



THE UNITED REPUBLIC OF TANZANIA

TANZANIA COMMUNICATION, ADVOCACY AND DISSEMINATION STRATEGY FOR STATISTICS 2022/23-2026/27



JUNE, 2024



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June, 2024

FOREWORD

United Republic of Tanzania (URT) has developed a four -years Tanzania Communication, Advocacy and Dissemination for Statistics Strategy (TCADSS) 2023/24 - 2026/27 as the medium-term strategic implementation milestone that supports the implementation of Tanzania Statistical Master Plan Phase two (TSMP II) 2023/24-2026-27. Also referred to as the guiding implementation framework that describes the magnitude of the statistical aspect in relation to communication, advocacy and dissemination in the Tanzania National Statistical System (TNSS).

In an era where data-driven decision-making is of paramount importance, the Tanzania Communication, Advocacy, and Dissemination Strategy (TCADSS) 2023/24-2026/27 emerges as a basis for enhancing the accessibility, utilisation, and impact of statistical information in Tanzania. This comprehensive document is the result of meticulous planning, extensive stakeholder engagement, and a commitment to fostering a culture of transparency and informed decision-making across all sectors of society.

The TCADSS is not just a strategic plan, but is a vision for a future where statistical data is seamlessly integrated into the framework of policy-making, business strategy, and public discourse. It underscores the importance of effective communication, robust advocacy, and widespread dissemination of statistical information to ensure that data is not only collected but also understood and utilised by all stakeholders, from government ministries, departments and agencies (MDAs) to private enterprises and the general public.

The strategy put into consideration the global and regional fundamental principles, regulations and directives for statistical development and operations. It intends to enhance, strengthen and improving the statistics culture and tradition by setting the statistical communication, awareness through advocacy and dissemination for easy access and utilisation to all stakeholders from national to lower levels of administration. The strategy is also built on the foundation of the Tanzania Statistical Master Plan Phase Two (TSMP II) and is aligned with national development goals. It aims at addressing the challenges identified in the 2023 User Satisfaction Survey and leverages modern communication technologies to enhance the reach and impact of statistical data.

The successful and effective implementation of the TCADSS heavily relies on statistical integration and coordination between sectors within the TNSS where will be enhanced through the well-developed and strengthened the statistical users and producers in NSS. This strong integration will be fused by effective communication networks coordinated by National Bureau Statistical (NBS) and the Office of the Chief Government Statistician (OCGS).

We extend our gratitude to all the stakeholders, including the National Bureau of Statistics (NBS), the Office of the Chief Government Statistician (OCGS), media partners, communication and advocacy specialists from MDAs and private sector whose contributions have been invaluable in the development of this strategy. Together, we are paving the way for a more informed and data-driven Tanzania.



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EXECUTIVE SUMMARY

The Tanzania Communication, Advocacy, and Dissemination Strategy (TCADSS) 2023/24-2026/27 is a comprehensive national document to enhance the role of statistics in decision making processes across Tanzania. It was developed based on the findings from reviews of the key documents among others the 2023 NBS Client Charter, the NBS communication, Advocacy and Dissemination Strategy and results from the 2023 User Satisfaction Survey. The strategy aims at addressing the needs, and communication, advocacy and dissemination challenges identified by key stakeholders in the TNSS. The TCADSS is structured around three core aspects:

- a) **Coordination:** This involves the role of NBS and OCGS offices in coordinating and engaging various sectors in the implementation of the strategy. Effective communication units within these offices will play a crucial role in ensuring seamless coordination.
- b) **Communication, Advocacy, and Dissemination:** The strategy emphasises development of outreach programs, Information, Education and Communication Materials (IEC), engaging media, mobile phones operators, and other stakeholders to enhance dissemination of statistical information produced within TNSS. Likewise, the strategy will ensure data is communicated and disseminated in a user-friendly manner using both traditional and modern dissemination tools to reach a broad audience.
- c) **Access, Utilization and Usage:** The strategy focuses on improving access to statistical data hence increase its utilisation in policy making, planning, and projects development. This will involve increasing stakeholders' awareness and support for statistical operations, enhancing skills of staff of communication, advocacy and dissemination units within TNSS and fostering strong partnerships with key stakeholders including media. The implementation of TCADSS will be guided by logical framework that includes strategic objectives, activities, outputs, key performance indicators and a detailed monitoring and evaluation (M&E) framework. Annual reviews will be conducted to assess progress, identify challenges, and make necessary adjustments to ensure the strategy remains on track.

Additionally, this TCADSS outlines the established Communication Coordination Units, along with the NBS and OCGS committees, which are tasked with executing essential technical roles. These roles are crucial for enhancing productive efficiency and ensuring the effective delivery of the expected outputs and services of the TCADSS within the TNSS.

Resource mobilization is critical to the success of TCADSS. The strategy outlines the financial, human, and material resources required for its implementation and highlights the importance of stakeholder engagement to solicit the necessary support. The total cost of implementation over three years will be financed by the Tanzania Government

and the TSMP II project under the World Bank. The TCADSS 2023/24-2026/27 is a transformative approach to enhancing the role of statistics in Tanzania.

By improving communication, advocacy, and dissemination, this strategy aims to create a more informed society where data-driven decision-making will be the norm.

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LIST OF ABBREVIATION

CPI	Consumer Price Index
CAD	Communication, Advocacy and Dissemination
CCM	Chama Cha Mapinduzi
HBS	Household Budget Survey
MTEF;	Medium Term Expenditure Frame Work
MDAs	Ministries Departments Agencies
EA	East Africa
ICT	Information Communication Technology
ICM	Information Communication Materials
GDP	Growth Domestic Product
LGAs	Local Government Authorities
OC	Ordinary Current
OCGS	Office of the Chief Government Statistician
OPRAS	Open Performance Review Appraisal System
PMU	Procurement Unit
MoUs	Memorandum of Understanding
NBS	National Bureau of Statistics
NSS	National Statistical System
NSOs	National Statistics Office
RGoZ	Revolutionary Government of Zanzibar
SWOC	Strength, Weaknesses, Opportunities, and Challenge
SP	Strategic Plan
SDGs	Sustainable Development Goals
TBC	Tanzania Broadcasting Cooperation
TCADSS	Tanzania Communication, Advocacy and Dissemination for Statistics Strategy
TCRA	Tanzania Communication Regulatory Authority
TFYDP	Tanzania Five Years Development Plan
TSMP II	Tanzania Statistical Master Plan Phase Two
TNSS	Tanzania National Statistical System
M&E	Monitoring and Evaluation
WB	World Bank
URT	United Republic of Tanzania
ZBEP	Zanzibar Blue Economy Policy
ZDV	Zanzibar Development Vision
ZADep	Zanzibar Development Plan

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

The Tanzania Communication, Advocacy and Dissemination Strategy for Statistics (TCADSS 2024/25 - 2026/27) is a fundamental instrument that spells out management and coordination of communication, advocacy and dissemination of statistical information through entire Tanzania National Statistical System (TNSS). The scope of the strategy is the entire TNSS under coordination of the National Statistical Offices (NBS and OCGS). One of the objectives of National Strategy for Development of Statistics also known as The Tanzania Statistical Master Plan II (TSMP II) is to improve statistical advocacy and integrate use of statistics in decision making. TSMP II focuses on transforming the Tanzania National Statistical System (TNSS) across three broader thematic areas namely data harmonization, quality and dissemination; data production; and infrastructure and institutional development.

Besides, the strategy is to be used as a roadmap that gives direction on activities that are meant to encourage all stakeholders; providers; producers and users of statistics to participate in the processes of production, dissemination and use of statistics as guided in the TSMP II.

Indeed, the Strategy aims at achieving TSMP II vision of having “an efficient and well-integrated Tanzania National Statistical System that produces and uses quality statistical information” as well as its mission of providing high quality and harmonized statistical information for evidence-based planning and decision making.

1.2 Background

For effective realisation of strategic objectives of TSMP II, Tanzania Communication, Advocacy and Dissemination Strategy is crucial as it establishes strategic alliances and partnerships within and among stakeholders in the TNSS which include both state and non-state actors. It also provides strategic approach on areas of communication, advocacy and dissemination with regard to NBS and OCGS mandates and functions within TNSS.

The strategy focuses on effective dissemination and utilization of statistical information, emphasizing its importance in decision-making and policy formulation. Likewise, it outlines a comprehensive approach for the Tanzania National Statistical System (TNSS), aligned with the East African Community (EAC) Communication and

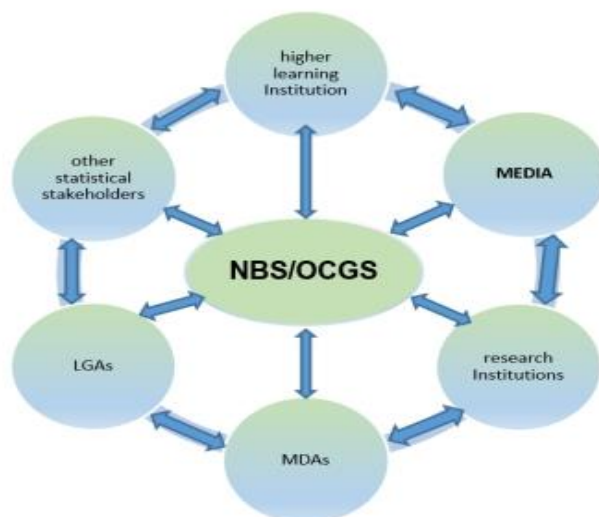
Advocacy Guidelines as well as EAC Communication, Advocacy and Dissemination Strategy 2021/22 - 2025/26, Fundamental Principles of Official Statistics, and African Charter of Statistics.

1.3 Tanzania National Statistical System (tNSS)

This is the ensemble of statistical sectors (data producers and users) within Tanzania where collaborate or dependants on one another on all matters related to statistics including developing, collection, sharing for usage, for having the common methodology and data effect/impact to other related sectors.

At this aspect NBS and OCGS positioned at central as the key statistical coordinator of all sectors, and as a custodian has to be involved at all stages including preparation to production of official statistics where its major role or mandate is to coordinate, observe, regulate to assure all statistical norms, ethics and principle including standard and quality are applied, maintained and mainstreamed (qualify to be official).

