned for involvement in corruption practices	2020/21	0	0	0	0	0	0	Good governance reports	Documentary Review of Good governance reports	Quarterly	List of sanctioned staff	Annually	AHR
8.	Number of employees convicted or involved in corruption cases	2020/21	0	0	0	0	0	0	Good governance reports	Documentary Review of Good governance reports	Quarterly	List of convicted staff	Annually	AHR

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
9	ICT governance framework in place	2020/21	1	0	0	1	0	0	ICT Steering committee minutes	Review of ICT Steering committee minutes	Episodic	Report	Episodic	ITD
10	Updated ICT Infrastructure document in place	2020/21	1	0	0	1	0	0	ICT Steering committee minutes	Review of ICT Steering committee minutes	Annually	Report	Annually	ITD
11	ICT use and guidelines documents in place	2020/21	1	0	1	0	0	0	ICT Steering committee minutes	Review of ICT Steering committee minutes	Episodic	Report	Episodic	ITD

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
12	Guidelines on control measure, management and use of ICT applications in place	2020/21	1	1	1	1	1	1	ICT Steering committee minutes	Review of ICT Steering committee minutes	Annually	Report	Annually	ITD
13	Revised ICT security policy in place	2020/21	1	0	1	0	0	0	ICT Steering committee minutes	Review of ICT Steering committee minutes	Episodic	Report	Episodic	ITD
14.	Number of User Satisfaction Survey report in place	2016/17	1	1	0	0	0	1	User Satisfaction Survey Reports	Review survey report	Episodic	User's satisfaction Survey report	Episodic	CAD

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
15.	Household Sample frame in place	2012	1	0	0	0	0	1	Households Sample frame	List of Households	Episodic	Review of the sample frame	Episodic	CFO
16.	Updated Business Establishments sample frame in place	2020/21	1	1	1	1	1	1	Statistical Business Register Report	List of Establishments	Annually	Review of the sample frame	Annually	CFO
17.	Updated Large scale farm sample frame in place	2020/21	1	0	1	0	0	0	Large scale farms	List of Large farms	Episodic	Review of the sample frame	Episodic	AS

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
18.	Number of statistical guidelines in place	2018	5	0	0	2	2	1	Guidelinereports	Review of guidelinereports	Episodic	Review of the guideline report	Episodic	RAS
19.	Digitalised Library services in place	2020/21	0	1	1	1	1	1	Annual performance reports	Review of annual performance reports	Annually	Annual performance report	Annually	ITD
20.	Shapefile in place	2020/21	0	1	0	0	0	0	Shapefile data set	Review of Shapefiledata set	Episodic	Checklist of EAs	Episodic	GIS

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
21.	Number of EAs in place	2020/21	130,000	150,000	0	0	0	0	Annual performance report	Review of Performance report	Episodic	Checklist of EAs	Episodic	GIS
22.	Updated shape file and EAs in place	2020/21	1	0	1	1	1	1	Annual performance report	Review of Performance report	Annually	Checklist of updated shapefile	Annually	GIS
23.	Quality Assurance Framework in place	2020/21	0	0	0	1	0	0	Quality Assurance framework report	Review of Quality Assurance framework reports	Episodic	Review of the Quality Assurance framework report	Episodic	RAS

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
24.	Number of reports in place	2020/21	43	67	69	66	64	66	Surveys/census/routine data	Review of reports	Monthly/quarterly/Annually	Published reports	Monthly/quarterly/Annually	All NBS Departments
25.	Number of Simplified citizens report in Kiswahili and English in place	2020/21	0	46	60	54	48	58	Surveys report	Published surveysreports	Annually	Published reports	Annually	All NBS Departments
26.	Number of disaggregated reports in place	2020/21	0	1	1	1	1	1	Surveys report	Published surveysreports	Annually	Published reports	Annually	EHS

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
27.	Number of trained staff	2020/21	16	12	51	51	39	35	Training report	List of Participants	Quarterly	Attendance, training report	Quarterly	AHR
28.	Number of MDAs, PISCs and LGAs using quality Assurance Framework	2020/21	0	4	4	4	4	4	Annual Performance Reports	Review of Annual Performance Report	Annually	List of Government Institutions using quality Assurance Framework	Annually	CFO
29.	Number of reports in Kiswahili and English in place	2018/19	0	42	42	42	42	42	Annual Performance Reports	Review of Annual Performance Report	Monthly	Published reports	Monthly	LPSAS/ TTS/ EHS

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
30.	Number of Harmonized Consumer Price Index (HCPI) for SADC and EAC released	2020/21	12	12	12	12	12	12	Annual Performance Reports	Review of Annual Performance Report	Monthly	Published reports	Monthly	LPS
31.	Number of tables for economic survey in places	2020/21	36	36	36	36	36	36	MDAs, PISCs and LGAs	Review of Economic Survey report	Annually	Economic Survey report	Annually	SDS/AS TTS/ICS MLPS/NAS
32.	Number of EAC Facts and Figures data set in place	2020/21	1	1	1	1	1	1	Surveys, census, routine data, MDAs, PISCs and LGAs	Review of EAC Facts and Figures report	Annually	Progress Report	Annually	CFO

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
33.	Number of African Statistics Day ceremony	2020/21	1	1	1	1	1	1	Activity report	African Statistics day Report	Annually	Annual Performance report	Annually	CFO/ CAD
34.	Number of new business establishment registered	2020/21	154,000	174,000	194,000	214,000	234,000	254,000	SBR report	Review of SBR report	Annually	list of Establishments	Annually	CFO
35.	Number of statistical databases updated	2020/21	4	7	7	7	7	7	Database administrators register	Database menu	Annually	Website	Annually	ITD

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
36.	Feedback mechanism in place	2020/21	1	1	0	0	0	0	Website/ Feedbackreports	Feedback monitoring reports	Quarterly	Website/Feedback reports	Quarterly	AHR
37.	Number of trainings on non-tradition data	2020/21	0	2	2	2	2	2	Training report	List of Participants	Annually	Annual Performance report	Annually	AHR/TSMP
38.	World statistics dayceremonies	2020/21	1	0	0	0	0	1	Activity report	World statistics dayReport	Episodic	Annual Performance report	Episodic	CFO/CAD

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
39.	Number of updated eGDDS indicators	2020/21	21	21	21	21	21	21	Annual Performance report	Review of Annual Performance report	Annually	Annual performance report	Annually	CFO
40.	Compiled economic survey tables in places	2020/21	1	1	1	1	1	1	NBS Departments	Review of Economic Survey report	Annually	Economic Survey report	Annually	NAS
41.	Annual Human Resource Plan in place	2020/21	0	1	1	1	1	1	Annual performance report	Review of Annual performance report	annually	Annual Human Resource Plan	Annually	AHR

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
42.	Number of NBS staff	2020/21	188	223	235	247	255	260	Pay roll	Review of employment records	Annually	PE budget	Annually	AHR
43.	Number of reviewed Succession Plan in place	2020/21	0	1	0	0	0	0	Annual performance report	Review of Annual performance report	Episodic	Succession Plan	Episodic	AHR
44.	Training needs assessment in place	2012	1	0	1	0	0	0	Annual performance report	Review of Annual performance report	Episodic	Training needs assessment report	Episodic	AHR

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis						
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection	
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26							
45.	Reviewed Comprehensive training program in place	2017/18	1	0	1	1	1	1	1	Training needs assessment report	Training monitoring reports	Four times in Five years	Comprehensive training report	Four times in Five years	AHR
46.	Number of Worker's council meetings	2020/21	2	2	2	2	2	2	2	Workers council meeting report	Review of Workers council meeting report	Semi Annually	Minutes of the meeting	Semi Annually	AHR
47.	Number of all staff meetings	2020/21	1	1	1	1	1	1	1	NBS staff meeting report	Review of NBS staff meeting report	Annually	Minutes of the meeting	Annually	AHR

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
48.	Reviewed M&E framework in place	2020/21	1	0	1	0	0	0	M&E reports	Review of the M&E reports	Episodic	M&E reports	Episodic	PME
49.	Number of Annual Performance reports	2020/21	1	1	1	1	1	1	Departmental Progress Reports	Review of Departmental Progress Reports	Annually	Approved Annual Performance report	Annually	PME
50.	Number of Annual Action Plans	2020/21	1	1	1	1	1	1	Strategic Plan (SP) and MTEF	Review of Strategic Plan (SP) and MTEF	Annually	Approved Annual Action Plans	Annually	PME

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
51.	Number of Annual NBS budgets	2020/21	1	1	1	1	1	1	Strategic plan (SP)	Review strategic Plan	Annually	Approved Annual Budget ceiling	Annually	PME
52.	2026/27-2031/32 NBS Strategic Plan in place		0	0	0	0	0	1	Five Year Out come Report - 2021/22-2025/26	Review of five Year Out come Report -2021/22-2025/26	Episodic	Five Year Out come Report - 2021/22-2025/26	Episodic	PME
53.	2021/22-2025/26 NBS Strategic Plan midterm review report in place		0	0	0	1	0	0	Strategic documents and policies	Review of Strategic documents and policies	Episodic	Approved SP	Episodic	PME

