United Republic of Tanzania

Ministry of Industry and Trade

Tanzania Bureau of Standards

Five Year Strategic Plan

2026/2027 – 2030/2031

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

Abbreviation	Description
ABMS	Anti-Bribery Management System
AFRIMET	African Regional Metrology Organization
AfCFTA	African Continental Free Trade Area
ARSO	African Organization for Standardization
BoD	Board of Directors
CA	Chief Accountant
CCM	Chama Cha Mapinduzi
CMCs	Calibration and Measurement Capabilities
CoCs	Certificates of Conformity
DCE	Director of Compliance and Enforcement
DCE	Directorate of Compliance and Enforcement
DHRM	Director of Human Resource Management
DHRM	Directorate of Human Resource Management
DHRA	Director of Human Resources and Administration
DHRA	Directorate of Human Resources and Administration
DQM	Director of Quality Management
DQM	Directorate of Quality Management
DSD	Director of Standards Development
DSD	Directorate of Standards Development
DTM	Director of Testing and Metrology
DTM	Directorate of Testing and Metrology
DG	Director General
EAC	East African Community
ERP	Enterprise Resource Plan
ERB	Engineers Registration Board
ESM	Engineering Standards Manager
EWURA	Energy and Water Utilities Regulatory Authority
FAO	Food and Agriculture Organization
FRAM	Food and Risk Assessments Manager
FYDP	Five-Year Development Plan
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
GMP	Good Manufacturing Practices
HACCP	Hazard Analysis and Critical Control Point
ICT	Information and Communication Technology
ICTM	Information and Communication Technology Manager
IEC	International Electrotechnical Commission
ILCS	Interlaboratory Comparisons

Abbreviation	Description
ISO	International Organization for Standardization
i-SQMT	Integrated Standardization, Quality Assurance and Metrology
IIDS	Integrated Industrial Development Strategy
KCs	Key Comparisons
KCDB	Key Comparison Database
KFA	Key Focus Area
LIMS	Library Information Management System
LSM	Legal Services Manager
LSU	Legal Services Unit
MEL	Monitoring, Evaluation and Learning
MIT	Ministry of Industry and Trade
MM	Metrology Manager
MSMEs	Micro, Small and Medium Enterprises
NCD	Non-Communicable Disease
NMI	National Metrology Institute
OPAC	Online Public Access Catalogue
OTR	Office of Treasury Registrar
PCCB	Prevention and Combating of Corruption Bureau
PCM	Product Certification Manager
PMEM	Planning, Monitoring and Evaluation Manager
PMEU	Planning, Monitoring and Evaluation Unit
PTs	Proficiency Testing
PVoC	Pre-Shipment Verification of Conformity
PRMM	Public Relations and Marketing Manager
QMS	Quality Management Systems
R & D	Research and Development
RTM	Research & Training Manager
SDG	Sustainable Development Goals
SIDP	Sustainable Industrial Development Policy
SME	Small and Medium-sized Enterprises
SPS	Sanitary and Phytosanitary Measures
SQMT	Standardization, Quality Assurance, Metrology and Testing
SWOC	Strengths, Weaknesses, Opportunities, Challenges
TAE	Technical Assistance to Exporters
TBT	Technical Barriers to Trade
TBS	Tanzania Bureau of Standards
TMDA	Tanzania Medicines and Medical Devices Authority
TMA	Trade Mark Africa
TZS	Tanzania Shilling
UN	United Nations

STATEMENT FROM THE CHAIRPERSON OF THE BOARD

The Tanzania Bureau of Standards Five-Year Strategic Plan for 2026/27 to 2030/31 is anchored in the lessons and achievements of the preceding strategic cycle and represents a decisive step forward in the institutional evolution of the Bureau. It has been developed at a time when Tanzania is accelerating its economic transformation under the Fourth Five-Year Development Plan and pursuing deeper integration into regional and global markets through the African Continental Free Trade Area, the East African Community, and the Southern African Development Community. In this context, the role of a credible, technically strong, and forward-looking national standards body has never been greater.

This Strategic Plan reflects an honest assessment of the Bureau's performance over the 2021/22 to 2025/26 period. While the preceding cycle delivered meaningful gains in standards development, certification, premises registration, fuel marking operations, and laboratory infrastructure, it also revealed important institutional gaps that must be addressed with urgency. This Plan directly confronts these weaknesses and establishes a more rigorous foundation for performance management and results delivery.

The Plan is organized around seven Key Focus Areas: Standards Development and Harmonization; Quality and Metrology Improvement; Market Surveillance and Enforcement; Institutional Competence; Customer Service and Outreach; Employee Health and Wellness; and Ethical Governance and Integrity. Collectively, these focus areas define a comprehensive transformation agenda that strengthens both the core technical functions and the institutional foundations required for sustainable performance.

The Bureau's ambition to become Africa's leading Bureau in standards, quality, and safety is not merely aspirational; it is a commitment grounded in the strategic investments, institutional reforms, and partnerships that this plan sets in motion. The Board is fully committed to providing the governance oversight, strategic guidance, and accountability necessary to ensure that this Plan is implemented with discipline, transparency, and fidelity to the public interest. We call on TBS management, staff, development partners, and all stakeholders to unite around this vision and invest their expertise and commitment in making it a reality for the people of Tanzania.

On behalf of the Board of Directors, I wish to express sincere appreciation to the Ministry of Industry and Trade for its continued policy direction, to all staff of the Bureau for their dedication throughout the planning process, and to the development partners, industry representatives, and stakeholders whose contributions have shaped a Plan that is both ambitious and firmly grounded in institutional reality.

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CHAIRPERSON OF THE BOARD OF DIRECTORS
Tanzania Bureau of Standards

STATEMENT FROM THE DIRECTOR GENERAL

Tanzania's Development Vision 2050 envisions a competitive, private sector-driven economy that is fully integrated into regional and global value chains and capable of delivering a high quality of life for all its citizens. Realizing this vision requires, as a foundational condition, a national quality infrastructure that is credible, technically advanced, and responsive to the demands of industry, trade, and public welfare. The Tanzania Bureau of Standards occupies a central position in that infrastructure, and the Five-Year Strategic Plan for 2026/27 to 2030/31 sets out the path through which TBS will discharge that responsibility at the highest level of institutional excellence.

This Plan is the product of an intensive, evidence-driven planning process that drew on a rigorous review of performance under the preceding strategic cycle, a structured analysis of our institutional strengths and weaknesses, comparative assessments of peer institutions, and extensive consultations with government, industry, development partners, and the public. The review process was candid. It acknowledged the Bureau's real achievements in expanding standards coverage, registration volumes, laboratory capability, and fuel marking operations, while equally confronting the structural gaps that have limited our effectiveness: fragmented information systems, an enforcement model that has remained largely conventional, gaps in technical skills in high-growth sectors, and insufficient mechanisms for tracking whether the standards we develop are actually being adopted and applied in the market. This Plan is our institutional response to those gaps.

Across the seven Key Focus Areas of this Plan, TBS commits to a deliberate transformation in how we operate. The Bureau will shift from reactive compliance administration toward proactive, intelligence-led market stewardship. To enable this transition, TBS will consolidate its fragmented digital platforms into an integrated institutional information system capable of supporting real-time decision-making across functions. Its technical capabilities will also be strengthened through expanded metrology services, increased publication of Calibration and Measurement Capabilities, and the establishment of foundational elements for a National Time Scale. In parallel, the Bureau will broaden its service delivery by introducing new certification schemes in hallmarking, energy efficiency, and process certification.

To every member of staff: the quality of our work defines the quality of Tanzanian products in the market and the safety of Tanzanian consumers in their daily lives. That is the weight of our mandate, and it demands of us nothing less than excellence, integrity, and relentless commitment to public service. To our stakeholders: we ask for your continued partnership, your honest engagement with our processes, and your shared investment in building a standards and quality system that serves the long-term interests of Tanzania's economy and its people. Together, guided by our vision to be Africa's leader in standards, quality, and safety, we can deliver a legacy that extends far beyond the five years of this Plan.

DIRECTOR GENERAL
Tanzania Bureau of Standards

EXECUTIVE SUMMARY

Introduction

The Tanzania Bureau of Standards (TBS) enters the 2026/27–2030/31 strategic cycle at a pivotal moment. As Tanzania accelerates toward its Vision 2050 ambitions and deeper regional integration under AfCFTA and EAC frameworks, the role of a credible, agile, and technically robust national standards body has never been more critical. This Strategic Plan sets out TBS's renewed ambition to move beyond being a compliance enforcer to becoming a strategic enabler of industrial growth, consumer protection, and export competitiveness.

The preceding strategic period delivered measurable expansion in standards development, certification coverage, fuel marking operations, and inspection volumes. However, growth in operational scale has not been fully matched by systemic modernization. Fragmented data systems, untraceable uptake of standards across industries, emerging skills gaps in advanced technical domains, and enforcement approaches that require greater intelligence integration have limited institutional agility. At the same time, rising volumes of trade, rapid technological shifts, and evolving stakeholder expectations demand faster, more transparent, and digitally integrated services.

This Strategic Plan therefore represents a deliberate pivot toward institutional strengthening and long-term resilience. It prioritizes digital integration, risk-based market surveillance, enhanced metrology capability, strengthened governance and integrity frameworks, and a more customer-centric service model. By consolidating its foundations while expanding into emerging sectors, TBS will position itself as Africa's leader in standards, quality, and safety hence protecting consumers, facilitating trade, and reinforcing Tanzania's competitiveness in regional and global markets.

Vision

To be Africa's leading Bureau in standards, quality and safety

Mission

To promote standardization and deliver quality assurance services that protect consumers, facilitate trade and enhance market competitiveness of Tanzanian products and services

New Strategic Objectives by Focus Area

Key Focus Area	Objective	Description
Employee Health & Wellness	A	HIV/AIDS and Non-Communicable Diseases Reduced and Supportive Services Strengthened
Ethical Governance and Integrity	B	Effective Implementation of the National Anti-Corruption Strategy Enhanced and Sustained
Standards Development and Harmonization	C	Development of National Standards and Harmonization of Regional and International Standards Enhanced
Quality and Metrology Improvement	D	Quality and safety of Products and Services Strengthened
Market Surveillance and Enforcement	E	Assurance of Product Compliance Consistency Enhanced
Institutional Competence	F	Institutional Capacity and Agility to Deliver Mandated Functions Enhanced
Customer Service and Outreach	G	Awareness and Customer-centricity of Services Enhanced

Expected 2031 Outcomes

This Strategic Plan is informed by diagnostic assessments, performance reviews, stakeholder engagement, and technical benchmarking to define a clear results pathway for the Bureau over the 2026/27–2030/31 period. To translate ambition into measurable impact, TBS has identified a set of high-level performance indicators that will track institutional effectiveness, regulatory reach, and service impact across the five-year horizon.