Figure 1: Present the Tanzania National Statistical System (TNSS)



1.4 Tanzania Statistical Master Plan Phase Two (TSMP II) 2022/23-26/27

This is a national statistical development strategy that is aiming to strengthen the Tanzania National Statistical System (NSS) as was derived from Tanzania Strategy for Development of Statistics (TSDS) as well as Zanzibar Strategy for Development of Statistics (ZSDS) as revealed from the sector statistics Plan (SSP) that aiming to strengthen the coordination of administrative data enable production of quality statistics for decision-making. TSMP II provided a framework for reforming the NSS; advocating for use of statistics; assessing, prioritizing and meeting user needs in a comprehensive and rationalized manner. TSMP II enabled the Government to access official data needed for monitoring national

development frameworks including the Tanzania Development Vision 2025, implemented through First and Second Five Year Development Plans (FYDP-I&II); and the Zanzibar Development Vision 2050

Table 1: Indicate the area of the TCADSS 2024-2027 as revealed by TSMP II

Results Area 1: Harmonization, Quality, Dissemination and Use		
DLI : 1.2. Improved Dissemination and Use of statistics		
DLR 1.2.2	Intervention	Activities
An ARC for TSMP II statistics is published online, and communication and advocacy strategy and action plan for statistics to be produced under TSMP II which is based on the findings from the user satisfaction survey, is developed.	1.2.1.2 Develop and conduct statistical literacy and outreach programs to data users;	Media programs through TV and Radio
		Statistical awareness in economic statistics
		Statistical awareness in social statistics
		Develop and implement the data dissemination plan;

This strategy is keen to promote those areas within TSMP II frame works as mentioned at its components at the Table 2: -

Table 2: Present the areas of TSMP II that needed to be harmonised and sensitise by TCADSS

S/N	Key Result Areas	CAD Action Areas
1	Harmonization, Quality and Dissemination	<ul style="list-style-type: none"> i Advocate for development/adoption of standards for producing high quality and harmonized data; ii Sensitize on provision of technical training on statistics iii Sensitize on a need and benefits of harmonization, iv Importance of data quality in decision making; v Sensitize on the use of data by all stakeholders in the TNSS vi Sensitize and advocate for the use of Data Quality Assurance Framework (guidelines) for all data to be produced under TSMP II; vii Advocate and sensitize on timely release of reports according to TSMP II Advance Release Calendar; viii Advocate and sensitize on the use of interactive online and data visualization platform to disseminate data; and ix Sensitize on the need for regularly conducting statistical literacy programmes for data users.
2	Data Production	<ul style="list-style-type: none"> i Organize a stakeholders forum to disseminate HBS/NPS, Annual ILFS report findings ii Advocate for the use of online platforms to widely disseminate these reports iii Dissemination survey reports (SBR, CIP, EES, IAS iv Sensitize on the use of Social Accounting Matrix (SAM) and Supply and Use Tables (SUT)
3	Infrastructure and Institutional Development	<ul style="list-style-type: none"> i Advocate for review of the statistics Act 2015 to allow for broader stakeholders participation ii Sensitize on capacity and skills development in the TNSS

1.5 Overall Objectives of the TCADSS

The main objective of the strategy is to support implementation of Tanzania Statistical Master Plan II (TSMP II) which is aimed at transforming the National Statistical System (NSS) across three broader thematic areas namely Harmonisation, Data quality and Dissemination; Data production and Infrastructure and Institutional development. More specifically, the strategy is aimed at the following:

- i. Informing users about products and services within TNSS;
- ii. Promoting user understanding of data use Advocating for the value of statistical data that encourages informed decision-making;
- iii. Improving engagement and partnership with other stakeholders, including data users such as policymakers, researchers, and the public; and ensure transparency and trust in statistical information;
- iv. Harnessing technological advances to disseminate statistical information to increase coverage and statistical reach out.

1.6 Rationale of the Communication Strategy

The Tanzania Communication, Advocacy and Dissemination (CAD) Strategy is instrumental for achieving the following issues:

- i. **Enhancing Data Utilization:** to ensures that statistical information reaches its intended audience effectively by communicating the value of statistics, leading increase in data utilization for evidence-based decision-making. Advocacy efforts help stakeholders understand the importance of statistical data in policy formulation, planning, and evaluation.
- ii. **Building Trust and Transparency:** which is essential for maintaining trust in statistical institutions. The strategy will ensure that statistical processes, methodologies, and limitations are clearly communicated to users, leading to more trust on the statistical results.
- iii. **Engaging Stakeholders:** Effective communication engages various stakeholders, including policymakers, researchers, businesses, and the public. Advocacy efforts target decision-makers, emphasizing the relevance of statistics in addressing societal challenges. Dissemination strategies reach a broader audience, making statistical information accessible and understandable.
- iv. **Promoting Evidence-Based Decision-Making:** The strategy aimed at encouraging policymakers to base decisions on reliable data rather than

assumptions or personal beliefs. Information dissemination will ensure that statistical results are accessible, enabling informed choices.

- v. **Mitigating Misinformation and Poor-Quality Data:** In an era of abundant information, poor-quality statistics and sentiment-based data can mislead decision-makers. The CAD strategy will be a mechanism to crowd out unreliable sources by promoting official statistics. Its advocacy efforts will counter misinformation and promote evidence-based approaches.

TSMP II aspires to transform the national statistical system into one that is integrated and produces quality data to meet demands for planning and decision making for various users that produces and uses quality statistical information. To achieve this desired end, it has to have a well-designed and functioning strategy to communicate, advocate and disseminate its messages effectively to different audiences using appropriate channels.

1.7 The Scope of the Strategy

The Strategy will operate and applied throughout the United Republic Tanzania, at Tanzania mainland and Zanzibar specifically at those MDAs, LGAs, Research Institutions, NSOs, Higher learning Institutions, Media Institutions, development partners and those related statistical actors. The TCADSS involves communication units in the NSS which will be responsible for the implementation of the strategy's work plan with considerations of relevant and specific environment. The Work plan entails all activities which will be implemented in order to attain strategy's goals and objectives. The main focus will be on supporting these units to effectively and professionally performing their duties and responsibilities on communication, advocacy and dissemination of statistics within TNSS to enhance access, uptake and use of statistics.

1.8 Guiding Principles

Implementation of the TCADSS will be guided by the following principles:

- i. It conveys information to influence social behaviour by persuading stakeholders to take-action toward the TNSS policy objectives
- ii. It is a social process that is based on openness, sharing and participation, flowing vertically and horizontally throughout the TNSS;
- iii. It should recognize and leverage on the stakeholders' statistics needs;
- iv. The strategy should encourage and utilises user-demand contents.
- v. It enhances Public Participation; and
- vi. It should be stakeholders' Centric.

1.9 Methodology

The preparation of this strategy involved consultation of key stakeholders in the TNSS mostly through the 2023 User Satisfaction Survey. The consultations were guided by key issues earmarked in the TSMP II which will be implemented by all players in the TNSS throughout five years of its implementation period. Besides, literature reviews of some key documents with best practices on developing a communication strategy were undertaken. The process also benefited from sharing experience from communication experts. The reviewed documents include; East African Community (EAC) Communication and Advocacy Guidelines as well as East African Community Communication, Advocacy and Dissemination Strategy, NBS Communication, Advocacy and Dissemination Strategy and OCGS Communication Strategy, NBS and OCGS Strategic Documents, NBS and OCGS Annual Reports, the 2023 User Satisfaction Survey and the 2023 NBS Client Service Charter. Reviews were also done on the Paris 21 Handbook for Preparation of a Communications Strategy; and PARIS 21's 2021-2025 Communications Strategy.

Furthermore, the preparation process was informed by analysis of the Strengths, Weaknesses, Opportunities and Challenges (SWOC); feedback and perception of stakeholders to provide solid ground for effective communication strategy formulation. Likewise, a review of current situation of the communication, advocacy and dissemination of statistics aspects within TNSS and identification of gaps was undertaken to provide a strong basis for development of the TCADSS.

The communication technical team comprised of staff of NBS and OCGS communication units prepared the initial draft which was submitted to the communication technical working Group which involved communication and advocacy specialists from the NSS for validation and ownership.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

The chapter presents an assessment of the current situation of the NBS and OCGS communication, advocacy and dissemination activities. The assessment is undertaken through the review of existing national and institutional strategic documents, the findings of the 2023-2024 Users Satisfaction Surveys, Stakeholders and SWOC Analysis, to come up with critical issues which are addressed through TCADSS. The strategy details and outlines all necessary issues for communicating, advocating and disseminating implementation and deliverables of statistics in TNSS. It also provides detailed information about the current state of communication, advocacy and dissemination within Tanzania National Statistical System.

2.2 SWOC Analysis

Analysis of Strengths, Weaknesses, Opportunities and Challenges/Threat (SWOC) is a strategic planning method that has been used to identify internal and external factors which affect NBS and OCGS communications, advocacy and dissemination management. NBS and OCGS communication strengths, weaknesses, opportunities, and challenges include the favourable and unfavourable conditions in achieving its communication objectives. This analysis has come up with communication solutions to build on the strengths, avoid the weaknesses, capitalize on opportunities and manage challenges. Table below details TSMP II communication SWOC analysis.

2.3 Coordination of Communication, Advocacy & Dissemination of Statistics

The table no.1 below illustrates the actual practice and experience of the coordination of the TCADSS in the TNSS. Since the NBS and OCGS are the main coordinators, they were analysed to understand the extent of its coordinating operation through realizing its strengths and weakness, on various key items that are associated with communication, advocacy and dissemination for statistics in the country.

Table 3: NBS & OCGS Coordination on Communication, Advocacy & Dissemination of Statistics

Strength		Weakness	
NBS and OCGS		NBS	OCGS
a. Presence of Public Relation Units		In adequate fund 40%	In adequate fund 20%
b. Presence of Communication, Advocacy and Dissemination Specialists		Inadequate number of staffs (2 only)	Inadequate number of staff (3 only)
c. Moderate skills for analysing and reporting CADS		Lack of effective CADS plan	Lack of CADS plans
d. Presence of website [www.nbs.go.tz & www.ocgs.go.tz] and social media platforms		Shortage of statistical analytical skills and reporting	
e. Presence of outreach programs for advocacy, publicity & dissemination of statistics		Mostly project based (donor funded)	
f. Communication, Advocacy and dissemination Strategy in place		Lack of CADS policies or guidelines	
Presence of media programs		Mostly event based	
ICT and statistics infrastructure in place		Weak internal communication networking within NBS and OCGS	
Enactment of the Statistics Act, 2015		Inadequate public awareness campaign on statistics	
Strategic Plan in place			

Table 4: Percentage of Budget Allocation for CADSS in Last Five Years

Type of program(s)	NBS and OCGS (in percentage)									
	2019		2020		2021		2022		2023	
	OC	DPs	OC	DPs	OC	DPs	OC	DPs	OC	DPs
a. Regular Statistical activities	20	-	25	-	30	-	35	-	40	-
b. Statistical Project Census, Surveys	10	30	10	45	10	50	10	55	10	60
c. Statistical Exhibition	30		35		40		45		50	
d. Statistical Programs and projects	10	30	10	45	10	50	10	55	10	60

Table No. 5 The practice of sectors in CADS in TNSS

Item	% of practice	% of coordination with NBS/OCGS						Strength	Weakness
		Meeting	Workshop	Training	None	Report	Consultancy		
Statistical units	10	20	25	20	50	35	20	20	80
Statistical production	30	10	20	20	50	40	30	40	60
Statistical publications	10	5	5	5	90	10	10	20	80
Survey, research and Census	60	40	50	45	30	40	50	70	30
Public Relation Officer for statistics (focal persons)	1	1	1	1	98	1	1	5	95

Table No 6: Communication Media Landscape/Baseline/ Media Practice in CADSS in Tanzania

Type	TZ Mainland	ZNZ	% Statistical coverage	% Statistical reporting skills	Strength %	Weakness %
	2023	2023				
Television	68	23	40	40	40	40
Terrestrial TV	60	5	20	20	20	20
On line TV	100	20	20	20	20	20
News papers	351	4	30	30	30	30
Radios	231	28	50	50	50	50
Community Radios	20	5	20	20	20	20
Social media	200	50	15	15	15	80

2.4 Findings of the 2023 User Satisfaction Survey

Recommendations of the Users Satisfaction Survey

The following recommendations emanating from the findings of the survey are presented for consideration by;

a) The National Bureau of Statistics Mainland

The overall objective of the 2023 User Satisfaction Survey was to assess the current communication advocacy and dissemination of data needs and feedback and perception of stakeholders on official statistics and key statistical products and services provided by the two National Statistics Offices (NBS and OCGS). According to the Survey, NBS and OCGS scored 79.20 percent on customer satisfaction index based on statistics do they use. The largest proportion of respondents (76%) said they used statistics of demographic Social (54%), agriculture (37%), Labour (36%) and Income and poverty (36%), National accounts (31%), Price (26%) including from those on Business statistics, Monetary and financial statistics, Environment statistics, Government Finance Statistics, tourism, External sector statistics, ICT and Judiciary.

