THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF FINANCE
NATIONAL BUREAU OF STATISTICS

STRATEGIC PLAN

2026/27 – 2030/31



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TABLE OF CONTENTS PAGE

LIST OF TABLES iv
LIST OF FIGURES iv
ABBREVIATIONS vi
GLOSSARY OF KEY TERMS viii
GOVERNING BOARD CHAIRPERSON'S STATEMENT ix
STATISTICIAN GENERAL'S STATEMENT ix
EXECUTIVE SUMMARY xi
CHAPTER ONE 1
INTRODUCTION 1
1.0 Background Information 1
1.1 Mandate and Functions of NBS 2
1.2 Rationale of the Strategic Plan 2
1.3 Approach and Methodology 2
1.4 Layout of the Plan 4
CHAPTER TWO 6
SITUATIONAL ANALYSIS 6
2.0 Overview 6
2.1 Analysis of Current Vision, Mission and Core Values 6
2.1.1 Current Vision 6
2.1.2 Current Mission 6
2.1.3 Current Core Values 6
2.2 NBS Performance Review 7
2.3 SWOC Analysis 10
2.4 PESTEL Analysis 11
2.5 Stakeholder Analysis and Engagement Strategies 12
2.6 Recent Initiatives for Improving Performance 15
2.7 Review of Relevant Information 15
2.7.1 Sustainable Development Goals (SGDs) 16
2.7.2 Regional Frameworks 16
2.7.2.1 Africa Agenda 2063 16
2.7.2.2 EAC Vision 2050 16
2.7.2.3 SADC Vision 2050 17
2.7.3 National Development Frameworks 17
2.7.3.1 Dira and LTPP 2050 17
2.7.3.2 FYDP IV 17
2.7.3.3 Ruling Party Manifesto 2025-2030 18
2.7.3.4 TSMP II 18

2.7.4 Statistics Act [Cap. 351 R.E. 2023] 19
2.7.5 Benchmarking Analysis 19
2.8 Emerging Issues 22
2.8.1 Technology Landscape 22
2.8.2 Inadequate Private Sector Engagement 22
2.8.3 Inclusion of Environmental, Social, and Governance (ESG) 22
2.9 Critical Issues 22
2.9.1 Digital Transformation and Technology Integration 22
2.9.2 Data Use, Accessibility, and Evidence-Based Decision Making 23
2.9.3 Governance, Coordination, and Institutional Capacity 23
2.9.4 Sustainability and Operational Resilience 23
2.9.5 Emerging Data Needs 24
2.9.6 Global Competitiveness 24
CHAPTER THREE 26
THE PLAN 26
3.0 Overview 26
3.1 Vision and Mission 26
3.1.1 Vision 26
3.1.2 Mission 26
3.2 Core Values 26
3.3 Objectives, Strategies and Targets 27
CHAPTER FOUR 38
RESOURCES FOR THE PLAN 38
4.0 Introduction 38
4.1 Human Resource Capacity 38
4.1.1 Human Resource Gaps 38
4.1.2 Human Resource Capacity Building Initiatives 39
4.2 Financial Requirements 41
4.3 Technological Resources 42
4.3.1 Technology Resources for the Plan 42
CHAPTER FIVE 46
RESULTS FRAMEWORK 46
5.0 Introduction 46
5.1 The Development Objective 46
5.2 Beneficiaries of the Organisation Services 46
5.3 Linkage with the National Frameworks (FYDP IV) 47
5.4 Result Chain 55
5.4.1 Theory of Change 55
5.4.2 Results Framework 57
5.4.3 Outcome Indicator Tracking 64

5.5 Monitoring Plan 69
5.5.1 Evaluation Plan 86
5.5.2 Review Plan 89
5.5.3 Reporting Plan (Internal and External) 90
5.5.4 Feedback Mechanism 91
5.6 Strategic Risks and Mitigation Strategies 91
Appendices 94

LIST OF TABLES

Table 2.1 SWOC Analysis 11
Table 2.2 PESTEL Analysis 12
Table 2.3 Stakeholder Analysis 13
Table 2.4 Stakeholder Power Interest 14
Table 2.5 Strategic Initiatives for Improving Performance 15
Table 2.6 SPI Scores (2024) for Selected Countries in Comparison to Tanzania 21
Table 3.1 NBS Core Values 26
Table 3.2 Strategies, Targets and KPI for Objective A 27
Table 3.3 Strategies, Targets and KPI for Objective B 28
Table 3.4 Strategies, Targets and KPIs for Objective C 28
Table 3.5 Strategies, Targets and KPIs for Objective D 30
Table 3.6 Strategies, Targets and KPIs for Objective E 31
Table 3.7 Strategies, Targets and KPIs for Objective F 32
Table 3.8 Strategies, Targets and KPIs for Objective G 33
Table 3.9 Strategies, Targets and KPIs for Objective H 35
Table 3.10 Strategies, Targets and KPIs for Objective I 35
Table 4.1 Human Resource Gaps per Cadre 39
Table 4.2 Human Resource Capacity, Skills, and Capacity Building Initiatives ... 40
Table 4.3 Cost Estimates Summary 42
Table 4.4 NBS Current Technological Position 42
Table 4.5 Analysis of Required Technological Resources 43
Table 5.1 Results Framework 57
Table 5.2 Outcome Indicator Tracking Matrix 64
Table 5.3 Monitoring Plan 69
Table 5.4 Evaluation Plan 86
Table 5.5 Review Plan 89
Table 5.6 Reporting Plan (Internal) 90
Table 5.7 Reporting Plan (External) 91
Table 5.8 Strategic Risks and Mitigation Strategies 92

LIST OF FIGURES

Figure 1.1 Strategic Planning Process 3
Figure 2.1 Snapshot of the Strategic Plan (2021/22 - 2025/26) Performance 10
Figure 2.2 Continuous Loop of Official Statistics and National Development 20
Figure 5.1 Beneficiary Groups 47
Figure 5.2 Theory of Change 56

STATISTICS FOR DEVELOPMENT



ABBREVIATIONS

AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
AI	Artificial Intelligence
AIDS	Acquired Immunodeficiency Syndrome
APIs	Application Programming Interfaces
AU	African Union
CAPI	Computer-Assistant Personal Interviewing
CPI	Consumer Price Index
EAC	East African Community
EASTC	Eastern Africa Statistical Training Centre
eGA	e-Government Authority
ESG	Environment, Social and Governance
FAO	Food and Agriculture Organisation
FCDO	Foreign, Commonwealth and Development Office
FYDP	Five-Year Development Plan
GDP	Gross Domestic Product
GIS	Geographic Information System
HBS	Household Budget Survey
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
IHBS	Integrated Household Budget Survey
ILO	International Labour Organization
KPIs	Key Performance Indicators
LGAs	Local Government Authorities
LTPP	Long-Term Perspective Plan
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MEL	Monitoring, Evaluation and Learning
MoU	Memorandum of Understanding
NAS	National Accounts Statistics
NBS	National Bureau of Statistics
NCDs	Non-Communicable Diseases
NGOs	Non-Governmental Organisations
NM-AIST	Nelson Mandela African Institution of Science and Technology
NPC	National Planning Commission
NPS	National Panel Survey
NSA	Non-State Actors
NSS	National Statistical System
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PHC	Population and Housing Census
PMU	Procurement and Supplies Management Unit

PPP	Public-Private Partnership
PRC	Public Relations and Communication
SADC	Southern Africa Development Community
SBR	Statistical Business Register
SDGs	Sustainable Development Goals
SHaSA	Strategy for Harmonization of Statistics in Africa
SLAs	Service Level Agreements
SWGs	Sector Working Groups
SWOC	Strength, Weaknesses, Opportunities and Challenges
TNA	Training Needs Assessment
TNADA	Tanzania National Data Archive
TOC	Theory of Change
TISP	Tanzania Integrated Statistical Portal
TSMP	Tanzania Statistical Master Plan
UDSM	University of Dar es Salaam
UNICEF	United Nations Children's Fund
UNFPA	United Nations Population Fund
WHO	World Health Organisation

GLOSSARY OF KEY TERMS

Administrative Data: The set of information collected primarily for administrative purposes, usually by government departments and other organizations. This data is gathered as part of routine record-keeping, management, and operational activities.

Data Dissemination: Refers to the process of making official statistics available and accessible to users in a timely, reliable and understandable manner.

Data Governance: Policies and systems that ensure data quality, security, integrity and appropriate use.

Digital Transformation: The use of digital technologies to improve statistical operations.

Evidence-Based Decision Making: The use of data and analysis to inform policies, planning and resource allocation.

ESG (Environmental, Social and Governance): A framework integrating sustainability, social responsibility and governance into institutional operations.

Interoperability: The ability of different systems to exchange and use data seamlessly.

Key Performance Indicator (KPI): Is a measurable value that indicates the extent to which an organization, project, or unit is achieving its objectives.

Monitoring and Evaluation (M&E): Is a systematic process of collecting, analyzing, reporting, and using information to track progress, assess performance, improve decisions and understand whether a project, program, policy or intervention is achieving its intended results.

National Statistical System (NSS): A system coordinated by the Bureau involving data providers, producers or users of statistics, research and training institutions.

Official Statistics: Statistics produced, validated, compiled and disseminated by or under the authority of the National Statistics Office.

Results Framework: A structure linking objectives, outputs, outcomes and impact, supported by indicators and targets.

Statistical Standards: Agreed methods, definitions and classifications ensuring data consistency and comparability.

Theory of Change (ToC): A model explaining how activities lead to outputs, outcomes and long-term impact.

CHAIRPERSON'S STATEMENT



The National Bureau of Statistics (NBS) is pleased to present its Strategic Plan for the period of 2026/27 to 2030/31. This Plan provides a clear and forward-looking framework to guide and direct the production, coordination, dissemination, and use of official statistics in support of national development priorities and international commitments.

In an increasingly data-driven environment, the demand for timely, reliable and quality statistics continues to grow. This Strategic Plan responds by strengthening the NSS, enhancing coordination among stakeholders, and promoting the use of data for evidence-based decision-making across all sectors, among other measures, through digital transformation.

The Plan aligns with national development frameworks, regional agendas, and global commitments, including the Dira 2050, the Long-Term Perspective Plan 2050, the Fourth Five-Year Development Plan (FYDP IV), Ruling Party Manifesto 2025-2030, East African Community (EAC) Vision 2050, Africa Agenda 2063, and the Sustainable Development Goals (SDGs). The Plan will improve the quality and relevance of official statistics; data accessibility and use in decision-making; interoperability, efficiency and coordination of NSS; and institutional skills, resources and sustainability.

On behalf of the Governing Board, I commend the Management and staff of NBS as well as all stakeholders for their commitment and valuable contributions during the preparation of this Strategic Plan. The inclusive and consultative approach adopted reflects our shared resolve to strengthen the NSS and enhance the credibility and usefulness of official statistics.

The Board will continue to provide strategic oversight and guidance to ensure the effective implementation of this Plan. We call upon all stakeholders, including government institutions, the private sector, development partners and the public, to support and actively participate in its implementation to realise our goals and strengthen the NSS.

With sustained commitment and collective effort, we are confident that this Strategic Plan will significantly contribute to improved statistical capacity, enhanced data use and ultimately, the socio-economic development of the nation.

Hon. Anne Semamba Makinda
Chairperson, Governing Board

STATISTICIAN GENERAL'S STATEMENT



The NBS Strategic Plan 2026/27–2030/31 builds on the achievements of previous plans and strengthens our ambition to position the Bureau as the definitive one-stop centre for official statistics. Our strategic direction is to modernise statistical production, strengthen coordination across the National Statistical System (NSS), expand access to high-quality data, and deliver statistical products that transform evidence into action and support sustainable national development.

To achieve this, we are aligning our people, systems and partnerships around stronger statistical standards, digital transformation, data integration and innovative data sources. Priorities include improving data quality and timeliness, strengthening governance and interoperability, enhancing dissemination and user engagement, and building institutional capacity to better serve Government, the private sector, researchers, development partners and citizens.

Developed through a participatory and consultative process, the Plan responds to a rapidly evolving data environment shaped by new technologies, administrative and alternative data sources, and growing demand for more frequent and accessible statistics. NBS will remain adaptive, innovative and responsive, while safeguarding data governance, privacy and security.

The Plan also reaffirms NBS's commitment to transparency, accountability and inclusiveness, with environmental sustainability, gender, disability and good governance mainstreamed across statistical operations. Successful implementation will require adequate resources, strong partnerships and sustained commitment from all stakeholders.

I extend my sincere appreciation to the Governing Board, Management, staff, experts and all stakeholders who contributed to the development of this Plan. Together, we will continue to build a robust, responsive, and sustainable statistical system that meets the needs of Tanzania and the international community.

Dr. Amina S. Msengwa
STATISTICIAN GENERAL

EXECUTIVE SUMMARY

Overview

The National Bureau of Statistics (NBS) has evolved into an autonomous public office under the Statistics Act, CAP 351, enhancing the efficiency, coordination and independence of Tanzania's National Statistical System (NSS). The Bureau plays a central role in producing high-quality, timely and reliable statistics that support evidence-based decision-making and national development frameworks, including Dira 2050, the Long-Term Perspective Plan (LTPP) 2050 and the Sustainable Development Goals (SDGs). The Strategic Plan 2026/27–2030/31 builds on past achievements while adopting innovative, data-driven approaches responsive to emerging priorities. Developed through consultative and analytically rigorous processes, the Plan integrates stakeholder input and global best practices to guide implementation, resource allocation, monitoring and evaluation.

Situational Analysis

NBS operates in a dynamic environment with significant achievements in governance, infrastructure and statistical production. Nevertheless, persistent gaps exist in digital transformation, data integration, interoperability and the effective use of statistics for decision-making. Limited engagement with the private sector, insufficient integration of environmental, social and governance (ESG), and emerging technological demands further shape the strategic context. Through SWOC and PESTEL analyses, the Plan identifies internal strengths, external constraints and priority interventions required to modernise NBS, strengthen institutional capacity and ensure the delivery of timely, quality and actionable statistics for Tanzania's sustainable socio-economic development.

The Plan

Chapter Three outlines NBS's vision, mission and core values, which provide the foundation for operational excellence. The Bureau aspires "*to become a one-stop centre for official statistics in Tanzania*", producing, coordinating and disseminating timely, accurate and relevant statistics. Core values such as customer focus, integrity, professionalism and innovation guide ethical and operational conduct. The Plan details nine (9) strategic objectives: producing quality statistics, enhancing data dissemination and use, and enhance digital infrastructure, innovation and application. Others include strengthening coordination and data governance, building institutional capacity, managing ESG integration, promoting workplace health and ensuring anti-corruption compliance. Each objective is supported by targeted strategies, milestones and Key Performance Indicators (KPIs), enabling continuous performance monitoring, evaluation and improvement across all levels of NSS. Strategies include modernising survey systems, integrating private sector data, digitising statistical infrastructure, and

enhancing inclusivity and stakeholder engagement. Together, these measures ensure that NBS delivers reliable, accessible and impactful statistics that underpin national planning, policy formulation and sustainable development.

Resources for the Plan

The resources for the Plan outline the framework for mobilising and managing the financial, human and technological resources essential to implementing the Strategic Plan. Financial strategies focus on addressing funding gaps, diversifying revenue sources and incorporating global best practices, including public–private partnerships (PPPs) and data-as-a-service models. Human resource planning highlights critical functional areas such as statistical production, digital capacity, policy and communication, project management, governance, leadership and knowledge management. Initiatives include professional development, capacity building and skills enhancement in data analytics, geospatial analysis, cloud computing and integrated statistical systems. Investments in technology and institutional capacity strengthen operational resilience and ensure the NSS can deliver timely, relevant and quality statistics aligned with national development priorities.

Results Framework

Chapter Five presents the Theory of Change (ToC), connecting NSS capacity-building to an integrated, digital and user-centred data ecosystem. The main development objective is to produce timely, quality and relevant statistics that support economic growth, social equity and human development. Four central outcomes guide the transformation: improved data quality and relevance; enhanced accessibility, transparency and use; strengthened interoperability; and robust coordination across the NSS. The framework incorporates monitoring and evaluation plans, reporting plan, outcome indicator tracking, feedback mechanism, and implementation tools. Emphasis is placed on private sector engagement to enrich data production and use. The Plan also identifies strategic risks, including digital transformation, governance, human capital, infrastructure and public trust, and proposes mitigation strategies to ensure sustainable and effective implementation, enabling NBS to support a modern and data-driven economy.

The NBS Strategic Plan positions the Bureau as a modern, inclusive and system-oriented statistical authority. By integrating institutional capacity, technology, governance, and stakeholder engagement, the Plan ensures that NBS delivers reliable, accessible, and impactful statistics, directly supporting Tanzania's policy formulation, planning, and sustainable development agenda. It provides a clear pathway from strengthening institutional performance to transforming data systems, ensuring that statistics are central to evidence-based decision-making and national development.

CHAPTER ONE

INTRODUCTION



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INTRODUCTION

1.0 Background Information

The National Bureau of Statistics (NBS), established by the Statistics Act CAP 351, is an autonomous public office mandated to provide official statistics to the Government, business community and the public. It evolved from the former Central Bureau of Statistics under the Planning Commission, later becoming a government Executive Agency under the Executive Agencies Act No. 30 of 1997, before its transformation into an autonomous entity. This transition strengthened NBS's independence, efficiency and coordination across the National Statistical System (NSS), enabling it to deliver timely, reliable and cost-effective statistical products that support evidence-based planning, policy formulation and national development.

Following these institutional transformations, NBS has been preparing Strategic Plans to guide its operations and strategic engagement, ensuring that quality statistics are available to users. The 2021/22 - 2025/26 Strategic Plan was the third in this series, following the second (2016/17 - 2020/21) and the first (2013/14 - 2015/16). The Plans provided a structured framework for strengthening NSS and ensuring evidence-based decision-making across government and development sectors.

In line with previous plans, NBS has developed the fourth Strategic Plan, covering the period 2026/27 – 2030/31. The plan sets the direction for the Bureau's next phase, focusing on producing high-quality official statistics that enables targeted investment, improves service delivery, and supports the monitoring and evaluation of development programmes. Its work supports inclusive growth, poverty reduction and the overall well-being of the society. In particular, NBS plays a pivotal role in tracking progress and informing strategies under Tanzania's long-term development frameworks, including Dira 2050, the Long-Term Perspective Plan (LTPP) 2050 and the Sustainable Development Goals (SDGs), ensuring that national policies and programmes are grounded in robust evidence and responsive to emerging social and economic priorities.

1.1 Mandate and Functions of NBS

The National Bureau of Statistics was established under the Statistics Act, CAP 351. The Act establishes NBS's mandate as the national statistics office responsible for the production, coordination, supervision, and dissemination of official statistics, as well as for the custodianship of official statistics in the country. The Bureau is mandated to:

Statistical Production & Methodology

- Conduct censuses and surveys: including the Population and Housing Census for URT
- Methodology & Quality Control: Establish statistical standards and definitions to guarantee the production of high-quality, reliable, and timely data.

Coordination & Governance

- Coordinate and supervise National Statistical System (NSS)
- Standardize and coordinate the publishing of statistical information
- Enforce compliance with statistical laws, standards, and ethics across data producers

Dissemination & Advisory Services

- Advise the Government and the public on all matters related to official statistics (Point il).
- Organize and maintain a central repository for statistical reports, publications, documents, and official statistics
- VUser Engagement: Provide timely access to data for policymakers, researchers, and citizens

Institutional Mandate & Operations

- Statutory Functions: Perform all functions necessary to the objectives of the Bureau under the Act
- Legal Compliance: Ensure all operations align with the national Statistics Act

1.2 Rationale of the Strategic Plan

The National Bureau of Statistics (NBS) implemented its 2021/22–2025/26 Strategic Plan to strengthen operations across several areas, including reducing Non-Communicable Diseases and HIV/AIDS infections, enhancing supportive services, advancing the National Anti-Corruption Strategy, and improving infrastructure for statistical production. It also focused on delivering quality statistical products, strengthening human resources and administrative services, and coordinating official statistics across the NSS. With the plan now at its completion, NBS has an opportunity to consolidate its achievements and align with national priorities outlined in Dira 2050, LTPP 2050, and the Fourth Five-Year Development Plan (FYDP IV), which emphasize innovation and evidence-based policy support.

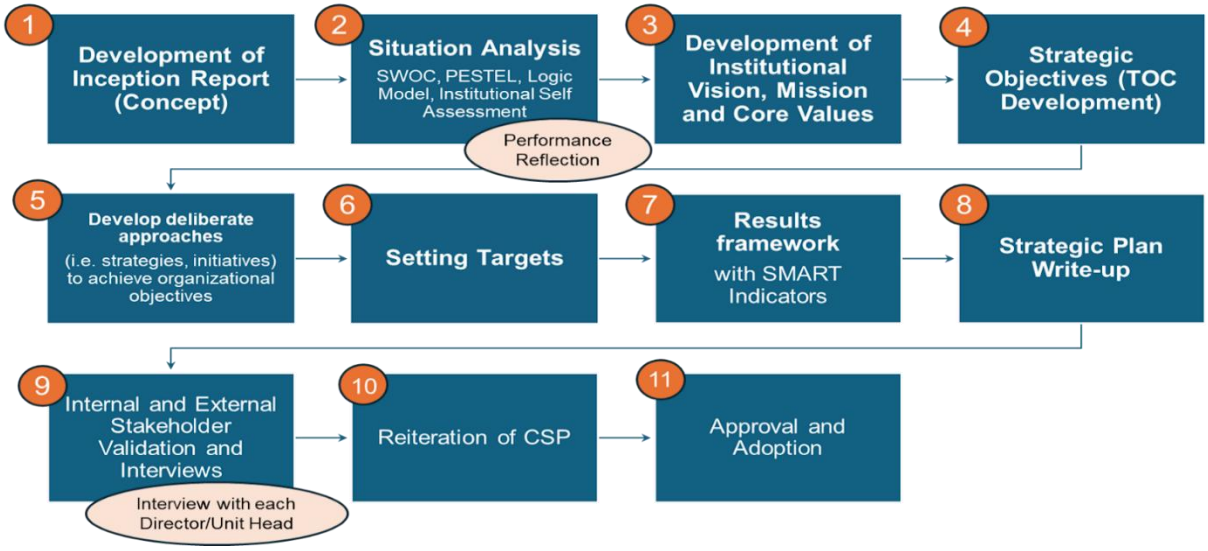
Looking ahead, these frameworks call for modern and data-driven approaches. NBS must continue to upgrade data collection, processing and dissemination through digital platforms, advanced analytics and integrated systems. This will ensure the Bureau provides reliable statistics to guide policy, support sectoral transformation and advance national goals of inclusivity, competitiveness and sustainable growth. Developing a new strategic plan allows NBS to build on past successes, integrate emerging priorities and deliver quality statistical outputs that support Tanzania’s social and economic transformation.

1.3 Approach and Methodology

The development of this Strategic Plan followed a consultative, iterative and evidence-based approach, guided by the 2025 National Planning Commission (NPC) National Planning Guidelines. It is aligned with national, regional and international frameworks

as well as established statistical standards. The process also recognised NBS's role as a catalyst within NSS, ensuring the Bureau can respond effectively to emerging data needs and evolving challenges across the public and private sectors and the general public. In summary, the process can be captured in 11 key steps as shown in Figure 1.1.

Figure 1.1 Strategic Planning Process



The development process began with the inception report, followed by a comprehensive situation analysis using SWOC (Strength, Weaknesses, Opportunities and Challenges), PESTEL (Political, Economic, Social, Technological, Environmental and Legal) and internal performance assessments. Insights from this phase informed the formulation of the institutional vision, mission and core values which then guided the development of strategic objectives through a Theory of Change (ToC). Building on this foundation, deliberate strategies were designed, targets were set and a results framework with SMART indicators was established. These elements were consolidated into the strategic plan write-up, which was subsequently refined through internal and external stakeholder validation, including interviews with NBS staff and key partners, before undergoing reiteration, approval and adoption.

This process was supported by a vigorous methodology combining qualitative and quantitative approaches to ensure both analytical rigour and practical relevance. Stakeholder engagement was central, incorporating consultations and surveys across government, private sector, development partners and data users to capture diverse perspectives. Internally, staff inquiries informed SWOC assessments, while an extensive literature review ensured alignment with national frameworks such as Dira 2050, FYDP IV, and Tanzania Statistical Master Plan (TSMP II), as well as global best practices. Comparative benchmarking of high-performing statistical systems and application of the Market Systems Development (MSD) approach helped identify systemic constraints and opportunities within the NSS. In parallel, design thinking and user-centred approaches strengthened the focus on data usability and experience.

Analytical tools such as SWOC and PESTEL supported prioritisation, while a reverse logic model ensured a coherent ToC linking strategic interventions to outputs, outcomes, and long-term development impact.