High-Level Performance Indicators	2021/22 - 2025/26 Achievement	2026/27 - 2030/31 Ambition
Number of Standards Developed	3,091	3,000
Number of Standards Sold	9,764	12,500
Number of Product Certifications Issued	3,940	7,000
Number of Products Registered	9,731	14,000
Number of Premises Registered	80,836	400,000
Number of Management System Certifications Issued	115	100
Litres of Fuel Marked	22 billion	27.5 billion
Number of Calibration Certifications Issued	54,396	85,000
Number of Samples Tested	188,952	250,000
Number of Certificates of Conformity (PVoC) Issued	183,186	230,000
Number of Destination Inspection (DI) Permits Issued	426,842	550,000
Number of Inspected Wet Cargo (MT)	20,339,978	25,000,000
Number of Technical Assistance Services Provided to Exporters	1,192	2,000
Number of Food Risk Assessments Conducted	10	15
Vehicles Inspected	249,386	280,000
Number of SQMT Training Programmes Conducted	124	200
Number of Research on SQMT Conducted	6	12
Number of Consultancy Services on SQMT Conducted	6	50
Number of MSEs, processors and manufacturing firms capacitated on standards interpretation and quality improvement (coaching)	-	500

CHAPTER ONE

1. INTRODUCTION

1.1. Background

Tanzania Bureau of Standards (TBS) is the national standards body established under the **Standards Act, Cap. 130**. The Bureau is mandated to develop and promote standards, undertake quality assurance and conformity assessment, provide testing, calibration and metrology services, and regulate the safety and quality of products to **protect consumers, facilitate trade, and enhance national competitiveness**.

Since its establishment, TBS has played a central role in supporting Tanzania's industrial development, trade facilitation, and consumer protection agenda by providing the technical infrastructure required for quality production and market access. Through standards development, certification, inspection, testing and metrology services, the Bureau contributes to safeguarding public health and safety, protecting the environment, and improving the competitiveness of Tanzanian products in domestic, regional and international markets.

TBS operates through a workforce of 805 permanent staff and over 50 interns, structured across five directorates and seven support units, with its national headquarters in Dar es Salaam anchoring a network of zonal offices that extends across all 26 regions of Tanzania as shown in appendix 3. The Bureau's geographic reach is set to deepen further, with five new zonal office construction projects currently in progress and slated for commissioning by 2031, an investment that signals the Government's deliberate intent to bring standards enforcement and service delivery closer to the industries and consumers that depend on them.

1.2. Mandate and Functions

The Tanzania Bureau of Standards (TBS) is mandated under the Standards Act Cap. 130 to promote standardization and ensure quality control of commodities, services, and the environment in support of industry, trade, and public welfare. **The Bureau develops and reviews National Standards; conducts inspection, sampling, testing, certification, and pre-shipment verification of conformity (PVoC); regulates the use of standards mark through licensing; and inspects and registers premises, specifically those for food and cosmetics**. TBS also provides calibration and metrology services, acts as custodian of the National Measurement Standards, and maintains traceability to international systems through mutual recognition arrangements. In carrying out its functions, the Bureau cooperates with government agencies, industry, and regional and international bodies to facilitate trade, strengthen quality assurance systems, and safeguard health, safety, and the environment.

Over time, the **scope of TBS's mandate has expanded** in response to legislative reforms and evolving national priorities. The Bureau has been assigned additional responsibilities, including conducting fuel marking activities. At the same time, Tanzania's increasing integration into regional and global markets through the East African Community, Southern African Development Community, African Continental Free Trade Area, and the multilateral trading system is expected to increase demand for harmonized standards, credible conformity assessment, and effective management of technical barriers to trade.

This **Five-Year Strategic Plan** provides a structured framework through which TBS will respond to emerging demands and institutional challenges over the planning period. The Plan sets out the strategic direction and priorities of the Bureau, aligned with national development frameworks, sector policies, and international best practice in standardization, quality assurance, metrology and market surveillance and enforcement. It serves as a roadmap for strengthening institutional capacity, improving service delivery, deepening stakeholder engagement, and positioning TBS as a trusted national standards body capable of supporting Tanzania's long term social and economic transformation.

1.3. Rationale of the Plan

The development of the **Five-Year Strategic Plan** for the **Tanzania Bureau of Standards (TBS)** is necessitated by the lapse of the existing Strategic Plan 2021/2022 – 2025/2026 and the need to guide the strategic direction of the Bureau in an environment characterized by increasing regulatory complexity, rising service demand, and heightened expectations from Government, the private sector, and the general public. As a public institution with a national mandate, TBS is required to plan, prioritize, and implement its interventions in a manner that is aligned with national development objectives and responsive to emerging economic and social dynamics.

In Tanzania, strategic planning is an established and institutionalized practice within the public sector. Government ministries, departments, agencies, and public authorities are required, as part of the national planning and budgeting framework, to prepare medium term strategic plans that align institutional mandates with national development priorities. The use of **five-year strategic plans** is embedded within Government planning guidelines and is closely linked to the implementation of national Five-Year Development Plans, sector policies, and long-term national visions. Strategic plans serve as the primary instruments through which public institutions articulate their mandates, set measurable objectives, guide resource allocation, and account for results achieved during the planning period.

The **Five-Year Strategic Plan covers the period 2026 to 2031** and applies to the full mandate, functions, and operations of TBS while considering ministerial ambitions as reflected by the Ministry of Industry and Trade's Five-Year Strategic Plan. The TBS Five Year Plan encompasses all core technical and regulatory functions of the Bureau, including standards development and harmonization, quality assurance, market surveillance and enforcement, testing and metrology services, and regulatory oversight of products under the Bureau's corridor.

CHAPTER TWO

2. SITUATIONAL ANALYSIS

2.1. Global and Regional Trends

The global operating environment for national standards bodies is undergoing significant transformation, driven by shifts in international trade, technological advancement, and the increasing strategic importance of standards in shaping market access and competitiveness. Standards are no longer confined to technical specification roles but are increasingly used as instruments to influence global value chains, regulate emerging technologies, and safeguard public interest objectives such as safety, sustainability, and consumer protection.

At the global level, international standardization institutions continue to expand their scope and influence across a wide range of sectors. There is a notable increase in the development of standards addressing digital systems, automation, artificial intelligence, cybersecurity, and system level interoperability. This reflects the rapid pace of technological change associated with the **Fourth Industrial Revolution**, where digital and physical systems are increasingly integrated. As industries adopt advanced technologies, standards bodies are expected to provide timely and relevant frameworks that ensure safety, reliability, interoperability, and trust in complex production and service environments. **In this strategic plan, TBS positions itself at the forefront of that technological shift for Tanzania through the establishment of a deliberate mechanism for tracking trends and standards development for emerging technologies.**

In parallel, **sustainability considerations are increasingly shaping global standards development**. Environmental, social, and governance requirements are becoming baseline conditions for participation in international markets, particularly in export-oriented sectors. Standards related to carbon accounting, circular economy practices, ethical sourcing, and traceability are increasingly embedded in regulatory frameworks and private sector procurement requirements. These trends have direct implications for producers and exporters, particularly in developing economies, where compliance with sustainability related standards is now closely linked to market access. **This strategic plan puts forth a strategic initiative to enhance product certification to cover emerging advancements within energy, technology and environmental sustainability so as to future proof Tanzanian products' access to international markets.**

Geopolitical dynamics are also influencing global standardization. Major economies are actively promoting their technical standards and regulatory models through trade agreements, infrastructure investments, and international cooperation. The growing influence of large markets in setting de facto global norms has increased the need for national standards bodies to closely monitor global regulatory trends and align national standards in a manner that safeguards domestic interests while supporting export competitiveness. It is within this context that **TBS should increase its technical participation in international quality infrastructure platforms including global standards bodies such as ISO as well as metrology institutions such as AFRIMET.**

At the regional and continental level, Africa is experiencing renewed momentum toward standards harmonization as part of broader trade integration and industrialization efforts. The implementation of continental and regional trade frameworks has heightened the urgency of addressing non-tariff barriers arising from divergent standards and conformity assessment requirements. A layered institutional approach has emerged, in which continental bodies provide strategic direction, Regional Economic Communities coordinate implementation, and national standards bodies are responsible for enforcement and adoption at country level.

Within this framework, some progress has been made in the development of harmonized standards at continental and regional levels. However, the pace and effectiveness of harmonization remain constrained by disparities in institutional capacity across countries. For these harmonization ambitions to be realized, there must be concerted efforts at the national level for which in the case of TBS starts with the establishment of a tracking mechanism for the rate of harmonization at a regional block and continental level as well. Additionally, **deliberate participation efforts through a technical committee participation programme will ensure that TBS directly influences standardization efforts in sectors critical to national ambitions.**

At the same time, declining levels of external development financing for standards and quality infrastructure have placed increased pressure on national institutions to strengthen financial sustainability. Standards bodies are increasingly expected to diversify revenue sources, improve operational efficiency, and invest in cost effective digital solutions to maintain service delivery and expand institutional reach. **It is paramount that TBS builds stronger fiscal resilience as an enabler to continued provision of public services and this plan proposes multiple initiatives to increase monetization across standardization, quality management, metrology and enforcement.**

These global and regional trends present both opportunities and challenges for Tanzania Bureau of Standards (TBS). They underscore the need for stronger international engagement, accelerated adoption of harmonized standards, enhanced digital capability, and sustained investment in institutional competence in order to effectively support Tanzania's participation in regional and global markets.

2.2. Comparative Analysis

2.2.1. Institutional Mandate and Operating Models

Comparative analysis across global and regional national standards bodies shows a clear distinction between **functionally separated** and **integrated** quality infrastructure models. In advanced economies, standards development, accreditation, metrology, conformity assessment, and market surveillance are typically assigned to distinct institutions operating within a coordinated national quality infrastructure framework. This separation allows national standards bodies to concentrate on standards development, international engagement, and coordination, while accredited public or private entities deliver testing, inspection, and certification services under competitive and regulated conditions.

In contrast, many African national standards bodies operate integrated models in which standards development, testing, certification, inspection, and enforcement functions are consolidated within a single institution. While this model enables tighter control and coordination, it significantly increases operational complexity and resource intensity.

Within this landscape, Tanzania Bureau of Standards (TBS) aligns more closely with the integrated institutional model common in emerging economies, which places heightened importance on institutional efficiency, prioritization, and internal coordination. However, a significant gap still persistent in the quality infrastructure of the country is the absence of a reliable accreditation body which has made the country dependent on foreign accreditation services. This plan proposes an initiative to address this through the establishment of a National Accreditation Service that will lower accreditation costs and reduce technical barriers to trade.

2.2.2. Standards Development and Harmonization Performance

Globally, high performing national standards bodies demonstrate systematic adoption of international standards as national standards, particularly in export oriented, safety critical, and technology intensive sectors. These institutions maintain structured pipelines for reviewing, adopting, and periodically revising standards to ensure alignment with evolving international benchmarks. Active participation in international and regional technical committees is a defining characteristic, enabling early access to emerging standards, influence over technical content, and rapid domestic adoption.

Regionally, the adoption of harmonized standards under Regional Economic Community frameworks has become a key issue for standards bodies. Partial or delayed adoption has been associated with continued regulatory fragmentation and higher compliance costs for producers.

Comparative experience also highlights the importance of sector prioritization in standards development. Leading peers focus resources on sectors with high trade potential, public health implications, or industrial policy relevance, rather than pursuing broad based standards expansion without clear economic linkage.