Scores on assessing the quality of statistics revealed the following results:

- i. Accessibility 78.2 percent;
- ii. Accuracy 76.2 percent;
- iii. Reliability 83.4 percent;
- iv. Timeliness 80 percent; and
- v. Frequency 78.2 percent of statistics release.

Survey recommendations on stakeholders' engagement were as follows:

- i. Regular consultation forums;
- ii. Improving responsiveness to customer needs and requests
- iii. Publication of Statistics
- iv. Harmonization of statistical data
- v. Delay in statistical data release

b) The Office of the Chief Government Statistician (OCGS) in Zanzibar the surveys recommendations were:

- i. Inclusion of regional and districts data analysis:
- ii. Addition of other data out of demographic data in the last census:
- iii. Improving responsiveness to customer needs and requests:
- iv. Discussion forum with partners:
- v. Widening economic data analysis by regional level:
- vi. Increase stakeholders engagement

2.5 Stakeholders' Analysis

2.5.1 Communication and Media Landscape in Tanzania

The communication media landscape will continue to shift as technology advances the speed of communications. Traditional media constitutes (televisions, radios, and print) used to dominate the communication media landscape, but recently there have been a shifting paradigm to include digital channels where stories are breaking on social media as they happen.

Social media has created a new world of heavily opinionated content where the target audience has instant access to information. Social media have greater content control, direct connection with the target audiences, use of more videos, and more spontaneous and live connection.

This strategy will make use of both mainstream media and social media platforms. The use of digital tools will provide great opportunities to support technology transfer from

the source to the end users. Also, it will enhance the youth and citizen's involvement in the data utilization.

Radio is the dominant medium in Tanzania, reaching over 80% of the population. Rural areas rely heavily on radio for information. Television is growing in popularity, particularly in urban areas, with estimated reach of 40-50% of the population. Newspapers are primarily concentrated in urban areas with limited reach in rural communities. Circulation figures vary, but overall reach is below radio and television. Social Media is rapidly growing. Tanzania has over 28 million social media users, with a significant increase in recent years. (Source: <https://datareportal.com/reports/digital-2023-tanzania>)

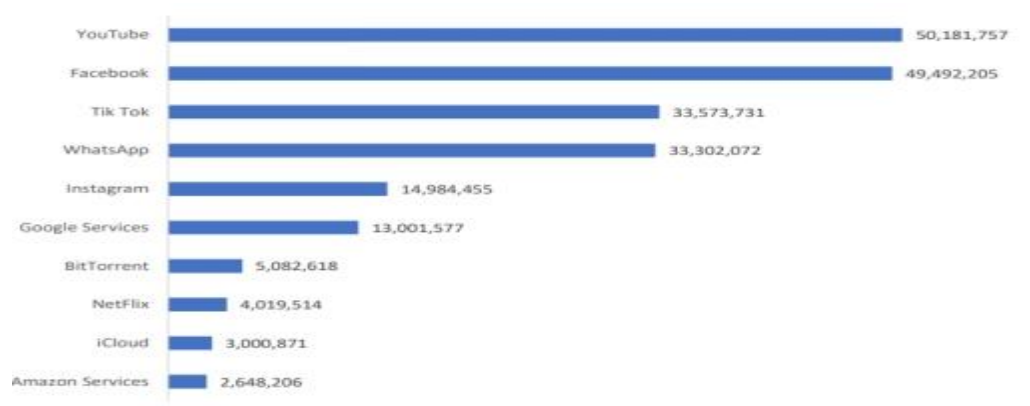
Mobile phones have become dominant in Tanzania. Most users access social media through smartphones.

According to TCRA reports, Tanzania had 38.9 million internet users by Dec 2023, up from 25.8 million in 2019. About seventy 70.3 million (70.3 million) telecom subscribers, 19.8M use smartphones and 50 million use basic/feature phones. 3.7 million active TV decoders by Dec 2023, up from 2.5 million in 2019. 239 radio stations, by Sept 2023, 77% are district radios and 7 online radios. 240+ Online TVs, by Sept 2023 down from 533 in Dec 2021

Audience Survey Report (2017) shows radio stations with the highest number of listeners as Clouds (23.7%), Radio Free Africa (9.1%), and TBC Taifa (6.9%). In addition, the report shows that Clouds TV coverage rating maintained the lead of 20.6%, East Africa 16.8%, ITV 15.7%, and TBC 11.6%.

The majority of news/content consumers are youth aged between 18-35 years old who make up 75% of the total Tanzania Population. The most consumed types of content are sports, entertainment, and politics. The audience loves stories that provide solutions or that they can relate to. There is a growing trend of news avoidance. Only out of 10 journalists have data reporting literacy. Ever a decline in revenue in most newsrooms. Most of the newsrooms are understaffed. Ever an increase in misinformation and disinformation in Tanzania.

Figure 1: Top ten Internet services with the most bandwidth



Usage (GB)

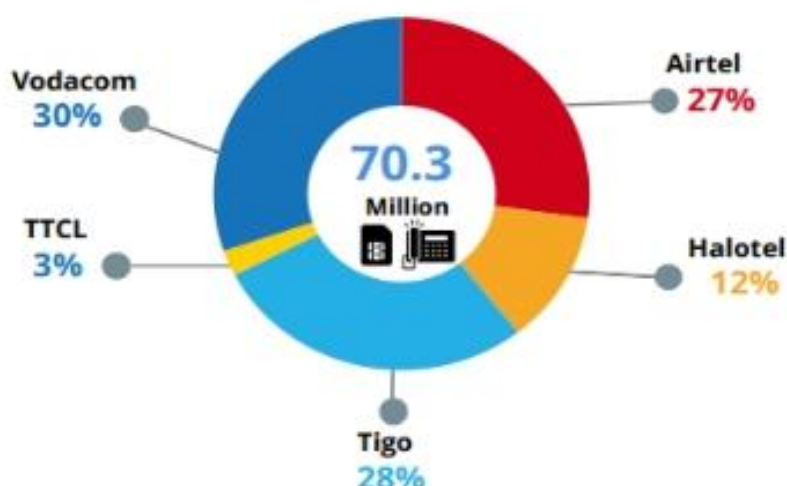
Figure 2: Television stations in Tanzania

Category	June 2023	September 2023
National	39	42
District	27	29
Online TV	277	238
Total	343	309

Figure 3: Radio stations in Tanzania

Category	June 2023	September 2023
National	12	13
Regional	20	24
District	179	183
Community	10	12
Online Radio	7	7
Total	228	239

Figure 4: Mobile phone subscribers (TCRA)



Challenges and Opportunities

- **Limited media access:** Unequal access to electricity and internet connectivity in rural areas can hinder media engagement strategies. However, partnering with local NGOs and community leaders can bridge this gap.
- **Media literacy:** Low media literacy levels might make audiences susceptible to misinformation. This Communication strategy should prioritise clear, accurate information and encourage critical thinking.

Table no. 7: NBS and OCGS Key Stakeholders Analysis

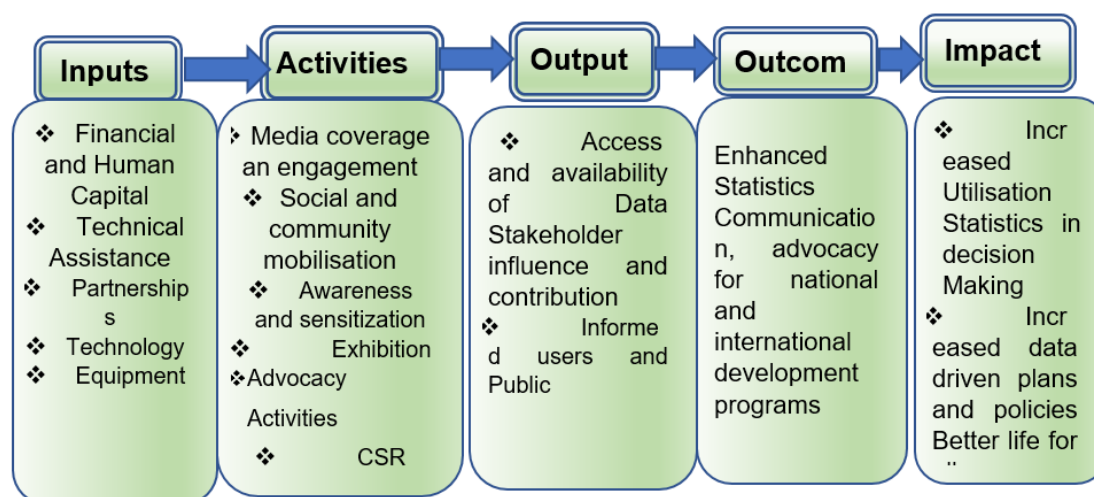
Name of Stakeholder	Stakeholders Expectations		TCADSS in TSS Expectation	
	Intervention	Status %	Intervention	Status %
Central Government	Statistical reports from NBS & OCGS	80	Financial support	100
	Effective Statistical coordination TNSS	50		
	Effective National Statistical System	20		
	Increased production and usage of sectoral statistics	30	Support of the statistical projects and programs	100
	Effective operation of CADS	20	Effective Integration of CADS in TNSS	10
	Statistical guidelines	20		
	Sectoral Statistical Plans	10		
	Statistical literacy in the country	40		
	Higher utilisation, uptake & use of statistics	40		
	Higher Access of statistics in TNSS	60		
MDAs and Non-Government Organisations	Accessibility of National statistics in TNSS	90	Regular Statistical reports	30
	Statistical guidelines in TNSS	10	Strong statistical Units	50
	Statistical training	50	Higher statistical literacy	50
	Statistical Capacities	30	Qualified statisticians	50
	Statistical awareness, knowledge & skills	40	Strong CADS officers	20
	Statistical integration networking	5	Sectoral Statistical Plans	10
			Statistical Publications	40
			Quality routine data	40
			Statistical reports	40
Development Partners	Effective implementation of statistical projects and programs	100	Timely & adequate material, technical and financial support for statistics	100
	Statistical reports	60	Effective cooperation and coordination on development of statistical activities	100
	Data sets	80		
	Advanced Release Calendar	20		
	Further analysis	50		
Academia and Research institutes	Statistical research guidelines, methodology	20	Consultancy works/services	50
	Research permit	100	Coordination and cooperation	40
	Regular quality statistic reports	60	Statistic Training program	30
	Coordination and cooperation on statistics	40	Training of statistics programs	40
	Detailed Statistical reports		Regular statistics reports	30
	Raw data/ Data sets		Statistical Publications	30