1.4 Layout of the Plan

The Strategic Plan presents the structure and key contents of the document. It outlines the background, rationale, methodology, situational analysis, strategic objectives, resource requirements and results framework. The Plan guides implementation, monitoring, and evaluation to ensure effective and evidence-based statistical services.

Chapter One: Introduction provides background information on NBS, its mandate and functions, the rationale for the plan, the approach and methodology and the overall structure of the Strategic Plan.

Chapter Two: Situational Analysis examines internal and external factors affecting NBS performance. It reviews Vision, Mission and Core Values, evaluates the ending strategic plan, assesses SWOC, conducts a PESTEL analysis, identifies stakeholders and highlights key challenges and opportunities.

Chapter Three: The Plan presents NBS's vision, mission and core values. It defines strategic objectives, corresponding strategies, targets and key performance indicators for measurable results.

Chapter Four: Resources for the Plan outlines human, financial and technological resources required. It details staffing, skills, budget allocations by objective, and technology needs such as software and systems to support statistical production and dissemination.

Chapter Five: Results Framework defines expected outcomes and impact. It includes a results framework matrix linking objectives, strategies, targets, outcome indicators, initiatives and responsible persons, alongside monitoring, evaluation, reporting and outcome indicator tracking mechanisms.

CHAPTER TWO

SITUATIONAL ANALYSIS



CHAPTER TWO
SITUATIONAL ANALYSIS

2.0 Overview

This chapter presents a comprehensive analysis of NBS's operating environment, drawing on multiple analytical frameworks and stakeholder insights. It synthesises key findings from performance reviews, document reviews, SWOC, PESTEL, stakeholder analysis, and self-assessment to identify critical challenges, opportunities, and strategic issues that inform the strategic shifts needed to steer the new Strategic Plan.

2.1 Analysis of Current Vision, Mission and Core Values

2.1.1 Current Vision

The current NBS Vision, *"To become a one-stop centre for official statistics in Tanzania,"* remains relevant and strategically aligned with both national priorities and global trends for modern statistical systems. It conveys the Bureau's aspiration for centrality, accessibility and leadership within NSS reflecting global practices where National Statistical Offices increasingly serve as integrated data hubs and coordinators of national data ecosystems rather than merely producers of statistics. While the concept of a *"one-stop centre"* remains appropriate, realising this vision today requires strengthened data integration, interoperable digital platforms, and system-wide coordination across all statistical actors.

2.1.2 Current Mission

The current Mission, *"To produce quality official statistics and services that meet the needs of national and international stakeholders for evidence-based planning and decision making,"* is fundamentally sound, particularly in emphasising *"quality official statistics,"* which encompasses accuracy, relevance, coherence and reliability. However, it underrepresents NBS's catalytic role within the NSS. A revised mission should explicitly include coordination and dissemination. Coordination highlights NBS's responsibility as the NSS leader, addressing fragmentation and duplication across Ministries, Departments and Agencies (MDAs), while dissemination ensures statistics are accessible, visible, and actively used by stakeholders, building trust and impact.

2.1.3 Current Core Values

NBS's existing Core Values provide a strong foundation, emphasising partnership, professionalism, results-oriented, accountability, customer focus, teamwork, innovation, integrity, quality consciousness and confidentiality. These core values highlight responsiveness to user needs, adherence to statistical standards and effective stakeholder engagement. Nevertheless, evolving demands suggest that emerging priorities such as service excellence, user-centred data dissemination, broader partnerships including private and non-traditional data actors, digital

transformation and innovation should be made more explicit. Strengthening the Mission and updating the Core Values in these ways will support NBS's transition into a more integrated, responsive and impact-oriented national data system, positioning the Bureau as a continuously trusted leader in providing high-quality, accessible and actionable statistics that drive evidence-based national development.

2.2 NBS Performance Review

The review of the 2021/22 – 2025/26 Strategic Plan was conducted through the annual performance reports to assess the achievement of the targets set in the seven corporate objectives. The corporate objectives were:

A. Non-communicable Diseases and HIV/AIDS Infections Reduced; and Supportive Services Improved;
B. Implementation of National Anti-Corruption Strategy Enhanced and Corruption Incidents 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 Harmonisation of Production of Official Statistics in the National Statistical System Improved

The review highlighted key strengths and identified critical issues to be addressed in the 2026/27–2030/31 Strategic Plan. According to the assessment, NBS's overall performance in implementing the 2021/22 – 2025/26 Strategic Plan was 88.66%.

The review of the previous NBS Strategic Plan (2021/22–2025/26) indicates that **Objectives A and B** were fully achieved, demonstrating increased awareness on Non-Communicable Diseases (NCDs) and HIV/AIDS prevention measures, as well as strengthened awareness and implementation of Anti-Corruption initiatives within the institution. Objective A successfully delivered staff health programmes, including HIV/AIDS awareness, wellness initiatives, and voluntary counselling and testing (VCT), yet challenges remain in sustaining these programmes, ensuring wider staff participation, and integrating health initiatives into broader institutional planning. Objective B recorded zero corruption cases, demonstrating a promising ethical environment, but ongoing vigilance is needed to maintain transparency, strengthen procurement oversight, and ensure internal audit functions continue to pre-empt risks. While these objectives were effectively implemented, attention to sustaining and institutionalising these achievements is critical to reinforce NBS's capacity, staff well-being, and governance standards in the medium term.

Objective C, "Infrastructure for Statistical Production Improved" recorded a performance rate of 97.6%, demonstrating NBS's strong commitment to developing the foundational infrastructure required for statistical operations. Key achievements

included developing and operationalising the Information and Communication Technology (ICT) Governance Framework, updating the ICT Security Policy to align with current cybersecurity standards, digitising 14,000 Enumeration Areas (EAs) and updating household, business and large-scale farm sample frames using data from the 2022 Population and Housing Census (PHC). The creation of a shapefile database further enabled Geographic Information System (GIS)-based survey planning and monitoring, enhancing the efficiency, representativeness, and quality of all statistical outputs. This strong performance was supported by prioritised ICT investments, technical partnerships with the World Bank and United Nations Population Fund (UNFPA), and the once-in-a-decade opportunity provided by the 2022 PHC to comprehensively update geographic and demographic frames.

While performance was strong, sustaining and continuously updating ICT infrastructure, strengthening cybersecurity and fully integrating these systems into routine statistical operations remain critical challenges. Addressing these areas is essential to ensure that infrastructure continues to underpin high quality, timely and reliable data production.

Objective D, "Provision of Quality Statistical Products and Services Enhanced" achieved a moderate performance rate of 78.1% but delivered the most strategically significant outputs of the plan period. NBS successfully produced key national statistics, including the 2022 PHC, Gross Domestic Product (GDP), Consumer Price Index (CPI), Producer Price Index (PPI), Indices of Industrial Production (IIP) and major surveys such as the Household Budget Survey (HBS) and Integrated Labour Force Survey (ILFS), which are critical for national planning, macroeconomic management and social sector strategies. Innovations in production methods, including the adoption of Computer-Assisted Personal Interviewing (CAPI) and GIS mapping improved data quality and field monitoring, while online dissemination platforms and the open data portal enhanced accessibility for Government, academia and development partners. The PHC reports informed FYDP IV planning, per-capita budget allocations and social service delivery targeting, while GDP and CPI data supported monetary policy and government wage and budget decisions.

In addition, the 2023 User Satisfaction Survey show that the Customer Satisfaction Index (CSI) increased to 79.20% from 70% in 2014. This indicates an improvement on the quality parameters of statistical products produced including accuracy, reliability, timeliness, frequency and accessibility.

Despite these achievements, challenges remain in sustaining high frequency and timely production, as well as in further modernising survey methodologies. Additionally, fully integrating outputs into evidence-based decision making across all sectors requires continued investment in digital tools, staff capacity and data use frameworks.

Objective E, "Human Resources Management and Administration Services Delivery Improved" achieved a performance rate of 78.1%, reflecting strong progress in staff training, succession planning and engagement, which strengthened the human capital needed for complex statistical operations. Key achievements included training of 186 staff across technical and methodological areas, updating the Succession Plan to ensure continuity in leadership and technical roles, conducting a Training Needs Assessment (TNA) to guide future capacity investments, and maintaining effective communication through Workers' Council and staff meetings. Performance was enabled by strategic partnerships with international organisations, which provided additional training opportunities, while the TNA ensured that training priorities were closely linked to specific statistical production gaps.

Challenges remain in sustaining these initiatives and institutionalising continuous professional development. Further efforts are also needed to fully align human resource capacity with the evolving demands of a modern, digitally enabled NSS.

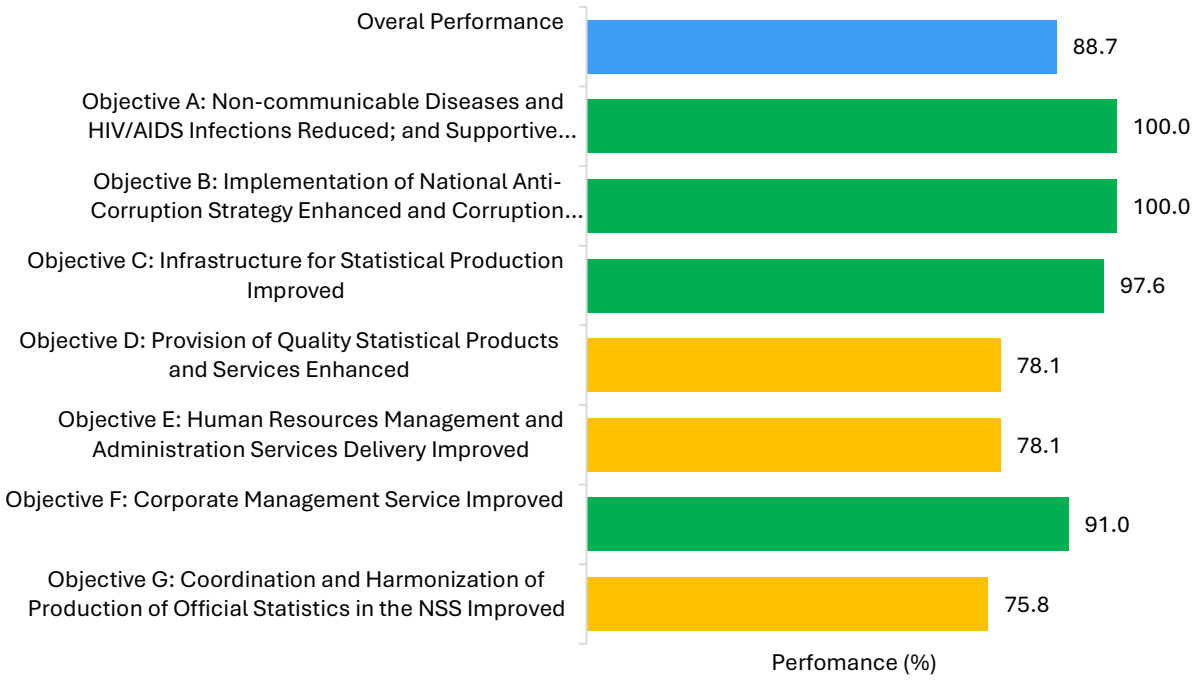
Objective F, "Corporate Management Service Improved" achieved a performance rate of 91.0%, making it one of the highest-performing objectives of the plan period. The objective's most notable success was the overperformance in income generation from data products and consultancy services, which reached TZS 3.793 billion. Other achievements included reviewing and updating the M&E Framework to strengthen performance monitoring and reporting; producing Annual Performance Reports and Quarterly Internal Audit Reports on schedule to maintain accountability; updating the Risk Management Framework to enhance operational risk governance; and developing a Resource Mobilisation Strategy to diversify funding beyond government subventions. These successes reflect strong corporate governance, financial management and institutional capacity, though continued attention is needed to sustain revenue generation, expand resource mobilisation and institutionalise high-risk and performance management practices.

Objective G, "Coordination and Harmonisation of Production of Official Statistics in the National Statistical System Improved" achieved a performance rate of 75.8%, reflecting moderate but strategically significant progress in NBS's coordination role. Key achievements included establishing six Sector Working Groups (SWGs), providing forums for standard-setting and data sharing across MDAs; continuing the implementation of TSMP II as the comprehensive framework for NSS development; linking twenty (20) MDAs, Public Institutions Statutory Cooperations (PISCs) and Local Government Authorities (LGAs) with NBS for Statistical Business Register (SBR) updates; and developing and disseminating statistical standards and guidelines to sector institutions. Initiatives such as the Tanzania Integrated Statistical Portal (TISP) and the data lab further strengthened data exchange and harmonisation.

Despite these gains, challenges remain in fully institutionalising coordination mechanisms and ensuring consistent adoption of standards across all institutions. Further improvements are needed to enhance interoperability and real time data sharing to create a fully integrated NSS.

Figure 2.1 presents a snapshot evaluation of the National Bureau of Statistics' Strategic Plan performance for the period 2021/22 to 2025/26. It summarises achievement levels across the seven key strategic objectives, offering a clear visual overview of progress in critical areas of the plan.

Figure 2.1 Snapshot of the Strategic Plan (2021/22 - 2025/26) Performance



2.3 SWOC Analysis

The SWOC analysis of the National Bureau of Statistics highlights its key internal capabilities and constraints, as well as external opportunities and systemic challenges. It demonstrates the Bureau's strong institutional foundation while identifying priority areas for improvement in analytics, financing, coordination and data system integration within the NSS. Table 2.1 presents the SWOC analysis.

Table 2.1 SWOC Analysis

Strengths	Weaknesses
Experienced and skilled workforce with strong institutional memory in surveys and censuses	Gaps in advanced analytics capabilities such as e.g. Artificial Intelligence (AI), big data, and modelling
Strong legal mandate supporting data collection, confidentiality, and coordination of the NSS	Prolonged data production and dissemination processes affect timeliness
Established and standardised data production systems (surveys, censuses, administrative data)	High dependence on development partner funding
Increasing use of digital tools is improving data quality and efficiency	Insufficient domestic funding for statistical operations
High credibility and trust as the official source of statistics	Inadequate coordination of the NSS
Central role in coordinating and harmonising data across NSS	
Opportunities	**Challenges**
Rapid advancement of digital technologies (AI, machine learning, big data)	Inadequate structured feedback mechanisms between data producers and users
Growing demand for evidence-based decision-making (e.g. SDGs, national plans)	Low utilisation of data and constrained user capacity
Opportunities for partnerships with academia, regional and international organisations	Differences in methodologies across data sources are affecting harmonisation
Access to global and regional statistical frameworks and standards	Fragmented data systems and constrained interoperability across NSS
Increased demand for data services and analytics across sectors	Duplication of data collection and inefficiencies in data sharing

2.4 PESTEL Analysis

PESTEL analysis of NBS highlight the key external factors shaping its operations. It identifies political, economic, social, technological, environmental and legal influences, outlining opportunities that can be leveraged to strengthen NSS as well as constraints that may limit its effectiveness and capacity to deliver timely, high-quality data for evidence-based decision-making as presented in Table 2.2.

Table 2.2 PESTEL Analysis

Factor	Key Opportunities	Key Constraints
Political	Strong government support for statistical development and high-level engagement in key initiatives (e.g. in PHC)	Potential external influence on statistical production and dissemination affecting perceived independence
Economic	Growing recognition of the importance of statistics in national frameworks (e.g. FYDP IV); opportunities for diversified financing through PPPs and data monetisation	Reliance on government and development partner funding; unpredictable and competing budget priorities
Social	High public trust and credibility supporting participation in surveys and censuses; potential to expand data use across society	Low data use culture and constrained feedback mechanisms; risk of misinterpretation and conflicting data
Technological	Adoption of digital tools (e.g. CAPI, GIS, TISP); opportunities from emerging technologies such as AI and big data	Rapid technological change; cybersecurity and data protection risks; capacity constraints in advanced technologies
Environmental	Increasing focus on environmental and climate statistics; opportunities to use satellite and remote sensing data	Risk of duplication and inconsistency from multiple data producers; capacity and coordination challenges
Legal	Clear mandate under the Statistics Act to coordinate and produce official statistics; alignment with data governance frameworks	Constraints in the enforcement of data-sharing regulations, reliance on bilateral agreements, and gaps in access to administrative data

2.5 Stakeholder Analysis and Engagement Strategies

The National Bureau of Statistics (NBS) operates within a complex ecosystem of stakeholders whose diverse roles and interests directly shape the production, dissemination, and use of official statistics. Government institutions such as the Ministry of Finance, National Planning Commission, President's Office, Prime Minister's Office, Bank of Tanzania, and the National Institute for Medical Research provide both policy direction and technical inputs that anchor statistical priorities to national development goals. Development partners, including UNFPA, WHO, UNICEF, FCDO, ILO, FAO, UN-Women, World Bank, AfDB, AU, EAC, AGRA, Gates Foundation, GIZ, Ifakara Health Institute, and the Malaria Atlas Project, contribute resources, expertise, and global standards that strengthen the credibility and comparability of Tanzania's statistical outputs. These collaborations ensure that NBS remains responsive to both domestic policy needs and international reporting obligations.

Beyond government and development partners, the private sector, academia and research institution (eg UDSM, EASTC, NM-AIST), civil society, and the general public play equally vital roles in shaping the statistical landscape. Private sector actors provide data critical for monitoring economic performance, while academia advances methodological innovation and capacity building. Civil society organizations amplify citizen perspectives, ensuring inclusivity in data collection and dissemination, while the general public serves as both a source of information and a primary beneficiary of

official statistics. Recognizing these varied interests, NBS emphasizes structured and proactive engagement to balance stakeholder expectations with institutional mandates. This approach not only enhances transparency and trust but also ensures that official statistics remain relevant, accessible, and impactful in guiding evidence-based decision-making across Tanzania's development agenda. Table 2.3 provides an overview of the key stakeholders relevant to NBS and highlights their relationships with the institution

Table 2.3 Stakeholder Analysis

Stakeholder	Stakeholder Expectation(s)	Impact if Expectations Not Met	Engagement Strategy
Parent Ministry	Alignment with national priorities; compliance with policies and regulations; efficient use of public funds; and performance accountability	Budget constraints; policy misalignment; and reduced institutional support	Regular reporting; budget submissions; policy alignment meetings; and performance reviews
Board of Directors	Strategic direction; good governance; accountability; and organisational performance	Weak governance; strategic drift; and reputational risk	Regular board meetings; performance reports; strategic retreats; and governance briefings
Government Ministries	Accurate, timely, policy-relevant data	Ineffective policy decisions; misallocation of resources	Regular data briefings; inter-ministerial meetings; dashboards
Parliament	Reliable statistics for oversight and legislation	Weak accountability; poorly informed legislation	Periodic reports; committee presentations; policy briefs
Judiciary	Credible data for evidence-based rulings	Misinterpretation in socio-economic cases	Formal data request systems; technical support
Local Government Authorities	Disaggregated local data for planning	Inefficient local development planning	Capacity-building; localised reports; training workshops
Private Sector	Market data, economic indicators, forecasts	Poor investment decisions; reduced confidence	Public data portals; business forums; newsletters
Development Partners	High-quality and internationally comparable data	Reduced funding; weakened partnerships	Joint reviews; donor co-ordination meetings; transparency reports
Academia and Research Institutions	Access to raw data; methodological clarity	Limited research output; reduced data credibility	Open data access; research collaborations; seminars
Media Organisations	Timely, clear and interpretable statistics	Misreporting; public misinformation	Press releases; media briefings; data visualisation
Civil Society Organisations	Inclusive and disaggregated data for advocacy	Weak advocacy; exclusion of vulnerable groups	Stakeholder forums; participatory data collection
General Public	Transparent, accessible and understandable statistics	Loss of public trust; low data utilisation	User-friendly websites; public awareness campaigns

Stakeholder	Stakeholder Expectation(s)	Impact if Expectations Not Met	Engagement Strategy
International Organisations	Compliance with global standards	Loss of credibility; poor global rankings	Adherence to standards; regular reporting; audits
ICT and Data Partners	Integration; interoperability; data security	System inefficiencies; data breaches	Systems integration meetings; cyber security protocols
Internal Staff	Clear direction; adequate resources; training	Low productivity; high staff turnover	Continuous training; internal communication; and incentives
Respondents	Confidentiality; minimal burden; clarity	Low response rates; poor data quality	Awareness campaigns; simplified tools; assurance of confidentiality
Regional and International Bodies	Harmonised regional statistics	Regional comparability; weak integration	Regional collaboration; standardised methodologies
Data Regulators	Compliance with regulations and guidelines	Data breach; loss of public trust	Engaging regulators in the review of legislation and digital systems to ensure compliance with national laws

Table 2.4 presents NBS's stakeholder power-interest, which maps key actors across three interconnected dimensions. Power concerns a stakeholder's ability to control resources or decisions; interest reflects how much a stakeholder is affected by or invested in a given initiative; and influence describes their capacity to shape outcomes indirectly through advocacy, persuasion, or mobilizing others. Taken together, these dimensions allow NBS to identify the most critical actors in its statistical operations and design strategies that are both effective and broadly inclusive.

Table 2.4 Stakeholder Power Interest

Quadrant	Description	Examples	Engagement Strategy
Manage Closely	High influence, high interest. Critical stakeholders who can shape outcomes.	Government, MoF, NPC, President's Office, PMO, Development Partners	Frequent updates, involve in decision-making, co-create strategies.
Keep Satisfied	High influence, low interest. Powerful but less engaged.	Government, Parliament, Regulators, UN/AU/SADC	Provide concise updates, address priorities, prevent opposition.
Keep Informed	Low influence, high interest. Supportive but less powerful.	Private Sectors, Academia, Media, CSOs	Share progress reports, invite feedback, maintain transparency.
Monitor	Low influence, low interest. Minimal impact.	Public/Citizens	Occasional communication, monitor for changes in interest.

2.6 Recent Initiatives for Improving Performance

The National Bureau of Statistics has undertaken a range of initiatives aimed at strengthening institutional performance, improving data quality and enhancing its role within NSS. These efforts are aligned with national development priorities and international statistical standards, reflecting the Bureau's commitment to delivering reliable and timely official statistics. Recent initiatives undertaken by NBS are presented in Table 2.5.

Table 2.5 Strategic Initiatives for Improving Performance

SN	Recent Strategic Initiative	Extent of Implementation and future outlook
i	Establishment of Data Lab in Dar es Salaam	NBS is establishing a dedicated Data Lab that will change data processing into full automation. A team of data analysts has been set up and the procurement of ICT equipment and infrastructure procedures are in progress.
ii	Recruitment of enumerators from government databases	NBS is recruiting enumerators from TAESA which improves fairness of employment opportunities and quality of manpower in data collection.
iii	Development of Regional Social Economic Profiles	NBS is conducting training to statisticians in all LGAs on development of Regional Social Economic Profiles
iv	Improvement of NBS organization structure and scheme of service	NBS has revised its organization structure and scheme of service for improved efficiency in products and services delivery. Staffing of the new positions is in progress.
v	Establishment of Data Centre	NBS has acquired a plot of land in Dodoma to establish a modern Data Processing Centre (DPC). The DPC will enhance the speed, reliability, and security of data processing operations to allow NBS to leverage advanced technologies such real time analytics and big data tools, enabling faster dissemination of policy relevant statistics.
vi	Integration of ESG aspects into NBS operations.	NBS has prepared an ESG Framework and Policy which will be integrated into the Bureau's operations.
vii	Integrating statistical systems with TISP and intergovernmental data sharing	NBS has established TISP whereby 20 institutional systems have been integrated with the portal. A total of 30 statistical systems in NSS have been linked to share statistical data. The initiatives have strengthened data exchange and harmonisation.
viii	Integrating administrative data into official statistics	NBS has developed Manual for Strengthening and Integrating Administrative Data into National Official Statistics of Tanzania. Training has been done to at least 10 institutions. Quality assessment on administrative data was conducted on crime and vital statistics. These initiatives have set a foundation for integrating administrative data into official statistics.

2.7 Review of Relevant Information

This section reviews relevant information and documents to establish the context for the preparation of the Strategic Plan. It examines key global, regional, and national development frameworks, including the SDGs, the African Union Agenda 2063, the EAC Vision 2050, the SADC Vision 2050, and Dira 2050. It also considers relevant

national policies and legislation, identifying gaps related to NBS's mandate and benchmarks international peers to integrate global best practices and emerging trends into the strategic planning process.

2.7.1 Sustainable Development Goals (SGDs)

At the global level, the Strategic Plan aligns with the SDGs, particularly the *"data for development"* agenda, which emphasises the need for timely, detailed and accessible data to track progress and guide policy. It follows the United Nations Fundamental Principles of Official Statistics and aligns with best practices in digital transformation, data management and the use of alternative data sources.