The Bureau's current standardization framework maintains a primarily reactive approach to standards development. While the National Standardization Strategy does provide a layout for direction over a three-year period, strategic annual revisions and relevance assessments are non-existent. Additionally, standardization performance has historically only been in terms of nominal standards developed, non-accommodative of whether the standards are actually addressing stakeholders' needs, i.e. standards relevance. In the next five years, the Bureau aims to address these challenges through strategic initiatives that will re-focus standardization efforts to become more relevance-driven. These initiatives include building uptake tracking mechanisms, mandating market assessments to inform the direction of standards development, and conducting periodic relevance assessments to evaluate the value of developed standards to the market.

Internationally, TBS does maintain active participation in ISO, ARSO and EAC technical committees. However, at the ISO level, the Bureau is primarily an observing member. **This plan sets forth a strategic initiative to improve participation in international platforms through a dedicated programme that will identify priority technical committees, build institutional capacity and eventually increase technical leadership at regional and international standardization bodies.**

2.2.3. Inspection, and Enforcement Systems

There are marked differences among peer institutions in the design and maturity of Market Surveillance and Enforcement systems. Globally, leading institutions are transitioning from volume driven inspection models to **risk based and intelligence led enforcement approaches**. These systems use data analytics, product risk profiling, and historical compliance data to target inspections toward high-risk products, importers, and sectors.

Advanced peers increasingly complement physical inspections with digital market surveillance tools that monitor imports, supply chains, and online marketplaces for non-compliant or unsafe products. This hybrid approach improves coverage, reduces enforcement costs, and enhances responsiveness to emerging risks.

Institutions that rely predominantly on manual inspections and reactive enforcement face challenges in managing rising transaction volumes, particularly in contexts of expanding imports and growing domestic markets. Comparative analysis shows that enforcement effectiveness is closely linked to inspection coverage, inspector skill mix, laboratory support, and the integration of inspection data into centralized information systems.

TBS currently still maintains a conventional non-risk-based approach to compliance enforcement. Additionally, it is constrained by limited inter-agency coordination and isolated data systems. **This strategic plan sets forth a deliberate shift towards proactive, risk-based, digitally enabled surveillance that will improve resource efficiency as well as enhance consumer safety.**

2.2.4. Laboratory and Technical Infrastructure Capacity

Laboratory and metrology capability is a critical differentiator among national standards bodies. Peer institutions with internationally accredited laboratories across priority testing domains are able to provide credible and timely test results domestically, reducing dependence on foreign laboratories and lowering compliance costs for local producers.

The Tanzania Bureau of Standards maintains accredited and sophisticated laboratories for testing a wide range of product samples. However, capacity gaps still exist in emerging sectors like natural gas. Additionally, centralization of testing capabilities is affecting sample turnaround times, in turn slowing down business processes for producers. **This plan builds on to existing capacity by improving coverage through mobile testing facilities, reducing sample turnaround times for producers.**

2.2.5. Digitalization and Use of Advanced Technologies

Digital maturity has emerged as a defining feature of high performing standards institutions. Globally, standards bodies are deploying end to end digital systems to manage standards development workflows, stakeholder consultations, conformity assessment processes, and service delivery. Digital standards catalogue, online certification portals, and electronic inspection reporting systems have reduced processing times and improved transparency.

More advanced peers are beginning to adopt artificial intelligence tools to support standards drafting consistency checks, remote inspections, and automated market surveillance. These tools enhance efficiency and allow institutions to manage growing service demand without proportional increases in staffing.

TBS currently maintains a significantly fragmented digital ecosystem within the institution. Core processes are forced to run through multiple non-integrated systems creating operational hurdles. Additionally, this fragmentation limits the institution’s capacity to collect and consolidate data for valuable operational and strategic insights. This plan will see the development and operationalization of a centralized institutional system that will be integrated with all systems used across core and non-core functions in internal and external processes.

2.2.6. Financial Sustainability and Revenue Models

Internationally, many national standards bodies have diversified revenue sources beyond government subventions. Common revenue streams include the sale of standards and technical publications, digital access platforms, specialized laboratory testing, certification schemes, and training services linked to compliance and quality management.

Institutions with diversified revenue bases demonstrate greater resilience, improved capacity for reinvestment in infrastructure and skills, and higher operational autonomy. In contrast, heavy reliance on government funding and external financing exposes institutions to fiscal volatility and limits flexibility in long term capacity development.

TBS currently maintains a mixed financing model with a minority portion of about 15% annual funds coming from government subvention and the majority share of 85% from internal revenue sources. However, the institution maintains a concentration risk in revenue with just two sources contributing to more than half of institutional revenue. To address this, the plan puts forth multiple new monetization initiatives that will increasingly diversify the fiscal base.

2.3. TBS Strategic Plan Review

2.3.1. Overview

This section presents findings from the assessment of the TBS Strategic Plan for the period of 2021/2022 – 2025/2026. The review includes assessment of the institution's performance relative to established targets in outcome indicators in the results framework of the Strategic Plan. Additionally, it includes notable achievements by each objective, challenges identified as well as recommendations on areas for improvement.

2.3.2. Performance Review for the period of 2021/2022 - 2025/2026

A review of performance under the previous Strategic Plan reveals a mixed picture marked by pockets of strong delivery alongside structural weaknesses in measurement, consistency, and execution discipline.

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

Outcome Indicators

i) % of staff voluntarily tested for HIV/AIDS and NCDs
ii) % of staff covered by HIV/AIDS and NCDs prevention programmes

Performance

Performance in this area remained consistently below target despite modest improvements over time. Voluntary staff testing for HIV/AIDS and NCDs recorded

23.8% against a 40% target in Year 1, declining to 18% against a 50% target in Year 2, before gradually improving to 29.42% in Year 3, 32.14% in Year 4, and 33.29% in Year 5, all still significantly below targets that increased from 60% to 80%. Similarly, coverage of staff under NCD prevention programmes remained extremely low, rising marginally from 0.16% in Year 1 to 1.36% in Year 5 against targets that increased from 40% to 80%. Overall, the results suggest that while there has been slight progress in participation, staff wellness and prevention initiatives have not achieved meaningful uptake relative to planned targets.

Notable Outcomes

i) The Bureau's staff who declared their HIV/AIDS status are supported with monthly special allowance.

ii) A total number of 271 staff attended Voluntary Counselling and Testing on HIV. Moreover, a total number of 268 staff attended health check-up on non-communicable diseases.

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

Outcome Indicators

i) Number of corruption cases reported

ii) % increase of stakeholders with low perception of corruption in TBS

Performance

Performance showed partial gains but was undermined by methodological inconsistencies. Stakeholder perception of low corruption improved from 94% against a 94% target in Year 1 to 100% against a 95% target in Year 2, indicating strong early confidence. However, this fell sharply to 80% against a 96% target in Year 3, and Year 4 data was not tracked. The indicator measuring the number of corruption cases reported was inconsistently captured across the reporting period, with all years not tracked, making it difficult to draw firm conclusions on integrity trends. While perception indicators initially exceeded expectations, volatility and inconsistent reporting weaken the credibility of sustained governance improvements.

Notable Outcomes

i) The Bureau has developed Institutional Fraud and Anti-Corruption Policy.

ii) Nine (9) intervention programmes on preventing and combating corruption have been conducted.

Objective C: Standardization for Development of Industry and Commerce Enhanced

Outcome Indicators

i) % uptake of developed standards

ii) Number of standards approved

iii) Number of standards harmonized
iv) Number of research projects accomplished
v) % of stakeholders capacitated
vi) Number of trainings conducted

Performance

Performance reflected steady output growth but persistent shortfalls against targets and weak outcome measurement. The cumulative number of standards approved increased from 531 against a target of 540 in Year 1 to 2,073 against a target of 2,660 in Year 5. Although this demonstrates sustained technical activity, the Bureau consistently underachieved against planned milestones. More critically, key impact indicators such as harmonized standards and uptake of developed standards were not tracked across the reporting period, despite targets rising from 70 to 310 for harmonization and from 70% to 82% for uptake. Research project performance was comparatively strong, achieving 2 out of 2 projects in Year 3,1 against a target of 2 in Year 4 and 3 against a target of 3 in Year 5. Stakeholder capacitation targets were entirely untracked, while the number of trainings conducted exceeded the Year 4 target, reaching 26 against 18 planned and 25 out of 19 targeted in Year 5. Overall, technical outputs progressed, but absence of uptake and harmonization tracking limited assessment of real market impact.

Notable Outcomes:
i) Development and Operationalization of National Standardization Strategy
ii) Taking leadership roles in regional and standardization forums to influence the standardization work.

Objective D: Assurance of Safety and Quality of Products and Services Enhanced

Outcome Indicators
i) % of substandard products in the market
ii) Number of certified management systems
iii) % of accredited TBS conformity assessment systems
iv) Number of registered products and premises
v) Number of certified products

Performance

Results show high operational throughput but inconsistent achievement of targets. Registered products and premises underperformed in the first three years before exceeding targets in Year 4, while certified products initially surpassed targets but declined significantly in Years 3 and 4. Management system certifications recorded 83.3% in Year 1, 84.6% in Year 2, before gradually improving to 114.3% in Year 3, 93.3% in Year 4, and 87.5% in Year 5.

Meanwhile, the prevalence of substandard products in the market showed a decreasing trend from 29% in Year 3 to 22% in Year 4 against the set target of 23% to 21% respectively. Moreover, the mid-year evaluation for the fifth final year market assessment July – December 2025 indicated a significant decrease of substandard product in the market to 19% against the set target 20%. The improved trend of product compliance in the market is driven by a combination of strengthened regulatory strategies and collaborative efforts with stakeholders.

Notable Outcomes:

i) By March 2025, 67,753 premises were registered which is 84.7% of the targeted 80,000 premises.

Objective E: Institutional Capacity to Deliver Mandated Functions Enhanced

Outcome Indicators

i) % level of customer satisfaction
ii) Audit opinion
iii) Level of staff performance

Performance

Governance performance was comparatively stable, while service delivery indicators showed mixed results. Customer satisfaction declined from 82% against a target of 82.2 in Year 1 to 78.3% against 83 in Year 2, before improving to 83.5% against 84 in Year 3. Year 4 satisfaction data was not tracked. In contrast, audit opinion remained consistently unqualified throughout the reporting period, with the institution meeting annual targets and reflecting strong financial governance controls. This suggests that while fiduciary compliance was maintained, service experience improvements were not consistently sustained or measured.

Notable Outcomes:

i) Significant progress in construction of additional facilities – Viwango House Dodoma (95%), Mwanza Zonal Office (71%).

2.3.3. Challenges Identified

Two main issues were identified in how TBS tracked and measured its strategic initiatives in its previous Strategic Plan:

a) Absence of a dedicated monitoring and evaluation unit

The review underscores a fundamental governance gap arising from the absence of a dedicated Monitoring and Evaluation function within the Tanzania Bureau of Standards. In the current structure, performance tracking responsibilities are embedded within broader planning functions, limiting independence, consistency, and analytical depth. This has contributed to fragmented reporting, uneven indicator tracking, and limited performance insights to inform corrective action. Establishing a standalone M&E unit is therefore not merely an administrative enhancement, but a structural reform necessary to institutionalize accountability, strengthen data integrity, and ensure disciplined execution of the Strategic Plan.

b) Inconsistent tracking of progress across the indicators

Inconsistent tracking of performance indicators emerged as a significant weakness in the implementation of the Strategic Plan. Variations in data availability, incomplete year-on-year reporting, and uneven documentation of results have constrained the Bureau's ability to assess trends, measure impact, and take timely corrective action. These inconsistencies weaken performance credibility and limit strategic oversight, underscoring the need for standardized methodologies, centralized reporting protocols, and strengthened data governance to ensure coherent and continuous performance tracking.