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
54.	Number of NBS staff sensitized on 2021/22-2025/26 NBS Strategic Plan		0	188	0	0	0	0	Report /minutes of the meeting	Review of Report /minutes of the meeting	Episodic	List of Participants	Episodic	PME
55.	Number of NBS users of products and services	2020/21	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000	2,000,000	NBS website, client register, User Satisfaction Survey	Review of NBS website, client register, User Satisfaction Survey	Annually	Annual performance report	Annually	CAD
56.	Updated Marketing plan in place	2016	1	1	0	0	0	0	Annual Performance report	Review of Annual Performance report	Episodic	Approved updated marketing plan	Episodic	CD

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
57.	Updated Pricing and dissemination Policy in place	2012	1	0	0	0	0	1	Annual Performance report	Review of Annual Performance report	Episodic	Reviewed Pricing and dissemination Policy	Episodic	CAD
58.	Updated risk management framework in place	2018	1	0	0	0	1	0	Annual Performance report	Review of Annual Performance report	Episodic	Risk assessment report	Episodic	PME
59.	Number of final accounts report	2020/21	1	1	1	1	1	1	Financial reports	Review of financial reports	Quarterly	Annual Performance report	Annually	FM

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
60.	Number of Internal audit reports	2020/21	4	4	4	4	4	4	Progress report	Review of Progressreport	Quarterly	Approved Audited report	Quarterly	CIA
61.	Updated Financial manual in place	2020/21	1	1	0	0	1	0	Annual Performance report	review of Annual Performance report	Annually	Updated financial manual	Annually	FM
62.	Number of Procurement Plans	2020/21	1	1	1	1	1	1	Annual Performance report	Review Annual Performance report	Annually	Procurement Plans	Annually	PMU

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
63.	Number of quarterly procurement reports	2020/21	4	4	4	4	4	4	Annual Performance report	Review Annual Performance report	Quarterly	Procurement Plans	Quarterly	PMU
64.	Updated Communication, Advocacy and Dissemination Strategy in place	2020/21	1	0	0	0	1	0	Annual Performance report	Review of Annual Performance report	Episodic	Updated Communication, Advocacy and Dissemination Strategy	Episodic	CAD
65.	Updated NBS Client Service Charter in place	2014-2017	1	1	0	0	0	0	Annual Performance report/Progress report	Review of Annual Performance report	Episodic	Updated NBS Client Service Charter	Episodic	CAD

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
66.	Number of advocacy and awareness campaigns for statistical literacy	2020/21	5	6	12	12	12	12	Annual performance report	Review of Annual performance report	Annually	Marketing, advocacy and dissemination report	Annually	CAD
67.	Updated asset-registers and inventory records in place	2020/21	1	1	1	1	1	1	Progress reports	Review of progressreport	Annually	updated asset-registers and inventory records	Annually	PMU
68.	Number of codified asset reports in place	2020/21	1	1	1	1	1	1	Progress reports/ Annual performance report	Review of progress report/ Annual performance report	Annually	updated asset-registers and inventory records	Annually	PMU

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
69.	Number of stocks taking reports in place	2020/21	1	1	1	1	1	1	Annual performance report	Review of progress report/ Annual performance report	Annually	stock taking reports	Annually	PMU
70.	Legal services provided	2020/21	1	1	1	1	1	1	Annual performance report	Review of progress report/ Annual performance report	Annually	Annual performance report	Annually	LSU
71.	Resource mobilization strategy in place	2020/21	0	1	0	0	0	0	Annual Performance Reports	Review of Annual Performance Reports	Episodic	Resource mobilization strategy	Episodic	PME

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
72.	Amount of income from own source	2020/21	399,173,000	539,338,400	679,503,800	819,629,200	959,834,600	1.1 Billion	Annual financial report/ Annual Performance Reports	Review of financial statements/ Annual Performance Reports	Annually	Annual financial reports	Annually	CAD
73.	Number of consultancy services and commission work provided	2020/21	3	10	10	10	10	10	Annual Performance Reports	Review of Annual Performance Reports	Annually	Guideline for resource mobilization	Annually	PME
74.	Number of successful proposals	2020/21	3	3	4	5	6	7	Annual Performance Reports	Review of Annual Performance Reports	Annually	Signed MoUs, Contracts, Proposal register	Annually	PME

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Year		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Baseline	Year	Value	2021/22	2022/23	2023/24	2024/25						
75.	Number of sectors working groups	2017/18	4	5	0	0	0	0	Progress report/Annual Performance Reports	Review of documented list of committee members	Episodic	Appointment letters	Episodic	TSMP Coordinator
76.	Number of meetings for sector working groups	2017/18	16	20	20	20	20	20	Sectors working group progress report	Review of Sectors working group progress report	Quarterly	Minutes of Sectors working group meetings	Quarterly	TSMP Coordinator
77.	Number of meetings for sector working groups	2017/18	16	20	20	20	20	20	Sectors working group progress report	Review of Sectors working group progress report	Quarterly	Minutes of Sectors working group meetings	Quarterly	TSMP Coordinator

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
78.	Number of staff capacitated on NSScoordination	2020/21	0	5	5	5	0	0	Annual Performance Reports	Review of Annual Performance Reports	Episodic	Activity report	Episodic	CFO/TSMP Coordinator
79.	Reviewed standardized tools for production of official statistics in place	2020/21	0	1	1	1	1	1	Annual Performance Reports	Review of Annual Performance Reports	Annually	Reviewed Standardized tools for production of official statistics	Annually	RAS
80.	Need assessment reports in place	2017/18	1	1	0	0	0	0	TSMP report	Review of TSMP report	Episodic	Need assessment report	Episodic	TSMP Coordinator
81.	Number of MDAs, PISCs and LGAs	2017/18	14	5	5	5	5	5	TSMP report	Review of TSMP report	Annually	Implementation report	Annually	TSMP Coordinator

SN	Indicator(s)	Indicator Target Value							Data collection and methods of analysis					
		Baseline		Year					Data source	Data collection method	Frequency of data collection	Means of Verification	Frequency of reporting	Responsible for data collection
		Year	Value	2021/22	2022/23	2023/24	2024/25	2025/26						
82.	Vital statistics report in place	2020/21	0	1	1	1	1	1	Annual Performance Reports	Review of Annual Performance Report	Annually	Vital Statistics Reports	Annually	PVS
83.	Tanzania Statistical Master Plan (TSMP II) in place	2017/18	1	1	0	0	0	0	Annual Performance Reports	Review of Annual Performance Report	Annually	Tanzania Statistical Master Plan (TSMP II)	Annually	TSMP Coordinator
84.	Number of MDAs, PISCs and LGAs linked with SBR database	2020/21	0	1	1	1	1	1	Annual Performance Reports	Review of Annual Performance Report	Annually	List of MDAs linked with SBR database	Annually	CFO

4.5.2 Planned Reviews

The plan is to carry out a total of three (3) types of formal reviews during the Strategic Planning Cycle. It will involve carrying out one monthly, eight annual and 13 episodic reviews. The reviews will track progress on implementation of the Objectively Verifiable Indicators (OVIs) and targets periodically. A total of 22 planned review Key Performance Indicators (KPIs) will be tracked during the period of five years.

The reviews will determine whether the planned activities are on track, off track or at risk towards achieving the planned strategic targets. In addition, the annual reviews will track any changes in terms of outputs realized, and assess extent to which the outputs are contributing towards achieving the corporate objectives as well as issues, challenges, and lessons learnt over the year. The review findings will be used to adjust implementation strategies whenever necessary.

During the fifth year, the reviews will determine whether the planned outputs have been achieved or not against the indicators over the five years. If not, what could have been the reasons for under achievement. The review will also assess the extent to which the achieved targets have contributed to the five-year outcomes, issues, challenges and lessons learnt. The management will lead in the review process to complete the strategic plan cycle. **Table 5 and 6** shows the specific planned reviews key performance indicators, timeframe, milestones and the responsible department/unit.