2.7.2 Regional Frameworks

2.7.2.1 Africa Agenda 2063

African Union Agenda 2063 is the African Union's long term strategic framework for the social, economic and political transformation of Africa over a 50-year period. It sets out a vision of a prosperous, integrated, and peaceful continent driven by its own citizens and built on inclusive growth and sustainable development.

On statistics, Agenda 2063 emphasises the strengthening of national and continental statistical systems to support evidence-based planning, monitoring and accountability through the Strategy for the Harmonization of Statistics in Africa (SHaSA). It promotes improved data quality, availability, timeliness and comparability across African countries, as well as the use of harmonised standards and modern statistical systems to support reliable continental reporting and decision making.

The Strategic Plan shall contribute to the implementation of Agenda 2063 by strengthening the NSS to produce high quality, timely and comparable statistics that support national and continental reporting requirements. It will enhance the adoption of harmonised methodologies and standards in line with SHaSA and improve data integration and sharing systems.

2.7.2.2 EAC Vision 2050

The East African Community (EAC) Vision 2050 emphasises strengthening regional statistical systems to support integration, coordination and evidence-based policymaking among partner states. It focuses on improving data quality, timeliness, and comparability through harmonised statistical standards, better data sharing and interoperability across member countries. It also highlights the need to build the capacity of national statistical offices and regional institutions to produce and use reliable statistics for monitoring development, trade and integration goals.

The Strategic Plan is expected to respond to the EAC Vision 2050 by supporting the harmonisation of statistical systems, improving data comparability, and strengthening regional integration efforts. It will promote these priorities by enhancing coordination,

adopting standard methods and reinforcing systems that enable Tanzania's data to be effectively integrated into regional monitoring and decision-making processes. Furthermore, NBS should produce statistics to monitor the implementation of the EAC Vision 2050.

2.7.2.3 SADC Vision 2050

SADC Vision 2050 emphasises the development of a robust and responsive regional statistical system to support regional integration processes. It highlights the importance of high quality, timely, and comparable statistics for measuring progress and assessing the impact of development and integration initiatives across member states. The Vision also stresses the need to strengthen statistical coordination and capacity within national statistical systems to ensure consistent production and use of data across the region.

The Strategic Plan shall implement the SADC Vision 2050 by strengthening the production of high quality, timely and comparable statistics that support regional integration and monitoring. In addition, the Plan will build institutional and technical capacity within the NSS to improve the production, dissemination and use of statistics for tracking progress and assessing the impact of regional integration initiatives.

2.7.3 National Development Frameworks

2.7.3.1 Dira and LTPP 2050

Within the NSS, DIRA 2050 emphasises evidence-driven decision-making, flexible governance and combined monitoring, evaluation, and learning (MEL) systems. This closely matches the NSS role in coordinating statistical activities, harmonising methods, standardising indicators and ensuring reliable data flows among institutions. Its emphasis on digital-first MEL systems and new technologies such as AI, GIS and real-time analytics, supports the NSS's mission to produce and consolidate high-quality data. The NBS Strategic Plan should effectively put this vision into action and strengthens coordinated, data-driven monitoring and accountability.

In line with Dira and LTPP 2050, the NBS Strategic Plan shall promote a fully digitized, integrated and high-quality national data ecosystem to support evidence-based policymaking, innovation and inclusive growth. This includes updating legal frameworks, ensuring system interoperability, integrating non-traditional and big data sources, building AI and data science skills and deploying real-time dashboards and population intelligence systems. These efforts will be backed up by phased investments and partnerships to boost efficiency, improve transparency and cut data processing time by 50%, while fostering a lasting data-driven culture.

2.7.3.2 FYDP IV

The fourth Five-Year Development Plan (FYDP IV) places strong emphasis on strengthening the NSS to support evidence-based planning, monitoring, and

evaluation of national development priorities. The plan emphasises on investing in Sustainable Data Driven Ecosystem as one of the drivers for development to support informed decision-making, digital innovation and inclusive socio-economic growth by 2050. The FYDP IV targets to ensure increased investment in national statistical development reaching at least 0.4 percent of GDP and advance the digitisation of the NSS to at least 80 percent. It will also target to reduce data processing time by 50 percent and establish a real time digital population and housing intelligence system to improve efficiency, timeliness and evidence-based decision making.

The NBS Strategic Plan and the NSS shall support the delivery of FYDP IV by ensuring reliable, timely, and complete data inform national planning and decision-making. Through integrated, standardised data systems across MDAs, LGAs, and key sectors, the NSS creates a single source of truth that supports evidence-based policy formulation, program monitoring and investment prioritisation. Beyond planning, NBS through NSS should improve the research and development ecosystem by providing solid statistical evidence for prioritisation, performance tracking and policy assessment. The NBS as the foundation of Tanzania's development structure should monitor macroeconomic, social and environmental indicators, improve statistical performance and open data access, and ultimately support a shift toward a knowledge-based, innovation-driven economy.

2.7.3.3 Ruling Party Manifesto 2025-2030

Ruling Party Manifesto is an instrument which provide directives to the government on political and socio-economic issues that addresses interest of the people. The manifesto emphasizes raising household income and national prosperity through indicators such as GDP growth, inflation, and per capita income. Similarly, improvements in social welfare rely on statistics in education, health, water, employment and social services, while sustaining democracy and good governance requires the collection and dissemination of statistics that enhance transparency and accountability.

Based on this review, the Strategic Plan should be a key enabler of evidence-based policy and commits to strengthening its capacity in data collection, analysis and dissemination to ensure that the implementation of the manifesto is monitored with credible evidence and aligned with Dira 2050.

2.7.3.4 TSMP II

The Tanzania Statistical Master Plan Phase II (TSMP II, 2022/23–2026/27) provides the national framework for strengthening the country's statistical system and ensuring the production of reliable, timely and harmonized data to support evidence-based decision-making. It focuses on building institutional capacity, modernizing data infrastructure and expanding statistical coverage across economic, social and governance sectors. The plan also emphasizes data quality assurance, integration of digital technologies and improved coordination across the NSS.

TSMP II positions NBS as a central enabler of inclusive growth, poverty reduction and sustainable development. It ensures that Tanzania meets both national and international reporting obligations, while providing a credible evidence base for monitoring progress toward long-term development goals.

NBS Strategic Plan should focus on modernising the NSS, especially in ICT driven data system which will be embedded on data harmonization, quality and dissemination; data production and development; and infrastructure and institutional development.

2.7.4 Statistics Act [Cap. 351 R.E. 2023]

The Statistics Act [Cap. 351 R.E. 2023] provides the legal foundation for the National Bureau of Statistics (NBS) and establishes its mandate as the custodian of official statistics in Tanzania. It empowers NBS to collect, compile, analyze and disseminate socio-economic and governance data, while coordinating the NSS to ensure consistency, reliability and adherence to international standards. The Act also outlines the governance structure of NBS including the appointment of the Statistician General and the establishment of a Governing Board. It also prescribes measures for safeguarding confidentiality and ensuring data quality and reporting.

The Act positions NBS as a central enabler of evidence-based policy-making and sustainable national development. It ensures that official statistics serve as a credible foundation for government planning, monitoring and evaluation, while meeting both national and international reporting obligations.

2.7.5 Benchmarking Analysis

Official statistics are public resources that support planning, resource allocation and accountability. They allow evidence-based decision-making among government, business and development partners. As shown in Figure 2.2, they work in a continuous cycle: data informs decisions, which in turn generate new data for monitoring and learning. However, fragmentation, limited compatibility and low data usage might limit their potential impact on inclusive growth and the delivery of FYDP IV.

Figure 2.2 Continuous Loop of Official Statistics and National Development

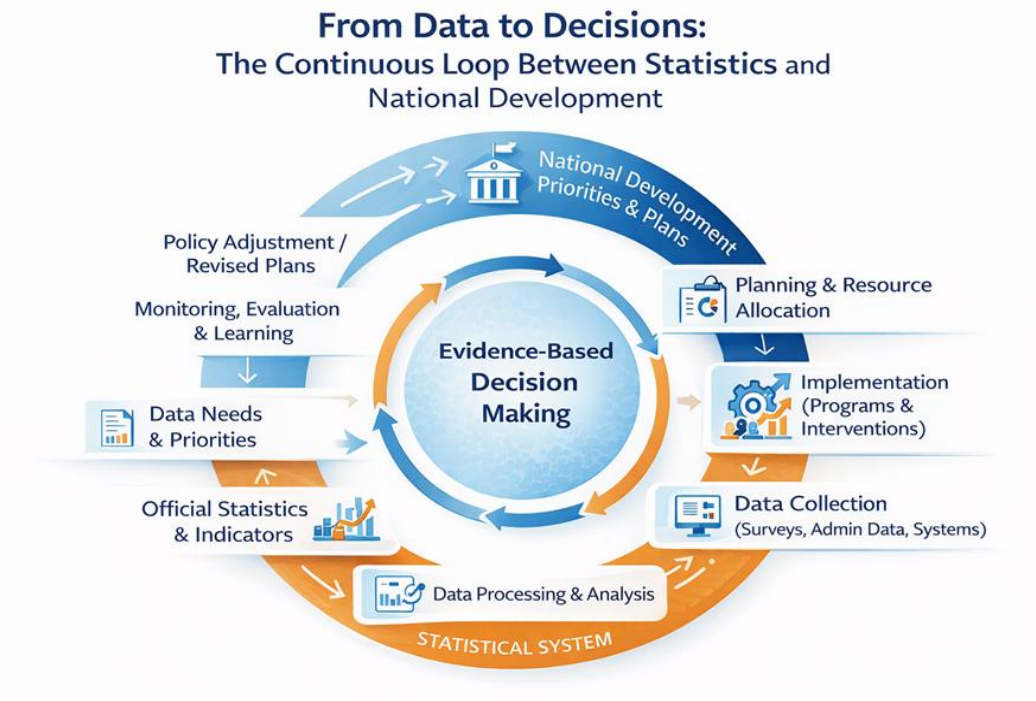


Figure adapted from D K Shangodoyin et.al. (2011, Vol. 3, No. 4). Journal of Sustainable Development.

Around the world, countries like Finland, South Korea, and Malaysia have strong statistical systems based on integrated registers and AI-enabled analytics. In contrast, according to World Bank Statistical Performance Index (2024), Tanzania's score was 68.22, placing it in the mid-tier category. It excels in survey production but struggles with digital transformation, integration and innovation. Notable African counterparts such as Senegal, South Africa, Mauritius, Kenya, Uganda, and Rwanda emphasise the role of digital platforms, open data and real-time access.

Table 2.6 SPI Scores (2024) for Selected Countries in Comparison to Tanzania

No.	Country	SPI Score (0 - 100)	SPI Score Implication
1.	South Korea	91.60	World-class statistical system. Strong integration of digital tools, open data platforms and evidence-based policymaking. Supports advanced governance and innovation.
2.	Finland	90.37	Highly reliable system, aligned with EU standards. Strong transparency and accessibility. Enables effective social policy and economic planning.
3.	Malaysia	85	Solid performance but below top-tier peers. Indicates progress in modernisation but highlights gaps in data infrastructure and accessibility compared to advanced economies.
4.	Senegal	81.41	Ranked number one in Africa. Strong reforms in institutional coordination and modernization of data tools. Reflects high transparency and credibility in governance.
5.	South Africa	81.29	Consistently strong system. Well-developed infrastructure but must sustain momentum amid governance challenges.
6.	Mauritius	80.44	Solid performance with steady improvement. Reflects strong institutional framework but still below continental leaders.
7.	Kenya	73.36	Strong system with reliable statistics support policy, economic planning and SDG monitoring.
8.	Rwanda	72.6	Reflecting Rwanda's investment in data-driven governance and reforms.
9.	Uganda	68.7	Moderate strength; capable but with room to improve in infrastructure and data use.
10.	Tanzania	68.22	Moderate performance range for statistical capacity. The country's statistical system is functional and reasonably reliable, but still has notable gaps compared to Kenya (73.36) and Rwanda (72.60).
11.	Burundi	45.24	Limited statistical capacity undermines evidence-based policymaking and development tracking.

Compared to other National Statistical Offices, Tanzania's SPI score of 68.22 signals a moderately strong statistical system that supports policymaking but still faces gaps: data use is present though integration into decisions could be stronger, data services are fairly accessible but need more transparency and trust, data products are adequate though not consistently comprehensive, data sources rely heavily on traditional surveys with limited diversification and data infrastructure has frameworks and funding but requires reinforcement for sustainability and independence.

To improve its SPI and overall statistical operations, Tanzania should prioritize investment in data sources (geospatial and administrative data), digital infrastructure and modernization of data systems. Expanding the use of diverse and reliable data sources, enhancing data services for public access and strengthening data infrastructure will help close the gap with regional leaders and build trust in governance.

This highlights the need for Tanzania to address crucial gaps, especially in limited digitalisation and interoperability of the NSS, by repositioning NBS as a leader in the national data system.

2.8 Emerging Issues

During the situation analysis, three emerging issues were identified. These are the rapidly advancing technology landscape, the need to strengthen and unlock the potential of private-sector engagement, and the need to include and streamline environmental, social and governance factors.

2.8.1 Technology Landscape

Tanzania's statistical technology landscape is only partially integrated. This limits the use of real-time data and leaves decision-making mostly reliant on periodic data. Platforms like TISP and the National Data Centre have improved capacity, but challenges remain. Issues with interoperability, Application Programming Interface (API)-based data exchange, cloud adoption, and the adoption of technologies such as AI and machine learning continue. Additionally, gaps in technology governance limit the system's overall responsiveness.

2.8.2 Inadequate Private Sector Engagement

Limited engagement with the private sector is a major gap in the NSS. Businesses and non-traditional actors produce detailed and high-frequency data. This data could improve timeliness, depth and relevance for policymaking. Excluding these sources limits the analysis, reduces the likelihood of data validation and triangulation, and hinders the system's ability to track new socio-economic trends.

2.8.3 Inclusion of Environmental, Social, and Governance (ESG)

Rising demands for sustainable development, climate action, and accountability require integrating ESG data into the NSS. Current gaps in ESG coverage limit the NSS's ability to deliver comprehensive, decision-ready insights for evidence-based policymaking, private-sector engagement, and tracking progress toward national and global development goals.

2.9 Critical Issues

The following critical issues identify the key areas requiring strategic attention to enhance the NSS's effectiveness and support sustainable socio-economic growth:

2.9.1 Digital Transformation and Technology Integration

The NSS faces several critical technological limits that affect its effectiveness and responsiveness. Although there have been improvements in ICT infrastructure

including platforms such as TISP, the National Data Centre and GIS databases, digitalisation remains partial as the systems are not yet fully integrated to support real-time analytics. The underuse of new technologies such as AI, machine learning, advanced analytics and automated data pipelines, further limits adaptability. At the same time, reliance on periodic surveys and manual data processing slows down speed, scalability and the creation of real-time insights. Moreover, technology adoption tends to be project-based rather than systematic, and staff capacity to experiment with and scale new tools is limited. These challenges persist due to poor interoperability across systems and institutions, with little use of API-based data exchange and automated integration frameworks. This ultimately restricts seamless data sharing and the development of a fully responsive, data-driven ecosystem.

2.9.2 Data Use, Accessibility, and Evidence-Based Decision Making

Even with improvements in data production and sharing, the use of statistics for decision-making remains limited by accessibility issues, limited statistical knowledge, and weak feedback between data producers and users. Although digital platforms and open data initiatives have made data more available, it is not always easy to use, timely or well-integrated into policy and planning. This leads to underuse of available statistics, thereby reducing their influence on decision-making, resource allocation and overall development. Therefore, improving data sharing, increasing user involvement, and promoting a culture of data use across all user groups including the private sector are important priorities.

2.9.3 Governance, Coordination, and Institutional Capacity

Governance and coordination within the NSS are still disjointed, with various institutions producing data using different standards and methods. This results in duplication, inconsistencies and inefficiencies. Although there are coordination mechanisms such as the SWGs and TSMP II, they are not fully established and enforcement of standards is inconsistent. At the same time institutional capacity is limited by gaps in analytical skills, data governance frameworks and human resources. Improving coordination, standardisation and institutional capacity is necessary for a cohesive, high-quality, and well-managed statistical system.

2.9.4 Sustainability and Operational Resilience

The sustainability of the NSS faces challenges due to heavy dependence on government and development partner funding, along with increasing demands for frequent and high-quality data production. Despite progress in resource mobilisation and institutional strengthening, challenges remain in ensuring financial sustainability, effective risk management and operational resilience. Moreover, gaps in human resources and technology, alongside rising cybersecurity and system risks need ongoing investment. Ensuring long-term sustainability will rely on diverse funding models, stronger internal systems and better resilience to operational challenges and external shocks.

2.9.5 Emerging Data Needs

The demand for more detailed, real-time and sector-specific data is growing quickly. This rise is driven by national development priorities, digital advances and changing global standards. Traditional data sources alone are no longer sufficient; there is an increasing need to combine administrative, private-sector and non-traditional sources including big data and geospatial information. Additionally, new areas such as ESG, climate data, transformative growth sectors data, and population intelligence require new methods and skills. Meeting these needs will push the NSS to update its systems, build partnerships and embrace innovative approaches to producing and integrating data.

2.9.6 Global Competitiveness

Tanzania's statistical system ranks mid-tier in global comparisons. It shows strengths in survey production and policy relevance but falls behind in digital transformation, data integration, and innovation. Compared to leading statistical systems globally and in Africa, there are gaps in the use of advanced technologies, real-time data systems and user-friendly dissemination platforms. These shortcomings affect the country's ability to compete effectively in a data-driven global economy and to meet international reporting standards. Boosting global competitiveness will require accelerating digital transformation, improving interoperability and positioning NBS as a modern leader within the global statistical community.

CHAPTER THREE
THE PLAN



CHAPTER THREE
THE PLAN

3.0 Overview

This chapter sets out the organisation's strategic direction by clearly articulating its vision, mission and core values. The vision defines the long-term aspiration, providing a clear picture of the desired future state, while the mission outlines the organisation's purpose for achieving that vision. Core values establish the guiding principles and ethical standards that shape decision-making and organisational culture. In developing the plan, key shifts included transforming approaches to data production, ensuring its widespread use with demonstrable impact and advancing progress through digital systems. Others involved strengthening coordination across the NSS and sustaining efforts through enhanced capacity, leadership and resources mobilization. Furthermore, this chapter details the objectives, strategies, targets and Key Performance Indicators (KPIs).

3.1 Vision and Mission

The vision and mission are as follows:

3.1.1 Vision: *'To become a one-stop centre for official statistics in Tanzania.'*

3.1.2 Mission: *To produce, coordinate and disseminate quality official statistics and services that meet the needs of national and international stakeholders for evidence-based planning and decision making.'*

3.2 Core Values

Table 3.1 NBS Core Values

Core Values	Descriptions
Customer Focus	Ensuring statistical data are relevant, accurate, timely, consistent and accessible to meet user needs.
Teamwork	Promoting collaboration and mutual respect to achieve organisational objectives efficiently.
Service Excellence	Delivering commitments reliably and adding value in all services.
Integrity	Maintaining honesty, transparency, and ethical conduct in all statistical activities.
Confidentiality	Protecting the privacy and confidentiality of data providers.
Professionalism	Performing duties in accordance with professional skills, ethics and established standards.
Individual Dignity	Upholding and respecting the dignity and worth of every individual.
Creativity and Innovation	Encouraging new ideas and practices to enhance efficiency and resource use.
Partnership	Fostering strategic collaboration with stakeholders to strengthen the production, coordination, sharing and use of quality official statistics.

3.3 Objectives, Strategies and Targets

This section outlines the organisation's strategic objectives, setting out the strategies and measurable targets aimed at improving overall performance. It provides a coherent framework linking objectives, strategies and targets to guide decision-making, strengthen operational effectiveness and ensure the delivery of quality and relevant outcomes.

Objective A: Non-Communicable Diseases (NCDs) and HIV/AIDS Infections Reduced, and Supportive Services Improved

Workplace health programmes at NBS have been successfully institutionalised, demonstrating a strong commitment to preventing and managing NCDs and HIV/AIDS within the organisation. Efforts will focus on further integrating these programmes into internal systems and enhancing the use of workplace data for monitoring, planning and evaluation. Continuous application of evidence-based approaches will ensure that internal interventions remain effective and responsive to staff health needs.

Table 3.2 Strategies, Targets and KPI for Objective A

Objective A: Non-Communicable Diseases (NCDs) and HIV/AIDS Infections Reduced, and Supportive Services Improved		
Strategies	**Targets**	**KPIs**
Strengthen workplace programs to prevent and manage HIV/AIDS and Non-Communicable Diseases	i. 100% of NBS staff sensitised on non-communicable diseases and HIV/AIDS counselling and voluntary testing annually.	i. Percentage of NBS staff sensitised on non-communicable diseases and HIV/AIDS counselling and voluntary testing
	ii. 60% of NBS staff to participate in sports activities by June, 2031.	ii. Percentage of NBS staff participated in sports activities
Improving care and supportive services	i. Staff living with HIV/AIDS 100% supported annually	i. Percentage of support provided to staff living with HIV/AIDS
	ii. Partnership with three (3) NGOs/CBOs on the provision of care and support services engaged by June, 2031	ii. Number of partnerships established

Objective B: Implementation of the National Anti-Corruption Strategy Enhanced

The National Bureau of Statistics has made significant progress in implementing anti-corruption frameworks, embedding integrity, transparency and accountability within its operations. In line with its mission to produce and disseminate quality official statistics, NBS must further integrate these frameworks into daily operational systems, strengthen monitoring and enforcement, and increase staff awareness. Sustained adherence to ethical practices will ensure that the integrity of statistical processes is upheld, reinforcing trust, credibility and good governance within the Bureau.

Table 3.3 Strategies, Targets and KPI for Objective B

Objective B: Implementation of the National Anti-Corruption Strategy Enhanced		
Strategies	**Targets**	**KPIs**
Strengthen capacity building on anti-corruption and ethics	i. 100% of NBS staff sensitised on Anti-Corruption Strategy and Good Governance annually	i. i. Percentage of NBS staff sensitised on Anti-Corruption Strategy and Good Governance
	ii. Complaints handling mechanisms updated and operationalised by June, 2031	ii. Existence of revised and operational complaints handling mechanisms
Strengthen staff integrity and ethical culture	iii. 100% of staff sensitised on ethics and integrity annually	iii. i. Percentage of staff sensitised on ethics and integrity
	iv. Four (4) Integrity Performance reports prepared annually	iv. ii. Number of integrity performance reports

Objective C: Production of Timely and Quality Official Statistics Improved

Objective C focuses on enhancing the production of official statistics to ensure they are timely, accurate and sufficiently detailed to meet the needs of decision-makers while considering the diverse needs of stakeholders. \ Reliable national and regional data production has advanced considerably; however, gaps in frequency and detail at the district, ward, and village levels persist, which may potentially constrain local planning and service delivery.

The organisation can provide more responsive and relevant information by modernising and integrating data production systems, updating statistical registers and sampling frames, and refining survey methodologies by incorporate the use of spatial disaggregation methodologies. Expanded access to high-quality, disaggregated statistics will continue to support evidence-based policymaking, enable targeted interventions, and strengthen monitoring and evaluation, contributing to more efficient resource allocation and improved outcomes across sectors.