2.3.4. Areas for Improvement

With TBS's mixed picture in achievements over the review period, the rising stakeholder expectations highlight areas that require focused improvement.

1. **Standards Relevance and Uptake:** While standards development output has expanded, greater emphasis is needed on market-driven prioritization, stakeholder engagement, and improved commercialization to ensure higher adoption and measurable economic impact.
2. **Digital Transformation and Operational Efficiency:** Fragmented systems and limited data integration continue to constrain performance monitoring, risk-based enforcement, and service turnaround times. Accelerating digital integration and workflow automation will be critical to improving institutional agility.
3. **Enforcement Effectiveness and Technical Capacity:** Despite high inspection volumes, persistent illicit trade risks and emerging sector demands require stronger intelligence-led enforcement, deeper inter-agency coordination, and continuous upgrading of specialized technical competencies.

2.4. SWOC analysis

As part of the strategic planning process, a comprehensive SWOC analysis was undertaken to evaluate the internal and external factors shaping TBS's current and future performance. This diagnostic is grounded in a detailed review of TBS's institutional mandate, operational landscape, and reform progress as reflected in the previous Strategic Plan period.

The SWOC analysis offers a high-level synthesis of the key strengths that TBS must consolidate, the critical internal weaknesses that must be urgently addressed, the emerging opportunities that present strategic levers for reform and growth, and the threats that could undermine progress if left unmanaged. These insights are informed by document reviews, stakeholder interviews, and institutional performance assessments conducted during the strategic review.

SWOC - Strengths

Strengths	Details	Actions/Interventions Required	Impact Level
Strong Legal and Institutional Mandate	TBS operates under the Standards Act as Tanzania's sole national standards body with authority over standardization, metrology, and conformity assessment. This provides regulatory legitimacy and policy influence.	Strengthen enforcement authority through the legal institutionalization of fuel marking activities into the act and formalize cross-agency coordination frameworks.	High

SWOC - Strengths

Strengths	Details	Actions/Interventions Required	Impact Level
Comprehensive Service Infrastructure	Accredited laboratories and regional offices provide nationwide access to testing, calibration, and certification services, forming the backbone of national quality infrastructure.	Upgrade priority laboratories, expand coverage through mobile testing facilities strategically, and pursue additional international accreditations.	High
International Recognition and Memberships	Active membership in ISO, IEC, ARSO, and SADC enhances credibility and facilitates harmonization with global standards.	Increase technical committee participation, influence regional standards agenda, and improve knowledge transfer into national systems.	Medium
Strong Financial Self Sufficiency	Between 2021/22 and 2025/26, approximately 85% of TBS revenue was derived from internally generated sources, with government subvention accounting for only 15% of total revenue.	Sustain and grow internal revenue streams through expanded service coverage and new certification schemes, while managing cost growth to progressively reduce reliance on government subvention.	High

Table 1: SWOC Analysis - TBS Strengths

SWOC - Weaknesses

Weaknesses	Details	Actions / Interventions Required	Impact Level
Human Resource Constraints	The Bureau has established technical expertise across its core functions, but growing demand and emerging technical areas require further strengthening of specialized skills to sustain standards development, inspections, and testing services.	Develop targeted training programmes to build capacity in areas like international standardization participation. Implement succession planning and retention incentives.	High
Partial System Integration	Data fragmentation across platforms reduces efficiency, coordination, and real-time decision-making capability.	Implement integrated systems, digitize workflows, and establish centralized data governance framework.	High
Low Awareness Among MSMEs	Limited understanding of standards and certification benefits reduces participation among small enterprises.	Launch targeted MSME outreach campaigns, simplify certification processes through enabling remote testing, and develop tiered compliance support programmes.	Medium
Inadequate Office Infrastructure	Under-equipped facilities constrain service delivery and geographic reach.	Prioritize infrastructure investment in high-demand regions and adopt mobile or satellite service models.	Medium

Table 2: SWOC Analysis - TBS Weaknesses

SWOC - Opportunities

Opportunities	Details	Actions / Interventions Required	Impact Level
Regional and Global Trade Integration	AfCFTA, EAC, and SADC frameworks create demand for harmonized standards and quality systems.	Accelerate harmonization programmes, develop export-readiness support schemes, and strengthen cross-border regulatory cooperation.	High
Expanding Industrialization and Infrastructure	Growth in manufacturing, agro-processing, and construction increases demand for testing and certification services.	Prioritize sector-specific laboratory investment and develop industry-aligned quality programmes.	High
Advancing Digital Transformation	E-government initiatives create pathways for digital conformity systems and online service delivery.	Digitize certification, inspection scheduling, payments, and surveillance tracking systems.	High
Strong Development Partner Engagement	Partnerships with EU, UNDP, TMEA and others provide funding and technical support for modernization.	Assess alignment of institutional initiatives with donor priorities and pursue donor financing for compatible projects.	Medium

Table 3: SWOC Analysis - TBS Opportunities

SWOC - Challenges

Challenges	Details	Actions / Interventions Required	Impact Level
Influx of Substandard Goods	Illegal imports and informal trade routes undermine regulatory enforcement and consumer protection.	Strengthen border surveillance, implement risk-based inspections, and enhance coordination with customs and enforcement bodies.	High
Fiscal and Economic Instability	Budget constraints and economic shocks threaten capital investment and staffing expansion.	Improve financial planning through outcome-oriented targets, strengthen revenue generation through increased sources diversification and expanded market coverage, and implement cost-efficiency reforms.	High
Rapid Technological Change	Fast-paced innovation challenges the Bureau's ability to update standards and maintain relevance.	Introduce foresight and horizon-scanning units to constantly monitor emerging technologies.	High
Low Compliance Culture	Public misunderstanding of standards and lengthy certification processes deter voluntary compliance.	Simplify procedures, improve communication strategies, and promote compliance incentives.	Medium

Table 4: SWOC Analysis - TBS Challenges

The SWOC analysis signals a clear inflection point for the Bureau. A strong mandate alone is insufficient in an environment defined by rapid industrialization, deeper trade integration, and accelerating technological change. The greater risk is not visible weakness, but institutional inertia in the face of systemic shifts. To remain credible and impactful, TBS must pivot from reactive compliance administration to proactive, intelligence-led market stewardship.

2.5. Review of relevant information

A comprehensive review of relevant national frameworks, development plans, and policies was conducted to identify key issues and strategic priorities that informed the preparation of the TBS Strategic Plan. The review covered the following documents: -

a) The Standards Act Cap. 130

The mandate and functions of the Tanzania Bureau of Standards are derived from the Standards Act Cap. 130. Part II of the Act provides for the establishment of the Bureau and outlines its functions.

Under the Act, the Bureau serves as the national custodian and overseer of standards in Tanzania. It is empowered to take all necessary legal and administrative measures to ensure compliance with prescribed standards, including the regulation of the safety and quality of food and cosmetic products.

b) Tanzania Development Vision 2050

The strategic direction of the Tanzania Bureau of Standards is closely aligned with the aspirations of the Development Vision 2050, which seeks to position Tanzania as a competitive, private sector-driven economy integrated into global value chains. Vision 2050 emphasizes the development of a strong private sector, an enabling public service environment, and a society that guarantees access to safe and nutritious food, medicines, and essential products. In this context, standards, quality assurance, and product safety systems are foundational to building trust in domestic markets and enabling Tanzanian businesses to compete effectively in regional and global markets.

The Vision 2050 identifies transformative sectors including agriculture, manufacturing, real estate, and energy as key engines of economic growth. Each of these sectors depends on credible standards, reliable testing, and internationally recognized certification to enhance value addition, reduce rejection rates, and attract investment. Through its specialized laboratory infrastructure, including food, textile and leather, materials testing, and chemistry laboratories, TBS is uniquely positioned to support agro-processing, construction, industrial manufacturing, and energy development. By prioritizing these sectors in its strategic plan, the Bureau contributes directly to strengthening trade balance, supporting export readiness, and fostering industrial competitiveness.

Beyond sectoral support, Vision 2050 underscores the importance of protecting consumers and ensuring public health and safety. TBS plays a central role in safeguarding citizens from unsafe food, substandard products, and harmful imports, thereby reinforcing consumer confidence and social wellbeing. Through improved standards harmonization, quality improvement, conformity assessment, and outreach, the Bureau will serve not only as a regulator but as a strategic partner in economic transformation, supporting Tanzania’s ambition to become a resilient and high-performing economy by 2050.

Tanzania's PPP landscape is governed by a well-established body of legislation and policy. The Public Private Partnership Act, Cap. 103 (as amended in 2014), supported by the PPP Regulations of 2011 and administered through the PPP Centre under the Ministry of Finance, provides the institutional scaffolding through which structured public-private collaboration is formalized. This is reinforced by the National Investment Promotion Policy and, most immediately, by FYDP IV (2026/27 to 2030/31), which positions PPP arrangements as a preferred financing and delivery mechanism for public infrastructure and services precisely where government capital is constrained.

The preparation of this Plan has been informed by these frameworks, and their implications are visible across several of TBS priority initiatives. The deployment of mobile testing centres, the operationalization of a national hallmarking scheme for precious metals, the development of horticultural storage infrastructure, and the expansion of the Packaging and Technology Centre all carry the structural characteristics of viable PPP arrangements, whether through co-investment, concession, or cost-recovery models with industry partners. Rather than treating PPPs as a future consideration, this Plan embeds them as a practical delivery pathway, recognizing that the private sector's interest in a credible, accessible quality infrastructure is, in itself, a strong basis for partnership.

c) Five Year Development Plan (FYDP IV) of 2026/2027 – 2030/2031

The Five-Year Development Plan (FYDP IV) of 2026/2027 – 2030/2031 aims at “Reforms and Competitiveness for Transformation and Sustainable Jobs” and has thematic areas in which TBS will play a key role in their achievement.

The plan’s focus includes supporting industrialization and value addition, enhancing trade facilitation and export competitiveness, strengthening consumer protection and public health, and institutional and regulatory reforms.

To contribute towards realization, Tanzania Bureau of Standards will strengthen harmonization of national standards with regional and international standards (EAC, SADC, ISO) to reduce technical barriers to trade; strengthen conformity assessment services (testing, inspection, certification) to improve product acceptability in export markets; and digitize certification and inspection services to improve efficiency and strengthen risk-based regulatory approaches.

d) The Ruling Party Manifesto of 2025–2030

The Ruling Party Manifesto of the year 2025 – 2030 serves as CCM’s official policy platform for the 2025 parliamentary and presidential elections, signalling future governance priorities. It blends economic goals (growth, jobs, infrastructure) with social commitments (health, water, education) and governance reforms such as the constitutional review. The main priorities and promises include economic transformation and growth; agriculture modernization; job creation and entrepreneurship; infrastructure and industrial growth; social services and quality of life improvement; modernization of public services; governance, democracy and peace; and culture, sports, and national identity.