Table 5 Planned Review with Detailed Information

Objective code	Planned Review	Timeframe	Frequency	Responsible
C	Revised ICT security policy in place	June, 2023	Episodic	ITD
	Updated Business Establishment sample frame in place	June, 2022, June, 2023, June, 2024, June, 2025, June, 2026	Annually	CFO
	Updated large scale farm sample frame	June, 2023	Episodic	AS
	Statistical guidelines updated	June, 2024, June 2025, June, 2026	Episodic	RAS
	Updated shapefile and EAs in place	June, 2022, June, 2023, June, 2024, June, 2025, June, 2026	Annually	GIS
D	Number of reports in place	June, 2023, June 2024, June 2025, June, 2026	Episodic	EHS
	Number of statistical databases updated	June, 2022, June, 2023, June, 2024, June, 2025, June, 2026	Annually	ITD
	Number of updated eGGDS indicators	June, 2022, June, 2023, June, 2024, June, 2025, June, 2026	Annually	CFO
E	Number of reviewed succession plans in place	June, 2022	Episodic	AHR
	Training needs assessment in place	June, 2023	Episodic	AHR
	Reviewed comprehensive training program in place	June, 2023, June, 2024, June, 2025, June, 2026	Episodic	AHR
F	Reviewed M&E framework updated	June, 2023	Episodic	PME
	2021/22-2025/26 NBS Strategic Plan midterm review in place	June, 2024	Episodic	PME
	Updated marketing plan in place	June, 2022	Episodic	CAD
	Updated Pricing and dissemination Policy in place	June, 2026	Episodic	CAD
	Updated Communication, Advocacy and Dissemination Strategy in place	June, 2025	Episodic	CAD
	Updated NBS Client Service Charter	June, 2022	Episodic	CAD
	Updated financial manual in place	June, 2022, June, 2025	Annually	FM
	Updated Risk management framework in place	June, 2025	Episodic	PME
G	Reviewed standardized tools for production of official statistics in place	June, 2022, June, 2023, June, 2024, June, 2025, June, 2026	Annually	RAS

Table 6 Milestones

Objective code	Planned Review	Milestones	Responsible Person
C	Large scale farm sample frame in place	June, 2023	AS
	Statistical guidelines updated	June, 2026	RAS
	Updated shape file and EAs in place	June, 2026	GIS
E	Number of reviewed succession plans in place	June, 2023	AHR
	Reviewed comprehensive training program in place	June, 2026	AHR
F	2021/22-2025/26 NBS Strategic Plan midterm review in place	June, 2024	PME
	Updated marketing plan in place	June, 2022	CAD
	Updated Communication, Advocacy and Dissemination Strategy in place	June, 2025	CAD
	Updated NBS Client Service Charter	June, 2022	CAD
G	Reviewed standardized tools for production of official statistics in place	June, 2026	RAS

4.5.3 Evaluation Plan

Evaluation Plan consists of the studies to be conducted during the Strategic Planning Cycle, description of each study, evaluation questions, methodology, timeframe and responsible persons.

A total of ten (10) evaluation studies will be conducted over the period of five years using evaluation Questions that will focus on efficiency, effectiveness, sustainability, impact and relevance. The study aims at obtaining evidence as to whether the achievement of the outcomes is a result of interventions and outputs as envisioned in the strategic plan. The evaluation plan matrix is detailed in **Table 7**.

Table 7 Evaluation Plan Matrix

S/N	Evaluation Plan	Description	Evaluation Questions	Methodology	Time Frame	Responsible
1.	Ex-post evaluation	NBS will conduct an evaluation of 2016/17 – 2020/21 SP implementation for the purpose of determining the Sustainability and relevance of interventions.	<ol style="list-style-type: none"> 1. To what extent the interventions were cost efficient? 2. To what extent the implementation was cost effective? 3. To what extent the results are relevant enough to replicate elsewhere? 	Assessment study by external evaluator/ independent consultant.	2022/23	PME
2.	Training	During the planning period, NBS will develop a comprehensive training programme for staff and entire NSS. There is a need to develop a strong follow up mechanism to ensure a training programme leads to improvement of NBS performance.	<ol style="list-style-type: none"> 1. What training courses were planned and implemented across the NBS and NSS? 2. How much is being invested in training? 3. Is the training process fair? 4. Is it cost effective? 5. What is the effect of training on the individual performance? 6. What is the impact of training in the overall performance of NBS? 	Assessment study by independent consultant.	2022/23	AHR
3.	User satisfaction evaluation	NBS will develop a workable action plan to carry out a user satisfaction survey to ascertain the satisfaction of Stakeholders on products and services rendered every year.	<ol style="list-style-type: none"> 1. How the NBS Stakeholders was received timely product and services? 2. What is the perception of Stakeholders towards product and services rendered? 3. What are challenges encountered by Stakeholders on accessing product and services? 	Assessment study by independent consultant	2026	DCS

S/N	Evaluation Plan	Description	Evaluation Questions	Methodology	Time Frame	Responsible
4.	Government Institutions using Quality assurance framework within NSS	NBS will develop a fact-finding plan during the implementation of the Strategic plan to find out the Government Institutions that are using the Quality assurance framework within the NSS	<ol style="list-style-type: none"> 1. Is the Quality Assurance Framework relevant on facilitating the provisional official statistics 2. Are the Government Institutions capacitated to use the Quality assurance framework on the statistical functions? 3. What are the gaps identified by using the Quality Assurance framework in the NSS? 	Study visit to supported Government institutions	2026	DSOD
5.	Annual Performance Review	One review will be conducted per year. During Strategic Plan period, five reviews will be conducted. The purpose is to assess the performance against targets.	<ol style="list-style-type: none"> 1. What are the achievements? 2. What are the challenges in implementing the plan? 3. What are the possible solutions? 	Collection of progress reports(cumulative) from each section/unit	June, 2022 June, 2023 June, 2024 June, 2025 June,2026	PME
6.	Strategic Plan Mid- Term and end of Programme Reviews	During Strategic Plan period two reviews will be conducted, Mid-term and final review. The purpose is to assess the performance against targets.	<ol style="list-style-type: none"> 4. What are the achievements? 5. How can the design of Strategic Plan be improved? 6. What are the challenges in implementing the plan? 7. What are the possible solutions? 	Collection of progress reports(cumulative) from each section/unit	June, 2024 June,2026	PME
7.	Evaluation of NBS censuses and surveys	In order to improve the quality of surveys and censuses conducted, there is a need to track and document lessons learnt.	<ol style="list-style-type: none"> 1. What is the coverage of censuses/surveys? 2. What were the challenges encountered? 3. What was done well? 	Questionnaire administered to all /sample of personnel involved in the survey.	June, 2021 June, 2022 June,2023 June,2024 June,2025 June,2026	CFO
8.	Evaluation of NBS resource mobilization plan	In order to ensure availability of resources for implementing activities there is a need to evaluate performance of resources mobilization plans	<ol style="list-style-type: none"> 1. Does the NBS resource mobilization strategy in place? 2. How was the NBS resource mobilization strategy administered? 	Use Focus Group discussion and assessment and review of the relevant documents	June, 2026	PME

S/N	Evaluation Plan	Description	Evaluation Questions	Methodology	Time Frame	Responsible
			3. What are the success and the failure of implementation of the strategy?			
9.	Evaluation of implementation of NBS marketing plan	During implementation of SP for the period of five years, the review of the of implementation of marketing plan is important for the improvement.	<ol style="list-style-type: none"> 1. How did the strategy of NBS marketing plan increased the demand of the products and services? 2. How effective was the marketing plan? 3. What are the objectives and goals of marketing campaign? 4. How best can the marketing needs be supported? 5. What is the target audience? 	Use Focus Group discussion and assessment study by independent consultant.	June, 2026	ITD
10.	Review the current Client Service Charter	Client Service Charter has to be reviewed in order to be aligned to the new emerging issues in the Strategic Plan.	<ol style="list-style-type: none"> 1. Are the commitments in Charter based on the expectations of Clients? 2. Are the key staffs in the institution aware of the commitments? 3. Are commitments being met? 4. Is the charter being monitored? 5. Is the charter being used to improve performance? 	Use Focus Group discussion to update the current Client Service Charter	June, 2022	ITD

4.6 Reporting plan

There are of two types of strategic plan reports which are Internal and External; the reports include progress report, mid-term and final reports. The plan specifies who is responsible for preparation, recipient and reporting time frame

4.6.1 Internal Reporting mechanisms

Internal reports are prepared monthly, quarterly, semi-annually and annually. Each directorate, department and section will provide inputs to these reports (**Table 8**). The reports will be used as a criterion to evaluate whether the plan is still relevant and make adjustments when necessary. The report will be shared to all staff and presented to the NBS management and workers council meetings for necessary action.

Table 8 Internal Reporting Mechanisms

S/N	Report	Responsible	Time Frame	Recipient
1.	Monthly progress report	Directors/Unit	Monthly	SG
2.	Monthly financial report	DCS	Monthly	SG
3.	Quarterly progress report	Directors/Unit	Quarterly	SG
4.	Quarterly financial report	DCS	Quarterly	SG
5.	Semi-annually progress report	PME (Note: This is compilation of quarterly reports and semi-annually	Semi annually	SG
6.	Semi-annually financial report	DCS	Semi annually	SG
7.	Annual Performance Report	PME	2021,2022,2023,2024,2025	SG
8.	Annual Financial Report	DCS	Annually	SG

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4.6.2 External reporting mechanisms

There will be an external evaluation based on the reports prepared by the NBS which will include quarterly, semi-annually, annually, periodic and Five Yearly Report. Nevertheless, at the end of the strategic plan, there will be a final report produced and submitted to external stakeholders such as the Ministry of Finance and Planning (MoFP), Office of Treasurer Registrar (OTR), President's Office-Public Service Management (PO-PSM), Controller and Auditor General (CAG) and Development Partners (DPs) for evaluation (**Table 9**).