Table 3.4 Strategies, Targets and KPIs for Objective C

Objective C: Production of Timely and Quality Official Statistics Improved		
Strategies	**Targets**	**KPIs**
Strengthen production of socio-economic statistics	i. 35 Trade statistics reports produced by June, 2031	i. Number of statistics reports produced as per Advance Release Calendar
	ii. 75 Transport, Tourism and Migration statistics reports produced by June, 2031	
	iii. 46 Industrial statistics reports produced by June, 2031	
	iv. 25 Construction statistics reports produced by June, 2031	
	v. 35 National Accounts Statistics (NAS) reports produced by June, 2031	
	vi One (1) Rebasing of National Accounts for Tanzania for base year 2025 conducted by June, 2031	

Objective C: Production of Timely and Quality Official Statistics Improved		
Strategies	**Targets**	**KPIs**
	vii. 28 Agriculture Statistics Reports produced by June, 2031	
	vii 10 Energy Statistics Reports produced by June, 2031	
	viii. 60 National Consumer Price Index (CPI) reports produced by June, 2031	
	ix. 12 Employment and Labour Statistics Reports produced by June, 2031.	
	x. Four (4) thematic reports emanating from 2022 Population and Housing Census produced by June, 2028	
	xi. Five (5) Vital Statistics reports produced by June, 2031	
	xii. 26 Social statistics reports produced by June, 2031	
	xiii. Integrated Household Budget Survey (IHBS) report produced by June, 2031	
	xiv. 17 Environment statistics publications produced by June, 2031	
	xv. Two (2) National Panel Survey (NPS) reports produced by June, 2031	
	xvi. 10 Statistical Compendium Reports produced by June, 2031	
	xvii. 26 Regional Socio-economic profile reports produced by June, 2031	
	xviii. The 2032 Digital Population and Housing Census preparations completed by June, 2031	ii. Percentage of preparation for the 2032 Digital Population and Housing Census completed
Strengthen standards, methodologies and quality assurance systems	i. Six (6) Statistical guidelines developed/updated by June, 2031	i. Number of statistical guidelines developed/updated
	ii. Quality Assurance Framework updated by June, 2031	ii. Quality Assurance Framework updated
	iii. Research and Innovation framework developed and implemented by June, 2031	iii. Research and Innovation Framework developed
Strengthen Survey Instruments and Geographical Database	i. 100,000 establishments in the Statistical Business Register Sampling frame updated by June, 2031	i. Number of establishments in the Statistical Business Register sampling frame updated
	ii. 2022 Geographic Census Frame updated by June, 2031	i. Number of Enumeration Areas (EAs) updated
	iii. Two (2) geospatial analysis reports produced annually	i. Number of geospatial analysis reports

Objective D: Data Dissemination and Use across the National Statistical System Strengthened

Data dissemination platforms, methods, and statistical literacy have improved, yet some challenges remain, including limited access, limited feedback mechanisms, inconsistent use, and varying user-friendliness which hinder wider coverage. Digital platforms are in place but not fully leveraged for real-time access. In this context, NBS must coordinate and facilitate the dissemination of quality statistics, ensuring that data are relevant, accessible, and used effectively to support evidence-based decision-making, policy formulation and the credibility of the NSS.

Table 3.5 Strategies, Targets and KPIs for Objective D

Objective D: Data Dissemination and Use across the National Statistical System Strengthened		
Strategies	**Targets**	**KPIs**
Promote stakeholder engagement and demand for statistics	i. 12 Structured stakeholder engagement initiatives (data clinics, dissemination forums, sector dialogues) conducted annually.	i. Number of structured stakeholder engagement initiatives conducted
	ii. Percentage of users reporting awareness of available NBS data products increased to 90% by June, 2031.	ii. Percentage of users reporting awareness of available NBS data products
	iii. Percent of statistical outputs disseminated through at least three channels (digital platforms, media, briefs, social media) increased to 90% by June, 2031.	iii. Percentage of statistical outputs disseminated through at least three channels
	iv. Number of interactions (views, likes, shares) on NBS dissemination platforms increased from 1,000,000 to 6,000,000 by June, 2031.	iv. Number of interactions on NBS dissemination platforms
Strengthen user-centric service delivery and feedback mechanisms	i. Percentage of statistical products and services developed/refined based on user feedback increased from 0% to 80% by June, 2031.	i. Percentage of statistical products and services developed or refined based on user feedback
	ii. All data user requests and inquiries attended within 4 working days by June, 2031.	ii. Percentage of data user requests and inquiries attended within 4 working days
	iii. Digital stakeholder engagement database and feedback system established by June, 2027	iii. Digital stakeholder engagement database and feedback system established
Enhance accessibility and inclusivity of statistical products	i. Percentage of statistical products available in simplified and inclusive formats (visual, Kiswahili, accessible formats) increased to 85% by June, 2031.	i. Percentage of statistical products available in simplified and inclusive formats
	ii. 95% of Official statistics disseminated as per Advance Release Calendar annually.	ii. Percentage of official statistics disseminated on time

Objective E: Digital Data Infrastructure, Innovation and Application across NSS Improved

The NSS continues to operate through a combination of manual and digital systems that remain only partially integrated. Administrative data integration is still limited and interoperability across systems is constrained with minimal reliance on API-driven data exchanges and automated pipelines. A unified ICT governance framework has yet to be fully institutionalised while cybersecurity safeguards require ongoing reinforcement. Data processing workflows could be streamlined further. The capacity in advanced data technologies is still modest with emerging tools such as AI, machine learning and big data analytics underutilized. Although digital tools exist, they are not yet fully scaled or harmonised. Strengthening digital infrastructure and applications will enhance interoperability, efficiency, security, scalability and responsiveness across the NSS.

Table 3.6 Strategies, Targets and KPIs for Objective E

Objective E: Digital Data Infrastructure, Innovation and Application across NSS Improved		
Strategies	**Targets**	**KPIs**
Enhance digital data infrastructure and innovation across NSS	ii. NBS ICT Governance Framework updated and implemented by June, 2031.	i. Number of ICT steering committee reports
	iii. NSS Metadata Repository established and fully operational by June, 2028.	ii. NSS metadata repository established and fully operational
	i. 80% of NSS data systems digitised and integrated through interoperable and data exchange platforms by June, 2031.	iii. Percentage of NSS data systems digitised and integrated through interoperable and data exchange platforms
Enhance cybersecurity and resilience of statistical systems	i. ICT Security Mechanism developed and fully deployed across NBS systems by June, 2031	i. ICT security mechanism developed and fully deployed across NBS systems
Build institutional ICT and data infrastructure capacity	i. Data processing time reduced by 50% in all statistical outputs by June, 2031.	i. Percentage of data processing time reduced
	ii. Hybrid ICT infrastructure established and operationalised by June, 2031.	ii. Status of hybrid ICT infrastructure
Geospatial data infrastructure strengthened	i. Hybrid GIS infrastructure established and operationalised by June, 2031. ii. GIS Portal updated annually	i. Status of hybrid GIS infrastructure iii. GIS portal updated

Objective F: Coordination and Data Governance within NSS Strengthened

This objective focuses on strengthening coordination and data governance within the NSS. While progress has been made in institutional collaboration, coordination remains fragmented with multiple entities producing data independently using different standards and methods. Data sharing mechanisms are still limited and governance frameworks are sometimes underdeveloped or inconsistently applied leading to duplication, reduced comparability and underutilisation of administrative data across NSS.

The private sector is not yet fully integrated as a formal data producer which limits opportunities to leverage alternative data sources and expand the data ecosystem. Enhancing coordination and governance will improve efficiency, harmonisation and the overall quality and utility of statistics across the NSS.

Table 3.7 Strategies, Targets and KPIs for Objective F

Objective F: Coordination and Data Governance within NSS Strengthened		
Strategies	**Targets**	**KPIs**
Enhance structured coordination mechanisms across NSS	i. 50 Memorandums of Understanding (MoUs)/Service Level Agreements (SLAs)/data-sharing agreements with State and Non-State Actors signed and operationalised by June, 2031	i. Number of MoUs/SLAs/data-sharing agreements signed and operationalised
	ii. Four (4) quarterly meetings in five (5) SWGs conducted annually by June, 2031	ii. Number of SWGs meetings conducted
	iii. Commemoration of the Statistics Day organised annually	iii. Number of Statistics Day commemorations organised
Align statistical systems with national and global frameworks	i. 80% of indicators for monitoring National, Regional and International Strategies produced by June, 2031	i. Percentage of indicators produced
	ii. Tanzania Statistical Master Plan Phase III (TSMP III) developed and operationalised by June, 2031	ii. Status of TSMP III development and operationalisation
Coordinate the production and management of official statistics in the NSS	i. Resources and capacity gap assessment on training needs and technological requirements for NSS conducted by June, 2028.	i. Status of resource and capacity gap assessment for NSS
	ii. 26 Regional Statistical Offices coordinated to produce official statistics annually	ii. Number of Regional Statistical Offices coordinated
Strengthen the use of administrative data for production of official statistics in the NSS	i. Administrative Data Manual updated and operationalised by June, 2029	i. Updated Administrative Data Manual in place and operationalized
	ii. Administrative data quality assessments for two (2) statistical products conducted annually by June, 2031	ii. Number of administrative data quality assessments conducted
	iii. Metadata documentation for 50 administrative datasets conducted by June, 2031	iii. Number of administrative datasets with complete metadata documentation

Objective F: Coordination and Data Governance within NSS Strengthened		
Strategies	**Targets**	**KPIs**
	iv. 15 MDAs/Non-State Actors (NSA) capacitated on administrative data management by June, 2031	iv. Number of MDAs/NSA trained on administrative data management
Promote private sector engagement in NSS governance	i. Data reporting guideline and standards for private sector entities developed and operationalised by June, 2028	i. Guideline and standards in place
	ii. Private sector statistics advisory committee established and operationalised by June, 2031	ii. Status of private sector statistics advisory committee

Objective G: Institutional Capacity and Sustainability Strengthened

Objective G focuses on strengthening institutional capacity and sustainability. While foundational systems and governance structures are in place, capacity is affected by skills gaps in areas such as data science and ICT. Financial sustainability currently relies heavily on government and development partners support with resource mobilisation efforts still developing. By improving human capital, strengthening the legal framework, systems and controls as well as expanding resource mobilisation, the organisation will become more efficient, resilient and accountable. These measures will enable the organisation to fulfil its mandate of producing and disseminating high-quality official statistics in a sustainable manner.

Table 3.8 Strategies, Targets and KPIs for Objective G

Objective G: Institutional Capacity and Sustainability Strengthened		
Strategies	**Targets**	**KPIs**
Enhance human capital and human resource management systems	i. Three (3) Human Resources Management Tools reviewed by June, 2031	i. Number of Human Resources Management tools reviewed
	ii. 100% of NBS staff facilitated to attend training on statistical operations by June, 2031	ii. Percentage of NBS staff facilitated to attend training
	iii. Two (2) joint capacity building programmes with higher learning and research institutions conducted by June, 2031.	iii. Number of joint capacity building programmes
Improve staff welfare and motivation mechanisms	i. 100% of NBS administrative services provided annually.	i. Percentage of NBS administrative services provided
	ii. 100% of Statutory services provided to NBS Staff annually.	ii. Percentage of statutory services provided
	i. Four (4) Risk management reports prepared annually.	i. Number of risk management reports prepared

Objective G: Institutional Capacity and Sustainability Strengthened		
Strategies	**Targets**	**KPIs**
Strengthen risk management, internal controls and accountability	ii. Three (3) Audit Tools reviewed and operationalised by June, 2031.	ii. Number of audit tools reviewed and operationalised
	iii. Four (4) quarterly internal audit reports prepared annually	iii. Number of internal audit reports prepared
	iv. All procurement processes complied with public procurement laws, regulations and guidelines annually	iv. Status of compliance with public procurement laws
Strengthen legal frameworks	i. Statistics Act reviewed and updated by June, 2031.	i. Statistics Act reviewed and operationalised
	ii. Legal advisory services provided according to institutional legal framework annually	ii. Compliance level of legal services provided
Enhance institutional financial capacity	i. Financial Resource Mobilisation Strategy reviewed and operationalised by June, 2031	i. Status of Resource Mobilisation Strategy
	ii. Institutional financial management system reviewed and implemented annually	ii. Unqualified audit report
Improve planning, monitoring and performance management systems	i. Three (3) NBS Planning and Budgeting Tools prepared annually	i. Number of NBS planning and budgeting tools prepared
	ii. 31 NBS Planning and Budgeting Reports prepared by June, 2031	ii. Number of reports prepared
	iii. NBS Strategic Plan (2026/27-2030/31) reviewed by June, 2031	iii. NBS Strategic Plan reviewed
	iv. 2050 National Statistical Development Roadmap developed by June, 2028	iv. 2050 National Statistical Development Roadmap developed
	v. M&E framework developed and operationalised by June, 2031.	v. M&E framework developed and operationalised.

Objective H: Management of Environment, Social and Governance Enhanced

The objective is to reinforce and sustain the management of ESG dimensions within the NBS operating environment. The NBS Sustainability and ESG Framework which was developed in December 2025 represents a key milestone in embedding environmentally sustainable, socially responsible and well-governed practices across NBS operations. However, full integration into internal systems and processes is still in progress. Strategic emphasis is placed on mainstreaming environmental conservation, social responsibility and sound governance while efforts continue to

strengthen mechanisms for environmental stewardship, staff welfare, ethical conducts and accountability. Aligning staff practices, procedures and institutional culture with sustainability principles is also prioritised. Collectively, these measures will enhance the sustainability, efficiency and integrity of NBS operations.

Table 3.9 Strategies, Targets and KPIs for Objective H

Objective H: Management of Environment, Social and Governance Enhanced		
Strategies	**Targets**	**KPIs**
Strengthen environmental sustainability capacity	i. Paper usage across surveys and reports reduced by 50% by June, 2031	i. Percentage reduction in paper usage
	ii. 80% of office and field logistics optimised to reduce emissions by June, 2031	ii. Percentage of office and field logistics optimised
Strengthen social sustainability capacity	i. 100% compliance with occupational safety and health standards achieved by June, 2031	i. Percentage compliance with OSHA standards
	ii. Production of disaggregated data increased by 80% by June, 2031.	ii. Percentage increase in production of disaggregated data
	iii. Corporate Social Responsibility (CSR) guideline developed and operationalised by June, 2031	iii. CSR guideline in place
Strengthen Governance sustainability capacity	i. 100% implementation of NBS staff Incentive Scheme achieved annually	i. Percentage of Incentive Scheme implementation
	ii. 100% compliance with data ethics guidelines achieved annually	ii. Percentage compliance with data ethics guidelines
	iii. 100% integration of ESG into enterprise risk management framework achieved by June, 2031	iii. Percentage of ESG integrated into enterprise risk management framework

Objective I: Multisectoral Nutrition Services Improved

The objective is to strengthen and enhance the delivery of multisectoral nutrition programmes within the NBS operational framework. Priority is placed on improving the quality, accessibility and utilisation of nutrition services to boost staff productivity and support overall institutional performance. To achieve these outcomes, emphasis is given to integrated, inclusive and responsive nutritional initiatives alongside active stakeholder engagement.

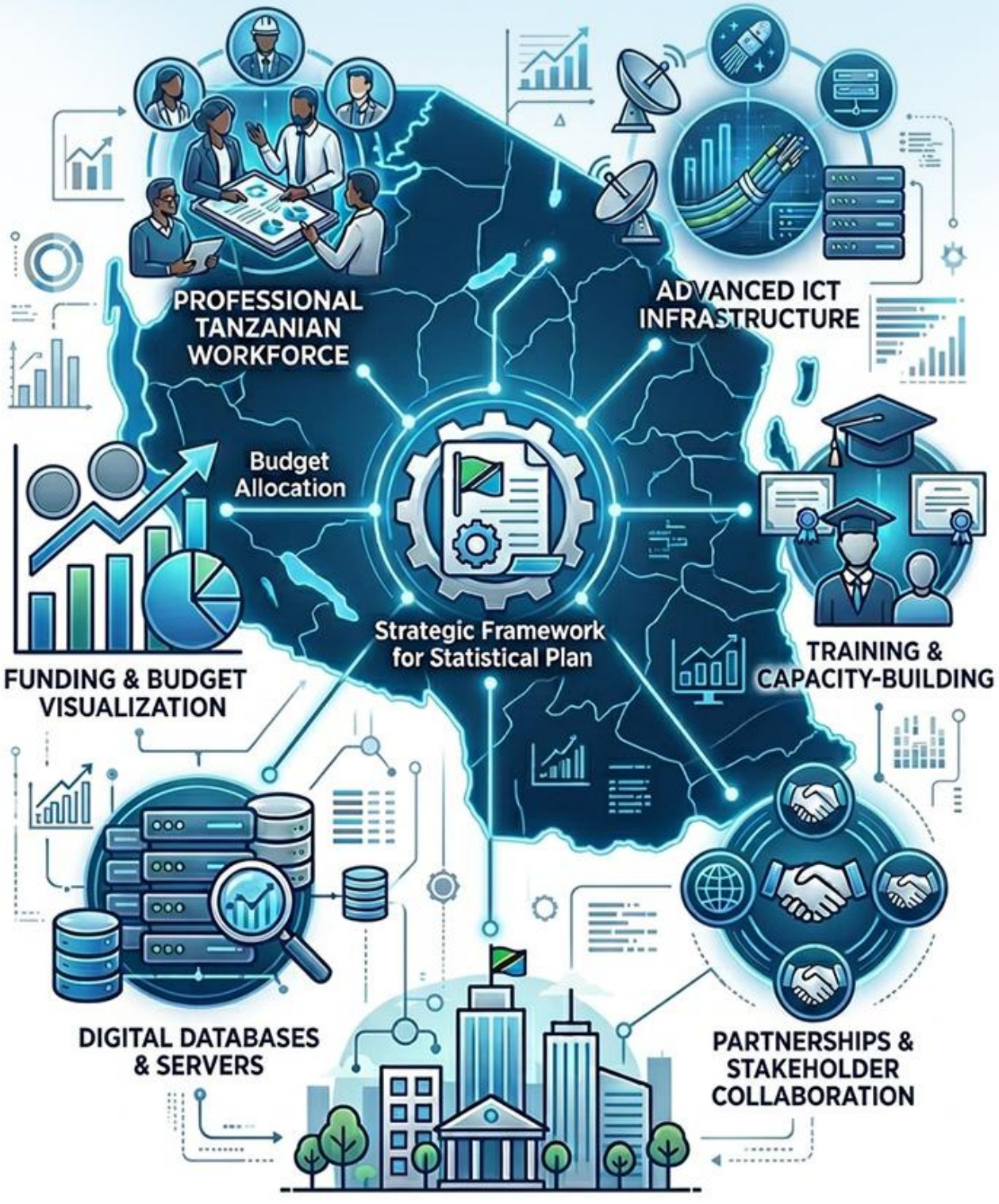
Table 3.10 Strategies, Targets and KPIs for Objective I

Objective I: Multisectoral Nutrition Services Improved		
Strategies	**Targets**	**KPIs**
Strengthen Workplace nutrition programmes	i. 100% of NBS Staff sensitised on the nutrition practices annually	i. Percentage of NBS staff sensitised on nutrition practices

Objective I: Multisectoral Nutrition Services Improved		
Strategies	**Targets**	**KPIs**
	ii. Five (5) nutrition screenings and counselling sessions conducted by June, 2031	ii. Number of nutrition screenings and counselling sessions
Enhance institutional capacity in the implementation of nutrition programmes	i. Partnership with one (1) institution on the provision of nutrition services established by June, 2027.	i. Number of partnerships established
	ii.100% integration of nutrition services in staff welfare programmes achieved annually	ii. Percentage of nutrition services integrated into staff welfare programmes

CHAPTER FOUR

RESOURCES FOR THE PLAN



CHAPTER FOUR
RESOURCES FOR THE PLAN

4.0 Introduction

This chapter outlines the resources required to implement the NBS Strategic Plan, covering three core dimensions; financial, human and technological capacities. It presents a forward-looking financing framework that address funding structures, gaps, mobilisation strategies and risk mitigation measures to ensure sustainability and operational continuity. The chapter further highlights the human resource capacity and critical functional areas needed for statistical production, dissemination and governance. It also identifies technological resources essential for modernising data collection, processing, storage, dissemination and knowledge management. Together, these resource frameworks strengthen NBS's ability to deliver quality, timely and relevant statistics. Overall, the chapter provides the foundation for efficient and evidence-based operations aligned with national development frameworks.

4.1 Human Resource Capacity

The effective implementation of NBS's strategic objectives requires a vigorous and dedicated human resource. The Bureau must ensure adequate staffing across all core functional areas, including statistical production, digital systems, policy analysis, project management and governance. Staff must possess advanced competencies in statistical methods, data analytics, geospatial analysis, digital tools, policy communication and regulatory compliance.

4.1.1 Human Resource Gaps

The National Bureau of Statistics is constrained by human resource gaps that limit its capacity to operate a modern and integrated statistical system. Shortages are most pronounced among statisticians, ICT specialists and data scientists, while expertise in advanced analytics, emerging statistical methods and policy engagement remains insufficient. Current staffing levels reveal a deficit of 145 positions across critical functions, reflecting both numerical deficits and capability gaps. Table 4.1 outlines these gaps and the required actions (hiring, upskilling or outsourcing) to strengthen NBS's capacity and build a responsive data-driven national statistical ecosystem.

Table 4.1 Human Resource Gaps per Cadre

Profession	Current	Required	Gap	Action (Hire / Upskill /Outsource)	Built internally vs. externally sourced
Statisticians	160	239	79	Hire	Externally
Social Welfare	5	5	0	N/A	N/A
Legal	2	4	2	Hire	Externally
Public Relation	5	8	3	Hire	Externally
Marketing	2	2	0	N/A	N/A
Librarian	3	3	0	N/A	N/A
Accounts	10	15	5	Hire	Externally
Procurement	7	9	2	Hire	Externally
Internal Audit	1	3	2	Hire	Externally
Human Resources	5	5	0	N/A	N/A
Estate	1	2	1	Hire	Externally
Records	7	11	4	Hire	Externally
Secretary	5	7	2	Hire	Externally
Office Attendant	2	4	2	Hire	Externally
Receptionist	1	3	2	Hire	Externally
Technicians	2	4	2	Hire	Externally
Geographical Information System	12	14	2	Hire	Externally
Information, Comm. & Tech	9	15	6	Hire	Externally
Planning	3	6	3	Hire	Externally
Monitoring and Evaluation	1	4	3	Hire	Externally
Drivers	17	42	25	Hire	Externally
Total	**260**	**405**	**145**		

4.1.2 Human Resource Capacity Building Initiatives

The Strategic Plan emphasises continuous professional development, targeted training and effective knowledge management. Its focus is on strengthening human resources by advancing technical expertise, digital competencies, leadership capabilities as well as project and change management skills. Particular attention is given to cultivating talent in emerging fields such as big data analytics, cloud computing, advanced data analysis and integrated statistical systems (Table 4.2).

This framework is designed to ensure the institution fulfils its core mandate while contributing to Tanzania's broader development agenda under Dira 2050, FYDP IV and global development commitments such as the SDGs. By investing in a skilled and adaptable workforce, the organisation will enhance its ability to produce timely, reliable and high-quality statistics that inform evidence-based decision-making and promote inclusive and sustainable development.

Table 4.2 Human Resource Capacity, Skills, and Capacity Building Initiatives

HR Area	Required Capacity	Descriptions	Core Skills / Competencies	Capacity Building Initiatives
Statistical Production and Analysis	Adequate staffing for surveys, censuses and administrative data collection	Covers survey design, census operations, administrative data management, and data quality assurance. Includes statisticians, data analysts, field supervisors and survey officers.	Advanced statistical methods, sampling, quality assurance, geospatial analysis, econometrics, predictive modelling, technical and programming skills.	Technical training in advanced statistics, survey design, big data analysis and geospatial techniques
Digital and Technological Capacity	Specialists in IT Systems, Data Science, Artificial Intelligence, Machine Learning, Cloud Computing, Data Analytics, Cyber Security	Includes IT specialists, database administrators, data engineers, data visualisation experts, and software developers to support digital platforms, automated pipelines and cloud-based solutions.	Database management, data visualisation, dashboards, cloud computing automated data pipelines	Upskilling in digital tools, cloud solutions, secure data storage and data visualisation
Policy and Communication	Staff able to translate data into actionable policy insights	Policy analysts, communication officers, data dissemination experts to translate statistical outputs into actionable insights and reports for government, private sector and the public.	Policy analysis, report writing, presentation skills, advocacy, stakeholder engagement and data visualisation	Workshops in policy communication using advanced techniques, data storytelling, stakeholder engagement, presentation techniques, and data visualisation
Project and Change Management	Staff capable of leading complex projects, managing large-scale surveys and system implementations	Project managers, M&E specialists, and change management officers to coordinate large-scale surveys, system implementations,	Project planning, change management, monitoring and evaluation, performance tracking	Training in project management, change leadership, M&E frameworks, and results-based management

HR Area	Required Capacity	Descriptions	Core Skills / Competencies	Capacity Building Initiatives
		and transformation initiatives.		
Regulatory and Governance	Personnel to oversee compliance, data integrity, and coordination of statistical outputs	Experts in statistics legislation, quality standards, and compliance to ensure data integrity and regulatory adherence across NSS.	Knowledge of statistics legislation, data protection, quality standards, NSS coordination	Seminars on national and international statistical regulations, data governance and compliance
Leadership and Management skills sustainability	Leaders to manage teams, drive transformation, and implement strategic objectives	Senior managers, directors, and team leaders responsible for strategic planning, organisational development, staff mentoring, and cross-sector coordination.	Strategic planning, inter-agency coordination, decision-making, mentorship	Leadership development programmes, management workshops, knowledge exchange visits

4.2 Financial Requirements

The estimated financial requirement for the implementation of the NBS Strategic Plan over a period of five years is projected at TZS **536,252,061,002**, reflecting the cumulative cost of executing the outlined strategic objectives and targets. Expected main financing sources will include government subvention, development parters, private sector and own source. Detailed breakdowns of these financial requirements are provided in Appendix 1 which presents the estimated costs associated with each specific target area, ensuring transparency and accountability in resource allocation. Furthermore, Table 4.3 consolidates these figures to present the estimated total financial requirement for the entire strategic plan period, thereby offering a comprehensive overview of the funding needed to achieve the intended outcomes.