TBS will contribute through developing and updating standards for priority local industries (agro-processing, manufacturing, and construction materials); strengthening certification schemes (e.g., product quality marks) to build trust in local products; and facilitating SMEs' compliance through simplified procedures and technical guidance.

e) Sustainable Industrial Development Policy (SIDP) 2025

The Sustainable Industrial Development Policy 2025 recognizes the Tanzania Bureau of Standards as essential to industrial development and competitiveness. In increasing value-added production and strengthening value chains, TBS will develop sector-specific standards. TBS will also strengthen certification systems to help MSMEs prove quality and move up the value chain.

To enable market access, TBS will harmonize standards regionally and internationally by aligning with bodies like East African Community (EAC), Southern African Development Community (SADC) and the World Trade Organization (WTO). The Bureau will strengthen export certification systems, reduce turnaround time and train exporters on packaging standards and labelling requirements.

f) Small and Medium Enterprise Development Policy 2003 (Edition 2025)

The policy identifies TBS as a key institution supporting SME development by promoting standards that enhance product quality and competitiveness.

g) National Trade Policy 2003 (Edition 2023)

The policy recognizes TBS as a public institution supporting regulation of trade-related standards. It emphasizes compliance with the WTO Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary Measures (SPS) Agreements; the use of standards to promote product quality and consumer protection; the adoption of mandatory and voluntary standards, including international standards (e.g., ISO); and the protection of consumers from substandard and harmful products.

h) Sustainable Development Goals (SDGs)

As part of the UN SDGs framework (2015–2030), TBS contributes particularly to SDG 9 (Industry, Innovation, and Infrastructure) by promoting sustainable industrialization, technological progress, innovation, and quality assurance aligned with national development plans.

i) Integrated Industrial Development Strategy (IIDS) 2025

The Integrated Industrial Development Strategy (IIDS) has a vision to build an internationally competitive business environment through the formation of an industrial infrastructure and transformation of Tanzania into an industrial and logistics hub of East and Central Africa.

j) National Anti-Corruption Strategy (NACSAP IV) 2023–2030

The Government of Tanzania has emphasized that good governance is a priority in achieving National Development Goals. Good governance will always be a factor in promoting and strengthening peace and stability, economic growth, social welfare and poverty reduction in the country; and generally, in the implementation of various improvements in the Public Sector, such as Public Service, Public Finance Management, Legal Sector and Local Governments.

One of the instruments to ensure good governance is the National Anti-Corruption Strategy. The Anti-Corruption Strategy mainly targets strengthening effectiveness, transparency and accountability of service delivery in the Public Sector; effective implementation strategies for the fight against corruption; building capacity for fighting against corruption; and having effective political leadership in the fight against corruption. The Bureau recognizes that it must be a corruption-free area, hence, it will continue strengthening anti-corruption mechanism.

k) HIV/AIDS and Non-Communicable Diseases Guideline of 2014

HIV/AIDS was announced as a national calamity in the year 1999. To date, several initiatives have been taken by the Government in reducing infection rate through provision of care and support as well as creation of awareness to the public.

Furthermore, non-communicable diseases have been earmarked as a threat to social economic development in the country. Hence, as a means of protecting public health, the Government, through its public institutions, is supposed to provide care and support in fighting against non-communicable diseases at the workplace.

TBS as a Government institution abides by the requirements provided under Chapter 3 of the guideline. In doing so, the Bureau sets funds for provision of care and support as well as creating awareness to its staff in fighting against HIV/AIDS and non-communicable diseases.

l) MIT 2026/2027 – 2030/2031 Strategic Plan

The Bureau's Strategic Plan has been aligned with the MIT Strategic Plan to ensure coherent contribution to improving the business environment and enhancing trade and market competitiveness. The Bureau will strengthen the efficiency, consistency, and reliability of its core operations by streamlining certification, inspection, and testing processes; expanding the use of digital systems for service delivery and traceability;

and ensuring uniform enforcement of standards across all regions to promote regulatory predictability. Moreover, it will also enhance laboratory capacity, apply risk-based inspections, and intensify post-market surveillance to uphold product quality and compliance. Furthermore, by aligning national standards with regional and international requirements and supporting enterprises to meet these standards, TBS will facilitate market access, improve competitiveness of Tanzanian products, and contribute to a transparent and well-functioning business environment.

CHAPTER THREE

3. THE PLAN

3.1. Organizational Vision and Aspirations

3.1.1. Overview

TBS is undertaking a deliberate process of institutional repositioning to clarify its purpose and long-term ambition in response to Tanzania's evolving economic, industrial, and trade priorities. Anchored in national development aspirations, the Bureau's vision and mission articulate its strategic intent to strengthen the national quality infrastructure, enhance product competitiveness, and safeguard public interest outcomes, while responding to increasing demands arising from regional integration, technological change, and expanding markets.

3.1.2. Vision

"To be Africa's leading Bureau in standards, quality and safety"

The Tanzania Bureau of Standards envisions a future in which it is recognized as **Africa's leading Bureau in standards, quality, and safety**, setting benchmarks for regulatory excellence, technical competence, and institutional credibility across the continent. Guided by national development aspirations and regional integration priorities, the Bureau seeks to position Tanzania at the forefront of standardization and quality assurance within Africa.

As a driving force, TBS will lead the advancement of robust and harmonized standards, deliver credible and reliable quality assurance services, and uphold high levels of product safety across markets. Through strong regional and international engagement, continuous institutional strengthening, and consistent enforcement of standards, the Bureau will build trust among consumers, industry, and trading partners, while supporting Tanzania's integration into regional and continental markets.

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3.1.3. Mission

"To promote standardization and deliver quality assurance services that protect consumers, facilitate trade and enhance market competitiveness of Tanzanian products and services"

The **Tanzania Bureau of Standards** will promote the development and application of relevant standards and deliver credible quality assurance services to ensure the safety and quality of products placed on the market. Through effective conformity assessment, inspection, and enforcement, the Bureau will safeguard consumers, reduce technical barriers to trade, and support producers and traders to meet applicable regulatory requirements. In doing so, TBS will contribute to improved market confidence, enhanced competitiveness of Tanzanian products, and the smooth functioning of domestic, regional, and international trade.

3.1.4. Core Values

To give effect to its vision and mission in day-to-day operations, the **Tanzania Bureau of Standards** is anchored on a set of core values that **define its institutional identity and guide how it carries out its mandate**. These values inform decision making, shape organizational culture, and establish clear expectations for professional conduct in the development of standards, delivery of quality assurance services, and enforcement of regulatory requirements.

They also set the benchmark for how TBS engages with regulated entities, public institutions, partners, and consumers, and underpin the trust placed in the Bureau as a national and regional authority in standards, quality, and safety.

Core Values	Description	Justification
Integrity and Impartiality	Acting independently, honestly, and fairly in standards development, quality assurance, and enforcement, with decisions grounded in evidence and applied consistently.	Integrity and impartiality are foundational to regulatory credibility and public trust in standards and conformity assessment outcomes.
Profession al Excellence	Delivering the mandate with high levels of technical competence, diligence, and continuous improvement in line with recognized benchmarks.	Technical authority and professionalism are essential for leadership in standards, quality, and safety at national and regional levels.
Accountabi lity for Results	Taking clear ownership of decisions, actions, and performance outcomes, supported by measurable targets and effective oversight.	Strong accountability drives performance discipline, strengthens legitimacy, and ensures effective use of public resources.
Transparen cy and Fairness	Applying clear, predictable, and equitable processes, and communicating decisions openly and consistently to all stakeholders.	Transparency and fairness enhance regulatory certainty, support compliance, and reinforce confidence in institutional decisions.
Service Orientation	Providing responsive, accessible, and reliable services while maintaining regulatory integrity and professionalism.	A service-oriented approach facilitates compliance, improves stakeholder experience, and supports market competitiveness without compromising standards.

Table 5: Core Values

3.2. Five-Year Strategic Objectives

3.2.1. Overview

The Tanzania Bureau of Standards is pursuing a deliberate shift in how it plans, prioritizes, and delivers its mandate in response to rising expectations on product safety, quality assurance, and market competitiveness. Building on its articulated vision and mission, the **Five-Year Strategic Plan (2026/27–2030/31)** defines a set of strategic objectives designed to strengthen institutional effectiveness, improve regulatory outcomes, and support Tanzania's participation in regional and international markets.

This chapter presents the strategic objectives that will shape the Bureau's future actions over the planning period, organized across defined Key Focus Areas that reflect both core (technical) functions and critical institutional enablers.

Key Focus Area	Objective	Description
Employee Health & Wellness	A	HIV/AIDS and Non-Communicable Diseases Reduced and Supportive Services Strengthened
Ethical Governance and Integrity	B	Effective Implementation of the National Anti-Corruption Strategy Enhanced and Sustained
Standards Development and Harmonization	C	Development of National Standards and Harmonization of Regional and International Standards Enhanced
Quality and Metrology Improvement	D	Quality and Safety of Products and Services Strengthened
Market Surveillance and Enforcement	E	Assurance of Product Compliance Consistency Enhanced
Institutional competence	F	Institutional Capacity and Agility to Deliver Mandated Functions Enhanced
Customer Service and Outreach	G	Awareness and Customer-centricity of Services Enhanced

Table 6: Key Focus Areas and Strategic Objectives

Why Strategic Objectives Matter

Delivering on the mandate of the **Tanzania Bureau of Standards** requires a clear set of priorities that respond to both current performance gaps and emerging demands on the national quality infrastructure. As expectations around product safety, standards harmonization, and trade facilitation continue to grow, TBS must strengthen how it plans, allocates resources, and measures results across its core functions.

The **Five-Year Strategic Plan (2026/27–2030/31)** therefore articulates a set of strategic objectives that translate the Bureau's vision and mission into focused outcomes for the planning period. These objectives are organized around defined long term Key Focus Areas and provide the basis for coordinated action, performance management, and accountability across the institution.

For each of the seven KFAs, this section provides:

- A **strategic rationale**, outlining the critical challenges being addressed and why transformation is necessary.
- A clearly defined **strategic objective**, describing the end-state to be achieved over the five-year period.
- A set of **strategic initiatives**, detailing the interventions, programmes, and reforms that will be implemented to achieve the objective.
- A list of **strategic targets** and a matrix of **Key Performance Indicators (KPIs)**, which will be used to measure progress, guide decision-making, and ensure transparency in reporting.

Each objective and its supporting elements are fully aligned with the institutional mandate of TBS and national priorities, including Tanzania's Vision 2050 and broader fiscal and development strategies.

Employee Health & Wellness

3.2.2. KFA 1: Employee Health & Wellness

Why Employee Health & Wellness

The effectiveness and sustainability of the **Tanzania Bureau of Standards** depend on a healthy, motivated, and resilient workforce capable of delivering technically demanding and operationally intensive functions. As workloads increase and staff are exposed to field risks, performance pressure, and evolving service demands, employee health and wellness directly affect productivity, decision quality, service consistency, and institutional resilience. Establishing Employee Health and Wellness as a Key Focus Area ensures that TBS protects its human capital, sustains performance over time, and fosters an organizational culture that supports professionalism, accountability, and long-term institutional effectiveness.