	Sample frame		Effective CADS in NSS	10
	Disaggregation reports to subnational levels		Strong Statistical Units	30
Communities	Easily access and assess to Regular official statistics	30	Source of statistical information	70
	Statistic Advocacy knowledge/awareness	30		

2.6 Theory of Change for Tanzania Communication, Advocacy and Dissemination

The Theory of Change of TSMP II is a comprehensive description and illustration of how and why a desired change is expected to happen through communication, advocacy and dissemination. It describes and make assumption on how the implementation will create the change TNSS want to achieve the desired objectives envisaged by TSMP II.

Figure 5: Illustration of the Theory of Change for TSMP II Communication Strategy



The Assumption are:-

- Effective implementation will be a transformative approach to implement intervention of communication, advocacy and dissemination in order to. enhance new tools to facilitate communications, advocacy and dissemination for use of official statistics by the government and private entities;
- It assumes that there will be improvement in access and availability of statistics by increasing stakeholders' awareness and support for statistical activities;
- Monitoring, evaluation and learning tools for dissemination of statistics through available modern technologies will be enhanced;
- Timely and accurate information for effective communication, advocacy and dissemination are based on the timely collection, analysis, and dissemination of statistics in accordance with basic principles of transparency and truthfulness; and

- v. There is increased Partnership between NBS, OCGS and Media Houses. A partnership with the media involves understanding of the needs of the media.
- vi. There is inclusion of Communications, advocacy and dissemination in Planning and Operations — Communications personnel are involved in all statistics programmes planning and operations to ensure that communicating timely and accurate information is considered when decisions are being made.

The Theory of Change for TSMP II Communication Advocacy and Dissemination Strategy is summarized in the diagram below

Table no 8: Higher Level Representation of the Theory of Change for TCADSS

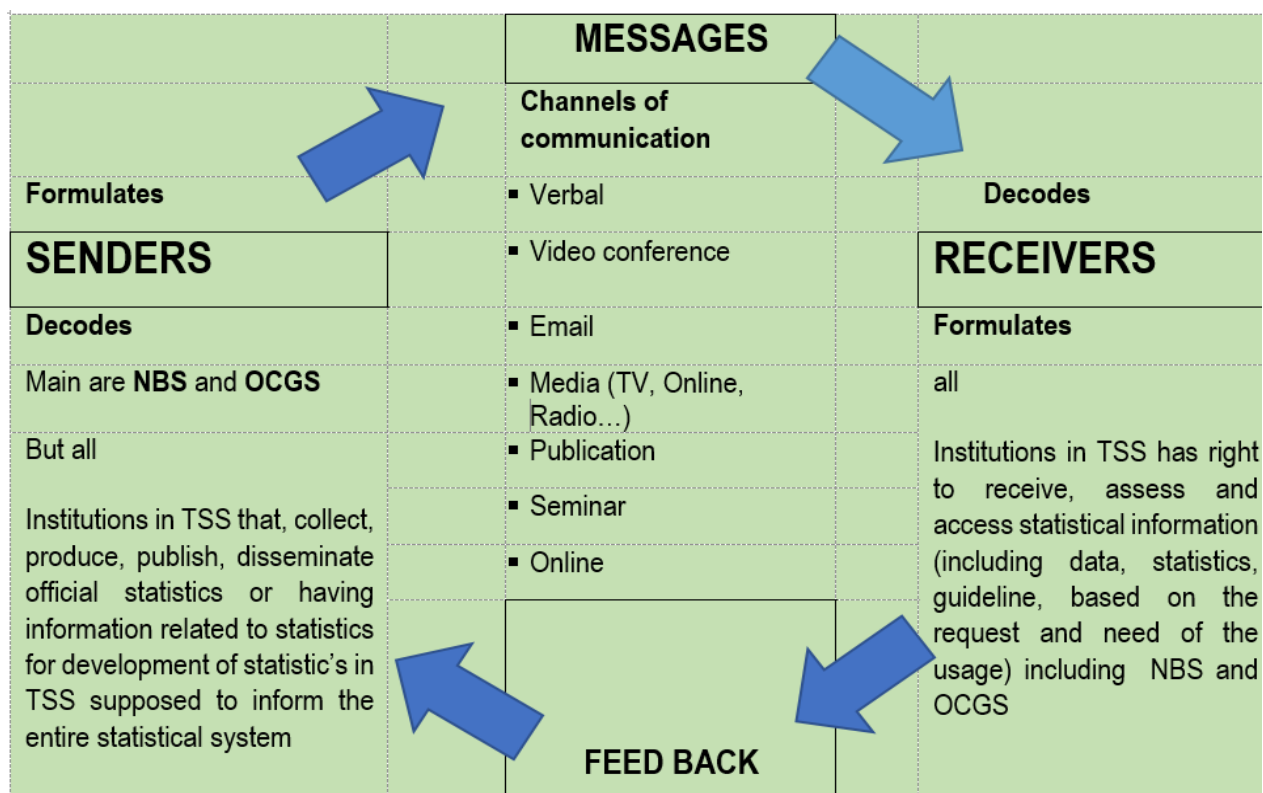
Objectives	Challenges	Strategies/interventions	Outcomes	Impacts/Results
Communication and dissemination of official statistics	<ul style="list-style-type: none"> Weak internal and external statistical CAD within TNSS Inadequate budget allocations to statistics CADS activities. The complicity of the way statistics are presented to the general public is always so technical ambiguous Inadequate engagement and involvement of CAD n staff in all statistical operations Inadequate CADS staff to serve the NSS. Limited citizen's engagement. Inadequate CADS skills among NSOs staff. Lack of strong media engagement Inadequate disaggregation of statistical reports 	<ul style="list-style-type: none"> Enhance internal and external CADS within TNSS Increase budget allocation to CAD of official statistics Improve new friendly ways of communicating statistics Enhance engagement and involvement of CAD staff in all statistical operations Increase more staff for CADS Increase more citizen engagement for statistics Enhance more CADS skills to staff within NSS Enhance media engagement Disaggregation of statistical reports 	<ul style="list-style-type: none"> CADS Strategy in place Increased strong CADS of official statistics within TNSS Adequate resources for CADS activities Increased reports which are simplified and disaggregated to lower levels and more thematic issues Increased engagement of CAD staff in statistical operations Increased staff for CAD Enhanced citizen engagement in statistical operations Increased media engagement in statistical operations 	<ul style="list-style-type: none"> Increased utilization of data for informed data driven policies, planning and decision making Better Life
Statistical literacy	<ul style="list-style-type: none"> Low statistical literacy among stakeholders. Lack of sufficient statistical content in Kiswahili languages. Misconception and myth of statistics among stakeholders and public 	<ul style="list-style-type: none"> Increase outreach programs to increase awareness and statistical literacy among stakeholders Increase statistical content through print and other outlets in Kiswahili languages Use Media platform to increase awareness, literacy and uptake among all stakeholders Establish competition on use of statistics in reporting to segments of Media Houses Develop Competition awards on 	<ul style="list-style-type: none"> Increased uptake and awareness Decreased misconception about statistics More Swahili statistical publications Increased usage of statistical data by various media outlets 	

		interpretation, presentation and dissemination of findings of censuses and surveys by use of infographics, animation and other new technologies to universities and other Higher Learning Institutions Special campaign through various channels for CADS of any statistical results once are out.		
Data driven decisions	Some of politicians, planners and decision maker work on opinion-based decisions	Enhance training working session with decision makers, for informed decision makings Increase utilization and supply of policy briefs to key decision makers for data driven planning and decision making at all levels.	Increased digital and web based Special sites for dissemination and access for decision makers and planners Increased dissemination and training sessions for planners and decision makers at all levels.	
Stakeholders and collaboration	<ul style="list-style-type: none"> Weak and lack of continuous stakeholder engagement Poor communication between users and producers 	Enhance stakeholder's engagement pre, during and post censuses and surveys Increase User and Producer Engagement Increasing new collaborators and stakeholders for support, trust and uptake	Increased stakeholders' engagement meetings and working sessions for support, partnership and collaboration Increased new stakeholders Increased resources for statistical operations	

2.7 Tanzania model of CADS in the TNSS

As revealed from the table 8, The Figure 6, illustrate how the way that the TCADS supposed to work. It names and indicates the position of senders and receivers with the selective channels that are preferable to be used for sending the messages. The designed model state the requirement of both senders and receivers who are the NBS and OCGS and the main coordinators in this model and the all sectors both public and private in the TSS must find means of formulating and decoding the statistical messages including statistical reports, policies, guidelines, data and the likes through selecting the appropriate channel of communication such as video conference, radio, TV and other depending on the requirement position and type of target audience.