The estimates are based on past financial performance, the current funding landscape and projections that future allocations will be adjusted to reflect evolving institutional needs. They assume stable macroeconomic conditions, timely disbursement of government and development partner funds and efficiency gains from strengthened financial management to contain recurrent costs. Together, these assumptions support the projected costs for implementing the NBS Strategic Plan.

Table 4.3 Cost Estimates Summary

Source	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Other Charges	22,919,456,000	21,992,398,000	20,440,263,000	21,804,655,000	21,428,903,000	**108,585,675,000**
Personal Emoluments	7,200,000,000	7,500,000,000	7,800,000,000	8,100,000,000	8,500,000,000	**39,100,000,000**
Development Partners	85,188,004,000	72,446,164,000	82,383,913,000	69,725,546,000	72,600,670,000	**382,344,297,002**
Own Source	1,623,871,000	1,049,296,000	1,072,739,000	1,088,775,000	1,387,408,000	**6,222,089,000**
TOTAL	**116,931,331,000**	**102,987,858,000**	**111,696,915,000**	**100,718,976,000**	**103,916,981,000**	**536,252,061,002**

4.3 Technological Resources

An internal assessment shows that NBS has built a solid digital ecosystem supported by key platforms and systems for data production, storage and sharing. These include the TISP, Tanzania National Data Archive (TNADA), GIS platforms and digital data collection systems like the use of CAPI. The successful use of digital tools during the 2022 PHC further highlights the institution's ability to conduct large-scale, technology-driven statistical operations. Additionally, NBS receives support from national level infrastructure through e-Government Authority (eGA) and National Internet Data Centre (NIDC), which provide secure hosting, data storage and disaster recovery options. Table 4.4 provides more details.

Table 4.4 NBS Current Technological Position

Technology	NBS status
CAPI / Mobile data collection (CSPro, Survey Solutions)	Operational
GIS / Spatial analysis (GIS Portal within TISP)	Operational (End-point data sources)
Microdata catalogue (TNADA)	Operational
Servers	Operational
Cloud computing	Partial
Data Centre	Not available
Real-time dashboards	Partial
AI / Machine Learning	Not in use
Automated data pipelines from MDAs	Operational
API-based data sharing with MDAs	Partial
Big data analytics (telecom, satellite, financial, etc.)	Partial

4.3.1 Technology Resources for the Plan

The National Bureau of Statistics aims to strengthen its operations across technology areas such as data collection, data storage and management, data processing and analytics, data dissemination, geospatial, ICT infrastructure, cybersecurity, integrated statistical production, knowledge management and business continuity. Collectively, these areas cover the full statistical lifecycle, from collecting and storing data, through

processing, analysis, and dissemination, to ensuring security, continuity and institutional learning.

These investments are intended to support the transition from partially to a fully integrated, interoperable and intelligent data ecosystem capable of delivering real-time and high-quality statistics. The adoption of these technologies will enable real-time data processing, advanced analytics and predictive insights for enhancing the responsiveness of the statistical system. Particular emphasis will be placed on integrating emerging technologies such as artificial intelligence, machine learning, big data analytics and automated data pipelines to modernise statistical production across the NSS. The detailed breakdown of these technologies, including their types, purposes, expected institutional changes, priority levels and indicative costs is presented in the Table 4.5.

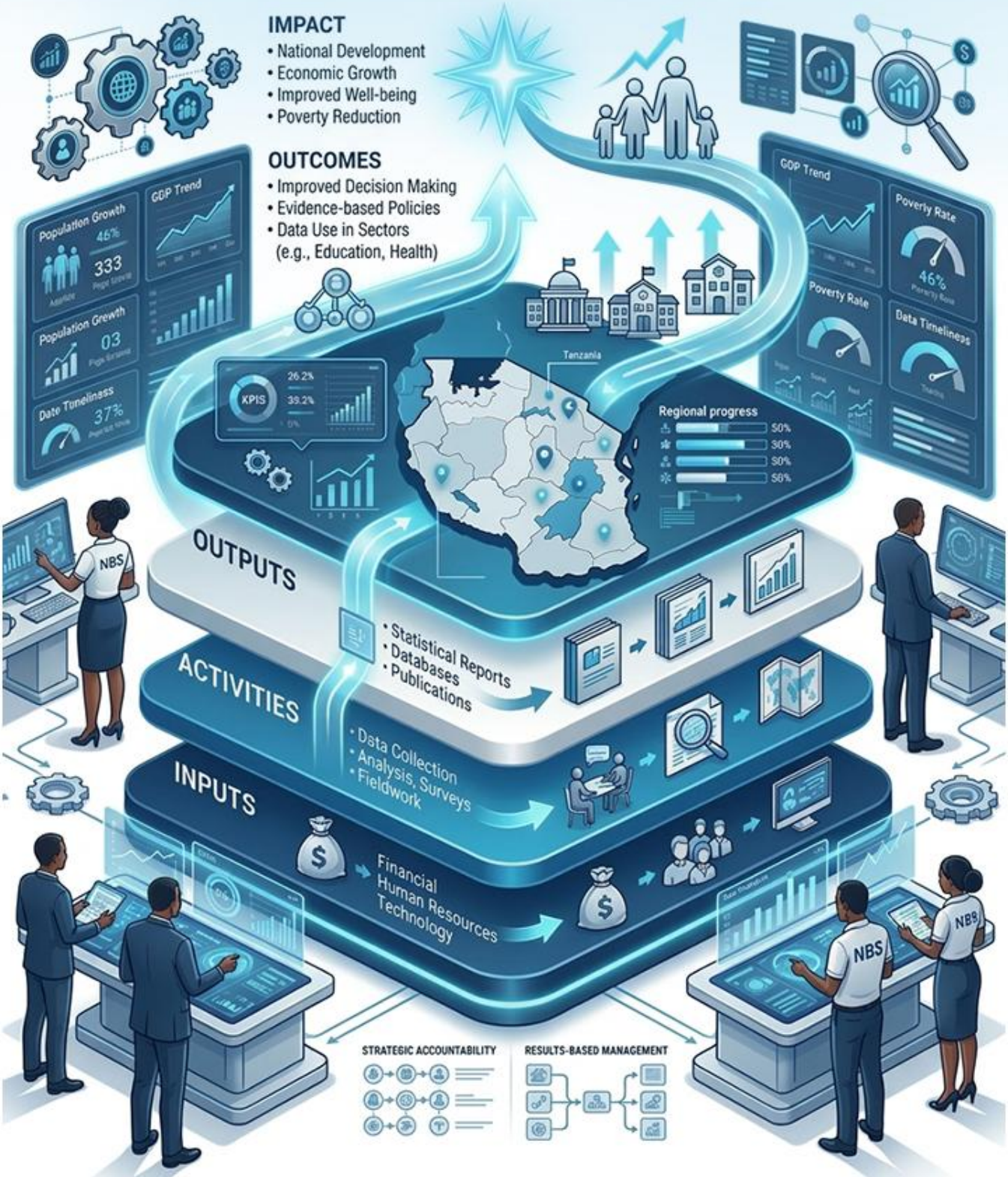
Table 4.5 Analysis of Required Technological Resources

Technology Area	Type of Technology	Purpose	Change	Priority Level	Estimated Cost Category
Data Collection Technologies	Mobile and digital data collection technologies	Enable real-time, accurate, and efficient data collection for surveys, censuses and administrative data integration	Improve quality, timeliness, and coverage of official statistics	High	High
Data Storage and Management Technologies	Centralised data storage technologies	Support secure, scalable storage and efficient management of large volumes of statistical data	Strengthen data management systems and integration within the NSS	High	High
Data Processing and Analytical Technologies	Advanced data processing and analytics technologies	Improve data processing efficiency and enable advanced statistical analysis and modelling	Enhance data analysis capacity and evidence-based decision-making	High	Medium
Data Dissemination Technologies	Digital dissemination and visualisation technologies	Enhance access to data through online platforms, dashboards and user-friendly interfaces	Improve accessibility and use of official statistics	High	Medium

Technology Area	Type of Technology	Purpose	Change	Priority Level	Estimated Cost Category
Geospatial Technologies	Geographic Information Systems (GIS) and spatial data technologies	Support spatial analysis, mapping and integration of geospatial data into statistical outputs	Strengthen production of geospatial and disaggregated statistics	Medium	Medium
ICT Infrastructure Technologies	Network and computing infrastructure technologies	Ensure reliable connectivity, processing capacity and communication across the organisation	Improve institutional capacity and operational efficiency	High	High
Cybersecurity Technologies	Data security and privacy protection technologies	Safeguard data confidentiality, integrity and compliance with data protection regulations	Strengthen data governance, security and trust in official statistics	High	Medium
Integrated Statistical Production Technologies	End-to-end statistical production and integration technologies	Streamline and integrate the entire statistical production process from collection to dissemination	Modernise statistical production systems and processes	High	High
Knowledge Management Technologies	Digital knowledge and learning technologies	Facilitate knowledge sharing, documentation, and continuous learning within the organisation	Strengthen human resource capacity and institutional learning	Medium	Low
Business Continuity Technologies	Backup and disaster recovery technologies	Ensure continuity of operations and data recovery in case of disruptions or system failures	Enhance organisational resilience and risk management	High	Medium

CHAPTER FIVE

RESULTS FRAMEWORK



CHAPTER FIVE
RESULTS FRAMEWORK

5.0 Introduction

Chapter Five sets out the results framework with a focus on tracking and evaluating the progress. It covers the development objectives, the beneficiaries of the organisation's services, linkages with national frameworks (including FYDP IV) and the results chain. In this context, it emphasises measuring performance against defined indicators, regularly reviewing implementation of the Plan to ensure continued relevance and effectiveness.

5.1 The Development Objective

The development objective of NBS is "*to strengthen an integrated and digital national data system that delivers timely, high quality and relevant statistics, enabling evidence-based decision-making for inclusive and sustainable development"*. In achieving this objective, NBS aims to:

i. Strengthening evidence-based decision-making
ii. Enhancing data accessibility and use
iii. Building integrated and digital data systems
iv. Strengthening coordination and governance across the NSS
v. Strengthening institutional capacity and sustainability

5.2 Beneficiaries of the Organisation Services

The National Bureau of Statistics (NBS) coordinates the NSS and serves a wide range of beneficiaries. These users have needs that go beyond what official statistics typically cover. They include government institutions handling macroeconomic planning and budgeting, local actors responsible for implementation, researchers and academics who generate evidence, private businesses driving investment and innovation, development partners, CSOs supporting various programs and ultimately the citizens and businesses that rely on data for decision-making. The beneficiary map (Figure 5.1) highlights the various beneficiary groups.

Figure 5.1 Beneficiary Groups



5.3 Linkage with the National Frameworks (FYDP IV)

The NBS Strategic Plan aligns with FYDP IV outputs and outcomes to feed into national development and policy priorities. Statistical production supports economic planning, social development and sector monitoring. The framework strengthens evidence-based decision-making across government and the private sector. It also enhances monitoring of national targets and goals. Overall, alignment ensures NBS contributes directly to sustainable development and institutional growth.

FYDP Section	FYDP Objective	FYDP Target	FYDP Intervention	Relevant NBS Objective	Relevant NBS Target(s)
Mining	Increased gold and gemstone production and exports, boosting Tanzania's position in the global mining market	Gold and gemstone production and exports increased by at least 30% through large-scale and ASM engagement, formalisation, and access to financing and technology by June 2031	Strengthen geological and geospatial data systems to guide targeted exploration and facilitate sustainable mining of gold and gemstones by June 2031	Production of Timely and Quality Official Statistics Improved; Digital Data Infrastructure, Innovation and Application across NSS Improved	i. Two geospatial analysis reports produced annually; ii. 2022 Geographic Census Frame updated by June 2031; iii. Hybrid GIS infrastructure established and operationalised by June 2031
Mining	Increased gold and gemstone production and exports, boosting Tanzania's position in the global mining market	Targeted incentives to attract oil and gas exploration covering at least 50% of Tanzania's sedimentary basins implemented by June 2031	Launch a dedicated Oil & Gas Exploration Promotion Strategy and a transparent data room to showcase Tanzania's geological potential by 2028	Production of Timely and Quality Official Statistics Improved	i. 10 Energy Statistics Reports produced by June 2031; ii. Two geospatial analysis reports produced annually
Tourism	Enhanced tourism activities, products, practices and experiences to promote sustainability, inclusivity and resilience, while expanding access for local communities and ensuring long-term growth	At least 40% of tourism businesses digitalised by June 2031	Develop five smart tourism destinations equipped with IoT, AI and big data analytics to enhance visitor experiences by 2030	Digital Data Infrastructure, Innovation and Application across NSS Improved	i. 80% of NSS data systems digitised and integrated through interoperable and data exchange platforms by June 2031; ii. NSS Metadata Repository established and fully operational by June 2028
Tourism	Enhanced tourism activities, products, practices and experiences to promote sustainability, inclusivity and resilience, while expanding access for local communities	At least 40% of tourism businesses digitalised by June 2031	Establish a national tourism data hub to collect, analyse and disseminate real-time data on tourist trends, preferences	Data Dissemination and Use across the NSS Strengthened; Digital Data Infrastructure, Innovation and	i. Digital stakeholder engagement database and feedback system established by June 2027; ii. 90% of statistical outputs disseminated through at

FYDP Section	FYDP Objective	FYDP Target	FYDP Intervention	Relevant NBS Objective	Relevant NBS Target(s)
	and ensuring long-term growth		and economic impact by June 2031	Application across NSS Improved	least three channels by June 2031
Tourism	Enhanced tourism activities, products, practices and experiences to promote sustainability, inclusivity and resilience, while expanding access for local communities and ensuring long-term growth	Achieve 33% nationwide adoption of the integrated smart tourism ecosystem supported by digital platforms, infrastructure and data-driven resource optimisation by June 2031	Enhance workforce with the skills required for modern technologies annually	Institutional Capacity and Sustainability Strengthened	i. 100% of NBS staff facilitated to attend training on statistical operations by June 2031; ii. Two joint capacity-building programmes with higher learning and research institutions conducted by June 2031
Tourism	Enhanced tourism activities, products, practices and experiences to promote sustainability, inclusivity and resilience, while expanding access for local communities and ensuring long-term growth	Positioning Tanzania as a go-to destination for adventure, culture and eco-tourism achieved by June 2031	Develop advanced data collection and analytics tools to track tourism performance, visitor demographics and emerging market trends by June 2031	Production of Timely and Quality Official Statistics Improved; Digital Data Infrastructure, Innovation and Application across NSS Improved	i. 75 Transport, Tourism and Migration Statistics Reports produced by June 2031; ii. Data processing time reduced by 50% in all statistical outputs by June 2031
Financial Sector	Enhanced good governance, operational efficiency and financial stability, ensuring the competitiveness and resilience of the commercial banking sector	Increase Deposit-to-GDP ratio to at least 40% by June 2031	Strengthen digital and data-driven financial ecosystem by 2028	Digital Data Infrastructure, Innovation and Application across NSS Improved; Coordination and Data Governance within NSS Strengthened	i. 80% of NSS data systems digitised and integrated through interoperable and data exchange platforms by June 2031; ii. 50 MoUs/SLAs/data-sharing agreements signed and operationalised by June 2031
Financial Sector	Enhanced good governance, operational efficiency and financial stability, ensuring the competitiveness and resilience of the commercial banking sector	Maintain Non-Performing Loans below 5% of regulatory threshold by June 2031	Institutionalise a digital credit risk management system using AI and big data analytics by June 2031	Digital Data Infrastructure, Innovation and Application across NSS Improved	i. Data processing time reduced by 50% in all statistical outputs by June 2031; ii. Hybrid ICT infrastructure established and

FYDP Section	FYDP Objective	FYDP Target	FYDP Intervention	Relevant NBS Objective	Relevant NBS Target(s)
					operationalised by June 2031
Early Warning System and Institutional Capacity	An integrated, multi-sectoral early warning system that enhances national resilience through timely, reliable and actionable information across climate, economic, health and social sectors built by 2050	Automated early warning alerts deployed in all high-risk regions by June 2031	Integrate multi-source data (satellite, IoT/drone, citizen science) into national EWS platforms for real-time risk modelling by June 2031	Digital Data Infrastructure, Innovation and Application across NSS Improved; Production of Timely and Quality Official Statistics Improved	i. Hybrid GIS infrastructure established and operationalised by June 2031; ii. Two geospatial analysis reports produced annually; iii. 17 Environment Statistics publications produced by June 2031
Leveraging Science, Technology and Innovation	Enhanced resilience, inclusiveness and sustainability of the science, technology and innovation ecosystem that promotes long-term economic growth and global competitiveness	Strengthen national access to research data and enhance collaboration across research and academic institutions annually	Strengthen national access to research data and enhance collaboration across research and academic institutions annually	Data Dissemination and Use across the NSS Strengthened; Coordination and Data Governance within NSS Strengthened	i. 50 MoUs/SLAs/data-sharing agreements signed and operationalised by June 2031; ii. 12 structured stakeholder engagement initiatives conducted annually
Leveraging Science, Technology and Innovation	Enhanced resilience, inclusiveness and sustainability of the science, technology and innovation ecosystem that promotes long-term economic growth and global competitiveness	At least 10% of GDP contributed by science, technology and innovation by June 2031	Harness big data, AI and machine learning to improve productivity and create new economic opportunities across strategic sectors annually	Digital Data Infrastructure, Innovation and Application across NSS Improved	i. 80% of NSS data systems digitised and integrated through interoperable and data exchange platforms by June 2031; ii. Data processing time reduced by 50%
Foster Quality Research and Development Ecosystem	A sustainable and digitally powered research and development ecosystem established by 2050, driving global competitiveness and delivering measurable	National Open Data Repository (NODAR) and Ethics Framework established by June 2031	Establish National Data Governance Board by June 2027	Coordination and Data Governance within NSS Strengthened	i. Tanzania Statistical Master Plan Phase III developed and operationalised by June 2031;

FYDP Section	FYDP Objective	FYDP Target	FYDP Intervention	Relevant NBS Objective	Relevant NBS Target(s)
	improvements in socio-economic development across key sectors				ii. Administrative Data Manual updated and operationalised by June 2029
Foster Quality Research and Development Ecosystem	A sustainable and digitally powered research and development ecosystem established by 2050, driving global competitiveness and delivering measurable improvements in socio-economic development across key sectors	National Open Data Repository (NODAR) and Ethics Framework established by June 2031	Create the National Open Data Repository (NODAR) by June 2029	Data Dissemination and Use across the NSS Strengthened; Digital Data Infrastructure, Innovation and Application across NSS Improved	i. User awareness of available NBS data products increased to 90% by June 2031; ii. NSS Metadata Repository established and fully operational by June 2028
Foster Quality Research and Development Ecosystem	A sustainable and digitally powered research and development ecosystem established by 2050, driving global competitiveness and delivering measurable improvements in socio-economic development across key sectors	National Open Data Repository (NODAR) and Ethics Framework established by June 2031	Implement AI Ethics and Data Protection Framework by June 2031	Management of Environment, Social and Governance Enhanced	i. 100% compliance with data ethics guidelines achieved annually
Investing in Sustainable Data Driven Ecosystem	A robust, data-driven ecosystem with integrated high-quality data systems established to support informed decision-making, digital innovation and inclusive socio-economic growth by 2050	Statistical framework for monitoring and evaluating Dira 2050 and LTPP 2050 aligned at 100% by June 2031	Develop and adopt a National Statistical Development Roadmap that aligns statistical outputs with Dira 2050 goals by June 2031	Institutional Capacity and Sustainability Strengthened; Coordination and Data Governance within NSS Strengthened	i. 2050 National Statistical Development Roadmap developed by June 2028; ii. 80% of indicators for monitoring National, Regional and International Strategies produced by June 2031
Investing in Sustainable Data Driven Ecosystem	A robust, data-driven ecosystem with integrated high-quality data systems established to support informed decision-making,	Statistical framework for monitoring and evaluating Dira 2050 and LTPP 2050 aligned at 100% by June 2031	Review the current Statistics Act to incorporate emerging data needs and	Institutional Capacity and Sustainability Strengthened	i. Statistics Act reviewed and updated by June 2031

FYDP Section	FYDP Objective	FYDP Target	FYDP Intervention	Relevant NBS Objective	Relevant NBS Target(s)
	digital innovation and inclusive socio-economic growth by 2050		governance structures by June 2031		
Investing in Sustainable Data Driven Ecosystem	A robust, data-driven ecosystem with integrated high-quality data systems established to support informed decision-making, digital innovation and inclusive socio-economic growth by 2050	NSS digitised to at least 80% by June 2031	Establish a fully integrated national data infrastructure (cloud storage, real-time dashboards and interoperable platforms) by 2028	Digital Data Infrastructure, Innovation and Application across NSS Improved	i. Hybrid ICT infrastructure established and operationalised by June 2031; ii. 80% of NSS data systems digitised and integrated through interoperable and data exchange platforms by June 2031
Investing in Sustainable Data Driven Ecosystem	A robust, data-driven ecosystem with integrated high-quality data systems established to support informed decision-making, digital innovation and inclusive socio-economic growth by 2050	Data processing time reduced by 50% by June 2031	Build AI and Data Engineering Units in NBS and Ministries by June 2031	Digital Data Infrastructure, Innovation and Application across NSS Improved	i. Data processing time reduced by 50% in all statistical outputs by June 2031
Investing in Sustainable Data Driven Ecosystem	A robust, data-driven ecosystem with integrated high-quality data systems established to support informed decision-making, digital innovation and inclusive socio-economic growth by 2050	Real-time digital population and housing intelligence system established by June 2031	Establish an integrated CRVS system linking birth, death, marriage, migration and national ID data across ministries and agencies by June 2031	Production of Timely and Quality Official Statistics Improved; Coordination and Data Governance within NSS Strengthened	i. 2032 Digital Population and Housing Census preparations completed by June 2031; ii. Administrative Data Manual updated and operationalised by June 2029
Enhancing Digital Transformation	Achieve nationwide digital transformation and secure digital infrastructure	Achieve at least 80% nationwide digital connectivity by June 2031	Establish a secure, integrated data exchange platform to enable seamless information sharing across public and	Digital Data Infrastructure, Innovation and Application across NSS Improved	i. 80% of NSS data systems digitised and integrated through interoperable and data exchange platforms by June 2031

FYDP Section	FYDP Objective	FYDP Target	FYDP Intervention	Relevant NBS Objective	Relevant NBS Target(s)
			private sector systems by June 2031		
Enhancing Digital Transformation	Achieve nationwide digital transformation and secure digital infrastructure	Reduce major cyber-attacks by 80% by June 2031	Ensure all government and critical sector data is stored within national jurisdiction under secure cloud frameworks by June 2031	Digital Data Infrastructure, Innovation and Application across NSS Improved	i. ICT Security Mechanism developed and fully deployed across NBS systems by June 2031; ii. Hybrid ICT infrastructure established and operationalised by June 2031
Strengthened national digital institutional capacity, ensuring effective coordination, implementation and oversight of digital transformation initiatives across all sectors	Strengthened national digital institutional capacity, ensuring effective coordination, implementation and oversight of digital transformation initiatives across all sectors	Cybersecurity Frameworks and Data Protection 100% implemented annually	Strengthen National Cybersecurity and Data Protection legal framework by June 2028	Digital Data Infrastructure, Innovation and Application across NSS Improved; Management of Environment, Social and Governance Enhanced	i. ICT Security Mechanism fully deployed by June 2031; ii. 100% compliance with data ethics guidelines achieved annually
Enhancing Good Governance, Democracy, Security and Stability	Strengthened responsive, responsible and accountable public service committed to ethical governance and efficient service delivery	Government effectiveness index improved to -0.30 by June 2031	Digitise and link key economic databases and platforms across MDAs by June 2030	Digital Data Infrastructure, Innovation and Application across NSS Improved; Coordination and Data Governance within NSS Strengthened	i. 80% of NSS data systems digitised and integrated; i. 50 MoUs/SLAs/data-sharing agreements signed and operationalised by June 2031
Strengthening Digital Governance	A secure, data-driven, digital governance system established by 2050	Fifty percent of government services	Review and develop standards and guidelines for	Coordination and Data Governance within NSS Strengthened	i. Administrative Data Manual updated and

FYDP Section	FYDP Objective	FYDP Target	FYDP Intervention	Relevant NBS Objective	Relevant NBS Target(s)
and Smart Data		digitalised by June 2031	interoperability and data governance by June 2029		operationalised by June 2029; ii. Tanzania Statistical Master Plan Phase III developed and operationalised by June 2031
Strengthening Digital Governance and Smart Data	National data systems rebuilt for resilience	Policies using real-time data analytics increased from 15% (2024) to 70% by June 2031	Establish National Data Centre with big data analytics by June 2029	Digital Data Infrastructure, Innovation and Application across NSS Improved	i. Hybrid ICT infrastructure established and operationalised by June 2031; ii. Data processing time reduced by 50%
Fostering Mindset Change to Embed Reforms	Enhanced effective implementation, coordination and monitoring of key structural reforms outlined in LTPP 2050 to drive sustainable transformation	At least 70% of institutional governance reformed and operationalised by June 2031	Develop a digital dashboard to enable real-time, cross-sectoral tracking of reform results by June 2030	Institutional Capacity and Sustainability Strengthened; Data Dissemination and Use across the NSS Strengthened	i. Monitoring and Evaluation Framework developed and operationalised by June 2031; ii. Digital stakeholder engagement database and feedback system established by June 2027

5.4 Result Chain

The result chain links objectives, strategies, targets and outcomes to ensure strategic objectives and intended results are realised. It covers the Theory of Change, Results Framework Matrix, Outcome Indicator Tracking, Monitoring Plan. Evaluation Plan, Review Plan, Reporting Plan (Internal and External), Feedback Mechanism, and Strategic Risks and Mitigation Strategies. Together, these components track progress, assess effectiveness, guide adjustments, support transparency and ensure NBS achieves its objectives efficiently.