Table 9 External Reporting Mechanisms

S/N	Report	Recipient	Time Frame	Responsible
1.	Annual Financial Report	Controller and Auditor General - CAG	Yearly (September)	SG
2.	Annual Performance Report	<ul style="list-style-type: none"> • NBS Governing Board • Office of Treasurer Register (OTR) • Controller and Auditor General (CAG) • Ministry of Finance (MoF) 	2021/22 2022/23 2023/24 2024/25 2025/26	SG
3.	Five years outcome report (This is evaluation of the implementation of 2016/17 – 2020/2021 SP)	Ministry of Finance (MoF)	2021/22	SG
4.	Midterm evaluation of 2021/22 – 2025/26 SP	<ul style="list-style-type: none"> • NBS Governing Board • Ministry of Finance (MoF) 	2023/24	SG
5.	2022 Census reports	<ul style="list-style-type: none"> • NBS Governing Board • Office of Treasurer Registrar (OTR) • Controller and Auditor General (CAG) • Ministry of Finance (MoF) and • Development Partners (DPs) • PO-PSM (Utumishi) 	2022/23	SG
6.	Annual Procurement Implementation Report	<ul style="list-style-type: none"> • NBS Governing Board • Public Procurement Regulatory Authority (PPRA) • Controller and Auditor General (CAG) • Ministry of Finance (MoF) 	Annually	SG
7.		•		

4.7 Relationship between results framework, results chain, M&E and Reporting arrangement

The results framework captures essential elements of the logical and expected cause-effect relationships among inputs, outputs, intermediate results or outcomes, and impact. The following explanations presents a basic outline of NBS results framework that incorporates indicators for each level of result expected.

Level 1 – Outcomes

The first level of the Results Framework tracks realization of the intermediate outcomes specified for each objective. However, the achievement of these outcomes may not be attributed to NBS alone, as there will be several players contributing to these outcomes. NBS will measure these intermediate outcomes through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual reports or the five-year outcome report. The annual reports and the five-year outcome reports will be based on NBS actual performance and Customer satisfaction survey reports.

Level 2 – Outputs

The second level of the Results Framework tracks realization of the outputs that NBS produces are attributed solely to NBS. Output indicators and key performance indicators will measure the outputs at this level. Data collection and analysis will be done quarterly. Outputs or key performance indicators that significantly impact the achievement of the objectives will be reviewed quarterly and reported in quarterly reports. The reports will focus on how the outputs deliver the outcomes and inform for corrective actions to be taken if the outputs are not being delivered effectively or are not contributing to outcomes.

Level 3 – Activities

The third level of the Results Framework focuses on realization of activities and linkage between activities and outputs. At this level, indicators will focus on processes, activities programming and timeliness of implementation. Activities will be reviewed periodically and reported on respective implementation reports. The reports will focus on quality and⁷¹ timeliness of the activities implemented. They will cause corrective action if the activities are not being delivered on time, to the expected rate and if are not contributing to outputs.

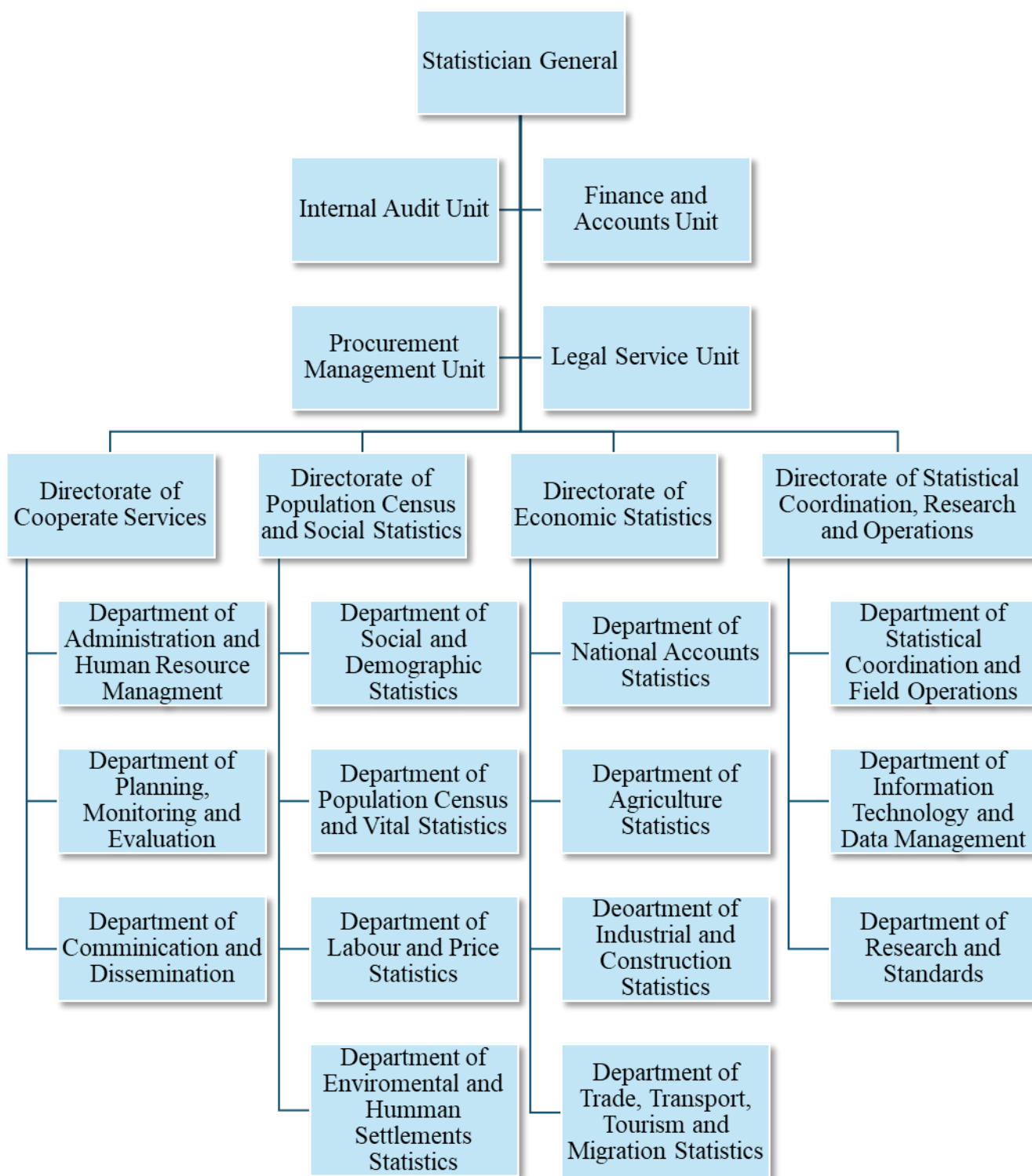
Level 4 – Inputs

The fourth level of the Results Framework tracks allocation and use of resources on various activities. Resources availability will be reviewed on periodic basis and will be reported on respective implementation reports.

At this level, indicators will focus on the number and quality of human resources available for various tasks and amount of time dedicated to tasks by staff. It will also include information flow between various levels, time spent on resolving problems, quality and timeliness of decisions and staff, and predictability of resource flows, the alignment of resource flow to the activities and outputs.

ANNEXES

Annex 1 NBS Organization Chart



Annex 2 Summary Matrix on NBS Strategic Plan 2016/17-2020/21

Objective Code	Corporate Objective	Percent achieved	Target description	Status	Remarks
A.	HIV/AIDS and Non-Communicable Diseases (NCD) at Workplace Addressed and Supportive Services Provided	100	Awareness on HIV and AIDS infection and voluntary test created to 216 staff by June, 2021	185 NBS staff were sensitized to undergo voluntary HIV/AIDS counselling and testing through three modules awareness sessions and internal memos within NBS.	Surpassed
			Awareness on reduction of Non- Communicable Diseases provided to 216 staff by June, 2021	185 NBS staff were sensitized on Non-Communicable Diseases provided through three module awareness to all staff by March, 2021	Surpassed
B.	Implementation of National Anti- corruption Strategy Enhanced and Corruption Incidences Reduced	100	Awareness on Anti-corruption Strategy conducted.	Awareness conducted to 185 NBS staff for three years sensitized on corruption.	Achieved
			Good Governance Reports by June, 2021	20 Good Governance Reports submitted in five years.	Achieved
C.	Infrastructure for Statistical Production Improved	45	ICT infrastructure within the NBS modernized by June, 2021.	<ul style="list-style-type: none"> • Percentage of MDAs feeding/using statistical information in the National Databank • Network (WiFi, LAN, WAN, Internet, MkongowaTaifa) is in place in HQ but not in Regional offices • Percentage of the staff who have equipment (Laptop, Desktop etc) in good condition • ICT Facilities (server) has low capacity 	Not achieved