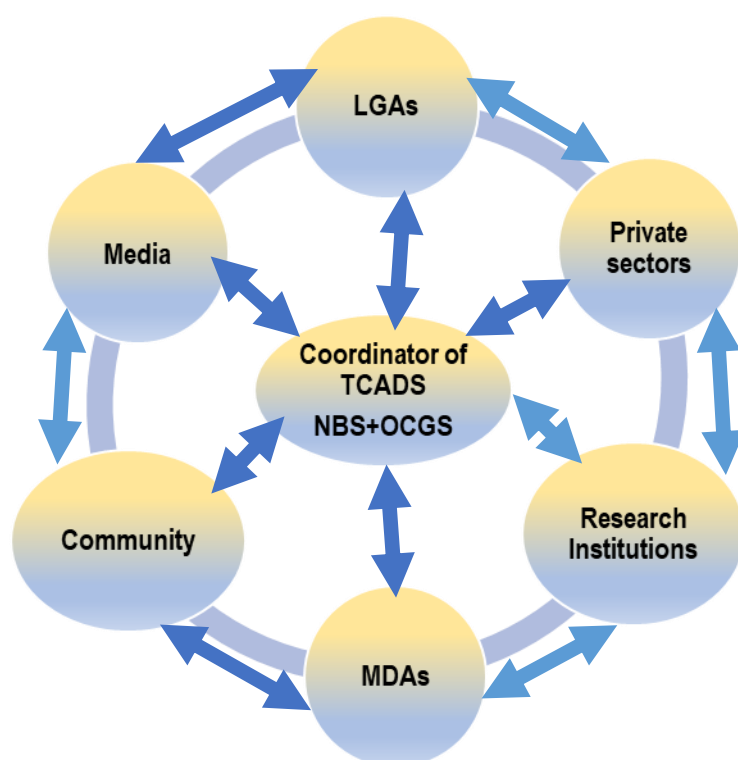
Figure 6: illustrate the Tanzania model of CADS in the TNSS



2.8 The integrated TCADSS in TSS with defined roles

The Figure below describe the Tanzania Communication, Advocacy and Dissemination System where as it comprises all sectors within Tanzania that have statistical needs and requirements that are dependents on each other. The system emphasizes the smooth and quickest statistical integrated communication flow between the sectors, whereas the NBS and OCGS stand as middlemen for coordination, consultation, observation as well as the legal mandatory institution and custodian for all statistical matters in the country. At this aspect, every institutes apart of NBS and OCGS has the mandatory to communicate with side counterpart through formulation of the statistical information and sending to the stakeholders through preferable appropriate channel.

Figure 7: Present the integrated TCADSS in TSS with defined roles



2.6 The role and responsibility of the NBS and OCGS, institutions and media in the TCADSS at TNSS.

Table No.9: roles and responsibility of NBS & OCGS, institutions and media of TCADSS in TNSS.

Coordinator NBS and OCGS,		Sectors (Public & Private)		Media	
		All Institutions in TNSS			
Key Messages	Target Audiences,	Key Messages	Target Audiences,	Key Messages	Target Audiences
Statistical reports	Central gvt MDAs, LGAs, NSAs,	Institutions Statistical reports,	Central government MDAs, LGAs, NSAs,	National and sectors /institutions statistical programs	All actors, organs, authorities (communities) in TNSS
Statistical guidelines	Research Institutions, Academic	Institution release calendar	Research Institutions, Academic	Tanzania statistical performance and progress	
(Policies, Acts, regulations, manuals, National statistical development Strategies (TSDS, ZSDS, TSMP)	Institutions, development partners, community, media	Sectors statistical plans	Institutions, development partners, community,	All matters related to statistics	
		Sectors (Institutions) statistical	Statistical Offices (NBS & OCGS),	<ul style="list-style-type: none"> Statistical Dialogue Key Note/message/ 	

National Advanced Release calendar		events (survey, research, census)	media	result theme •Jingle soap opera •On TV Screen	
National statistical events (survey, Census, meetings, workshops, seminars, forum				Statistical releases, publications of the TNSS	
Tanzania statistical performance and progress		Mobile company messages (national or sectoral stats updates)			

2.9 Specific Communication, Advocacy and Dissemination Issues

Key communication, advocacy and dissemination issues of TNSS were derived from the stakeholders' analysis, SWOC analysis, media landscape analysis, and document review. The analysis identified communication gaps to be addressed in the CAD strategy. The key issues are as listed below:

- i. Inadequate statistical information sharing between and among stakeholders within TNSS;
- ii. Poor coordination in collection, storage and dissemination of administrative data between sectors and NSOs;
- iii. Poor coordination in collection, storage and dissemination of administrative data within TNSS;
- iv. Insufficient harmonized standard of statistical information content development and management;
- v. Lack of dissemination tools which can unpack and repackaging statistical information to meet multiple stakeholders' technological needs; and
- vi. Inadequate use of appropriate communication channels for various targeted audiences.

CHAPTER THREE

THE STRATEGY

3.1 Introduction

This chapter describes the future expectations of the of TCADSS in TSS by addressing both the internal and external communication gaps in line with its vision and mission in order to effectively facilitate the implementation of TSMP II. It also provides strategic communication guidelines to determine the desired future of TCADSS direction. The guidelines constitute the plan of action aimed at meeting the strategic priorities, setting out the prospectus for what, TNSS in Tanzania, can and must do over the next five years to mobilize stakeholders to efficiently and effectively implement the communication activities and garner resource requirements outlined in the Tanzania Statistical Plan II. This strategy focusses on addressing issues of data dissemination, public engagement, policy influence, and stakeholder collaboration.

3.2 Vision, Mission, and Core values

3.2.1 Vision

Tanzania Statistical System to be well integrated and coordinated by effective Communication, Advocacy and Dissemination of statistics to support data driven decision making across all sectors of society.

3.2.2 Mission

To strengthen robust and viable statistics communication networks through capacitating the communication units dependable to all statistical users.

3.2.3 Core Values

- i. Objectivity: All decisions will be based on merit, professional code of practice and international standard practice;
- ii. Partnerships: TNSS shall engage its partners who include MDAs, Civil Society, Development Partners, and the Private Sector in designing, implementing, monitoring, and evaluating programs/activities;
- iii. User Focus: The interests for TNSS data users will always be its first priority. The TNSS shall always seek to meet her client's needs and expectations;
- iv. Optimal use of resources: TNSS shall endeavour to optimally use resources in the attainment of its objectives and targets;
- v. Honesty: TSS shall conduct its duties and provide services with truthfulness and sincerity;
- vi. Integrity: The strategy shall adherence to moral and ethical principles;

- vii. Accountability: TNSS shall accept responsibility in its conduct of business;
and
- viii. Professionalism: TNSS shall adhere to skills expected of a professional.

3.3 Objectives

Generally, Tanzania having an effective and well integrated Communication, Advocacy and Dissemination for statistics to the entire Tanzania National Statistical System.

The TSMP II Communication, Advocacy and Dissemination Strategy has the following specific objectives as follows: -

- i. To enhance statistical coordination and integration of CADS within NSS
- ii. To strengthen statistical advocacy, communication and dissemination of official statistics and other products and services within NSS; and
- iii. To strengthen statistical utilization, uptake and use.

Implementation of the TSMP II Communication Advocacy and Dissemination Strategy will lead to the following deliverables:

- i. Increased statistical awareness within NSS;
- ii. Increased numbers of statistical producers and users in NSS
- iii. Highly integrated and coordinated NSS
- iv. Increased data driven policies, plans and programs;
- v. Rapid response to data inquires/request;
- vi. Increase timely decision making;
- vii. Increased utilisation of statistics;
- viii. Enhanced collaboration in communication and advocacy within NSS;
- ix. User-friendly dissemination tools; and
- x. Timely feedback on statistical information.

3.4 Objectives, Strategies and Interventions

3.4.1 To enhance statistical coordination and integration of communication, advocacy and dissemination within NSS:

- a) Strategy 1: Strengthening capacity of NBS and OCGS Communication Units
- b) Strategy 2: Strengthening sectoral statistical coordination and integration for communication, advocacy and dissemination capacity of NSS

a. Interventions

- i. Enhance understanding of NBS/OCGS management and Boards on TCADSS
- ii. Strengthen operational capacity of NBS/OCGS Communication Units
- iii. Strengthen the linkage between sectors and NSOs for communication advocacy and dissemination
- iv. Organize and undertake short tailor-made trainings for staff of communication and dissemination units annually by June 2028

b. Main Target

- i. Understanding of NBS/OCGS management and Boards on TCADSS enhanced by June 2025
- ii. Operational capacity of NBS/OCGS Communication Units Strengthen by June 2027
- iii. Linkage between sectors and NSOs for communication advocacy and dissemination Strengthen

c. Results

- i. Increased data driven policies, plans and programs;
- ii. Rapid response to data inquires/request;
- iii. Increase timely decision making; and
- iv. Increased utilisation of statistics.

3.4.1.1 To strengthen statistical advocacy, communication and dissemination of official statistics and other products and services within NSS:

Strategy 1: Undertake statistical literacy

Strategy 2: Develop and undertake communication, advocacy and dissemination programmes

Strategy 3: Engage and partner with media houses and social networks

a. Interventions

- i. Develop/adopt user-friendly dissemination tools
- ii. Establish data users' skills training
- iii. Establish data user's forums

- iv. Engage existing data users' forums
- v. Strengthen mechanisms for engaging traditional media;
- vi. Undertake dissemination of statistical information in NSS
- vii. Develop effective outreach programme

b. Main Target

- i. Establish data users skills training by June 2025
- ii. Develop/adopt user-friendly dissemination tools by June 2025;
- iii. Establish data users forums by June 2026
- iv. Engage existing data users' forums by June 2027
- v. Strengthen mechanisms for engaging traditional media by June 2027

c. Results

- i. Increased statistical awareness within NSS
- ii. Increased data utilization

3.4.1.2 To strengthen statistical utilization, uptake and use:

Strategy 1: Enhance data driven decision making;

Strategy 2: Promote data utilization in decision making

Strategy 3: Monitor and evaluate the progress and performance of TCADSS

a. Interventions

- i. Promote use of official statistics
- ii. Strengthen dissemination
- iii. Increase access to data

b. Main Target

- i. Promote use of official statistics by June 2028
- ii. Strengthen dissemination by June 2028
- iii. Increase access to data by June 2028

c. Results

Increased data driven policies, plans and programs;

CHAPTER FOUR

MANAGEMENT ARRANGEMENTS AND IMPLEMENTATION MECHANISM

4.1 Introduction

The chapter states the implementation mechanism of this plan. It clarifies the management involvement, resource mobilization, procurement procedures as well as consideration of the crosscutting issues and the risk with its impact assessment and the mitigation measures towards affective implementation of the TCADSS within TSS. This strategy serves as a roadmap for internal and external communications, advocacy, including strategies on dissemination and strategic stakeholder engagements.

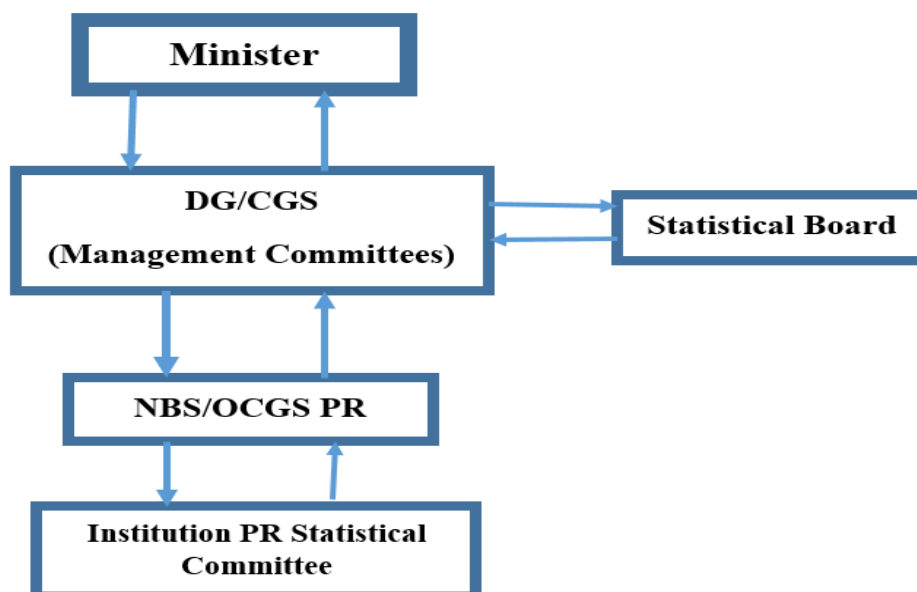
4.2 Management Arrangements

The implementation of TCADSS within TSS is instituted in the regular government procedures whereby, the Minister from the ministry of Planning of Tanzania and his counterpart from Zanzibar who has the responsibility of Statistical matter in the country has the responsibility and accountable to oversee regular functions, progress and performance of statistical activities in Tanzania.