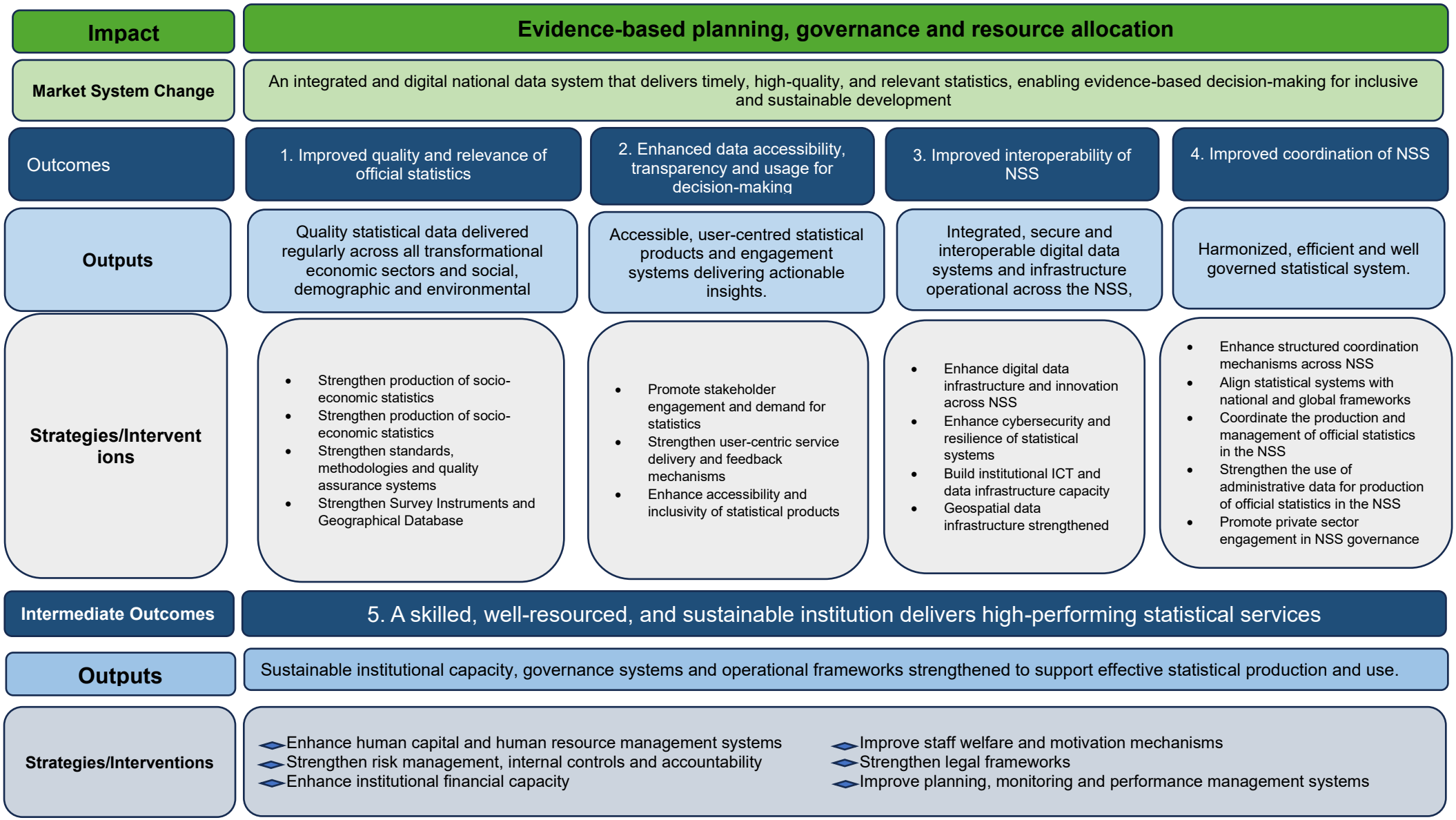
5.4.1 Theory of Change

Figure 5.2 presents the organisation's Theory of Change, which illustrates the NBS transformation pathway including strategic interventions, outputs, intermediate outcomes and impact. The transformation is structured around four areas:

- **Improved quality and relevance of statistics:** Ensuring data are accurate, timely, and policy-relevant, enhancing their usefulness.
- **Better accessibility, transparency and use:** Creating a culture where data informs planning, investment and policy with active engagement from the private sector.
- **Enhanced interoperability:** Integrating data systems to reduce duplication, enable seamless exchange and support advanced analysis.
- **Stronger coordination:** Improving governance, compliance with standards and partnerships with non-state data producers for a unified NSS.

These results are supported by institutional capacity-building and sustainability measures, ensuring that NBS has the human, financial and other resources to deliver quality statistical services. Together, they outline a clear path from strengthening an institution to transforming systems, positioning NBS as a key driver of Tanzania's modern, data-driven socio-economic transformation agenda.

Figure 5.2 Theory of Change



5.4.2 Results Framework

Table 5.1 presents a results framework that illustrates the logical linkages among objectives, targets and intermediate outcomes. It provides a structured approach to demonstrate how strategic objectives are translated into actionable strategies, which subsequently generate measurable results. Targets are established to define expected levels of achievement for each outcome enabling clear assessment of progress. By connecting these elements, the framework reinforces coherence between intended goals and planned actions, thereby strengthening strategic alignment and accountability.

Table 5.1 Results Framework

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Directorate
1	A: Reduction of NCDs and HIV/AIDS Infections, and Improvement of Supportive Services Ensured	i. 100% of NBS staff sensitized on non-communicable diseases and HIV/AIDS counselling and voluntary testing annually. ii. 60% of NBS staff to participate in sports activities by June, 2031. i. Staff living with HIV/AIDS 100% supported annually ii. Partnership with three (3) NGOs/CBOs on the provision of care and support services engaged by June, 2031	i. Increased number of staff voluntarily tested for HIV/AIDS ii. Increased awareness of non-communicable diseases for NBS staff iii. Increased support for staff living with HIV/AIDS	i. Strengthen workplace programs to prevent and manage HIV/AIDS and Non-Communicable Diseases ii. Providing care and supportive services	DCS
2	B: Implementation of the National Anti-Corruption Strategy Enhanced	i. 100% of NBS staff sensitised on Anti-Corruption Strategy and Good Governance annually ii. Complaints handling mechanisms updated and operationalised by June, 2031 iii. 100% of staff sensitised on ethics and integrity annually iv. Four (4) Integrity Performance reports prepared annually	Reduced number of corruption incidences	i. Strengthen capacity building on anti-corruption and ethics ii. Strengthen staff integrity and ethical culture	DCS
3	C: Production of Timely and	i. 35 Trade statistics reports produced by June, 2031		i. Strengthen production of socio-	DES

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Directorate
	Quality Official Statistics Improved	ii. 75 Transport, Tourism and Migration statistics reports produced by June, 2031	Improved quality and relevance of official statistics	economic statistics ii. Strengthen standards, methodologies and quality assurance systems iii. Strengthen Survey Instruments and Geographical Database	
		iii. 46 Industrial statistics reports produced by June, 2031			
		iv. 25 Construction statistics reports produced by June, 2031			
		v. 35 NAS reports produced by June, 2031			
		vi. One (1) Rebasing of National Accounts Report for Tanzania for base year 2025 produced by June, 2031			
		vii. 28 Agriculture Statistics Reports produced by June, 2031			
		viii. 10 Energy Statistics Reports produced by June, 2031			
		ix. 60 National Consumer Price Index (CPI) reports produced by June, 2031			DPCS
		x. 12 Employment and Labour Statistics Reports produced by June, 2031.			
		xi. Four (4) thematic reports emanating from 2022 Population and Housing Census produced by June, 2028			
		xii. Five (5) Vital Statistics reports produced by June, 2031			
		xiii. 26 Social statistics reports produced by June, 2031			
		xiv. IHBS report produced by June, 2031			
		xv. 17 Environment statistics publications produced by June, 2031			
		xvi. Two (2) NPS reports produced by June, 2031			DCRO
		xvii. 10 Statistical Compendium Reports produced by June, 2031			

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Directorate
		xviii 26 Regional Socio-economic profile reports produced by June, 2031			
		xix. The 2032 Digital Population and Housing Census preparations completed by June, 2031			DPCS
		xx. Six (6) Statistical guidelines developed/updated by June, 2031			
		xxi Quality Assurance Framework updated by June, 2031			
		xxii. Research and Innovation framework developed and implemented by June, 2031			DCRO
		xxiii. 100,000 establishments in the Statistical Business Register Sampling frame updated by June, 2031			
		xxiv 2022 Geographic Census Frame updated by June, 2031			
		xxv. Two (2) geospatial analysis reports produced annually			
4	D: Data Dissemination and Use across the NSS Strengthened	i. 12 Structured stakeholder engagement initiatives (data clinics, dissemination forums, sector dialogues) conducted annually.	Enhanced data accessibility, transparency and usage for decision-making	i. Promote stakeholder engagement and demand for statistics ii. Strengthen user-centric service delivery and feedback mechanisms iii. Enhance accessibility and inclusivity of statistical products	HPRC
		ii. Percentage of users reporting awareness of available NBS data products increased to 90% by June, 2031.			
		iii. Share of statistical outputs disseminated through at least three channels (digital platforms, media, briefs, social) increased to 90% by June, 2031.			
		iv. Number of interactions (views, likes, shares) on NBS dissemination platforms increased from 1,000,000 to 6,000,000 by June, 2031.			

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Directorate
		v. Percentage of statistical products and services developed/refined based on user feedback increased from 0% to 80% by June, 2031.			
		vii. All data user requests and inquiries attended within 4 working days by June, 2031.			
		viii. Digital stakeholder engagement database and feedback system established by June, 2027			
		xi. Percentage of statistical products available in simplified and inclusive formats (visual, Kiswahili, accessible formats) increased to 85% by June, 2031.			
		x. 95% of Official statistics disseminated as per Advance Release Calendar annually			DCS
5	E: Digital Data Infrastructure, Innovation and Application across NSS Improved	i. NBS ICT Governance Framework updated and implemented by June, 2031.	Improved interoperability of NSS	i. Digitise the Integrated NSS ii. Enhance cybersecurity and resilience of statistical systems iii. Build institutional ICT and data infrastructure capacity	HICT
		ii. NSS Metadata Repository established and fully operational by June, 2028.			
		iii. 80% of NSS data systems digitised and integrated through interoperable and data exchange platforms by June, 2031.			
		iv. ICT Security Mechanism developed and fully deployed across NBS systems by June, 2031			
		v. Data processing time reduced by 50% all statistical outputs by June, 2031.			
		vi. Hybrid ICT infrastructure established and operationalised by June, 2031.			
		vii Hybrid GIS infrastructure established and operationalised by June, 2031.			DCRO
		viii. GIS Portal updated annually			

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Directorate
6	F: Coordination and Data Governance within NSS Strengthened	i. 50 MoUs/SLAs/data-sharing agreements with State and Non-State Actors signed and operationalised by June, 2031	Improved coordination of NSS	i. Enhance structured coordination mechanisms across NSS ii. Align statistical systems with national and global frameworks iii. Promote private sector engagement in NSS governance iv. Coordinate the production and management of official statistics in the NSS	DCRO
		ii. Four (4) quarterly meetings in five (5) SWGs conducted annually by June, 2031			
		iii. Commemoration of the Statistics Day organised annually.			
		iv. 80% of indicators for monitoring National, Regional and International Strategies produced by June, 2031			
		v. Tanzania Statistical Master Plan Phase III (TSMP III) developed and operationalised by June, 2031			
		vi. Resources and capacity gap assessment on training needs and technological requirements for NSS conducted by June, 2028.			
		vii. 26 Regional Statistical Offices coordinated to produce official statistics annually			
		viii. Administrative Data Manual updated and operationalised by June, 2029			
		ix. Administrative data quality assessments for two (2) statistical products conducted annually by June, 2031			
		x. Metadata documentation for 50 administrative datasets conducted by June, 2031			
		xi. 15 MDAs/NSA capacitated on administrative data management by June, 2031			
		xii. Data reporting guideline and standards for private sector entities developed and operationalised by June, 2028			
		xiii. Private sector statistics advisory committee established and operationalised by June, 2031			

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Directorate
7	G: Institutional Capacity and Sustainability Strengthened	i. Three (3) Human Resources Management Tools reviewed by June, 2031	i. A skilled, well-resourced and sustainable institution delivers high-performing statistical services ii. Unqualified audit report	i. Enhance human capital and human resource management systems ii. Improve staff welfare and motivation mechanisms iii. Strengthen risk management, internal controls and accountability iv. Strengthen legal frameworks v. Improve planning, monitoring and performance management systems vi. Enhance institutional financial capacity	DCS
		ii. 100% of NBS staff facilitated to attend training on statistical operations by June, 2031			
		iii. Two (2) joint capacity building programmes with higher learning and research institutions conducted by June, 2031.			
		i. 100% of NBS administrative services provided annually.			
		ii. 100% of Statutory services provided to NBS Staff annually.			
		i. Four (4) risk management reports prepared annually			
		ii. Three (3) Audit Tools reviewed and operationalised by June, 2031.			CIA
		iii. Four (4) quarterly internal audit reports prepared annually.			
		iv. All procurement processes complied with public procurement laws, regulations and guidelines annually			HPMU
		i. Statistics Act reviewed and updated by June, 2031.			HLS
		ii. Legal advisory services provided according to institutional legal framework annually			
		i. Financial Resource Mobilisation Strategy reviewed and operationalised by June, 2031			DCS
		ii. Institutional financial management system reviewed and implemented annually			CA
		i. Three (3) NBS Planning and Budgeting Tools prepared annually			DCS
		ii. 31 NBS Planning and Budgeting Reports prepared by June, 2031			
		iii. NBS Strategic Plan (2026/27-2030/31) reviewed by June, 2031			

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Directorate
		iv. 2050 National Statistical Development Roadmap developed by June, 2028			
		v. M&E framework developed and operationalised by June, 2031.			HME
8	H: Management of Environment, Social and Governance Enhanced	i. Paper usage across surveys and reports reduced by 50% by June, 2031	Enhanced compliance with ESG standards and principles at workplace	i. Strengthen environmental sustainability capacity ii. Strengthen social sustainability capacity iii. Strengthen Governance sustainability capacity	DCS
		ii. 80% of office and field logistics optimised to reduce emissions by June, 2031			
		i. 100% compliance with occupational safety and health standards achieved by June, 2031			
		ii. Production of disaggregated data increased by 80% by June, 2031.			
		iii. Corporate Social Responsibility (CSR) guideline developed and operationalised by June, 2031			
		i. 100% implementation of NBS staff Incentive Scheme achieved annually			
		ii. 100% compliance with data ethics guidelines achieved annually			DCRO
		iii. 100% integration of ESG into enterprise risk management framework achieved by June, 2031			DCS
9	I: Multisectoral Nutrition Services Improved	i. 100% of NBS Staff sensitised on the nutrition practices annually	Increased awareness on nutrition services	i. Strengthen Workplace nutrition programmes ii. Enhance institutional capacity in the implementation of nutrition programmes	DCS
		ii. Five (5) nutrition screenings and counselling sessions conducted by June, 2031			
		i. Partnership with one (1) institution on the provision of nutrition services established by June, 2031			
		ii. 100% integration of nutrition services in staff welfare programmes achieved annually.			

5.4.3 Outcome Indicator Tracking

This process tracks the long-term impacts of NBS outputs on policy, social development, economic transformation and national growth. Its scope covers all strategic objectives and related outcomes across the Bureau, with particular attention to data quality, relevance and the real-world effects of statistical products. Indicators serve as a basis for adjusting strategies, resources and operational priorities. By providing measurable evidence of progress, the process ensures that NBS contributes effectively to Dira 2050, economic inclusiveness and social development. This directly supports the bureau's mission to influence informed decision-making and sustainable national growth. The outcome indicator tracking matrix links strategic objectives to their corresponding indicators, specifies target values and identifies data sources for measuring progress (Table 5.2).

Table 5.2 Outcome Indicator Tracking Matrix

S/N	Objective	Outcomes	Key Performance Indicator	Baseline		Indicator Target Value					Data Source	Frequency of data collection	Means of Verification	Responsible
				Year	Indicator Value	2026/27	2027/28	2028/29	2029/30	2030/31				
1	A: Reduction of NCDs and HIV/AIDS Infections, and Improvement of Supportive Services Ensured	Increased number of staff voluntarily tested for HIV/AIDS	Number of staff voluntarily tested for HIV/AIDS	2025/26	TBD	10	15	20	25	30	HR reports	Annually	Review of HR reports	DCS
		Increased awareness of non-communicable diseases for NBS staff	Number of awareness of non-communicable diseases conducted	2025/26	1	1	1	1	1	1	HR reports	Annually	Review of HR reports	DCS

S/N	Objective	Outcomes	Key Performance Indicator	Baseline		Indicator Target Value					Data Source	Frequency of data collection	Means of Verification	Responsible
				Year	Indicator Value	2026/27	2027/28	2028/29	2029/30	2030/31				
		Increased support for staff living with HIV/AIDS	Percentage of support provided to staff living with HIV/AIDS	2025/26	100	100	100	100	100	100	HR reports	Annually	Review of HR reports	DCS
2	B: Implementation of the National Anti-Corruption Strategy Enhanced	Reduced number of corruption incidences	Prevalence rates of employees sanctioned for involvement in corruption	2025/26	0	0	0	0	0	0	Document Review	Annually	Good Governance Report	DCS
3	C: Production of Timely and Quality Official Statistics Improved	Improved quality and relevance of official statistics	Statistical Performance Index (SPI) on data products	2024/25	82	85	86	87	88	90	Document Review	Annually	World Bank Report	DCRO

S/N	Objective	Outcomes	Key Performance Indicator	Baseline		Indicator Target Value					Data Source	Frequency of data collection	Means of Verification	Responsible
				Year	Indicator Value	2026/27	2027/28	2028/29	2029/30	2030/31				
4	D: Data Dissemination and Use across the NSS Strengthened	Enhanced data accessibility, transparency and usage for decision-making	Number of National documents (policy, strategies, plans, budget speeches) citing official statistics	2025/26	17	40	45	50	55	60	Document Review	Annually	National Documents	HPRC
			Percentage of private sector organisation (PSOs) using official statistics	2025/26	TBD	20	40	50	60	70	Survey	Annually	Survey Report	HPRC
			Number of downloads, views and interaction on dissemination platforms	2025/26	1Mil	2Mil	3Mil	4Mil	5Mil	6Mil	Document Review	Annually		HPRC

S/N	Objective	Outcomes	Key Performance Indicator	Baseline		Indicator Target Value					Data Source	Frequency of data collection	Means of Verification	Responsible
				Year	Indicator Value	2026/27	2027/28	2028/29	2029/30	2030/31				
5	E: Digital Data Infrastructure, Innovation and Application across NSS Improved	Enhanced interoperability within NSS	Number of NSS institutions with interoperable data systems	2025/26	15	30	50	75	80	100	Document Review	Annually	System Integration report	HICT
6	F: Coordination and Data Governance within NSS Strengthened	Improved coordination of NSS	Level of stakeholder satisfaction	2024/25	79.2	80				84	Survey	After 2 years	User satisfaction survey	HPRC
7	G: Institutional Capacity and Sustainability Strengthened	i. A skilled, well-resourced and sustainable institution delivers optimal statistical services	Institutional Performance Score (PIPMIS)	2024/25	92.5	93	93.5	94	94.5	95	Document Review	Annually	PIPMIS Score	DCS
		ii. Unqualified audit report	Audit opinion status	2024/25	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Document Review	Annually	Audit Report	CA

S/N	Objective	Outcomes	Key Performance Indicator	Baseline		Indicator Target Value					Data Source	Frequency of data collection	Means of Verification	Responsible
				Year	Indicator Value	2026/27	2027/28	2028/29	2029/30	2030/31				
8	H: Management of Environment, Social and Governance Enhanced	Enhanced compliance with ESG standards and principles at workplace	ESG compliance requirements met	2025/26	TBD	Yes	Yes	Yes	Yes	Yes	Document Review	Annually	Audit Report	DCS
9	I: Multisectoral Nutrition Services Improved	Increased awareness on nutrition services	Percentage of staffs with awareness of nutrition services	2025/26	TBD	100	100	100	100	100	Document Review	Annually	Minutes	DCS

5.5 Monitoring Plan

The monitoring plan (Table 5.3), on the other hand, concentrates on the operational linkages among targets, output indicators, means of verification and the frequency of reporting. It outlines how progress will be tracked by specifying what outputs are to be delivered, which indicators will be used to measure performance and the corresponding targets for each indicator. In addition, it identifies the sources of data (means of verification) and establishes how often information will be collected and reported. This structured approach ensures consistent tracking of implementation, supports evidence-based decision-making, and facilitates timely reporting and corrective action.