How to Transform

To protect its workforce and sustain institutional performance, the **Tanzania Bureau of Standards** will strengthen its approach to employee health and wellness with focused attention on HIV and AIDS and the prevention and management of non-communicable diseases. This focus area sets out the objective and initiatives to promote awareness, prevention, early detection, and workplace support, while reducing stigma, managing health risks, and fostering a safe, inclusive, and productive working environment for all staff.

Strategic Objective	Description
HIV/AIDS and Non-Communicable Diseases Reduced and Supportive Services Strengthened	This objective aims to safeguard the wellbeing of employees by strengthening workplace responses to HIV and AIDS, gender issues, the needs of special groups, and non-communicable diseases. It focuses on prevention, awareness, early detection, access to support services, and reduction of stigma within the workplace. By promoting a healthy and supportive work environment, the Bureau will sustain productivity, reduce health-related disruptions, and protect its human capital over the long term.

Table 7: Employee Health & Wellness - Strategic Objective

In order to achieve this strategic objective, several initiatives were developed to attain the 5-year aspiration.

Strategic Initiatives	Description
Implementation of HIV/AIDS and non-communicable diseases screening, awareness, and workplace health support programmes	This initiative aims to operationalize the internal HIV/AIDS policy through regular awareness campaigns, voluntary screening, health education, and access to workplace health support services. It also focuses on issues related to gender equality and equity, treatment of special groups as well as early detection, risk reduction, stigma reduction, and referral to appropriate care for NCDs, while promoting healthy lifestyles and sustaining employee wellbeing and productivity.

Table 8: Employee Health & Wellness - Strategic Initiatives

With the strategic initiatives now established, attention turns to the results they are intended to deliver. The strategic targets that follow provide the measurable benchmarks against which progress and impact will be assessed throughout the plan period.

Strategic Targets

1. Internal policy for HIV/AIDS implemented and diversity policy established by June 2031;
2. 10 HIV/AIDS screening, awareness, and workplace health support programmes implemented by June 2031; and
3. 10 Non-Communicable Diseases (NCDs) screening, awareness, and workplace health support programmes implemented by June 2031.

Ethical Governance & Integrity

3.2.3. KFA 2: Ethical Governance and Integrity

Why Ethical Governance and Integrity

Ethical governance and integrity are foundational to the credibility, legitimacy, and effectiveness of the **Tanzania Bureau of Standards**. As a regulator entrusted with setting standards, certifying compliance, and enforcing quality and safety requirements, TBS operates in contexts where discretion, technical judgement, and enforcement authority must be exercised with the highest ethical standards. Strong governance and integrity systems are therefore essential to maintaining public trust, ensuring impartial decision making, and protecting the institution from reputational, legal, and operational risks.

Weaknesses in ethical governance expose regulatory institutions to risks of inconsistency, undue influence, and erosion of stakeholder confidence, particularly where service delivery and enforcement intersect. In an environment of growing regulatory complexity and increasing stakeholder interaction, strengthening ethical governance is critical to ensuring transparency, accountability, and fairness across all functions. Establishing this focus area reinforces TBS's role as a trusted public institution and supports consistent, credible outcomes in standards development, conformity assessment, and market surveillance.

How to Transform

To safeguard institutional credibility and strengthen trust, the **Tanzania Bureau of Standards** will reinforce ethical governance and integrity through clearer accountability frameworks, strengthened internal controls, and consistent enforcement of ethical standards. This focus area sets out the objective and initiatives to embed ethical conduct in leadership, decision making, and daily operations, while enhancing transparency, managing conflicts of interest, and promoting a culture of integrity across the organization.

Strategic Objective	Description
Effective Implementation of the National Anti-Corruption Strategy Enhanced and Sustained	This objective seeks to strengthen ethical governance and integrity across all functions of the Bureau through consistent implementation of the National Anti-Corruption Strategy. It focuses on reinforcing accountability frameworks, strengthening internal controls, managing conflicts of interest, and promoting ethical leadership and conduct. By embedding integrity in decision making and operations, the Bureau will enhance transparency, safeguard credibility, and sustain public trust in its regulatory role.

Table 9: Ethical Governance and Integrity - Strategic Objective

In order to achieve this strategic objective, several initiatives were developed to attain the 5-year aspiration.

Strategic Initiatives	Description
Implementation of Workplace Intervention Programmes on Preventing and Combating Corruption	This initiative focuses on rolling out structured workplace intervention programmes aimed at preventing and combating corruption across the Bureau. The programmes will include ethics awareness, leadership accountability, staff training, compliance monitoring, and behaviour change interventions aligned with the National Anti-Corruption Strategy.

Table 10: Ethical Governance and Integrity - Strategic Initiatives

Having defined the key initiatives that will drive reform in this focus area, the emphasis now shifts to outcomes. The strategic targets below set out the quantifiable results that will guide performance management and track progress over the five-year horizon.

Strategic Targets

1. 5 Workplace intervention programmes on preventing and combating corruption implemented by June 2031;
2. Integrity systems, whistle-blowing mechanisms, and digital controls fully operationalized by June 2031; and
3. Fraud Risk Management Framework implemented by June 2031.

Standards Development and Harmonization

3.2.4. KFA 3: Standards Development and Harmonization

Why Standards Development and Harmonization

Standards development and harmonization are fundamental to the mandate of the Tanzania Bureau of Standards and to Tanzania's industrialization, trade, and consumer protection agenda. A modern, responsive standards system is essential to ensure that national standards keep pace with technological change, support innovation, and align with regional and international benchmarks. Effective harmonization reduces technical barriers to trade and enables Tanzanian producers to access markets under regional and continental frameworks.

Current gaps in the speed, inclusiveness, and strategic prioritization of standards development limit the ability of the standards system to respond to emerging and high growth sectors. Limited participation in regional and international standardization platforms, weak stakeholder engagement, and insufficient use of data and foresight reduce the relevance and timeliness of standards, particularly in areas such as digital technologies, renewable energy, and advanced manufacturing. These constraints weaken the role of standards as instruments of competitiveness and trade facilitation.

If left unaddressed, these weaknesses will undermine product competitiveness, slow industrial upgrading, and weaken consumer and environmental protection. **Strengthening standards development and harmonization is therefore critical to positioning TBS as a credible and forward-looking standards body that supports regional integration, industrial growth, and public trust.**

How to Transform

This section outlines the strategic objective for this focus area and the key initiatives through which it will be achieved.

Strategic Objective	Description
Development and Harmonization of National, Regional, and International Standards Enhanced	This objective seeks to strengthen the relevance, timeliness, and alignment of Tanzania's standards system by improving the development, review, and harmonization of national standards with regional and international frameworks. It focuses on accelerating standards development processes, deepening participation in regional and international standardization platforms, and ensuring that standards respond to emerging technologies, priority economic sectors, and market needs. **Through enhanced harmonization, the Tanzania Bureau of Standards will reduce technical barriers to trade, support innovation and industrial competitiveness, and strengthen Tanzania's integration into regional and global markets.**

Table 11: Standards Development and Harmonization - Strategic Objective

To achieve this strategic objective, several initiatives were developed to attain the 5-year aspiration.

S/N	Strategic Initiatives	Description
1	Expand scope of stakeholder involvement through engagement on their own platforms to improve participation in the standardization process	Use stakeholders' existing platforms and networks to promote awareness and participation in the standardization process. This will improve reach, accessibility, and participation rates while encouraging a more inclusive and collaborative standards development process.
2	Modernize outreach through adoption of modern technologies to improve stakeholder engagement	This initiative modernizes TBS outreach through a digital-first approach that improves how stakeholders access, engage with, and use standards information. It will assess existing outreach and information services, close identified gaps, and deploy modern digital tools, including an integrated online standards library, digital sales platform, and rapid information dissemination channels, supported by continuous stakeholder feedback and performance monitoring. **By embedding digital workflows, automation, and analytics, the initiative will expand access, improve efficiency and transparency, and strengthen TBS's role as a trusted, digitally enabled knowledge hub** that promotes standards awareness, uptake, and compliance.
3	Establish long-term relationship management mechanisms through dedicated personnel to improve standards application	This initiative seeks to institutionalize structured and sustained engagement with key stakeholders through formal relationship management mechanisms. These include stakeholder mapping, engagement plans, appointing focal points, and engagement records to ensure continuity, mutual trust, and alignment between standards development priorities and stakeholder expectations over time.
4	Build institutional capacity by conducting periodic workshops to improve standards awareness within TBS	Improving standards awareness among TBS staff across all departments that involves **delivering workshops that provide a platform for needs assessment with regard to gaps in the existing standards and delivering regular training that updates on new standards, and how to implement them**.

S/N	Strategic Initiatives	Description
5	Establish a communication and marketing approach through expert consultation to improve standards uptake	Develop a structured communication and marketing approach focused on promoting and selling standards to target industries and stakeholders. This will help the Bureau to increase uptake of the developed standards and revenue from standards.
6	Modernize standards repository through a robust digital standards library to improve standards access	Advancing a digital-first strategy to modernize library and information services by online access to standards and publications, facilitating sales through a webstore, and ensuring rapid dissemination of critical information to trade and commerce to stakeholders. **By integrating digital workflows and automation, the organization enhances operational efficiency, expands accessibility, and strengthens its role as a trusted, digitally enabled knowledge hub.**
7	Operationalize a regional and international technical committee participation programme informed by priority mapping for market harmonization	This initiative establishes a structured programme to prioritize and strengthen TBS participation in regional and international technical committees by building and sustaining a strong national pool of standards experts. **It will map existing technical capacity, identify gaps, and deliver targeted capacity building in standards development, priority sectors, international procedures, and leadership and consensus-building skills, supported by clear incentives and career pathways**. By aligning expert capability with national priorities, the initiative will enhance Tanzania's influence in standards development, safeguard trade interests, and reinforce TBS's leadership role in advancing harmonized standards for sustainable socio-economic growth.
8	Acquire leadership in regional and international standardization through a strategic positioning programme to build TBS influence in standardization processes	This initiative positions TBS and Tanzania to lead in regional and international standardization by focusing resources on priority sectors where the country has strong comparative advantage. It will support national experts to take leadership roles in key technical committees, coordinate national positions, and build capacity in standards diplomacy, while increasing Tanzania's visibility through leadership roles, hosted meetings, and strategic partnerships in regional and global standards bodies. **The programme aims to influence harmonized standards aligned with national development priorities, reduce technical barriers to trade, strengthen competitiveness, attract development**

S/N	Strategic Initiatives	Description
		partner support, and reinforce Africa's leadership in standards development for sustainable socio-economic growth.
9	Establish standard uptake tracking mechanism through stakeholder engagement to track performance	This initiative introduces a digital tracking system to monitor standards enforcement, compliance, and market uptake across sectors. By digitizing enforcement records, integrating with existing systems, and **using real-time dashboards and analytics, it will strengthen evidence-based decision-making, improve enforcement consistency and transparency**, enhance market confidence, and support effective standards review and harmonization.
10	Mandate market assessment within procedures for standards development guidelines to improve relevance of standards	This initiative transforms standards development by requiring a structured market assessment before initiating or participating in any standards project. TBS will assess market need, industry readiness, SME compliance capacity, economic impact, and trade implications using a standardized assessment framework that defines clear decision criteria and reporting mechanisms. **By focusing resources on standards with demonstrated demand and impact, the initiative will reduce unused standards, improve prioritization, lower industry resistance, and ensure standards development delivers measurable economic and trade value.**
11	Publish periodic market research reports through TBS channels to inform on the relevance of standards developed	This initiative will see regular market research reports conducted and published to assess the relevance, applicability, and impact of existing and newly developed standards across sectors. The implementation will be done through conducting market surveys, stakeholder consultations, data analysis on standards uptake and compliance, and collaboration with industry, academia, and research institutions, with findings disseminated through digital platforms and stakeholder forums. **This ensures standards remain market-driven**, practical, and responsive to emerging needs, while strengthening evidence-based standards development and revision, improving stakeholder confidence, and supporting regional market harmonization.
12	Build fiscal resilience through new avenues of monetization to capacitate standardization activities	This initiative envisages the establishment of a standards levy by assessing the impact on standards and quality assurance stakeholders, including companies and individuals who

S/N	Strategic Initiatives	Description
		produce, sell, or use products and services subject to standards, and reviewing existing legislation to ensure alignment and support for the initiative
13	Accelerate Standards Development in Emerging Technologies and New Markets	**This initiative accelerates standards development in emerging technologies by proactively identifying priority areas, fast-tracking development pathways, and strengthening partnerships and international engagement**. By shifting to forward-looking standardization, it will close regulatory gaps, support innovation and investment, protect consumers, and position TBS and Tanzania as leaders in future-focused standards development in Africa.