The second level is the NBS Director General (DG) and Chief Government Statistician where has the responsibilities to direct the coordination and operation of TCADSS after consultation and discussion with NBS and OCGS Boards including the planning, budgeting and performance. The implementation initiatives is stipulated to the Institution PR Statistical Committee via NBS/OCGS communication officers coordinators.

The communication units within the NSS will be responsible for developing their work plans, implementation, monitoring and reporting of the strategy. The communication unit in NBS and OCGS, in addition has a role to coordinate strategy in the NSS, will also be responsible for overseeing the planned activities its implementation, monitoring and reporting of their respective communication activities.

Figure:8 Present Management Arrangements



4.3 Implementation mechanism

This part highlights the implementation with consideration of financial and human resources mobilization and procurement procedures. The implementation of TCADSS activities is guided by logical framework with strategic objectives, strategies, activities, output, key performance indicators, impact, time frame as well as responsible actors.

The following measures will be taken in order to ensure optimal implementation of the plan: -

- i. Getting on board all stakeholders involved in the implementation of the plan;
- ii. Sensitization and awareness creation to all stakeholders;
- iii. Assign a responsible office/department for each key target in the TCADSS;
- iv. Prepare annual work plans and budgets for implementation of the TCADSS as part of the MTEF;
- v. The annual work plan will be incorporated into the government planning and budgeting system

4.4 Resource Mobilization (implication)

Resources play a critical central role in realization of TCADSS; aspirations. Financial, Human capital, and material resources required to facilitate implementation of the plan with focus to achieve objectives, strategies and activities to be carried out by various actors.

4.5 Financial Resource

Implementation of this strategy will be financed through TSMP II project under world Bank.

4.6 Human Resource development

The implementation of the TCADSS, highly depend on the intensive engagement of the human resource capital particularly those with communication, advocacy and dissemination skills. The application of adequate qualified Communication Officers is addressed and mainstreamed in the plan. The strengthening of human resource needs and gaps including the recruitment, rotation, capacity building programs, such as training workshops, seminars and short courses mainstreamed.

Procurement

During the implementation period of the TCADSS, there will be numbers of equipment and services supposed to be procured in order to support the successful and effectively completion of the implementation process. The procurement will follow the government procurement procedure, ethic and principle related to the Tanzania Mainland and Tanzania Zanzibar procurement.

Apart from that, there will be regular procurement implementation report, that will be presented and submitted at regular bases, based on the TCADSS reporting system as per guided by the ZTSMP II M&E reporting schedule. The detailed procurement activities will be revealed in the TCADSS procurement plan.

Table No.10: The summary of procurement activities is presented as follows:-

	Procurement Category	Source of Funds	
		Government	Donor Funds
	Goods		
	Non-Consulting Services		
	Works		
	Sub Total		

Table no. 11 CADS facilities to be procured for at NBS and OCGS

S/N	Communication Facilities	Number	Capacity /specification
1	High powered Computers and accessories	2	I-mac
2	Editing Software Final cut	2	Professional
3	Video Camera and Accessories	3	Professional
4	PA (Public Address System) & Accessories	2	Professional
5	Still Camera & Accessories	2	Professional
6	Digital Video Mixer	2	Professional
7	Sound Mixer	2	Professional
8	Screens	2	
9	Projectors & Projector boards	4	

Mainstreaming Cross-cutting Issues in TCADSS SP

Cross cutting issues refer to scenarios that are identified as important, affect and cut across most or all aspects of development. These issues should therefore be integrated and mainstreamed throughout all stages of the TCADSS from design to implementation. The cross-cutting issues mainstreamed in this plan includes: - gender and social inclusion; good governance.

4.4.1 Gender mainstreaming and social inclusion in TCADS SP

TCADSS realizes that gender is not just about the biological differences between men and women but refers to their different roles, rights, and responsibilities, and the relations between them. This plan will support gender involvement and social inclusiveness to assure roles and duties are disaggregated form based on gender dimensions so as to enable planning and policy design relevant for different social groups. TCADSS should include different social groups such as men, women, children, youths, persons with disabilities and other vulnerable groups will be important for planning and execution of the TCADSS activities that reach those groups.

4.1 Risk and Mitigation Measures

The successful and effective implementation of the TCADSS may be hindered by various circumstances as summerised in table no. 12 below.

Table no 12: The Summary of Risks and Mitigation Measures

S/N	Risk	Description	Risk type	Likely hood of risk	Impact of risk	Mitigation plan
1.	Internet failure	Internet instability will affect the communication pattern through video conference	Unclear and frequent communication	Mostly on area of poor internet access	Will give barrier to communicate	To assure the internet services are well enhanced
2.	Power shutdown	Specifically, during video, conference, recording	No visualisation and sound effect	To those area that depend on power for communications	Fail to communicate	Must have a standby generator
3.	Aid Dependency	Mostly for the activities that depend on donor	If the donor cut on supporting or delay funding	Not activities to be taken place	Un regularity of statistical communication in NSS	To assure URT has allocate adequate fund from internal sources
4.	Media hijack	If media attacked by terrorist or rebellions	Media driven to announce attackers' interest	Vary rare but might happen	Mass of community can't get informed through media	To assure URT has assure the media
5.	Political influence and violence	During political crises or shock will disturb all	mostly Opposition lost interests & trust in statistics	Very likely during election period	Statistical activities fall down including CADSS	Government to find another alternative of CADSS during the election

CHAPTER FIVE

MONITORING AND EVALUATION FRAMEWORK

5.1 Introduction

This chapter explains how the Communication and Advocacy Strategy is going to be monitored and evaluated in the process of implementation. The Monitoring and Evaluation (M&E) is going to assessing the effectiveness and impact of the Statistics Communication and Advocacy Strategy.

The Result Framework Matrix shows overall development goal, objectives, planned outcomes and performance indicators. It explains mechanisms that will be used to monitor the performance and progress of development objective of the TCADS and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of intermediate outcomes and objectives as shown in Table 6.

5.2 Result Frame Work

Reporting Plan

The reports of Statistics Communication and Advocacy Strategy are of two types, the internal and external. The reports include progress report, annual review reports and final reports. The plan specifies who is responsible for preparation and distribution as well as the recipient of the report. It also indicates when the report will be prepared, type of actions to be taken and recommendations from the recipients.

Monitoring Implementation Mechanism (Tools, Indicators, Reporting)

Monitoring refers to the regular tracking of the progress and performance of implementation of the Plan for regular bases. It is essential for tracking inputs, activities, outputs and to determine whether the planned activities is on the due of actions. Monitoring activities will be the overall responsibility of the TCADS SP M&E unit/ team. The team will periodically conduct field visit with the guidance of specialized tools that support tracking and verified the planned activities as stipulated in the plan at regular basis as revealed at Monitoring Plan Appendices no 4.

Monitoring will be carried out throughout the plan period (2023/24 to 2026/27) where operated throughout the TCADS SP period and will include the preparation of the following reports:

- Quarterly Progress Reports;
- Annual Review Reports;
- Mid-term Review Report; and

5.3 Monitoring, Reviews and Evaluation Plan

5.3.1 Monitoring Plan

Monitoring will be guided by the Strategically Aligned Framework for Monitoring that provides normative guidance, capacity development and targeted support to the M&E function. Hence, regular monitoring will be undertaken to ensure that the inputs, activities and outputs show implementation is on course and the indicators demonstrate a trend that reflects a need for corrective action or for management intervention.

The Communication and Advocacy Strategy will monitor what the clusters, departments, units, stakeholders and influential parties say and do, and—where appropriate—modify the communication programme accordingly.

Formal mechanisms to ensure co-ordination and to manage any conflicts or problems that may arise will be established. These will include scheduling regular meetings to share monitoring information about the state of the communication programme as well as to review and update work plans. The core Communication Strategy team/units will identify Communication Strategy focal points within National Statistical System (NSS).

5.3.2 Planned Reviews

The plan is to carry out a total of five formal reviews during the implementation of the Communication and Advocacy Strategy that is, one review at the end of every June within the implementation cycle of the strategy. The reviews will track progress on implementation of the OVIs and Targets on annual basis. A total of seven Key Performance Indicators (KPIs) will be tracked during the period of five years.

The reviews will focus on determining whether the planned activities are moving towards achieving the planned strategic targets and will find out whether they are on track, off track or at risk. The annual reviews will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achieving the corporate objectives. The review findings will be used to modify the implementation strategies whenever necessary.

The reviews to be conducted during the fifth year will focus on determining whether the planned outputs over the five-year period have been achieved against the indicators and if not, what could have been the reasons for the under achievement. The review will also assess as to what extent the achieved targets have contributed towards achievement of outcomes as well as issues, challenges and lessons learnt. The NBS and OCGs management will take a lead in the review process on the completion of the Communication and Advocacy Strategy implementation cycle. These reviews will be presented in a detailed Communication, Dissemination and Advocacy Strategy Monitoring and Evaluation Review Framework that is conducted each year.

5. 3.3 Internal Reporting Mechanisms

Internal reports are prepared quarterly, semi-annually and annually. The Communication & Dissemination Unit will provide inputs and prepare these reports. The reports will be prepared as a criterion to be used to evaluate the policy whether it is still relevant and then make necessary adjustments. The report will be shared with all NBS staff and will be presented to the NBS Management and Governing Board meetings for necessary action. The Internal Reporting Mechanisms is detailed in Table 8.

Table no. 13: Internal Reporting Mechanisms

S/N	Report	Responsible	Time Frame	Recipient
1.	Quarterly Section Reports	Communication & Dissemination Section	Quarterly, semi-annually and annually	Communication & Dissemination Committee and Director General
2.	Evaluation of the Communication, Dissemination and Advocacy Strategy	Director General	5 years	NBS Governing Board
3.	Annual Performance Report	Director General	Annually	NBS Governing Board and Ministry of Finance and Planning

5. 3.4 External Reporting Mechanisms

At the end of the Policy implementation there will be an external evaluation based on the reports prepared quarterly, semi-annually and annually. Likewise, at the end of implementation, there will be a final report produced and submitted to external stakeholders such as development partners for evaluation. The External Reporting Mechanisms is detailed in Table 9.