Table 5.3 Monitoring Plan

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
OBJECTIVE A: NON-COMMUNICABLE DISEASES (NCD) AND HIV/AIDS INFECTIONS REDUCED, AND SUPPORTIVE SERVICES IMPROVED													
1	100% of NBS staff sensitised on non-communicable diseases and HIV/AIDS counselling and voluntary testing annually.	Percentage of NBS staff sensitised on non-communicable diseases and HIV/AIDS counselling and voluntary testing	2025/26	100%	100%	100%	100%	100%	100%	HR reports	Review of HR reports	Annually	DCS
2	60% of NBS Staff to participate in sports activities by June, 2031	Percentage of NBS staff participated in sports activities	2025/26	16%	20%	35%	45%	50%	60%	Report	Sports club attendance	Quarterly	DCS
3	Staff living with HIV/AIDS 100 % supported annually	Percentage of support provided to staff living with HIV/AIDS	2025/26	100%	100%	100%	100%	100%	100%	HR reports	Review of HR reports	Annually	DCS
4	Partnership with three (3) NGOs/CBOs on the provision of	Number of partnerships established	2025/26	0	1	2	3			Agreement review	Agreements	Annually	DCS

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
	care and support services engaged by June 2031												
OBJECTIVE B: IMPLEMENTATION OF THE NATIONAL ANTI-CORRUPTION STRATEGY ENHANCED													
1	100% of NBS Staff sensitised on Anti-Corruption Strategy and Good Governance annually	Percentage of NBS staff sensitised on Anti-Corruption Strategy and Good Governance	2025/26	100%	100%	100%	100%	100%	100%	Good Governance Report	Attendance, Review of the Good Governance Report	Annually	DCS
2	Complaints handling mechanisms updated and operationalised by June 2031	Existence of revised and operational complaints handling mechanisms	2025/26	Available	Exist and operational	Exist and operational	Exist and operational	Exist and operational	Exist and operational	Good Governance Report	Review of the Good Governance Report	Once	DCS
3	100% of staff sensitised on ethics and integrity annually	Percentage of Staff sensitised on ethics and integrity	2025/26	100%	100%	100%	100%	100%	100%	HR reports	Attendance, Review of the HR Report	Annually	DCS
4	Four (4) Integrity Performance reports prepared annually	Number of integrity performance reports	2025/26	4	4	4	4	4	4	HR reports	Review of the Good Governance Report	Annually	DCS
OBJECTIVE C. PRODUCTION OF TIMELY AND QUALITY OFFICIAL STATISTICS IMPROVED													
1	35 Trade statistics reports produced by June, 2031	Number of Trade statistics reports produced	2025/26	7	7	7	7	7	7	Trade Statistics Report	Review of Trade Statistics Report	Annually	DES

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
2	75 Transport, Tourism and Migration statistics reports produced by June, 2031	Number of Transport, Tourism and Migration statistics reports produced	2025/26	15	15	15	15	15	15	Trade Statistics Report	Review of Trade Statistics Report	Episodic	DES
3	46 Industrial statistics reports produced by June, 2031	Number of Industrial statistics reports produced	2025/26	9	9	9	9	9	10	Industrial Statistics Report	Review of Industrial Statistics Report	Episodic	DES
4	25 Construction statistics reports produced by June, 2031	Number of Construction statistics reports produced	2025/26	5	5	5	5	5	5	Industrial Statistics Report	Review of Industrial Statistics Report	Episodic	DES
5	35 NAS reports produced by June, 2031	Number of NAS reports produced	2025/26	6	7	7	7	7	7	National Account Report	Review of National Account Report	Episodic	DES
6	One (1) Rebasing of National Accounts for Tanzania for base year 2025 conducted by June, 2031	Rebasing national accounts reports for base year 2025 produced	2023/24	1	0	1	0	0	0	Rebasing National Accounts Report	Review of implementation report	After 5 years	DES
7	28 Agriculture Statistics Reports produced by June 2031	Number of Agriculture statistics reports produced	2023/24	1	6	6	5	5	6	Agriculture Statistics Reports	Review of Agriculture Statistics Reports	Episodic	DES
8	10 Energy Statistics Reports produced by June 2031	Number of Energy statistics reports produced	2024/25	1	2	2	2	2	2	Agriculture Statistics Reports	Review of Agriculture Statistics Reports	Annually	DES

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
9	60 National Consumer Price Index (CPI) reports produced by June 2031	Number of CPI reports produced	2025/26	12	12	12	12	12	12	Labour Statistics Report	Review of Labour Statistics Report	Monthly	DPCS
10	12 Employment and Labour Statistics Reports produced by June 2031.	Number of Employment and Labour Statistics reports produced	2025/26	2	2	3	2	2	3	Employment and Labour survey report	Review of Employment and Labour survey report	Annually	DPCS
11	Four (4) thematic reports emanating from 2022 Population and Housing Census produced by June, 2028	Number of thematic reports emanating from 2022 Population and Housing Census reports produced	2025/26	41	4	0	0	0	0	Census Report	Review of Census Report	After Ten years	DPCS
12	Five (5) Vital Statistics reports produced by June, 2031	Number of Vital Statistics reports produced	2025/26	1	1	1	1	1	1	Vital statistics reports	Review of Vital statistics reports	Annually	DPCS
13	26 Social statistics reports produced by June, 2031	Number of Social statistics reports produced	2025/26	4	4	7	4	5	6	Social statistics reports	Review of Social statistics reports	Annually/episodic	DPCS
14	IHBS report produced by June 2031	IHBS report produced	2025/26	1	0	0	0	0	1	HBS Report	Review of HBS Report	After 5 years	DPCS
15	17 Environment statistics publications produced by June, 2031	Number of Environment statistics publications produced	2025/26	2	4	3	4	3	3	Environment statistics Report	Review Environment statistics Report	Episodic	DPCS

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
16	Two (2) NPS reports produced by June, 2031	Number of NPS reports produced	2022/23	1	1	0	0	1	0	NPS report	Review of NPS report	After 2 years	DCRO
17	10 Statistical Compendium Reports produced by June 2031	Number of Statistical Compendium reports produced	2025/26	2	2	2	2	2	2	Compendium Reports	Review of Compendium Reports	Annually	DCRO
18	26 Regional Socio-economic Profile reports produced by June 2031	Number of Regional socio-economic profile reports produced	2025/26	2	6	5	5	5	5	Regional Reports	Review of Regional Reports	Annually	DCRO
19	The 2032 Digital Population and Housing Census preparations completed by June, 2031	Percentage of preparation for the 2032 Digital Population and Housing Census completed	2022/23	100%	0	20%	40%	70%	100%	Census Report	Review of Census Report	After 10 years	DPCS
20	Six (6) Statistical guidelines developed/updated by June, 2031	Number of statistical guidelines developed/updated	2025/26	1	2	2	0	0	3	Statistical guideline	Review of Statistical guideline	Episodic	DCRO
21	Quality Assurance Framework updated by June, 2031	Quality Assurance Framework updated	2023/24	1	0	0	0	0	1	TDQAF Report	Quality Assurance Framework	Episodic	DCRO
22	Research and Innovation Framework developed and implemented by June, 2031	Research and innovation Framework developed	2025/26	0	1	0	0	0	0	Document review	Research and innovation Framework	Episodic	DCRO

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
23	100,000 establishments in the Statistical Business Register Sampling frame updated by June 2031	Number of establishments in the Statistical Business Register sampling frame updated	2023/24	36,781	20,000	20,000	20,000	20,000	20,000	SBR Report	SBR Frame	Annually	DCRO
24	2022 Geographic Census Frame updated by June, 2031	Number of Enumeration Areas (EAs) updated	2021/22	100,033	26,000	26,000	26,000	26,000	26,000	Document review	Checklist of EA	Annually	DCRO
25	Two (2) geospatial analysis reports produced annually	Number of geospatial analysis reports	2025/26	1	2	2	2	2	2	Progress report	Geospatial reports	Annually	DCRO
OBJECTIVE D. DATA DISSEMINATION AND USE ACROSS THE NSS STRENGTHENED													
1	12 Structured stakeholder engagement initiatives (data clinics, dissemination forums, sector dialogues) conducted annually.	Number of structured stakeholder engagement initiatives conducted	2025/26	12	12	12	12	12	12	Stakeholder Engagement Report	Review of Stakeholder Engagement Report	Annually	HPRC
2	Percentage of users reporting awareness of available NBS data products increased to 90% by June, 2031.	Percentage of users reporting awareness of available NBS data products	2025/26	TBD		85%			90%	User Satisfaction Report	Review of User Satisfaction Report	After 2 years	HPRC

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
3	Percent of statistical outputs disseminated through at least three channels (digital platforms, media, briefs, social) increased to 90% by June, 2031.	Percentage of statistical outputs disseminated through at least three channels	2025/26	TBD	40%	60%	70%	80%	90%	Dissemination Report	Channels	Quarterly	HPRC
4	Number of interactions (views, likes, shares) on NBS dissemination platforms increased from 1,000,000 to 6,000,000 by June, 2031.	Number of interactions on NBS dissemination platforms	2025/26	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	6,000,000	Dissemination Report	Dissemination platforms	Annually	HPRC
5	Percentage of statistical products and services developed/refined based on user feedback increased from 0% to at least 80% by June, 2031.	Percentage of statistical products developed or refined based on user feedback	2025/26	0%	20%	40%	50%	70%	80%	Dissemination Report	Report	Annually	HPRC
6	All data user requests and inquiries attended within 4 working days by June, 2031	Percentage of data user requests and inquiries attended	2025/26	TBD	100%	100%	100%	100%	100%	Survey	Survey	Annually	HPRC

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
	.	within 4 working days											
7	Digital stakeholder engagement database and feedback system established by June, 2027.	Digital stakeholder engagement database and feedback system established	2025/26	0	1	0	0	0	0	Document review	Database	Once	HICT
8	Percentage of statistical products available in simplified and inclusive formats (visual, Kiswahili, accessible formats) increased to 85% by June 2031.	Percentage of statistical products available in simplified and inclusive formats	2025/26	TBD	65%	70%	75%	80%	85%	Reports	Review of produced reports	Annually	HPRC
9	95% of Official statistics disseminated as per Advance Release Calendar annually	Percentage of official statistics disseminated on time	2024/25	89.2	90%	91%	92%	93%	95%	Report	Website Link	Annually	DCS
OBJECTIVE E. DIGITAL DATA INFRASTRUCTURE, INNOVATION AND APPLICATION ACROSS NSS IMPROVED													
1	NBS ICT Governance Framework updated and implemented by June, 2031.	Number of ICT steering committee reports	2025/26	4	4	4	4	4	4	Meeting report	Minutes	Quarterly	ICT Unit

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
2	NSS Metadata Repository established and fully operational by June, 2028.	NSS metadata repository established and fully operational	2025/26			Established and operational				Document	Website link	Once	DCRO
3	80% of NSS data systems digitised and integrated through interoperable and data exchange platforms by June, 2031.	Percentage of NSS data systems digitised and integrated through interoperable and data exchange platforms	2025/26	TBD	40%	50%	60%	70%	80%	TISP report	Portal visit	Annually	HICT
4	ICT Security Mechanism developed and fully deployed across NBS systems by June, 2031	ICT Security Mechanism developed and fully deployed across NBS systems	2025/26	Not developed	developed	deployed	deployed	deployed	deployed	Document review	ICT security report	Annually	HICT
5	Data processing time reduced by 50% in all statistical outputs by June, 2031.	Percentage of data processing time reduced	2025/26	TBD	15%	20%	30%	40%	50% reduction	Survey	System auditing report	Annually	HICT
6	Hybrid ICT infrastructure established and operationalized by June, 2031.	Status of hybrid ICT infrastructure	2025/26	Not established	Established	Operational	Operational	Operational	Operational	Document review	System auditing report	Annually	HICT
7	Hybrid GIS infrastructure established and operationalized by June, 2031.	Status of hybrid GIS infrastructure	2025/26	Not established	Established	Operational	Operational	Operational	Operational	Document review	System auditing report	Annually	DCRO

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
8	GIS Portal updated annually	GIS portal updated	2025/26	1	1	1	1	1	1	Document review	System auditing report	Annually	DCRO
OBJECTIVE F. COORDINATION AND DATA GOVERNANCE WITHIN NSS STRENGTHENED													
1	50 MoUs/SLAs/data-sharing agreements with State and Non-State Actors signed and operationalised by June, 2031	Number of MoUs/SLAs/data-sharing agreements signed and operationalised	2025/26	11	10	10	10	10	10	Meeting Report	MoUs/SLAs/data-sharing agreements	Annually	DCRO
2	Four (4) quarterly meetings in five (5) SWGs conducted annually	Number of SWGs meetings conducted	2025/26	4	4	4	4	4	4	Meeting Report	Report	Annually	DCRO
3	Commemoration of the Statistics Day organized annually	Number of Statistics Day commemorations organised	2025/26	2	1	1	1	1	2	Commemoration Report	Report	Annually	DCRO
4	80% of indicators for monitoring National, Regional and International Strategies produced by June, 2031	Percentage of indicators produced	2025/26	56.50%	60%	65%	70%	75%	80%	Indicator Report	Report	Annually	DCRO
5	Tanzania Statistical Master Plan Phase III (TSMP III)	Status of TSMP III development and	2025/26	Not available		Developed	Operationalised	Operationalised	Operationalised	TSMP III Strategy	Appraisal Report	Annually	DCRO

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
	developed and operationalized by June, 2031	operationalisation											
6	Resources and capacity gap assessment on training needs and technological requirements for NSS conducted by June, 2028.	Status of resource and capacity gap assessment for NSS	2024/25	Conducted		Conducted				Assessment Report	Report	Once	DCRO
7	26 Regional Statistical Offices coordinated to produce official statistics annually	Number of Regional Statistical Offices coordinated	2025/26	26	26	26	26	26	26	Progress report	Report	Quarterly	DCRO
8	Administrative Data Manual updated and operationalised by June, 2029	Updated Administrative Data Manual in place and operationalized	2025/26	Available	Operationalised	Operationalised	Updated and operationalised	Operationalised	Operationalised	Progress report	Administrative data	Periodic	DCRO
9	Administrative data quality assessments for two (2) statistical products conducted annually by June, 2031	Number of administrative data quality assessments conducted	2025/26	2	2	2	2	2	2	Progress report	Quality assessment report	Annually	DCRO
10	Metadata documentation for 50 administrative	Number of administrative datasets with complete	2025/26	Not available	10	10	10	10	10	Progress report	Metadata repository	Annually	DCRO

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
	datasets conducted by June, 2031	metadata documentation											
11	15 MDAs/NSA capacitated on administrative data management by June, 2031	Number of MDAs/NSA trained on administrative data management	2025/26	3	3	3	3	3	3	Progress report	Training report	Annually	DCRO
12	Data reporting guideline and standards for private sector entities developed and operationalised by June, 2028	Guideline and standards in place	2025/26	Not available		In place	Operationalised	Operationalised	Operationalised	Document Review	SWG report	Once	DCRO
13	Private sector statistics advisory committee established and operationalised by June, 2031	Status of private sector statistics advisory committee	2025/26	Not available		In place	Operationalised	Operationalised	Operationalised	Document Review	SWG report	Once	DCRO
OBJECTIVE G. INSTITUTIONAL CAPACITY AND SUSTAINABILITY STRENGTHENED													
1	Three (3) Human Resources Management Tools reviewed by June, 2031	Number of Human Resources Management tools reviewed	2025/26	2	0	2	0	0	1	Human Resource Reports	Reports	Episodic	DCS
2	100% of NBS staff facilitated to attend training on statistical operations by June, 2031	Percentage of NBS staff facilitated to attend training	2024/25	45%	50%	70%	80%	90%	100%	Training Report	Attendance	Annually	DCS

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
3	Two (2) joint capacity building programmes with higher learning and research institutions conducted by June, 2031.	Number of joint capacity building programmes	2025/26	0		1			1	Document Review	training report	Every 2 years	DCS
4	100% of NBS administrative services provided annually	Percentage of NBS administrative services provided	2025/26	100%	100%	100%	100%	100%	100%	Document Review	Receipts	Annually	DCS
5	100% of Statutory services provided to NBS Staff annually.	Percentage of statutory services provided	2025/26	100%	100%	100%	100%	100%	100%	Document Review	Minutes	Annually	DCS
6	Four (4) Risk management reports prepared annually	Number of risk management reports prepared	2025/26	4	4	4	4	4	4	Risk report	GERMIS Report	Quarterly	DCS
7	Three (3) Audit Tools reviewed and operationalized by June, 2031.	Number of audit tools reviewed and operationalized	2025/26	3		3	Operationalised	Operationalised	Operationalised	Audit report	report		CIA
8	Four (4) quarterly internal audit reports prepared annually	Number of internal audit reports prepared	2025/26	4	4	4	4	4	4	Audit report	report	Quarterly	CIA
9	All procurement processes complied with	Percentage score of the Value for	2024/25	Complied	Complied	Complied	Complied	Complied	Complied	CAG/PPRA Audit Report	Report	Annually	HPMU

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
	public procurement laws, regulations and guidelines annually	Money Audit Report											
10	Statistics Act reviewed and operationalised by June, 2031.	Status of Statistics Act	2025/26	Available act		Reviewed	Operationalised	Operationalised	Operationalised	Reviewed report	Statistics Act	Periodic	HLS
11	Legal advisory services provided according to institutional legal annually	Compliance level of legal services provided	2025/26	100%	100%	100%	100%	100%	100%	Legal report	report	Annually	HLS
12	Financial resource Mobilisation Strategy reviewed and operationalised by June, 2031	Status of Resource Mobilisation Strategy	2023/24	Available		Reviewed	Operationalised	Operationalised	Operationalised	Document Review	Strategy	Periodic	DCS
13	Institutional financial management system reviewed and implemented annually	Unqualified audit report	2024/25	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified report	report	Annually	CA
14	Three (3) NBS Planning and Budgeting Tools prepared annually	Number of NBS planning and budgeting tools prepared	2025/26	3	3	3	3	3	3	Performance report	Report	Annually	DCS
15	31 NBS planning and Budgeting Reports prepared by June, 2031	Number of reports prepared	2025/26	6	6	7	6	6	6	Performance report	Report	Annually	DCS

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
16	NBS strategic Plan (2026/27-2030/31) reviewed by June, 2031	NBS Strategic plan reviewed	2025/26	1					1	Document Review	SP report	After 5 years	DCS
17	2050 National Statistical Development Roadmap developed by June, 2028	2050 National Statistical Development Roadmap developed	2025/26			Developed				Roadmap report	Appraisal Report	Once	DCS
18	M&E framework developed and operationalised by June, 2031.	M&E framework developed and operationalised	2025/26	Not available		Developed	Operationalised	Operationalised	Operationalised	M&E report	Report	Quarterly	HME
OBJECTIVE H. MANAGEMENT OF ENVIRONMENT, SOCIAL AND GOVERNANCE ENHANCED													
1	Paper usage across surveys and reports reduced by 50% by June, 2031	Percentage reduction in paper usage	2025/26	TBD	10%	20%	30%	40%	50% reduction	ESG report	Report	Annually	DCS
2	80% of office and field logistics optimised to reduce emissions by June, 2031	Percentage of office and field logistics optimised	2025/26	TBD	20%	40%	60%	70%	80	HR report	Review of HR report	Annually	DCS
3	100% compliance of occupational safety and health standards achieved annually	Percentage compliance with OSHA standards	2025/26	TBD	20%	40%	60%	80%	100%	ESG report	Report	Annually	DCS
4	Production of disaggregated	Percentage increase in	2025/26	TBD	20%	40%	60%	80%		Report review	Report	Annually	DCRO

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
	data increased by 80% by June, 2031.	production of disaggregated data											
5	Corporate Social Responsibility (CSR) guidelines developed and operationalise by June, 2031	CSR guideline in place	2025/26	Not available		Developed	Operationalised	Operationalised	Operationalised	Document Review	Guidelines in place	Annually	HPRC
6	100% implementation of NBS staff Incentive Scheme achieved annually	Percentage of Incentive Scheme implementation	2025/26	Not available	100%	100%	100%	100%	100%	Document Review	Audit and M&E reports	Annually	DCS
7	100% compliance with data ethics guidelines achieved annually	Percentage of compliance with ethics guideline	2025/26	100%	100%	100%	100%	100%	100%	Document Review	Compliance report	Annually	DCRO
8	100% integration of ESG into enterprise risk management framework achieved by June, 2031	Percentage of ESG integrated into enterprise risk management framework	2025/26	TBD	100%	100%	100%	100%	100%	ESG report	Report	Annually	DCS
Objective I. Multisectoral Nutrition Services Improved													
1	100% of NBS Staff sensitised on the nutrition practices annually	Percentage of NBS staff sensitised on nutrition practices	2025/26	0	100%	100%	100%	100%	100%	Minutes of staff meeting	Attendance	Annually	DCS
2	Five (5) nutrition	Number of Screening and	2025/26	0	1	1	1	1	1	Document Review	Report	Annually	DCS

S/N	Target	Output Indicator	Baseline		Indicator target values					Data Source	Means of verification	Frequency of Reporting	Responsible Person
			Year	Baseline indicator value	2026/27	2027/28	2028/29	2029/30	2030/31				
	screenings and counselling conducted by June, 2031	Counselling conducted											
3	Partnership with one (1) institution on the provision of nutrition services established by June, 2027.	Number of partnerships established	2025/26	0	1					Document Review	Partnership agreements	Annually	DCS
4	100% integration of nutrition services in staff welfare programmes achieved annually	Percentage of nutrition services integrated into staff welfare programmes	2025/26	0	100%	100%	100%	100%	100%	Document Review	Report	Annually	DCS

5.5.1 Evaluation Plan

Evaluations examine the relevance, effectiveness and sustainability of NBS outputs and outcomes. Operational reviews assess statistical processes and the quality of surveys, reports and dashboards, while impact assessments analyse contributions to policymaking, social development and economic transformation. Recommendations derived from these evaluations inform improvements in planning, governance and service delivery. The evaluation plan ensures that NBS initiatives remain aligned with strategic objectives and national development priorities. Table 5.4 outlines this plan by establishing clear linkages between the report types, key milestones, and defined timeframes for assessing progress and performance.

Table 5.4 Evaluation Plan

S/N	Evaluation Study	Description	Evaluation Questions	Milestones	Approach and Methodology	Time frame	Responsible Person
1	Baseline Evaluation Report	Establishes the current status of accessibility and usage of statistics for NBS decision-making. Provides benchmark indicators for future comparison.	1. What implementation systems and structure that are in place? 2. What are the baseline conditions? 3. What are resources available for SP implementation?	Baseline report finalised	Desk review, stakeholder consultations, surveys and analysis of existing statistics	Year 1 (Start of implementation)	DCS, HME and CIA
2	Mid-term Evaluation Report	Assesses progress towards improved accessibility and usage of statistics. Identifies challenges and recommends corrective actions.	1. What are the achievements? 2. How can the design of Strategic Plan be improved? 3. What are the challenges in implementing the plan? 4. What are the possible solutions?	Mid-term data collection; stakeholder review workshops; and final report submission	Mixed-methods approach including surveys, key informant interviews, system usage analytics and comparative analysis with baseline	Mid-point (Year 2–3)	DCS, HME
3	Final Evaluation Report	Measures achievement of the NBS Strategic Plan outcomes in supporting decision-making.	1. What are the achievements? 2. How can the design of Strategic Plan be improved? 3. What are the challenges in implementing the plan? 4. What are the possible solutions?	Impact assessment; dissemination workshop; final report	Quantitative and qualitative assessments, outcome evaluation techniques and comparison with baseline and targets	End of implementation period (Year 5)	DCS, HME and CIA

S/N	Evaluation Study	Description	Evaluation Questions	Milestones	Approach and Methodology	Time frame	Responsible Person
4	Annual Performance Reports	Tracks yearly progress on Strategic Plan implementation. Supports routine monitoring and decision-making.	1. What are the achievements? 2. What are the challenges in implementing the plan? 3. What are the possible solutions?	Annual data compilation; indicator tracking; reporting and review meetings	Routine data analysis, administrative data review and performance tracking against targets	Annually	DCS, HME and CIA
5	Thematic / Special Studies Reports	Provides in-depth analysis on specific theme or strategic objective.	1. How effectively was specific thematic area implemented? 2. What results were achieved within the thematic area? 3. How efficient was resource use within the thematic area? 4. How relevant and effective were strategies and targets under the thematic area?	Topic selection; targeted data collection; technical review; Final report	Case studies, focused surveys and stakeholder analysis	As needed	HME&DCRO
6	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.	1. Was the censuses/surveys design appropriate and aligned with the National and user data needs? 2. How accurate and reliable were the Census/survey data collected? 3. How efficiently and adequately were resources used in conducting the census/survey? 4. How effective were planning coordination and field operations in executing the census/survey? 5. How timely were data collection, processing, analysis, and dissemination of census/survey results?	Census/survey Evaluation Report	Questionnaire administered to all/sample of personnel involved in the survey.	Completion of census/survey	DES, DCRO, DPCS

S/N	Evaluation Study	Description	Evaluation Questions	Milestones	Approach and Methodology	Time frame	Responsible Person
7	Training	The systematic assessment of the design, delivery, participation and outcomes of training programmes for NBS employees. It examines the extent to which the knowledge, skills and understanding acquired were relevant and effective in improving employee and organisational performance.	1. To what extent were training needs properly identified and aligned with the organisation's capacity gaps? 2. How effectively were training resources utilised? 3. what changes in knowledge, skills, end performance?	Training Evaluation Report	Checklist	As needed	DCS

5.5.2 Review Plan

The Review Plan (Table 5.5) provides a structured framework for systematically assessing the implementation of the Strategic Plan throughout its duration. It specifies the year in which each review will be undertaken, the type of review activity to be conducted, the scheduled timeframe for implementation and the designated responsible person. This framework ensures timely and systematic monitoring and maintains relevance to the overall implementation process of the Plan.

Table 5.5 Review Plan

S/N	Year	Plan Review	Time frame	Responsible Person
1	2028	Review of Client Service charter	July 2027 to June 2028	HPRC
2	2028	Review of Help Desk automation system	July 2027 to June 2028	HICT
3	2027	Review of Cyber security policy	July 2026 to June 2027	HICT
4	2027, 2028, 2029, 2030, 2031	Review framework of emerging technologies	July 2026 to June 2031	DCRO
5	2028, 2031	Review of Succession plan	July 2027 to June 2028 July 2030 to June 2031	DCS
6	2028	Review of comprehensive training programme	July 2027 to June 2028	DCS
7	2031	Review of Risk Management framework	July 2030 to June 2031	DCS
8	2028	Review Internal Audit Charter	July 2027 to June 2028	CIA
9	2028	Review Internal Audit Manual	July 2027 to June 2028	CIA
10	2028	Review Board Audit Committee Charter	July 2027 to June 2028	CIA
11	2027, 2028, 2029, 2030, 2031	Review Annual Procurement Plan	July 2026 to June 2031	HPMU
12	2031	Review of Statistics Act	July 2026 to June 2028	HLS
13	2028	Review of Financial Resource Mobilisation Strategy	July 2027 to June 2028	DCS
14	2031	Review of Financial Manual and Regulations	July 2030 to June 2031	CA
15	2027, 2028, 2029, 2030, 2031	Mid-Term Review of NBS Budget	July 2026 to June 2031	DCS
16	2029	Mid-Term Review of NBS Strategic Plan 2026/27-2030/31	July 2028 to June 2029	DCS

S/N	Year	Plan Review	Time frame	Responsible Person
17	2027, 2028, 2029, 2030, 2031	Updated Business Establishment sample frame in place	July 2026 to June 2031	DCRO
18	2027, 2028, 2029, 2030, 2031	Updated large scale farm sample frame	July 2026 to June 2031	DES
19	2031	Statistical guidelines updated	July 2030 to June 2031	DCRO
20	2030	Updated Tanzania Data Quality Assurance Frameworks (TDQAF)	July 2029 to June 2030	DCRO
21	2027, 2028, 2029, 2030, 2031	Updated shapefile and EAs	July 2026 to June 2031	DCRO
22	2028	Updated Communication, Advocacy and Dissemination Strategy	July 2027 to June 2028	HPRC

5.5.3 Reporting Plan (Internal and External)

The reporting plan covers both internal (Table 5.6) and external reporting (Table 5.7) within NBS. Internally, performance summaries keep staff and management informed and ensuring alignment with operational priorities. Externally, reports communicate achievements to government, partners, and the public, thereby strengthening transparency and trust. The plan emphasises accountability, evidence-based decision-making and stakeholder engagement. By linking performance data to decision-making, it ensures that strategic objectives are monitored, understood and supported across stakeholders, directly advancing NBS's goals in statistical quality, policy support and institutional efficiency.