Table 12: Standards Development and Harmonization - Strategic Initiatives

The strategic initiatives outlined above establish the key reform levers required to transform this focus area. To ensure disciplined execution and measurable impact, these initiatives are anchored by clear strategic targets that define the performance ambition over the five-year period.

Strategic Targets

1. 1,630 Process technology National Standards developed by June 2031.
2. 1,370 Engineering National Standards developed by June 2031.
3. 12,500 Standards sold by June 2031.
4. A standards application support mechanism established by June 2031.
5. Internal standards application capacitation programme operationalized by June 2031.
6. Regional and international technical committee participation and leadership programme operationalized by June 2031.
7. A standards uptake tracking system operationalized by June 2031.
8. Market assessment framework for standardization operationalized by 2027.
9. 2 Market relevance surveys conducted by June 2031.

Quality and Metrology Improvement

3.2.5. KFA 4: Quality and Metrology Improvement

Why Quality and Metrology Improvement

The ability of Tanzanian products to compete in demanding regional and international markets depends not only on compliance with standards, but on the **consistency, accuracy, and reliability of quality and measurement systems** throughout the production and certification lifecycle. Quality improvement and metrology therefore form the technical backbone of export readiness, industrial upgrading, and consumer confidence. For the **Tanzania Bureau of Standards**, this focus area is essential to ensuring that certification outcomes are trusted, measurement results are traceable, and quality claims made by producers can be verified with confidence.

Weak adoption of internationally recognized quality management systems, limited use of quality performance data, and gaps in scientific metrology constrain the ability of firms to produce consistently at export quality levels. These constraints increase rejection risks, slow integration into global value chains, and raise compliance costs, particularly for sectors that depend on precise measurement and calibration. At the national level, limited metrology capability also drives reliance on foreign calibration services, reducing efficiency and weakening self-sufficiency in quality assurance.

Failure to strengthen quality and metrology systems will continue to undermine industrial competitiveness, erode consumer trust, and limit participation in high value and regulated markets. **Strengthening this focus area is therefore critical to supporting sustained export growth, enabling value addition, and establishing Tanzania as a credible and reliable source of quality products and services across priority sectors.**

How to Transform

This focus area sets out the strategic objective and key initiatives to embed continuous quality improvement across priority sectors.

Strategic Objective	Description
Quality and Safety of Products and Services in the Market Strengthened	This objective seeks to improve the consistency, reliability, and international acceptance of products and services in the market through stronger quality assurance and metrology systems. It focuses on expanding adoption of internationally recognized quality management systems, strengthening scientific metrology and calibration capacity, and promoting continuous quality improvement across priority sectors. By improving measurement accuracy and production consistency, the Bureau will reduce market rejections, enhance consumer confidence, and support export competitiveness.

Table 13: Quality and Metrology Improvement - Strategic Objective

To achieve this strategic objective, several initiatives were developed to attain the 5-year aspiration.

	Strategic Initiatives	Description
1.	Establish hallmarking for precious metals to assure quality and purity to consumers	This initiative is designed to establish and operate a comprehensive hallmarking certification service for precious metals within Tanzania. Hallmarking is a globally recognized system for verifying the purity and quality of precious metals and is a critical mechanism for consumer protection and market integrity. TBS will establish procedures for inspection, assaying (testing), and marking of precious metals. By undertaking this activity, TBS can directly fulfil its mandate to promote standardization and quality assurance across all product descriptions, thereby enhancing consumer confidence, fostering fair trade practices, and significantly bolstering the credibility and global competitiveness of Tanzania's growing precious metals industry. This initiative will also generate income for the Bureau through the fees collected from hallmarking.
2.	Enhance product certification to cover emerging advancements within energy, technology and environment	The initiative will enhance product certification regarding emerging advancements in energy efficiency, environmental sustainability, and technology. The certification scheme will be developed to detail the criteria, procedures, and attestation statements for energy efficiency labelling, eco-marking, and any other technology as the need arises. Energy efficiency testing and eco-certification will be conducted alongside product certification. Certification officers will be capacitated on the audit and inspection of this new scope. The initiative will enable the products certified by TBS to compete in both local and international markets.
3.	Testing product-packaging compatibility and enhancing modern packaging design	This initiative focuses on delivering product-packaging compatibility testing services alongside advanced packaging design and development support to ensure packaging materials are safe, functional, and fit for purpose, while enabling modernization of local packaging solutions by systematically testing product-packaging compatibility and applying modern packaging design tools to develop safe, functional, and competitive packages. This initiative will result into improved product safety and quality, reduced packaging risks and non-compliance, modernized local packaging aligned with market requirements, enhanced competitiveness of locally manufactured products, and strengthened national packaging innovation capacity.

	Strategic Initiatives	Description
4.	Embedding Quality Management System based on ISO 9001 into government institutions operations to improve government services	This initiative is designed to integrate ISO 9001 Quality Management Systems into the operations of all government institutions to improve the quality and consistency of public services. This will be done by securing approval and policy support from the Ministry of Public Service and Good Governance, training staff in targeted Government institutions, conducting audits, and issuing ISO 9001 certifications. Aligning government operations with ISO 9001 will increase public sector accountability, reduce turnaround time in service delivery, and improve customer satisfaction.
5.	Embedding Anti-bribery Management System (ABMS) based on ISO 37001 into Government institutions operations	The initiative will facilitate the implementation of Anti-Bribery Management Systems in government institutions through ISO 37001 certification. This will be done by seeking high-level support from responsible authorities through lobbying, advocacy, and collaboration to mandate compliance across all Government institutions, institutional capacity and competence building training auditors, assessing compliance, and issuing certification services. This will result in strengthened technical expertise, enhanced credibility, and increased income generation.
6.	Rollout Personnel Certification Scheme based on ISO/IEC 17024 (Accredit the system)	This will provide credible, impartial, and internationally recognized assurance that certified individuals are competent to perform specific tasks according to defined requirements, ensuring competence and enabling recognition of qualifications. TBS will define the scope of certification by identifying roles to be certified (e.g., inspectors, technicians, safety officers) and define competence requirements such as knowledge, skills, abilities, and experience based on industry standards, regulatory requirements, and the risk level of the activity. TBS will develop a certification scheme including eligibility criteria, examination methods, recertification requirements, and grounds for suspension or withdrawal. This initiative will increase international credibility and trust as well as revenue generation for TBS.
7.	Expand scope of Quality Management Systems certification based on international standards for Good Agricultural Practices (GAP) and Good Manufacturing Practices (GMP)	This initiative aims to expand the scope of quality management systems certification to cover new international standards of Good Manufacturing Practices (GMP) and Good Agricultural Practices (GAP). This will be achieved by building technical capacity, training auditors, and aligning procedures with global guidelines. This will improve product quality and safety, boost market access for Tanzanian products, and strengthen TBS's international credibility.

	Strategic Initiatives	Description
8.	Coordinate investment of storage facilities for horticultural perishable goods to improve shelf life and better market access for local producers	This initiative will ensure coordination of investment in appropriate storage facilities for horticultural perishable goods, such as cold rooms, refrigerated warehouses, shades, and controlled-atmosphere storage. This involves assessing current storage gaps and post-harvest loss levels for key commodities and promoting standardized storage technologies and handling practices. TBS will coordinate stakeholders for investment in environmentally controlled facilities at production sites, collection centres, and market points. Furthermore, TBS will facilitate linkages between producers, storage service providers, transporters, and buyers to ensure effective utilization of facilities. These actions will lead to reduced post-harvest losses, improved product quality, and extended shelf life, allowing for flexible timing of sales and improved access to domestic and export markets.
9.	Introduce a multi-tiered quality recognition system as an incentive for higher compliance levels	Under this initiative, the Bureau will recognise and promote products and services that consistently exceed the minimum quality standards set by TBS and demonstrate superior quality, safety, and performance. TBS will develop well-defined, measurable, and transparent criteria for awarding a "Mark of Excellence" that goes above and beyond existing mandatory standards. This includes considering a multi-tiered premium mark (e.g. Tanzanite, Platinum) to recognize different levels of excellence or specific attributes like innovation and sustainability. The system will incorporate QR codes on the label, allowing consumers to scan and instantly verify certification status and details. TBS will collaborate with leading companies as early adopters and establish an annual awards ceremony. This initiative will foster a culture of quality excellence, enhance consumer confidence, and improve the competitiveness of Tanzanian products.
10.	Expand scope of accreditation of TBS services to facilitate access to global markets	This initiative intends to increase the scope of accreditation to cover specific market standards. TBS will identify target global and regional markets by analysing export destinations and trade priorities and identify technical barriers to trade (TBTs) by engaging exporters, regulators, and industry associations. TBS will determine which standards and accreditations are required for market access (such as EU directives, AfCFTA requirements, and industry-specific schemes) and conduct a gap analysis against current capabilities. Notably, TBS will also be expanding its accredited scopes across calibration, testing, and certification services to broaden its technical strengths and service provision. By building technical and institutional capacity, the initiative will