Objective Code	Corporate Objective	Percent achieved	Target description	Status	Remarks
			NBS Access to Internet facilities strengthened up to June, 2021.	<ul style="list-style-type: none"> • 7,432,526 visits to NBS Website for five years • 900 official statistics reports, publication, documents and data archived at NBS • Internet Connectivity (Emails) is available to all staff 	Achieved
			Statistical databases developed by June, 2021.	<ul style="list-style-type: none"> • TNADA, TSED Statistical Databases in place and updated. • Basic Statistical Portal and SADC developed and updated 	Achieved
			Data systems for ICP Program Compiled each month up to June, 2021	<ul style="list-style-type: none"> • ICP data compiled and published 60 times (on monthly basis) 	Achieved
			Group of experts on standardized statistical tools and methodologies formed by June 2019.	The target was not implemented during the reference period	Not achieved
			Fourteen (14) MDAs are supported and producing new or improved statistics up to June, 2021	<ul style="list-style-type: none"> • 12 MDAs are supported and producing new or improved statistics (source TSMP Report of April, 2018) 	Not achieved
			Users Satisfaction Survey Conducted annually up to June, 2021.	<ul style="list-style-type: none"> • 1 out of 5 user's satisfaction survey was conducted (2017) 	Not achieved
			Guideline document for production of Regional/District Socio-Economic Profile produced by June, 2019	<ul style="list-style-type: none"> • 2018 Guideline document in place 	Achieved

Objective Code	Corporate Objective	Percent achieved	Target description	Status	Remarks
			GDDS Metadata submitted IMF/EAC by 30th October of each subsequent year of reference period up to June, 2021.	<ul style="list-style-type: none"> The target was not implemented during the reference period 	Not achieved
			200,000 business establishments registered each year up to June, 2021.	<ul style="list-style-type: none"> 182,356 business establishments registered in five years 	Not achieved
			Shape files database and Enumeration areas Updated annually up to June, 2021.	<ul style="list-style-type: none"> Shape files databases and enumeration areas in place 	Achieved
D.	Provision of Quality Statistics Products and Services Enhanced	60	National Consumer Price Index (CPI) produced by 8th day of each subsequent month by June, 2021.	<ul style="list-style-type: none"> 60 CPI data compiled and published 60 times (on monthly basis) 	Achieved
			Harmonized Consumer Price Index (HCPI) for SADC and EAC released by 10th day of each subsequent month by June, 2021.	<ul style="list-style-type: none"> 60 HCPI data compiled and published 60 times (on monthly basis) 	Achieved
			Quarterly Regional CPI produced within two months after the end of each quarter up to June, 2021.	<ul style="list-style-type: none"> Target was not implemented during the reference period 	Not achieved
			Tax Statistics reports produced annually up to June, 2021.	<ul style="list-style-type: none"> 5 reports produced 	Achieved
			Economic Survey tables for Education and Health statistics produced annually by February each year up to June, 2021.	<ul style="list-style-type: none"> Education and Health tables produced annually for all 5 rounds of Economic Survey (2016-2021) 	Achieved

Objective Code	Corporate Objective	Percent achieved	Target description	Status	Remarks
			2022 Population and Housing Census Pilot conducted by September 2021.	<ul style="list-style-type: none"> 2022 PHC Pilot is not yet conducted but the Preparation of 2022 PHC like budget, census tools and areas demarcation are in place 	Not achieved
			Agricultural routine Database updated annually up to June, 2021	<ul style="list-style-type: none"> Database reviewed annually within the reference period of time 	Achieved
			Current Agricultural Routine Data report produced annually by June, 2021	<ul style="list-style-type: none"> Data in Excel sheet for Agricultural Routine Data are compiled and shared to National Account Department each year 	Achieved
			Large Scale Farms Data Disseminated annually to June, 2019.	<ul style="list-style-type: none"> 2 out of 5 Large Scale Farms Data were Disseminated 	Not Achieved
			Agricultural Sample Survey conducted annually up to June, 2021.	<ul style="list-style-type: none"> 1 out of 5 Agricultural Sample Survey were conducted (2016/17) 	Not Achieved
			National Sample Census of Agriculture (NCSA) conducted by June, 2019	<ul style="list-style-type: none"> 2019/20 NCSA was conducted 	Achieved
			Agriculture Economic Survey data updated each year by June, 2021.	<ul style="list-style-type: none"> Agriculture data updated annually for the all 5 rounds of Economic Survey (2016-2021) 	Achieved
			Trade and Transport Statistics Report produced annually by June, 2021.	<ul style="list-style-type: none"> Five Reports produced and published (On annual basis) 	Achieved

Objective Code	Corporate Objective	Percent achieved	Target description	Status	Remarks
			Tourism and Migration Statistics produced annually by June, 2021.	• Five Reports produced (On annual basis)	Achieved
			Trade Price Indices produced each Quarter by June, 2021.	• Trade Price Indices produced 20 times (On quarter basis)	Achieved
			Foreign Private Investment Report produced annually by June, 2021.	• Five Reports produced (On annual basis)	Achieved
			Annual Survey of Industrial production report produced each year up to June, 2021	• 2 out of 5 Annual Survey of Industrial Production (2015 & 2016) reports produced in annual basis	Not Achieved
			Indices of Industrial Production Report (IIP) produced on quarterly basis up to June, 2021;	• IIP produced 18 times (On quarter basis)	Achieved
			Construction Industry Statistics produced annually by June, 2021.	• The target was not implemented in reference period of time	Not Achieved
			Producer Price Indices Report (PPI) produced on quarterly basis up to June, 2021	• PPI produced 18 times (On quarter basis)	Achieved
			Quarterly, semi-annual and annual national accounts report produced annually up to June, 2021.	• Five National accounts report produced	Achieved
			Regional GDP reports produced annually by June, 2021.	• 6 out of 10 regional GDP reports produced	Not achieved

Objective Code	Corporate Objective	Percent achieved	Target description	Status	Remarks
			One Regional and two Districts Economic profiles produced by June, 2021.	<ul style="list-style-type: none"> Ten Regional and 15 districts Economic profile produced 	Surpassed
			Environment Statistics Publication updated up to June, 2021.	<ul style="list-style-type: none"> National Environment Statistics Report, 2017 Tanzania Mainland, National E-Waste Statistics Report, 2019 - Tanzania Mainland and The National Climate Change Statistics Report, 2019 were reviewed and updated. The data for 2020 National Environment Statistics Report is under reviews 	Achieved
			Further analysed Report based on two surveys conducted by NBS conducted by June, 2021	<ul style="list-style-type: none"> The target was not implemented during the reference period 	Not achieved
			Statistical annual year book produced annually up to June, 2021.	<ul style="list-style-type: none"> The target was not implemented during the reference period 	Not achieved
			Statistical abstracts produced annually up to June, 2021.	<ul style="list-style-type: none"> 1 out of 5 Statistical abstracts was produced (2016) 	Not achieved
			Tanzania in Figures publication produced and disseminated annually up to June, 2021.	<ul style="list-style-type: none"> Five Tanzania in figures publication produced and disseminated in reference period of time 	Achieved
			Statistical Research and development Handbook compiled by June, 2021.	<ul style="list-style-type: none"> The target was not implemented during the reference period 	Not achieved

Objective Code	Corporate Objective	Percent achieved	Target description	Status	Remarks
			National Panel Survey Conducted by June each year up to June, 2021.	<ul style="list-style-type: none"> Data collection exercise for the 2020/2021 National Panel Survey was not conducted 	Not achieved
E.	Human Resources Management and Administration Services Delivery Improved	67	Human resources plan prepared/reviewed and implemented up to June, 2021	Human Resources Plan and succession plan are not in place	Not achieved
			Fifteen (15) staff trained on professional long and ninety (90) short term courses by June, 2021	<ul style="list-style-type: none"> Total of 131 NBS staff attended short training courses 49 NBS staff attended long term trainings 	Surpassed
			Statutory and administrative services to NBS staff delivered annually up to June, 2021	Implementation of all administrative and statutory services (Responsibility allowance Utility allowance Sitting allowance Leave allowance Extra duty allowance) are in place annually	Achieved
F.	Corporate Management Service Improved	63	Financial Manuals and Guidelines implemented up to June, 2021.	Accounting manual of 2020 is in place	Achieved
			Annual final accounts report prepared up to June, 2021.	Four Annual final accounts report in place	Achieved
			NBS Annual Plans, Action Plans prepared,	Five NBS Annual Plans, Four Annual Performance Report,	Not

Objective Code	Corporate Objective	Percent achieved	Target description	Status	Remarks
			implemented, monitored and evaluated up to June, 2021	Four Actions Plans and Four Annual Performance Plans are in Place, implemented, but not monitored and evaluated.	achieved
			Risk management framework implemented up to June, 2021	Reviewed Five NBS Risk management framework (Policy, guideline, processes)in place	Achieved
			Procurement Plan Prepared and implemented up to June, 2021	5 Procurement Plans are in place	Achieved
			Communication, Marketing and Pricing Policy are updated annually up to June, 2021.	<ul style="list-style-type: none"> • Sensitization and awareness programmes on statistical process is in place and implemented depending to the statistical activity • Communication Strategy of 2016-2021 in place • Marketing Plan 2014-2017 in place • Pricing and Dissemination Policy of 2014 in place 	Not achieved
			Coordinate media and all communications outlets up to June, 2021.	<ul style="list-style-type: none"> • Percentage of responses increase from all statistical activities • Number of stakeholders advised on official statistics 	Achieved
			Internal Audit Unit facilitated up to June, 2021	Mismatch of the target and the indicators (Indicators do not tally with the respective target)	Not achieved