Table No.14: External Reporting Mechanisms

S/N	Report	Responsible	Time Frame	Recipient
1	Quarterly Performance Report	Statistician General Director General	Yearly	World Bank
	Quarterly Performance Report		Quarterly, semi-annually and annually	Ministry of Finance and Planning

5.4 Evaluation Framework

Evaluation Framework is a plan for assessing the result performance at the end of the particular phases or period. The evaluation focuses on whether out puts, objectives, goal and visions whether achieved or not and brings the desired expectation. The evaluation frame works almost constituted by the framework. The results framework including the results trucking system; while the reviews plan describes the way that evaluation to be conducted.

Evaluation Plan

The evaluation will be conducted at the end of fifth year of the implementation of the Communication and Advocacy Strategy. The evaluation aims at obtaining evidence as to whether the interventions and outputs have resulted into the achievement of the outcomes as envisioned in the strategy. The NBS and OCGS will undertake a mid-term and end term evaluation of planned activities under the strategy. The Mid Term Evaluation led by an independent team, will focus on the extent of achievements of Strategy through the implementation period.

Annex 1: TANZANIA COMMUNICATION, ADVOCACY AND DISSEMINATION ACTION PLAN 2024/25 -2026/27

Objective 1: To enhance statistical coordination and integration of communication, advocacy and dissemination within NSS:																					
Intended Results (Outcomes)	KPI out put	Strategic Initiatives	Activities	Base Line	Target	Time frame 2024/25-26/27												Owner	Budget 000'		
						2024/25				2025/26				2026/27							
						1	2	3	4	1	2	3	4	1	2	3	4				
Strategy 1.1: Strengthening coordination capacity of NBS and OCGS for effective implementation of CADSS in NSS																					
Increased efficiency and effectiveness of coordinating the TCADSS in NSS	Number of workshops organized	Organise NBS and OCGS workshop on effective coordination and practice of TCADSS in TSS	Conducting NBS and OCGS managerial meeting on the implementation of TCADSS in TSS	0	12	X	X												Comm. Units NBS & OCGS	29,250	
	Number of facilities equipped		Equipped the NBS and OCGS communication units for effective Coordination of CADS in TSS	15	25			X	X										Procure NBS& OCGS	382,500	
	Number of M&E tools and reports	Monitor and evaluate the progress and performance of the implementation of the TCADSS in NSS	Develop the TCADSS M&E frameworks	0	1	X	X												M&E team NBS& OCGS	76,350	
			Conduct the monitoring and evaluation for implementation of CADSS in TSS	0	13			X	X	X	X	X	X	X	X	X	X	X			
	Number of meetings conducted	Strengthen the regular progress coordination meeting NBS and OCGS communication units	Conduct regular progress coordination meeting NBS and OCGS communication units	0	1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Comm. Units	166,050
Strategy 1.2: Strengthening Sectoral statistical coordination and integration for communication, advocacy and dissemination capacity of NSS																					

Increased of sectors engaged for the communication, advocacy and	Number of sectors linked with TCADSS in NSS	Strengthen the linkage between sectors and NSOs for CADS in TSS	Conduct awareness meeting with sectors for implementation of TCADSS in TSS	30	200				X	X	X	X	X	X	X	X	X	X	Comm. Units	199,260
			Equipped the NSS Integration with CADS facilities	0	100				X	X	X	X	X	X	X	X	X	X	PMU	187,446
			Conduct training for Communications officers (focal persons) of the entire NSS	0	200				X	X		X			X	X		Comm. Units	26,175	
	Number of national exhibitions participated and facilities equipped	Strengthening the participation in nation Exhibitions	NBS and OCGS to develop a calendar of national events for CADS in NSS	0	6	X			X			X				X	X	Planning & M& E Units	80,625	
			Equipped the coordination committees with statistical information, facilities for trade show exhibitions	0	200		X	X	X	X	X	X	X	X	X	X	X	X	Comm. Units	551,250
	Number of sectors applied CADS in NSS	Application of ICT on accelerate the CAD in NSS	Develop APP and other software for mainstreaming CADS at all sectors in NSS	0	3				X	X	X	X						IT	10,455	
	Numbers of media practitioners on TCADSS	Widening engagement with Association of Information Communication practitioners in NSS.	Organizes familiarization session for media practitioners on CADSS in NSS	0	500				X	X			X				X	X	Comm Units	23,760
			Appoint CAD focal person in NSS media practitioners on NSS Establish CAD focal person	0	500		X	X	X										Comm Units HR	

[illegible]

Increased of media engagement on promoting the CADS in NSS	Number of breakfast media organized	Organise breakfast meeting with media editors	Conduct session with media editors to strengthen the enhancement of TCADSS in NSS	0	200				x	x					x			x	Comm Units	42,330
	No. of media presenting the statistical agenda	Enhance media developing the statistical agenda	Conduct session on media for supporting in promoting national statistical agenda	0	200			x	x	x	x			x	x			x	x	Comm Units
Objective 3: To strengthen statistical utilization, uptake and Use:																				
Strategy 3.1: Enhance data driven decision making																				
Increased the statistical utilisation and usage in TSS	Number of traditional media engaged	Strengthen mechanisms for engaging traditional media	Conduct meeting with community radios and other social media of promoting the usage of statistics at community levels	0	40			x	x			x	x			x	x		Comm Units	66,000
	Number of media group created	Create data learning group	Develop statistical media clubs for promoting the statistics utilisation and usage at all aspects in NSS	0	40				x	x					x	x			Comm Units	46,000
	Percentage of official statistics promoted	Promote use of official statistics	Conduct meeting with all data users and producers advocating on usage of official statistics	50 %	100						x	x					x	x	Comm Units	900,000
	Percentage of data accessed	Strengthening the data accessibility	Conduct capacity building session for data producers to produce and disseminate Higher number of official statistics in TSS	50	100 %				x	x					x	x			Comm Units	600,000
Strategy 3.2: Promote Data Utilisation in Decision Making																				
	Number of	Enhancing MDAs	Training of statistical literacy at	20	50	x	x	x	x	x	x	x	x	x	x	x	x	x	Comm	

increased the statistical utilisation and usage in TSS	MDAs utilize use statistics	data utilisation and usage	MDAs for utilization in developing policies, planning, programs and projects	0	0	x	x	x	x	x	x	x	x	x	x	x	x	Units	750,000
	Number of trainins conducted	Developing analytical capacity for statistics use to the users in NSS	Training of statistical literacy at LGAs/TAMISEMI for project and programs	50	200	x	x	x	x	x	x	x	x	x	x	x	x	Comm Units	750,000
	Number of data information centre's established	Establish data information centres to facilitate Investors, Researchers, Academia, media, NGOs, FDI, Tanzania embassies etc	Establish data information centres to facilitate Investors, Researcher's and Academia	0	50													Comm Units	200,000
			Facilitate available statistical information for media personnel so as to mobilize, inform, and educate the public on the use of statistics	0	400	x	x	x	x	x	x	x	x	x	x	x	x	Comm Units	33,000
			Conduct statistical literacy trainings for NGOs to facilitate data use to communities and civil societies	0	200			x			x					x		Comm Units	260,000
			Facilitate availability of statistics for Development Partners for resource mobilisation and promote trade and investment.	10	20		x	x					x	x				Comm Units	260,000
			Facilitate availability of statistics for Tanzania Foreign Missions for promoting economic diplomacy (FDI)	10	40		x						x			x		Comm Units	260,000

			Conduct statistical literacy training to the politicians on utilisation of statistics in development planning	0	1,000		x x x						x x x				x x x	Comm Units	260,000
			Facilitate availability of statistics to politicians to fulfil respective mandates	0	1,000		x x x					X x x					x x x	Comm Units	260,000

Annex 2: TCADS Financial Plan

Strategy	Initiatives	Budget Estimate and Implementation Period			Total '000	Source of fund
		2024/25	2025/26	2026/27		
Objective 1: Strengthened the Integrated effective managerial in for TCADS SP and Frameworks in TSS.						
1.1: Strengthening coordination capacity of NBS and OCGS for effective implementation of CADSS in NSS	Organise NBS and OCGS workshop on effective coordination and practice of TCADSS in TSS	137,250,000	137,250,000	137,250,000	411,750	TSMP II (TZM,ZNZ & WB)
	Monitor and evaluate the progress and performance of the implementation of the TCADSS in NSS	42,116,000	17,116,000	17,116,000	76,350	TSMP II
	Strengthen the regular progress coordination meeting NBS and OCGS communication units	55,350,000	55,350,000	55,350,000	166,050	(TZM,ZNZ & WB)
1. 2: Developed and Strengthened the Coordination Operational Capacity of TCADSS in TSS	Strengthen the linkage between sectors and NSOs for CADS in TSS	137,627,000	137,627,000	137,627,000	412,881	TSMP II
	Strengthening the participation in nation Exhibitions	210,625,000	210,625,000	210,625,000	63,1875	(TZM,ZNZ & WB)
	Application of ICT on accelerate the CAD in NSS	3,485,000	3,485,000	3,485,000	10,455	TSMP II
	Widening engagement with Association of Information Communication practitioners in NSS.	41,798,000	41,798,000	41,798,000	125,394	(TZM,ZNZ & WB)
	Promote the use of media on promoting the CADS in NSS	29,180,000	29,180,000	29,180,000	87,540	TSMP II
	Strengthening the participation in nation Exhibitions	120,000,000	120,000,000	120,000,000	360,000	(TZM,ZNZ & WB)
	Strengthening social media engagement on CADS in NSS	122,110,000	122,110,000	122,110,000	366,330	TSMP II
	Develop user-friendly data dissemination tools mobile applications USSD)	10,020,000	10,020,000	10,020,000	30,060	(TZM,ZNZ &

						WB)
	Establish collaborative mechanism with mobile phone companies for CADS	10,020,000	10,020,000	10,020,000	30,060	TSMP II (TZM,ZNZ & WB)
Sub total	Object 1	382,150,000	382,150,000	382,150,000	1,146,450,000	
Objective 2: Enhanced regular statistical communication (information), Advocacy, Dissemination Sharing within the TSS						
Strategy 2.1: Develop and undertake communication, advocacy and dissemination programs in TSS	Produce and disseminate (IEC Materials)					TSMP II (TZM,ZNZ & WB)
	Organise CADS forum	250,000,000	250,000,000	250,000,000	750,000	TSMP II (TZM,ZNZ & WB)
	Organise tele/video conference	1,200,000	1,200,000	1,200,000	3,600	TSMP II (TZM,ZNZ & WB)
	Develop the effective outreach programs (schools, community, universities etc	160,000,000	160,000,000	160,000,000	480,000	TSMP II (TZM,ZNZ & WB)
	Rising awareness of statistical information in NSS	3,666,000	3,666,000	3,666,000	11,000	TSMP II (TZM,ZNZ & WB)
Strategy 2.2: Engage and partner with Media house, mobile phone companies and social networks	Organise breakfast meeting with media editors	14,110,000	14,110,000	14,110,000	42,330	TSMP II (TZM,ZNZ & WB)
	Enhance media developing the statistical agenda	11,666,666	11,666,666	11,666,666	35,000	TSMP II (TZM,ZNZ & WB)
Sub total	Object 2	Object 1	440,643,333	440,643,333	440,643,333	1,321,930,000
Objective 3: To Strengthen Statistical Utilisation, Uptake and Use:						