Table 5.6 Reporting Plan (Internal)

Type of Report	Recipient	Frequency	Responsible Person
Annual Performance Report	NBS Governing Board and Management	Annually	DCS
Monthly Financial Report	NBS Management	Monthly	CA
Quarterly Financial Report	NBS Management	Quarterly	CA
Annual Financial Report	NBS Governing Board and Management	Annually	CA
Quarterly Progress Report	NBS Management	Quarterly	All
Mid-term Evaluation Report	NBS Governing Board and Management	Mid-term	HME
Final Evaluation Report	NBS Governing Board and Management	End of SP implementation	HME
Internal Monitoring Dashboard	Management; Implementing Departments, Units and Sections; Project Teams; and Data Analysts	Monthly or real-time updates	HME

Table 5.7 Reporting Plan (External)

Type of Report	Recipient	Frequency	Responsible Person
Annual Performance Report	Ministry of Finance; Office of Treasury Registrar	Annually	DCS
Annual Financial Report	Controller and Auditor General	Annually	CA
Quarterly Progress Report	Ministry of Finance; Office of Treasury Registrar	Quarterly	DCS
Mid-term Evaluation Report	Ministry of Finance; Office of Treasury Registrar	Mid-term	HME
Final Evaluation Report	Ministry of Finance; Office of Treasury Registrar	End of SP implementation	HME
Census, Survey and Special Study Reports	Technical Teams; Policy Makers, Private Sector Stakeholders and Others.	As planned	All
Annual Procurement Implementation Report	Public Procurement Regulatory Authority, Controller and Auditor General, Ministry of Finance	Annually	HPMU
Good Governance Report	Public Services Commission	Quarterly	DCS

5.5.4 Feedback Mechanism

The feedback mechanism collects input from consultations, surveys, forums and review meetings across NBS stakeholders. Its scope spans operational processes, outputs and service delivery. Key focus areas include identifying gaps, improving processes and fostering innovation in statistical production and dissemination. Feedback informs corrective actions, continuous improvement and strategic adjustments. It ensures that resources and priorities remain aligned with the Bureau's objectives. By embedding stakeholder perspectives, it strengthens relevance, accountability and the achievement of strategic goals.

5.6 Strategic Risks and Mitigation Strategies

Table 5.8 presents the key strategic risks identified for the implementation of the NBS Strategic Plan, together with their potential impacts, likelihood and proposed mitigation measures to ensure effective risk management and sustained delivery of institutional objectives.

Table 5.8 Strategic Risks and Mitigation Strategies

Strategic Risk Category	Risk	Mitigation	Likelihood	Impact
Digital Transformation & Interoperability	• Fragmented systems and limited interoperability • Resistance to automation and rapid technology changes	• Adopt interoperable standards (APIs, Statistical Data and Metadata Exchange) and phased integration • Strengthen change management, training, and scalable systems	High	High
Administrative Data Quality & Statistical Integrity	• Poor quality and inconsistent administrative data • Trade-offs between timeliness and quality	• Strengthen QA frameworks and standards (TDQAF) • Automate validation and conduct routine data quality assessments	High	High
NSS Governance & Coordination	• Weak stakeholder commitment and compliance • Limited enforcement and data sharing across MDAs	• Strengthen legal mandate, MoUs/SLAs, and enforcement mechanisms • Elevate coordination through high-level government structures and technical support	High	High
Data Governance, Privacy & Security	• Data privacy risks and cybersecurity threats • Weak data governance systems	• Implement robust data governance frameworks and cybersecurity systems • Enforce data sharing protocols and conduct regular audits/training	High	High
Data Use, Access & Impact	• Low utilization of statistics, especially beyond government • Limited accessibility for non-technical users	• Enhance dissemination (dashboards, APIs, briefs) • Build user capacity and institutionalize feedback mechanisms	Medium	High
Human Capital, Health & Integrity	• Skills gaps in ICT/data science and low staff morale • Health (NCDs, HIV/AIDS) and integrity risks	• Invest in continuous capacity building and staff welfare programs • Strengthen anti-corruption systems, ethics, and governance	Medium	High
Infrastructure & Operational Resilience	• Power outages, connectivity failures, high infrastructure costs	• Invest in backup power and connectivity redundancy	Medium	High

Strategic Risk Category	Risk	Mitigation	Likelihood	Impact
		• Leverage shared infrastructure (eGA) and cost-effective solutions		
Reputation, Trust & External Environment	• Misinformation, declining public trust, and external shocks	• Strengthen communication, transparency and data journalism • Develop crisis response and adaptive data systems	Medium	High
Institutional Systems, Compliance & Accountability	• Weak financial controls and procurement delays • Misalignment between plans and budgets	• Strengthen internal controls, audits and legal compliance • Integrate planning, budgeting and performance systems	Low	High
Sustainability, Environment & Nutrition	• Weak integration of ESG and sustainability data • Low staff awareness on best nutrition practices	• Develop ESG statistical framework and data platform • Build staff awareness on nutrition issues	Low	High

Appendices

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

S/N	Targets/Activities	2026/27	2027/28	2028/29	2029/30	2030/31	Source of Fund	Section/unit
Objective A: Reduction of Non-Communicable Diseases (NCD) and HIV/AIDS Infections and Improvement of Supportive Services Ensured								
1	100% of NBS Staff sensitised on non-communicable diseases and HIV/AIDS counselling and voluntary testing annually	53,800,000	56,490,000	59,314,000	62,280,000	65,393,000	OC	DCS
2	60% of NBS staff to participate in sports activities by June, 2031	239,400,000	251,370,000	263,938,000	277,135,000	290,991,000	OC	DCS
3	Staff living with HIV/AIDS 100% supported annually	30,000,000	31,500,000	33,075,000	34,728,000	36,465,000	OC	DCS
4	Partnership with Three (3) NGOs/CBOs on the provision of care and support services engaged by June, 2031	75,000,000	35,000,000	35,000,000	-	-	OC	DCS
Sub-Total		**398,200,000**	**374,360,000**	**391,327,000**	**374,143,000**	**392,849,000**		
Objective B: Implementation of the National Anti-Corruption Strategy enhanced								
1	100% of NBS Staff sensitized on Anti-Corruption Strategy and Good Governance annually	14,920,000	15,665,000	16,448,000	17,270,000	18,135,000	OC	DCS
2	Complaints handling mechanisms updated and operationalized by June 2031	61,000,000	10,000,000	10,000,000	10,000,000	10,000,000	OC	DCS
3	100% of staff sensitised on ethics and integrity annually	13,900,000	14,456,000	15,034,000	15,635,000	16,261,000	OC	DCS
4	Four (4) Integrity Performance report prepared annually	12,600,000	13,356,000	14,157,000	15,006,000	15,907,000	OC	DCS
Sub-Total		**102,420,000**	**53,477,000**	**55,639,000**	**57,911,000**	**60,303,000**		

S/N	Targets/Activities	2026/27	2027/28	2028/29	2029/30	2030/31	Source of Fund	Section/unit
OBJECTIVE C: PRODUCTION OF TIMELY AND QUALITY OFFICIAL STATISTICS IMPROVED								
1	35 Trade statistics reports produced by June, 2031	3,783,320,000	2,513,080,000	2,618,130,000	2,841,980,000	2,889,780,000	OC	DES
2	75 Transport, Tourism and Migration statistics reports produced by June, 2031	3,957,600,000	4,329,000,000	4,597,200,000	4,903,300,000	4,961,800,000	OC	DES
3	46 Industrial statistics reports produced by June, 2031	5,431,142,000	6,818,768,000	7,119,449,000	7,699,462,000	8,396,795,000	DEV	DES
4	25 Construction statistics reports produced by June, 2031	4,821,864,000	5,075,100,000	5,328,854,000	5,928,749,000	6,210,498,000	DEV	DES
5	35 NAS reports produced by June, 2031	2,144,500,000	2,207,104,000	2,277,492,000	2,350,203,000	2,425,622,000	DEV	DES
6	One (1) Rebasing of National Accounts for Tanzania for base year 2025 conducted by June, 2031	2,362,860,000	1,605,855,000	253,168,000	-	-	DEV	DES
7	28 Agriculture Statistics Reports produced by June, 2031	22,197,580,000	23,601,943,000	24,438,843,000	24,963,406,000	16,431,363,000	DEV	DES
8	10 Energy Statistics Reports produced by June, 2031	427,265,000	435,472,000	445,931,000	457,447,000	235,389,000	DEV	DES
9	60 National Consumer Price Index (CPI) reports produced by June 2031	1,623,871,000	1,049,296,000	1,072,739,000	1,088,775,000	1,387,408,000	OWN SOURSCE	DPCS
10	12 Employment and Labour Statistics Reports produced by June, 2031	4,117,565,000	4,318,076,000	7,844,281,000	4,553,032,000	7,515,045,000	DEV	DPCS
11	Four (4) thematic reports emanating from 2022 Population and Housing Census produced by June, 2027	1,508,402,000	-	-	-	-	DEV	DPCS
12	Five (5) Vital Statistics reports produced by June, 2031	870,585,000	889,932,000	910,142,000	380,215,000	380,215,000	DEV	DPCS
13	26 Social statistics reports produced by June, 2031	8,892,100,000	1,899,885,000	907,215,000	915,327,000	921,060,000	DEV	DPCS

S/N	Targets/Activities	2026/27	2027/28	2028/29	2029/30	2030/31	Source of Fund	Section/unit
14	IHBS report produced by June, 2031	5,303,263,000	72,300,000	73,500,000	74,680,000	7,575,790,000	DEV	DPCS
15	17 Environment statistics publications produced by June, 2031	480,000,000	1,087,560,000	830,451,000	1,524,690,000	1,477,365,000	DEV	DPCS
16	Two (2) (NPS reports produced by June, 2031	3,179,436,000	3,338,407,000	3,505,320,000	3,680,594,000	3,864,624,000	DEV	DCRO
17	Ten (10) Statistical Compendium Reports produced by June, 2031	120,000,000	122,000,000	130,000,000	136,000,000	138,000,000	DEV	DCRO
18	26 Regional Socio-Economic Profile reports produced by June, 2031	1,129,840,000	1,136,840,000	1,141,840,000	1,149,840,000	1,160,840,000	DEV	DCRO
19	The 2032 Digital Population and Housing Census preparations completed by June, 2031	2,757,110,000	2,917,028,000	11,404,404,000	3,269,489,000	3,463,638,000	DEV	DPCS
20	Seven (7) Statistical guidelines developed/updated by June, 2031	1,386,700,000	1,115,000,000	1,012,880,000	1,052,762,000	601,610,000	DEV	DCRO
21	Quality Assurance Framework updated by June, 2031	1,420,000,000	1,507,700,000	1,600,837,000	1,699,751,000	1,477,096,000	DEV	DCRO
22	Research and Innovation framework developed and implemented by June, 2031	1,312,800,000	828,468,000	733,484,000	850,493,000	824,141,000	DEV	DCRO
23	100,000 establishments in the Statistical Business Register Sampling frame updated by June, 2031	632,862,000	670,833,000	711,084,000	753,749,000	798,974,000	DEV	DCRO
24	2022 Geographic Census Frame updated by June, 2031	200,000,000	212,000,000	224,720,000	238,203,000	252,495,000	DEV	
25	Two (2) geospatial analysis report produced annually	200,000,000	212,000,000	238,203,000	238,203,000	252,495,000	DEV	
Sub-Total		**80,260,665,000**	**67,963,647,000**	**79,420,167,000**	**70,750,350,000**	**73,642,043,000**		

S/N	Targets/Activities	2026/27	2027/28	2028/29	2029/30	2030/31	Source of Fund	Section/unit
OBJECTIVE D: DATA DISSEMINATION AND USE ACROSS THE NSS STRENGTHENED								
1	12 Structured stakeholder engagement initiatives (data clinics, dissemination forums, sector dialogues) conducted annually	662,300,000	751,450,000	836,800,000	581,250,000	1,090,550,000	DEV	HPRC
2	Percentage of users reporting awareness of available NBS data products increased to 90% by June, 2031	250,000,000	-	-	-	250,000,000	DEV	HPRC
3	Percent of statistical outputs disseminated through at least three channels (digital platforms, media, briefs, social) increased to 90% by June ,2031	1,655,000,000	1,189,000,000	1,005,000,000	1,003,500,000	952,650,000	DEV	HPRC
4	Number of interactions (views, likes, shares) on NBS dissemination platforms increased from 1,000,000 to 6,000,000 by June, 2031	70,000,000	76,000,000	82,000,000	50,000,000	54,000,000	DEV	HPRC
5	Percentage of statistical products and services developed/refined based on user feedback increased from 0% to 80% by June, 2031	370,000,000	251,700,000	200,000,000	200,000,000	320,000,000	DEV	HPRC
6	All data user requests and inquiries attended within 4 working days by June, 2031	140,000,000	141,000,000	80,000,000	80,000,000	80,000,000	DEV	HPRC
7	Digital stakeholder engagement database and feedback system established by June, 2027	90,000,000	-	-	-	-	DEV	HICT
8	Percentage of statistical products available in simplified and inclusive formats (visual, Kiswahili, accessible formats) increased to 85% by June, 2031	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	DEV	HPRC
9	95% of official statistics disseminated as per Advanced Release Calendar annually	250,200,000	297,000,000	305,000,000	312,000,000	321,000,000	DEV	HPRC
Sub-Total		**3,587,500,000**	**2,806,150,000**	**2,608,800,000**	**2,326,750,000**	**3,168,200,000**		

S/N	Targets/Activities	2026/27	2027/28	2028/29	2029/30	2030/31	Source of Fund	Section/unit
OBJECTIVE E: DIGITAL DATA INFRASTRUCTURE AND APPLICATION ACROSS NSS IMPROVED								
1	NBS ICT Governance Framework developed and implemented by June, 2031	945,000,000	978,450,000	1,002,090,000	1,021,125,000	1,042,198,000	OC	HICT
2	NSS Meta Data Repository established and fully operational by June, 2028	180,000,000	186,380,000	178,400,000	183,240,000	188,564,000	OC	HICT
3	80% of NSS data systems digitised and integrated through interoperable and data exchange platforms by June, 2031	921,000,000	923,000,000	541,000,000	1,430,000,000	800,000,000	OC	HICT
4	ICT Security Mechanism developed and fully deployed across NBS systems by June, 2031	475,000,000	496,580,000	534,943,000	570,215,000	601,597,000	OC	HICT
5	Data processing time reduced by 50% in all statistical outputs by June, 2031	311,500,000	336,100,000	328,560,000	245,805,000	329,736,000	OC	HICT
6	Hybrid ICT infrastructure established and operationalised by June 2031.	4,330,000,000	3,882,520,000	3,783,848,000	439,217,000	441,297,000	DEV	HICT
7	Hybrid GIS infrastructure established and operationalised by June, 2028	465,000,000	467,055,000	468,578,000	470,592,000	-	DEV	HICT
8	GIS Portal updated annually	870,000,000	886,150,000	894,548,000	901,472,000	906,602,000	DEV	DCRO
Sub-Total		**8,497,500,000**	**8,156,235,000**	**7,731,967,000**	**5,261,666,000**	**4,309,994,000**		
OBJECTIVE F: COORDINATION AND DATA GOVERNANCE WITHIN NSS STRENGTHENED								
1	50 MoUs/SLAs/data-sharing agreements with State and Non-State Actors signed by June, 2031	120,000,000	123,840,000	127,801,000	131,892,000	136,112,000	DEV	DCRO
2	Four (4) quarterly meetings in five (5) SWGs conducted annually by June 2031	476,080,000	478,500,000	480,933,000	483,800,000	485,140,000	DEV	DCRO

S/N	Targets/Activities	2026/27	2027/28	2028/29	2029/30	2030/31	Source of Fund	Section/unit
3	Commemoration of the Statistics Day organized annually	196,700,000	200,800,000	218,900,000	222,484,000	440,308,000	DEV	DCRO
4	80% of indicators for monitoring National, Regional and International Strategies produced by June, 2031	984,300,000	1,022,175,000	824,546,000	863,435,000	891,681,000	DEV	DCRO
5	Tanzania Statistical Master Plan Phase III (TSMP III) developed and operationalised by June, 2031	818,850,000	580,689,000	-	-	-	DEV	DCRO
6	Resources and capacity gap assessment on training needs and technological requirements for NSS conducted by June, 2028	569,300,000	96,862,000	-	-	-	DEV	DCRO
7	26 Regional Statistical Offices coordinated to produce official statistics annually	899,400,000	921,082,000	941,674,000	960,257,000	981,706,000	DEV	DCRO
8	Administrative Data Manual updated and operationalised by June, 2029.	-	-	-	250,000,000	-	DEV	DCRO
9	Administrative data quality assessments for two (2) statistical products conducted annually by June, 2031	360,000,000	320,000,000	378,000,000	393,000,000	373,000,000	DEV	DCRO
10	Metadata documentation for 50 administrative datasets conducted by June, 2031	175,000,000	165,000,000	180,000,000	130,000,000	135,000,000	DEV	DCRO
11	15 MDAs/NSA capacitated on administrative data management by June, 2031	150,000,000	120,000,000	130,000,000	140,000,000	140,000,000	DEV	DCRO
12	Data reporting guideline and standards for private sector entities developed and operationalised by June, 2028	112,000,000	98,000,000	-	-	-	OC	DCRO
13	Private sector statistics advisory committee established and operationalised by June, 2031	70,000,000	45,000,000	45,000,000	45,000,000	45,000,000	OC	DCRO
Sub-Total		**4,931,630,000**	**4,171,948,000**	**3,326,854,000**	**3,619,868,000**	**3,627,947,000**		

S/N	Targets/Activities	2026/27	2027/28	2028/29	2029/30	2030/31	Source of Fund	Section/unit
OBJECTIVE G: INSTITUTIONAL CAPACITY AND SUSTAINABILITY STRENGTHENED								
1	Three (3) Human Resources Management Tools reviewed by June, 2031	355,880,000	318,729,000	102,070,000	107,582,000	172,374,000	OC	DCS
2	100% of NBS staff facilitated to attend training on statistical operations by June, 2031	1,397,800,000	1,430,190,000	1,472,949,000	1,521,096,000	1,569,650,000	OC	DCS
3	Two (2) joint capacity building programmes with higher learning and research institutions conducted in every two years	-	40,000,000	-	-	40,000,000	OC	DCS
4	100% of NBS administrative services provided annually	779,520,000	818,496,000	859,419,000	902,391,000	947,510,000	OC	DCS
5	100% of Statutory services provided to NBS Staff annually	2,032,396,000	2,118,015,000	2,207,816,000	2,302,006,000	2,400,807,000	OC	DCS
6	Four (4) Risk management reports prepared annually	215,000,000	224,730,000	178,756,000	186,097,000	193,766,000	OC	DCS
7	Three (3) Audit Tools reviewed and operationalized by June, 2031	77,000,000	137,000,000	-	-	-	OC	CIA
8	Four (4) quarterly internal audit reports prepared annually	145,000,000	156,000,000	167,000,000	178,000,000	189,000,000	OC	CIA
9	All procurement processes complied with public procurement laws, regulations and guidelines annually	322,000,000	337,000,000	349,102,000	360,840,000	365,929,000	OC	CIA
10	Statistics Act reviewed and operationalised by June, 2031	690,000,000	714,600,000	-	-	-	OC	HPMU
11	Legal advisory services provided according to institutional legal framework annually	350,000,000	356,751,000	363,679,000	367,789,000	371,088,000	OC	HLSU
12	Financial Resource Mobilization Strategy reviewed and operationalised by June 2028	176,000,000	186,200,000	112,780,000	119,777,000	127,203,000	OC	DCS

S/N	Targets/Activities	2026/27	2027/28	2028/29	2029/30	2030/31	Source of Fund	Section/unit
13	Institutional financial management systems reviewed and implemented annually	750,400,000	412,600,000	675,100,000	835,100,000	890,600,000	OC	CA
14	Three (3) NBS Planning and Budgeting Tools prepared annually	170,000,000	170,000,000	170,000,000	170,000,000	170,000,000	OC	DCS
15	31 NBS Planning and Budgeting Reports prepared by June, 2031	310,000,000	310,000,000	180,000,000	180,000,000	180,000,000	OC	DCS
16	NBS Strategic Plan (2026/27 - 2030/31) reviewed by June, 2031	285,000,000	302,670,000	321,433,000	742,616,000	273,485,000	OC	DCS
17	2050 National Statistical Development Roadmap developed by June 2031	80,000,000	80,000,000	-	-	-	OC	HME
18	M&E Framework developed and operationalised by June, 2031	2,902,420,000	3,079,650,000	2,513,922,000	1,677,799,000	1,786,623,000	OC	HME
Sub-Total		**11,038,416,000**	**11,192,631,000**	**9,674,026,000**	**9,651,093,000**	**9,678,035,000**		
Objective H. Management of Environment, Social and Governance Enhanced								
1	Paper usage across surveys and reports reduced by 50% by June, 2031	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	OC	DCS
2	80% of office and field logistics optimised to reduce emissions by June, 2031	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	OC	DCS
3	Corporate Social Responsibility (CSR) guideline developed and operationalised by June, 2031	112,000,000	45,000,000	45,000,000	45,000,000	45,000,000	OC	HPRC
4	100% compliance of occupational, safety and health standards by June, 2031	100,000,000	105,000,000	108,000,000	110,000,000	112,000,000	OC	DCS
5	Production of disaggregated data increased by 80% by June, 2031	110,000,000	115,000,000	120,000,000	-	-	DEV	DCRO
6	100% implementation of NBS staff incentive scheme achieved annually	51,000,000	-	-	-	-	OC	DCS

S/N	Targets/Activities	2026/27	2027/28	2028/29	2029/30	2030/31	Source of Fund	Section/unit
7	100% compliance with data ethics guidelines achieved annually	74,000,000	49,000,000	49,000,000	49,000,000		OC	DCRO
8	100% integration of ESG into enterprise risk management framework achieved by June, 2031	180,000,000	188,070,000	94,187,000	96,352,000	98,569,000	DEV	DCS
Sub-Total		**736,000,000**	**611,070,000**	**525,187,000**	**409,352,000**	**364,569,000**		
Objective I. Enhance Multisectoral Nutrition Services Improved								
1	100% of NBS staff sensitised on the nutrition practices annually	70,000,000	74,340,000	78,948,000	83,843,000	89,041,000	OC	DCS
2	Five (5) Nutrition screenings and counselling conducted by June, 2031	39,000,000	39,000,000	39,000,000	39,000,000	39,000,000	OC	DCS
3	Partnership with one (1) institution on the provision of nutrition services established by June, 2027	25,000,000	-	-	-	-	OC	DCS
4	100% integration of nutrition services in staff welfare programs achieved annually	45,000,000	45,000,000	45,000,000	45,000,000	45,000,000	OC	DCS
Sub-Total		**179,000,000**	**158,340,000**	**162,948,000**	**167,843,000**	**173,041,000**		
	TOTAL	**109,731,331,000**	**95,487,858,000**	**103,896,915,000**	**92,618,976,000**	**95,416,981,000**	**497,152,061,002**	
	PERSONNEL EMOLUMENT (PE)	**7,200,000,000**	**7,500,000,000**	**7,800,000,000**	**8,100,000,000**	**8,500,000,000**	**39,100,000,000**	
	GRAND TOTAL	**116,931,331,000**	**102,987,858,000**	**111,696,915,000**	**100,718,976,000**	**103,916,981,000**	**536,252,061,002**	