Annex 3 Summary Matrix on Review documents

Sn	Program	Issue
1.	FYDP III	<ul style="list-style-type: none"> i. Call for data to be disaggregated at the lowest level possible ii. Digital Revolution (Big data) includes current and rapidly growing range of new technologies based on digital applications that are accelerating efficiency in production, services and governance systems iii. Blue Economy (the Govt is planning to strengthen water resources research systems, data collection, processing, storage and dissemination of water statistics) iv. Specific objectives of the (keep domestic and foreign investors interested in the country’s growth potentials) v. The program calls to strengthen East African Kiswahili Council and promote the use of Kiswahili in East African Region, Africa and globally vi. The Government will strengthen the institutional framework by identifying and mitigating the potential level of risk to improve the Plan's implementation.
2.	2030 SDGs	<ul style="list-style-type: none"> i. Call for data to be disaggregated at the lowest level possible ii. Calls for strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
3	TSMP	<ul style="list-style-type: none"> i. Support from TSMP funding enabled NBS and OCGS to undertake periodic surveys on a more regularly basis. However, these surveys only meet data demand by 30-40 percent, while the remaining percentage can be met through routine data produced by MDAs. ii. Decentralization, frequent restructuring and staff turn-over, creates discontinuity of membership in sector working groups, which play an important role in supporting production of routine data. iii. The use of Computer-Assisted Personal Interview (CAPI), simplified data collection and processing. iv. TSMP project at NBS only provided opportunities for short-term trainings. Training courses facilitated by the program were largely short courses leaving room for further bridging existing skills gap. In addition, securing targeted course instructors whose calendars aligned with TSMP calendar was sometimes a challenge.

Sn	Program	Issue
4	User Satisfaction Survey	<ul style="list-style-type: none"> i. Adopting new technology towards modern data dissemination ii. NBS should digitize its data dissemination system to have one stop centre where all the data can be accessed even if investment in infrastructure should be needed. iii. NBS should start thinking of establishing TAKWIMU desk in the National, Regional and University libraries where copies of their publications in different forms could be placed.
5	Ruling Part Manifesto	<ul style="list-style-type: none"> 1. Proportional of audited Public Institutions with unqualified audit certificate (%) 2. lending interest rate 3. Growth rate of insurance activities 4. Value of money laundering cases 5. Proportion of value of development projects implemented by local companies 6. Number of days for goods clearance at the ports 7. Proportion of compensated land claims 8. Area of land allocated for investment 9. Number of days for issuance of building permits 10. Proportion of local government authorities with enterprise development centres 11. Number of extension services received by cooperative union 12. number of savings and credit cooperatives(SACCOs) established at Agriculture Marketing Cooperative Societies (AMCOS) 13. Revenue generated from public irrigation schemes 14. Number of block farms established for strategic and high-demand agricultural products 15. Hectares of farm's soil fertility restored 16. Number of small scale farmers with title deed 17. Number of virtual centres established for leasing agricultural equipment 18. Number of agricultural information centres established 19. Number of agricultural laboratories built and upgraded

Sn	Program	Issue
		<ul style="list-style-type: none"> 20. proportion of small scale farmers and investors with access to agriculture loans and insurance 21. Proportion of agriculture petty traders in primary markets formalized 22. Number of traders with access to Agriculture Market Intelligence Unit report 23. Land area demarcated and surveyed for livestock activities in each council 24. Number of veterinarians and para - veterinarians recruited 25. Number livestock diagnosis and laboratory centres established 26. Number of fish landing site constructed at Victoria, Nyasa, and Tanganyika lakes. 27. Number of transport facilities provided to extension officers 28. Quantity of sea weed produced 29. Number of title deeds issued 30. Number of plots surveyed in urban areas 31. Area of land reserved as land bank for TIC 32. Number of hazardous areas with infrastructure to mitigate potential risks 33. Number of centres of excellence established in higher learning institutions 34. Digital one stop centre established 35. Number of local pro-science and technology companies established 36. Number of industries manufacturing drugs from medicinal plants 37. Amount of funds disbursed for innovations and inventions 38. Number of researches made on innovation and technology 39. Number of invention and innovation centers established and improved 40. Number of invention and innovation centres established and improved 41. Number of youth experts in science and technology 42. Number of International Communities/Organisations using Kiswahili as an official Language

Annex 4 Distribution of Targets to Respective Department/Unit and Cost estimates (OC and PE Estimates)

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
A	Non-communicable Diseases and HIV/AIDS Infections Reduced; and Supportive Services Improved	1	260 NBS staff sensitized to undergo Voluntary HIV/AIDS counselling and testing by June 2026	AHRM	DCS	31,500,000	34,950,000	38,400,000	39,650,000	40,900,000
		2	260 NBS staff sensitized on Non-Communicable Diseases (NCD) up to June 2026	AHRM	DCS	29,500,000	32,550,000	35,600,000	38,650,000	41,700,000
		3	30,000 pieces of free condoms distributed at the NBS each year up to June 2026.	AHRM	DCS	12,000,000	13,220,000	14,400,000	16,800,000	18,000,000
		4	Physical exercise club established and facilitated bJune 2022	AHRM	DCS	185,500,000	185,500,000	185,500,000	185,500,000	185,500,000
		5	NBS staff living with HIV/AIDS supported by June, 2026	AHRM	DCS	18,000,000	21,600,000	25,200,000	28,800,000	32,400,000
		Sub Total			276,500,000	287,820,000	299,100,000	309,400,000	318,500,000	
B	Implementation of National Anti-Corruption Strategy Enhanced and Corruption Incidences Reduced	6	260 NBS Staff Sensitized on Anti – Corruption Strategy and Good Governance by June 2026	AHR	DCS	35,700,000	36,850,000	42,200,000	46,050,000	49,900,000

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
		Sub Total				35,700,000	36,850,000	42,200,000	46,050,000	49,900,000
C	Infrastructure for Statistical Production Improved	7	ICT governance framework developed and implemented by June,2026	ITDM	DCRO	90,000,000	105,000,000	210,000,000	210,000,000	210,000,000
		8	ICT infrastructure enhanced by June,2026	ITDM	DCRO	220,000,000	125,000,000	120,000,000	110,000,000	220,000,000
		9	ICT applications developed, acquired and appropriately managed by June,2026	ITDM	DCRO	340,000,000	340,000,000	140,000,000	340,000,000	340,000,000
		10	Appropriate control measures and management on use of ICT application established and instituted by June 2026	ITDM	DCRO	190,000,000	190,000,000	160,000,000	190,000,000	190,000,000
		11	ICT security mechanism developed and deployed by June,2026	ITDM	DCRO	170,000,000	180,000,000	180,000,000	170,000,000	170,000,000
		12	Library services digitalized and updated by June, 2026	ITD	DCRO	20,000,000	13,050,000	14,355,000	157,369,550	17,369,550
		13	Four (4) Statistical guidelines updated by June, 2026	RAS	DCRO		320,000,000	320,000,000	320,000,000	320,000,000
		Sub total				1,030,000,000	1,273,050,000	1,144,355,000	1,497,369,550	1,467,369,550

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
		14	Current Agricultural Routine Data report produced quarterly by June, 2026	AS	DES	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000
		15	Agricultural tables for Economic survey produced annually up to June, 2026	AS	DES	24,150,000	25,357,500	26,625,375	29,354,476	29,354,476
		16	Food Balance Sheet produced by June, 2026	AS	DES	48,700,000	67,150,000	74,600,000	96,374,535	96,374,535
		17	Provision on technical support in reviewing of Regional, Social Economic and Investment Profiles provided by June, 2026	EHS	DPCS	65,500,000	65,500,000	65,500,000	65,500,000	65,500,000
		18	Environment Statistics Publications updated up to June, 2026	EHS	DPCS	30,000,000	40,000,000	40,000,000	60,000,000	60,000,000
		19	Five (5) further analysed report basing on NBS surveys disaggregated to region, district prepared by June, 2026	EHS	DPCS	45,450,000	50,450,000	55,689,000	75,940,000	75,940,000
		20	Statistical Abstracts publication produced annually up to	CFO	DCRO	28,756,600	31,632,260	34,507,920	64,432,000	64,432,000

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
			June, 2026							
		21	Tanzania in Figures publication produced and disseminated annually up to June, 2026	CFO	DCRO	38,880,000	42,768,000	46,656,000	64,432,000	64,432,000
		22	EAC Facts and Figures data produced and submitted to EAC secretariat annually by June, 2026	CFO	DCRO	47,467,500	57,962,500	62,599,500	83,016,057	83,016,057
		23	eGDDS Metadata update monthly by June, 2026	CFO	DCRO	90,050,000	91,720,000	107,525,000	118,535,560	118,535,560
		24	African Statistics Day conducted annually by June, 2026	CFOCAD	DCRO	166,300,000	173,900,000	178,000,000	179,000,000	188,000,000
		25	World Statistics Day conducted by June, 2026	CFOCAD	DCRO	0	0	0	0	265,000,000
		26	Indices of Industrial Production Report (IIP) produced quarterly up to June, 2026	ICS	DES	15,670,000	36,041,000	41,447,000	64,813,000	64,813,000
		27	Construction Industry Statistics produced annually by June, 2026	ICSM	DES	0	162,950,000	187,392,500	247,826,581	247,826,581