Strategy 3.1: Enhance data driven decision making	Strengthen mechanisms for engaging traditional media	22,000,000	22,000,000	22,000,000	66,000	TSMP II (TZM,ZNZ & WB)
	Create data learning group	46,000,000	46,000,000	46,000,000	46,000	TSMP II (TZM,ZNZ & WB)
	Promote use of official statistics	300,000,000	300,000,000	300,000,000	900,000	TSMP II (TZM,ZNZ & WB)
	Strengthening the data accessibility	200,000	200,000,000	200,000,000	600,000	TSMP II (TZM,ZNZ & WB)
Strategy 3.2: Promote data utilisation in decision making	Enhancing MDAs data utilisation and usage Developing analytical capacity for statistics use to the users in TNSS	500,000	500,000	500,000	1,500,000	TSMP II (TZM,ZNZ & WB)
	Establish data information centres to facilitate Investors, Researchers, Academia, media, NGOs, FDI, Tanzania embassies etc on statistical a utilisation and usage	511,000	511,000	511,000	1,533,000	TSMP II (TZM,ZNZ & WB)
Sub Total	Object 3	1,548,333,333.	1,548,333,333.	1,548,333,333.	4,645,000,000	
		2371126666	2371126666	2371126666	7,113,380,000	

Annex 3: TCADSS SP RESULT FRAME WORK BY 2023/24- 2026/27

Objectives	Outputs	Output Indicator	Expected outcome	KPI (outcome)	Impact	Impact indicator
To enhance statistical coordination and integration of communication, advocacy and dissemination within NSS:	Well statistical coordinated and integrations in NSS	Number of workshops organized	Increased of statistical users and producers complying with all statistical standards norms and ethics in NSS Presence of Higher statistical cooperation and production of official statistics within the NSS	Percentages of statistical users and producers complied with statistical matters in NSS	Developed social economic sectors and services Tanzania	Proportion of services attained in Tanzania
		Number of facilities equipped				
		Number of M&E tools and reports				
		Number of meetings conducted				
	Coordination capacity of NBS and OCGS for effective implementation of CADSS in NSS	Number of sectors linked with TCADSS in NSS				
		Number of national exhibitions participated and facilities equipped				
		Number of sectors applied CADS in NSS				
		Numbers of media practitioners on TCADSS				
	Strengthened the Coordination Operational Capacity of TCADSS in TSS	Numbers of media practitioners on TCADSS				
		Number of national exhibitions participated				
		Number of social media strengthened for CADS in NSS				
Enhanced regular statistical communication (information), Advocacy and dissemination sharing within the TSS	Develop and undertake communication, advocacy and dissemination programs in TSS	Number of IEC for statistics produced	NSS has well harmonised and common understanding on all statistical matters in the country	Percentage of sectors effectively mainstreamed the statistical activities in the country.		
		Number of outreach programs produced				
		Number of participants aware for statistic.				
	Engage and partner with Media house, mobile phone companies and social networks	Number of breakfast media organized				
		No. of media presenting the statistical agenda				
3.0 To strengthen	Enhance data driven decision making	Number of traditional media engaged	Increased Development of	Proportion of development		

statistical utilization, uptake and use:		Number of media group created	data based social and economic policies, projects and decision making	policies, plans with sectors within NSS		
		Percentage of official statistics promoted				
		Percentage of data accessed				
	Promote data utilisation in decision making	Number of MDAs utilize use statistics				
		Number of trainings conducted				
		Number of data information centre's established				

Annex 4: TCADSS Monitoring Plan

Theme 1: Corporation Governance Capacity and Sustainable Service Delivery										
Strategic objective 1: Strengthened effectiveness and efficiency of Corporation Operational Capacity and Legal Frame Works										
Strategic Initiatives	KPIs (Output)	Baseline	Target for 3 years				Data Collection and Method for Analysis			KPIs Owner
			2024	20245	2026	2027	Data source	Means of verification	Frequency reporting	
1.1:1 Organise NBS and OCGS managerial workshop on sensitization of TCADSS practice in TSS	Number of workshops organized	0	2	2	2	2	NBS and OSG	Report	Quarterly	Communicati on Units
1.1.2 Monitor and evaluate the progress and performance of the implementation of the TCADSS in NSS	Number of M&E tools	0	1	-	-	-	NBS and OSG	Report	Quarterly	M&E Units
	Number of TCADSS Monitoring reports	0	4	4	4	4			4 years	
	Number of Evaluation reports	0	-	-	-	1				
1.1.2 Strengthen the regular progress coordination meeting NBS and OCGS communication units	Number of meetings conducted	0	2	2	2	2	NBS and OSG	Report	Quarterly	M&E Units
1.1.3 Strengthen the linkage between sectors and NSOs for CADS in TSS	Number of sectors linked with TCADSS in NSS	0	2	2	2	2	NBS and OSG	Report	Quarterly	M&E Units
1.1.4 Strengthening the participation in nation Exhibitions	Number of national exhibitions participated and facilities equipped	20	20	20	20	20	NBS and OSG	Report	Quarterly	M&E Units
Application of ICT on accelerate the CAD in NSS	Number of sectors applied ICT on CADS in NSS	0	50	100	150	200	NBS and OSG	Report	Quarterly	M&E Units
Widening engagement with Association of Information							NBS and OSG	Report	Quarterly	M&E Units

Communication practitioners in NSS.										
Promote the use of media on promoting the CADS in NSS	Numbers of media practitioners on TCADSS	0	100	200	300	400	NBS and OSG	Report	Quarterly	M&E Units
Strengthening the participation in national Exhibitions	Number of national exhibitions participated	20	20	20	20	20	NBS and OSG	Report	Quarterly	M&E Units
Strengthening social media engagement on CADS in NSS	Number of social media strengthened for CADS in NSS	0	30	30	30	30	NBS and OSG	Report	Quarterly	M&E Units
Develop user-friendly data dissemination tools mobile applications USSD)	Number of dissemination tool developed	0	1	1	1	1	NBS and OSG	Report	Quarterly	M&E Units
Establish collaborative mechanism with mobile phone companies for CADS	No of session with TCRA, ZBC and Mobile companies conducted	0	2	2	2	2	NBS and OSG	Report	Quarterly	M&E Units
Strategic objective:2 Developed and Strengthened the Coordination Operational Capacity of TCADSS in TSS										
1.2.1 Produce and disseminate (IEC materials), burners	No of IEC material produced	2,000	2000	2,000	2000	2,000	NBS and OSG	Report	Quarterly	M&E Units
1.2.2 Organise CADS forum	No of CADS forum organised	0	2	2	2	2	NBS and OSG	Report	Quarterly	M&E Units
Organise tele/video conference	Number of video conferences organised	0	20	30	40	50	NBS and OSG	Report	Quarterly	M&E Units
Develop the effective outreach programs (schools, community, universities etc	Number of outreach programs produced	10	20	30	40	50	NBS and OSG	Report	Quarterly	M&E Units
Rising awareness of statistical information in NSS	Number of participants aware for statistic.	10,000	20,000	30,000	40,000	50,000	NBS and OSG	Report	Quarterly	M&E Units

	Theme 2: The Practice of TCADS in TSS										
	Strategic Objectives 1: Enhanced the Development and Strengthened Statistical Information Sharing in the TSS										
Organise breakfast meeting with media editors	Number of breakfast media organized	0	16	16	16	16	NBS and OSG	Report	Quarterly	M&E Units	
Enhance media developing the statistical agenda	Number and % of media presenting the statistical agenda	0	20	50	100	2000	NBS and OSG	Report	Quarterly	M&E Units	
Strengthen mechanisms for engaging traditional media		0	100	200	300	400	NBS and OSG	Report	Quarterly	M&E Units	
Create data learning group		0	100	200	300	400	NBS and OSG	Report	Quarterly	M&E Units	
Promote use of official statistics		0	100	200	300	400	NBS and OSG	Report	Quarterly	M&E Units M&E Units	
Strengthening the data accessibility		40%	50%	60%	70%	80%	NBS and OSG	Report	Quarterly		
Enhancing MDAs data utilisation and usage											
Developing analytical capacity for statistics use to the users in NSS											

Annex 5 TCADDS Evaluation Plan

Outcome	KPIs	Baseline	Target for an end Plan year 026/27	Data collection and method for analysis			MoV	Frequency reporting	KPIs Owner
		Value		Data source	Data collection methods	Frequency of data collection			
Increased of statistical users and producers complying with all statistical standards norms and ethics in NSS	Percentages of statistical users and producers complied with statistical matters in NSS	40%	100%	NBS & OCGS	Survey	Every two years	Survey Report	After every 2 years	M&E Units
NSS has well harmonised and common understanding on all statistical matters in the country	Percentage of sectors effectively mainstreamed the statistical activities in the country.	50%	100%	NBS & OCGS	Survey	Every two years	Survey Report	After every 2 years	M&E Units
Increased Development of data based social and economic policies, projects and decision making in the Country	Proportion of development policies, plans with sectors within NSS	40%	100%	NBS & OCGS	Survey	Every two years	Survey Report	After every 2 years	M&E Units

Annex 6: CALENDER FOR COORDINATING THE TANZANIA COMMUNICATION, ADVOCACY AND DISSEMINATION STRATEGY

S / N	PLANNED ACTIVIITY	Q1												Q2												Q3												Q4											
		Jul				Aug				Sep				Oct				Nov				Dis				Jan				Feb				Mar				Ap				Mei				Jun			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4								
1.	Implementation of the TCADSS (Tz mainland and ZNZ)																																																
2.	NBS and OCGS sectoral Communication and PR technical meeting																																																
3.	Joint coordination meeting discuss the progress and performance TCADSS																																																
4.	TSMP II Management meeting discuss the progress and performance TCADSS																																																
5.	TCADSS steering committee meeting discuss the progress and performance																																																
6.	Monitoring and evaluation of TCADSS																																																
7.	Review of TCADSS																																																

Reference

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East African Community (EAC) Communication and Policy Guidelines
EAC Communication, Advocacy and Dissemination Strategy 2021/22 - 2025/26
Eurostat Communication and Dissemination Strategy 2021 – 2024
Fundamental Principles of Official Statistics, UNSD
Guidelines for Developing an Integrated User Engagement Strategy for National Statistical System, UNECA 2020
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NBS Client Service Charter, 2020 Dodoma
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