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
		28	Construction Material Price Index conducted quarterly up to June, 2026	ICSM	DES	0	59,050,875	67,908,506	99,809,000	89,809,000
		29	Producer Price Indices Report (PPI) produced quarterly up to June, 2026	ICSM	DES	14,675,000	33,752,000	38,815,000	51,333,000	51,333,000
		30	Seven (7) Statistical databases updated annually as per release calendar up to June, 2026	ITD	DCRO	7,200,000	7,920,000	8,712,000	10,541,520	10,541,520
		31	Feedback mechanisms in each NBS's products and services established by June, 2026	ITD	DCRO	10,450,000	11,495,000	12,644,500	15,299,845	15,299,845
		32	Sixty (60) National Consumer Price Index (CPI) produced by 8th day of each subsequent month up to June, 2026	LPS	DPCS	442,102,000	464,207,000	487,417,000	511,788,000	537,377,000
		33	Sixty (60) Harmonized Consumer Price Index (HCPI) for SADC and EAC released by 10th day of each subsequence	LPS	DPCS	102,300,000	121,440,000	140,580,000	162,760,000	152,760,000

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
			month up to June, 2026.							
		34	Data systems for International Comparison Program (ICP) Compiled monthly up to June, 2026	LPS	DPCS	30,000,000	31,500,000	33,009,000	36,465,188	36,465,188
		35	Economic Survey tables compiled annually by February each year up to June, 2026	NAS	DES	57,075,000	63,105,000	67,175,000	71,095,000	75,440,000
		36	Tax Statistics reports produced annually up to June, 2026	NAS	DES	38,970,000	37,140,000	37,140,000	48,660,000	48,660,000
		37	Quarterly GDP reports produced up to June, 2026	NAS	DES	36,360,000	41,814,000	48,086,100	65,299,015	65,299,015
		38	Two (2) Regions technically supported to produce Regional GDP Reports annually by June, 2026	NAS	DES	18,875,000	21,706,250	24,962,188	33,012,493	33,012,493
		39	Government Finance Statistics (GFS) publication produced annually by June,	NAS	DES	27,822,500	31,995,875	36,795,256	68,661,726	58,661,726

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
			2026							
		40	Two (2) trainings on non-tradition data (big data) capture within NSS conducted annually up to June, 2026	AHR	DCS	54,500,000	54,500,000	54,500,000	54,500,000	54,500,000
		41	Economic Survey tables for Education and Health statistics produced annually up to June, 2026	SDS	DPCS	17,550,000	19,305,000	21,235,500	23,359,050	25,694,955
		42	Foreign Trade Statistics Report produced annually by June, 2026	TTS	DES	0	65,109,000	71,619,900	86,660,079	86,660,079
		43	Trade, Transport, Communication and Tourism tables for Economic Survey produced annually up to June, 2026	TTS	DES	59,220,000	63,270,000	69,597,000	76,556,700	84,212,370
		44	Tourism and Migration Statistics produced annually by June, 2026	TTSM	DES	49,480,000	68,662,009	78,961,300	90,805,508	104,426,319

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
		45	Trade Price Indices produced Quarterly by June, 2026	TTSM	DES	58,420,000	67,183,000	77,260,450	88,849,518	99,511,460
		46	Tanzania Private Investment Report produced annually by June, 2026	TTSM	DES	51,000,000	70,780,000	84,936,000	102,772,560	102,772,560
		47	Hotel Statistics report produced monthly by June, 2026	TTSM	DES	0	96,200,000	103,600,000	111,390,000	119,570,000
		48	National Accounts publication produced annually up to June, 2026	NASM	DES	57,075,000	63,105,000	67,175,000	91,095,000	74,440,000
		49	Quality Assurance Framework developed by December 2024	RAS	DCRO	0	30,000,000	33,675,000	58,726,250	38,726,250
		50	20 MDAs, PISCs and LGAs sensitized on the use of Quality Assurance Framework by June, 2026	RASM	DCRO	0	0	45,000,000	40,000,000	25,000,000
		51	National Climate Change statistics publication updated by June, 2026	EHSM	DPCS	0	0	0	80,000,000	0
		52	Agriculture Producer Prices Index produced quarterly up to June, 2026	ASM	DES	0	100,000,000	100,000,000	100,000,000	100,000,000

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
			Sub total			1,883,998,600	2,618,671,269	2,881,346,995	3,478,663,661	3,663,396,989
E	Human Resources Management and Administration Services Delivery Improved	53	Staff increased from 188 to 260 by June 2026	AHRM	DCS	28,170,000	37,560,000	46,950,000	56,340,000	56,340,000
		54	Human resource plan prepared and implemented annually up to June 2026	AHRM	DCS	22,245,000	24,680,000	27,480,000	15,010,000	15,010,000
		55	One (1) Succession plan reviewed by June, 2026	AHRM	DCS	30,150,000	0	0	0	35,000,000
		56	Training needs assessment reviewed by December 2025	AHRM	DCS	0	43,150,000	0	0	0
		57	Comprehensive training program reviewed by June 2026	AHRM	DCS	0	25,400,000	30,000,000	43,000,000	35,000,000
		58	Two (2) worker's council meetings conducted each year up to June 2026	AHRM	DCS	153,300,000	165,600,000	177,900,000	187,500,000	196,000,000
		59	All staff meeting conducted each year up to June 2026	AHRM	DCS	64,300,000	67,500,000	125,000,000	125,000,000	125,000,000
		60	188 NBS staff trained on statistical operations up to June, 2026	AHRM	DCS	166,675,000	177,572,500	189,639,750	189,639,750	189,639,750
					Sub Total			464,840,000	541,462,500	596,969,750
F	Corporate Management Service Improved	61	Final Accounts prepared annually up to June, 2026	FM	DCS	104,350,000	116,562,500	124,175,000	124,175,000	124,175,000

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
		62	Financial manual updated b-annually up to June, 2026	FM	DCS		36,330,000		59,700,000	59,700,000
		63	Internal audit reports prepared quarterly up to June, 2026	CIA	SG Office	44,720,000	59,510,000	62,540,000	72,480,000	75,150,000
		64	Number of users of NBS products and services increased from 1,500,000 to 2,000,000 by June, 2026	ITD /CAD	DCS	15,000,000	16,500,000	18,150,000	21,961,500	21,961,500
		65	Marketing plan updated by June, 2022	CADM	DCS	50,000,000	0	0	0	0
		66	Pricing and dissemination Policy updated by June, 2026	CADM	DCS	0	42,900,000	0	0	0
		67	Communication, advocacy and dissemination strategy updated by June, 2026	CADM	DCS	0		0	55,590,000	0
		68	NBS Client Service Charter updated by June, 2024	CADM	DCS	29,000,000	0	0	0	0
		69	Statistical literacy for data users provided annually by June 2026	CADM	DCS	118,800,000	124,740,000	130,977,000	140,525,850	144,402,142
		70	Legal advice provided as required annually up to June, 2026	HLUS	SG Office	45,500,000	55,500,000	65,500,000	75,500,000	85,500,000

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
		71	M&E framework reviewed by June, 2023	PMEM	DCS	0	60,000,000	0	0	0
		72	Five (5) Annual Performance reports prepared annually up to June, 2026	PMEM	DCS	50,000,000	60,000,000	60,000,000	90,000,000	90,000,000
		73	Action Plan prepared annually up to June, 2026	PMEM	DCS	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000
		74	NBS Budget prepared annually up to June, 2026	PMEM	DCS	65,000,000	65,000,000	65,000,000	65,000,000	65,000,000
		75	2026/27 - 2031/32 NBS Strategic Plan prepared by June, 2026	PMEM	DCS	0	0	0	0	200,000,000
		76	Midterm review for 2021/22-2025/26 NBS Strategic Plan conducted by August, 2023	PMEM	DCS	0	0	80,000,000	0	0
		77	Strategic Plan (2021/22-2025/26) sensitized to 188 NBS staff by June, 2022	PMEM	DCS	35,000,000	35,000,000	0	0	0
		78	Risk management framework reviewed by June, 2024	PMEM	DCS	0	0	90,000,000	0	0

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
		79	Procurement plan prepared and implemented annually up to June, 2026	HPMU	SG Office	36,600,000	36,600,000	36,600,000	36,600,000	36,600,000
		80	Asset register and Inventory records at NBS offices reviewed, updated and maintained annually up to June 2026	HPMU	SG Office	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000
		81	Asset codification conducted annually up to June, 2026	HPMU	SG Office	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000
		82	Annual stock taking conducted up to 2026	HPMU	SG Office	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
		83	25 proposals for financing statistical activities prepared and submitted to relevant Institutions by June, 2026	PMEM	DCS	57,000,000	72,925,000	78,437,500	83,950,000	88,147,500
		84	Resource mobilization strategy developed by June 2022	PMEM	DCS	35,000,000	30,000,000	0	0	0

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
		85	Income from commission and statistical consultancy services; and sales of products and services increased from 399 Million to 1.1 Billion by June, 2026	CADM	DCS	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
			Sub Total			808,770,000	934,367,500	934,179,500	948,282,350	1,113,436,142
G	Coordination and Harmonization of Production of Official Statistics in the NSS Improved	86	Need assessment on resources (training and equipment) to Government Institutions conducted by December 2022	ARHM	DCS	30,350,000	0	0	0	0
		87	Compilation of Vital Statistics coordinated annually up to June, 2026	PVS	DPCS	50,000,000	53,250,000	54,420,000	56,115,000	60,718,000
		88	Standardized tools for production of official statistics reviewed in the NSS by June 2026	RASM	DCRO	32,400,000	32,400,000	34,992,000	37,791,360	37,791,360
		89	Coordination unit in the NBS that links with MDAs, PISCs and LGAs strengthened by June, 2026	RASM TSMP Coordinator	DCRO/DPCS	32,400,000	32,400,000	29,160,000	0	0

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
		90	Five (5) MDAs, PISCs and LGAs linked their database with NBS for updating SBR by June 2026	CFOM	DCRO	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000
		91	Tanzania Statistical Master Plan (TSMP II) established and implemented by June,2026	CFOM/TSMP Coordinator	DPCS	35,228,000	38,412,200	0	0	0
			Sub Total			240,378,000	216,462,200	178,572,000	153,906,360	158,509,360
GRAND TOTAL (OC)						4,740,186,600	5,908,683,469	6,076,723,245	7,050,161,671	7,423,101,791
PERSONAL EMOLUMENT (PE)						4,856,565,886	5,099,394,180	5,196,525,498	5,300,456,008	5,406,465,128
GRAND TOTAL BUDGET FOR NBS OC AND PE						9,596,752,486	11,008,077,649	11,273,248,743	12,350,617,679	12,829,566,919

DEVELOPMENT ESTIMATES

ICT Tools

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
C	Infrastructure for Statistical Production Improved	8.b	ICT Infrastructure enhanced by June, 2026 (Purchase of ICT tools i.e laptop, Desktop, Tablet, Projectors, Printers, Scanners and Servers)	ITDM	DCRO	750,000,000	210,280,374	252,336,449	302,803,738	363,364,486
Total						750,000,000	210,280,374	252,336,449	302,803,738	363,364,486

TSMP II

A. COORDINATION

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
G	Coordination and Harmonization of Production of Official Statistics in the NSS Improved	92	Four (4) meetings for five (5) sector working groups conducted each year up to June 2026	TSMP/Coordinator	DPCS	600,000,000	640,000,000	680,000,000	720,000,000	760,000,000
		93	Five (5) sector working groups re-established by June 2022	TSMP/Coordinator	DPCS	60,000,000	0	0	0	0
		94	25 MDAs, PISCs and LGAs supported to produce official statistics by June 2026	TSMP/Coordinator	DPCS	182,400,000	183,120,000	195,860,000	205,640,000	212,260,000
Sub Total						842,400,000	823,120,000	875,860,000	925,640,000	972,260,000

B. SURVEYS

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
C	Infrastructure for Statistical Production Improved	95	Sampling frame for business establishments updated annually up to June, 2026	CFOM	DCRO	1,953,749,050	976,874,525	586,124,715	527,512,244	422,009,795
		96	User Satisfaction Survey conducted up to June, 2026	CADM	DCS	350,000,000	0	0	0	425,427,188
		97	Large scale farm sample frame updated by June, 2026	ASM	DES	0	187,250,000	0	0	57,240,000
		Sub Total				2,303,749,050	1,164,124,525	586,124,715	527,512,244	904,676,983
D	Provision of Quality Statistics Products and Services Enhanced	98	Two (2) Statistical Business Register Survey conducted by June 2026	CFOM	DCRO	1,953,749,050	0	0	2,344,498,860	0
		99	Annual Survey of Industrial Production conducted annually (ASIP) up to June, 2026	ICMS	DES	20,170,000	63,195,000	72,674,250	83,575,388	96,111,696
		100	Employment and Earnings survey conducted annually up to June, 2026	LPSM	DPCS	386,450,000	394,179,000	402,063,000	410,104,000	418,306,000
		101	Annual Large-scale farms Production Survey conducted by June, 2026	ASM	DES	623,778,750	654,967,688	687,716,072	722,101,875	758,206,969

102	Annual Agricultural Sample Survey conducted by June, 2025	ASM	DES	2,864,400,000	3,551,856,000	4,404,301,440	5,461,333,786	6,772,053,894
103	One-hundred thousand (100,000) new business establishments registered in Statistical Business Register (SBR) database by June, 2026	CFOM	DCRO	378,010,000	497,700,000	560,730,000	577,551,900	600,653,976
104	Two (2) Integrated Labour Force Survey conducted by June, 2026	LPSM	DES	0	3,943,420,000	4,140,591,000	4,347,621,000	4,565,002,000
105	One (1) Informal Sector Survey conducted by June, 2026	LPSM	DES	0	0	0	0	2,000,525,000
106	Intergrated Household Budget Survey (IHBS) conducted by June, 2026	SDSM	DPCS	0	0	0	19,000,000,00 0	5,120,000,000
107	Tanzania Demographic and Health Survey and Malaria Indicator Survey (TDHS-MIS) conducted by June, 2024	SDSM	DPCS	0	9,539,384,292	1,000,000,000	0	0
108	Tanzania HIV Impact Survey (THIS) conducted by June, 2024	SDSM	DPCS	0	4,592,722,931	9,185,445,863	1,530,907,644	0

		109	Tanzania Service Provision Assessment-TSPA conducted by June, 2024	SDSM	DPCS	0	0	922,200,000	3,700,000,000	922,200,000
		110	Eight (8) rounds of High frequency Welfare Phone survey conducted up to June, 2026	RASM	DCRO	230,000,000	230,000,000	248,400,000	248,400,000	264,500,000
		111	Comprehensive Enterprise Survey conducted by June, 2026	ICSM	DES	0	0	0	6,700,000,000	1,500,000,000
		112	One (1) Informal Cross Boarder Survey conducted by, June, 2026	TTSM	DES	0	0	0	0	4,339,518.02
		Sub Total				6,456,557,800	23,467,424,911	21,624,121,625	45,126,094,453	23,021,899,053
		Total Surveys				8,760,306,850	24,631,549,436	22,210,246,340	45,653,606,697	23,926,576,036

C. CENSUS

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
C	Infrastructure for Statistical Production Improved	113	Shapefile data base and EAs developed by June, 2022	GIS	SG	6,021,050,000	0	0	0	0
		114	Shapefile and EAs updated annually by June, 2026	GIS	SG	0	700,000,000	700,000,000	700,000,000	700,000,000
		115	Household Sample frame developed by June, 2026	CFOM	DCRO	0	100,000,000	100,000,000	100,000,000	100,000,000
			Sub Total			6,021,050,000	800,000,000	800,000,000	800,000,000	800,000,000
D	Provision of Quality Statistics Products and Services Enhanced	116	Industrial Census conducted by June, 2026	ICSM	DES	0	250,000,000	1,881,309,000	4,574,487,000	357,448,000
		117	2022 Population and Housing Census Pilot conducted by August 2021	PVSM	DPCS	998,173,700	0	0	0	0
		118	2022 Population and Housing Census conducted by August 2022	PVSM	DPCS	235,641,885,679	466,291,416,191	0	0	0
		119	2022 Post Enumeration Census conducted by June, 2023	PVSM	DPCS	0	2,921,204,500	0	0	0
		120	Ten (10) 2022 Population and Housing Census' Reports produced by June, 2026	PVSM	DPCS	0	780,236,500	85,260,508,751	21,045,519,976	12,000,000,000
Sub Total						236,640,059,379	470,242,857,191	87,141,817,751	25,620,006,976	12,357,448,000
TOTAL BUDGET FOR CENSUS						242,661,109,379	471,042,857,191	87,941,817,751	26,420,006,976	13,157,448,000

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
TOTAL BUDGET FOR TSMP AND ICT TOOLS						253,013,816,229	496,707,807,001	111,280,260,540	73,302,057,411	38,419,648,522

OTHER SURVEYS THAT REQUIRE FUNDING

Objective Code	Objective Description	Target No.	Target Description	Budget Estimates for Activities to Achieve the Target						
				Responsible	Directorate	2021/22	2022/23	2023/24	2024/25	2025/26
D	Provision of Quality Statistics Products and Services Enhanced	121	Distributive Trade Survey conducted by June, 2023	TTSM	DES	0	0	0	1,500,000,000	550,000,000
		122	Frame for Strengthening Production/ Catch Assessment Survey developed by June, 2026	ASM	DES	250,000,000	300,000,000	0	450,000,000	500,000,000
		123	Gender Based Violence Statistics produced annually by June, 2026	SDSM	DPCS	0	0	5,300,000,000	1,590,000,000	795,000,000
		124	STEPs Survey conducted by June, 2022	SDSM	DPCS	843,488,640	337,395,456	0	0	0
Total						1,093,488,640	637,395,456	5,300,000,000	3,540,000,000	1,845,000,000