	Strategic Initiatives	Description
		benefit TBS and producers by reducing technical barriers to trade, promoting exports, and increasing international credibility.
11.	Establish Tanzania National Accreditation Service	The initiative seeks to establish an independent national authority with the legal mandate, governance structures, and technical capacity to recognize the competence and impartiality of conformity assessment bodies. This will reduce reliance on foreign accreditation, lower recurring accreditation costs for TBS, retain financial resources domestically, and strengthen international confidence in Tanzania's quality infrastructure through mutual recognition arrangements.
12.	Establish process certification to cover processes that do not produce tangible products	This initiative aims to establish a scheme for process certification to cover processes that do not produce a tangible product. Processes and services that need certification will be identified and aligned with existing national or international standards. Procedures and required fees will be established, indicating the required competency of personnel. Capacity building will be conducted for personnel to meet the requirements of the scheme. The initiative will reduce the number of services imported into the country, hence boosting the national economy.
13.	Introduce mobile testing centres to bring services closer to stakeholders and enhance market coverage	Under this initiative, the Bureau will design, acquire, deploy, and operationalize mobile testing centres equipped with essential instruments to deliver on-site, rapid, and reliable product testing services directly to stakeholders across Tanzania. TBS will conduct a needs assessment to identify priority regions and high-risk product categories to define the scope of mobile testing. TBS will procure customized mobile laboratory vehicles with electrical power systems and solar backups, ensuring equipment complies with ISO/IEC 17025. Standard operating procedures (SOPs) will be developed for field operations. This will improve the competitiveness of Tanzanian products, strengthen consumer protection, and reduce costs and turnaround times for testing.
14.	Strengthen inspection corridors by designating officers to each corridor	This initiative is designed to strengthen corridors and designate responsible officers to track the status of certification and registration for all products and premises available in the corridor including the use of advanced methods such as geo-tracking to improve premises traceability. Each zonal office will be systematically segmented into clearly defined inspection corridors. Each inspector will be assigned to a specific corridor for a predetermined period, after which there will be a mandatory rotation to a different corridor to ensure focused attention and equitable distribution of workload. Implementing these structured rotational inspections will dramatically enhance

	Strategic Initiatives	Description
		certification coverage, significantly improve the supervision of inspectors, increase productivity, and lead to a substantial increase in internal revenue.
15.	Establish a digitalized national product catalogue	This initiative aims to establish a national product coding, identification, and tracking framework and system to serve as the authoritative catalogue and reference point for products and equipment across government and key stakeholders involved in quality assurance. The system will enable systematic capture, analysis, and reporting of product quality status and performance trends of Tanzanian goods in domestic, regional, and international markets. It will strengthen evidence-based monitoring of compliance with national and international standards, support trade facilitation, enhance consumer protection and safety, reduce repeated non-compliance and export rejections, and reinforce metrology and conformity assessment functions. Overall, the initiative will enhance Tanzania's competitiveness, credibility, and reputation in regional and global trade through improved transparency, accountability, and coordination across the national quality infrastructure ecosystem.
16.	Legal institutionalization of fuel marking and fuel quality traceability under the Tanzania Bureau of Standards Act	This initiative seeks to amend the Tanzania Bureau of Standards Act to formally assign fuel marking, fuel authenticity verification, and marker-based quality control as statutory functions of TBS. Fuel marking is fundamentally a standards, conformity assessment, and traceability function, rather than an energy-sector regulatory function. While EWURA will continue to regulate the fuel market, TBS, as the national authority for standards, testing, certification, and quality verification, will be legally empowered to implement and oversee fuel marking. Embedding fuel marking within the TBS legal framework will establish a legally secure and internationally credible system for verifying fuel authenticity, origin, and compliance, thereby strengthening consumer protection, reducing fuel adulteration, and enhancing confidence in Tanzania's fuel quality assurance regime.
17.	Realize and disseminate SI units	This initiative focuses on establishing and operationalizing measurement systems that can realize and disseminate two (2) SI units for providing measurement traceability to critical national infrastructures, industries and sectors that require high measurement precision and accuracy. Achieving this objective requires the acquisition of state-of-the-art metrology equipment, comprehensive training of qualified technical personnel, and the full operationalization of advanced measurement systems. TBS will participate in regional and international comparison exercises to demonstrate equivalence and will provide direct traceability services to measurement users. By

	Strategic Initiatives	Description
		ensuring the stability, reproducibility, and international comparability of measurements, this initiative will support high-technology industries, calibration laboratories, and research institutions in achieving precise and reliable measurements.
18.	Increase the number of published Calibration and Measurement Capabilities (CMCs) in the BIPM Key Comparison Database (KCDB)	This initiative aims to increase the number of internationally published Calibration and Measurement Capabilities (CMCs) in the BIPM Key Comparison Database (KCDB) from 8 to 38. Implementation will involve the preparation of rigorous technical documentation, acquisition of reference artefacts, and submission of CMCs to the relevant Regional Metrology Organizations (RMO) for peer review. TBS will incorporate technical feedback and finalize resubmissions in accordance with international requirements. Expanding scope and the number of published CMCs will enhance international recognition of Tanzania's metrological capability and strengthen confidence among investors, manufacturers, and service providers operating in regional and global markets.
19.	Enhance TBS participation in international metrology forums	This initiative seeks to increase TBS's active participation and visibility within regional and international metrology forums and technical committees. The Bureau will expand its engagement from limited participation to active membership across a broader range of technical committees, with a strategic objective of assuming leadership and secretariat roles over time. Through active involvement in technical working groups and global decision-making processes, TBS will strengthen institutional trust and credibility. Enhanced international visibility will support increased investment confidence and drive demand for Tanzanian metrology services.
20.	Setting up the National Timescale	This initiative focuses on establishing the National Time Scale as a foundational component of Tanzania's metrology infrastructure for offering reference real time service in the country. Implementation will involve the acquisition of a complete time-scale system, including the required technology for timing signal generation and distribution, encompassing both hardware and software components. The initiative will also cover comprehensive testing and commissioning of the time-scale system to ensure technical reliability and operational readiness. In parallel, advanced training will be enhanced for technical personnel, building on existing competencies to support sustainable operation and maintenance. The primary objective over the next five years is to establish the core infrastructure required for the generation and distribution of national timing

	Strategic Initiatives	Description
		signals, laying the foundation for future expansion and integration with international timekeeping systems.
21.	Improve efficiency in provision of calibration services	The initiative aims to improve the efficiency and reliability of calibration services through modernization and decentralization. It will involve upgrading and digitalizing existing calibration laboratories by procuring high-performance equipment, replacing aging systems, and enhancing Laboratory Information Management Systems (LIMS) to enable integrated, efficient digital workflows. In parallel, the initiative will establish fully equipped zonal laboratories across the country, supported by appropriate infrastructure, trained technical personnel, and standardized calibration equipment. Together, these interventions will improve accuracy, expand nationwide access, reduce turnaround times and logistical costs, and ensure timely, high-quality calibration services aligned with evolving industrial and regulatory requirements.
22.	Establish calibration laboratories licensing scheme for enhancing provision and supervision of calibration services	This involves licensing, monitoring, and supervising calibration laboratories operating in the country to ensure that their calibration services conform to both ISO/IEC 17025 Standard and statutory requirements. This will be achieved by finalizing the Metrology Regulations as the basis and legal framework for licensing calibration laboratories, and conducting needs assessment and sector prioritization to identify priority sectors and demand. Furthermore, it will require the formation of a calibration laboratory licensing scheme, staff capacity building and training, the creation of a transparent licensing process, pilot licensing, and conducting stakeholder engagement to build awareness and trust among stakeholders. This initiative will strengthen the national quality infrastructure, expand service coverage, and ensure industries across the country have access to reliable, SI-traceable calibration services.
23.	Expand scope of calibration	This initiative involves expanding TBS's calibration services to 17 additional technical areas (density, bulk volume, flow, viscosity, survey equipment, acoustic and vibrations, hardness, engineers' levels, laser-based equipment, microscope, spectrophotometry, gas detection, frequency, calorimetry, alcohol breath analysis, and photometric). Implementation will be achieved through targeted acquisition of specialized equipment and intensive training of technical personnel. Expanding the calibration scope will address emerging industry needs, reduce reliance on external service providers, and enhance national self-sufficiency in measurement services.

	Strategic Initiatives	Description
24.	Produce biological and chemical reference materials	Under this initiative, the Bureau will undertake the production of reference materials to meet local and industrial needs. This will be achieved by conducting a comprehensive needs analysis, enhancing staff training, and acquiring the necessary facility, equipment, chemicals, and consumables. TBS will produce and assign values creating Certified Reference Materials (CRMs) by conducting collaborative studies with other National Metrology Institutes (NMIs). The initiative further involves acquiring specialized packaging materials and developing and implementing a market strategy to promote awareness to consumers and the public. This initiative will cater to national Reference Materials demand in medical sectors, chemical processing industries, quality control (QC) laboratories, and research or academic institutions, thereby increasing TBS revenue.
25.	Enhance calibration of sensitive biomedical equipment	This initiative aims to expand calibration services for sensitive and critical life-saving medical equipment. Sensitive and critical medical equipment includes life-support devices (ventilators, defibrillators, dialysis machines), diagnostic imaging tools (MRI, CT, ultrasound), monitoring systems (ECG, pulse oximeters), and surgical/trauma equipment. Implementation will require acquisition of advanced biomedical calibration tools, specialized technical training, participation in inter-laboratory comparisons, and pursuit of accreditation. Strengthening this calibration capability will directly support patient safety, improve healthcare service and the reliability of healthcare services nationwide.
26.	Strengthen provision of Interlaboratory Comparisons (ILCS) and Proficiency Testing (PTs)	This initiative is intended to enhance provision of ILCs/PTs services among laboratories. This will be made possible by ensuring the policy and strategic framework as a legal and institutional basis for conducting ILC/PT schemes, conducting a needs assessment and scope definition, and strengthening infrastructure and resource development (including the establishment of a dedicated ILC/PTS coordination unit within TBS). The Bureau will acquire the necessary reference materials/artefacts, measurement standards, and statistical tools for ILC/PTS scheme design; conduct staff capacity building to train TBS staff in ILC/PTS design, statistical analysis, and reporting; and collaborate with AFRIMETS, BIPM, PTB, and other NMIs for knowledge transfer, obtain ISO/IEC 17043 accreditation as an ILC/PTS provider, and ensure integration with international frameworks. The implementation of this initiative will ensure quality and reliability of measurement performed by calibration and testing laboratories.

Table 14: Quality and Metrology Improvement - Strategic Initiative

The initiatives presented above set out the priority interventions that will drive transformation within this focus area. Their successful implementation will be measured against defined strategic targets that articulate the level of performance and impact to be achieved over the planning horizon.

Strategic Targets

1. 7,000 Products certified by June 2031.
2. 14,000 Product registration certificates issued by June 2031.
3. 400,000 Premise registration permits issued by June 2031.
4. 100 Management system certifications issued by June 2031.
5. 27,500,000,000 Litres of fuel marked by June 2031.
6. 45,000 Electrochemical calibration certificates issued by June 2031.
7. 40,000 Physio analytical calibration certificates issued by June 2031.
8. 85,000 Engineering laboratory samples tested by 2031.
9. 165,000 Process technology laboratory samples tested by 2031.
10. 1,000 Promotional materials approved by June 2031.
11. 2,000 Technical Assistance to Exporters (TAE) services facilitated by June 2031.
12. National hallmarking scheme operationalized by June 2031.
13. Energy efficiency and environmental certifications schemes operationalized by June 2031.
14. Packaging compatibility testing and design programme operationalized by June 2031.
15. ISO 9001 and ISO 37001 certification schemes for MDAs and LGAs operationalized by June 2031.
16. 30 Personnel ISO/IEC 17024 certified by June 2031.
17. GAP and GMP certification schemes operationalized by December 2027.
18. A multi-tier national quality recognition system introduced, and 50 producers upgraded by June 2031.
19. Maintenance of current scopes and 5 additional engineering testing accreditation scopes achieved by June 2031.
20. Maintenance of current scopes and 9 additional process testing accreditation scopes achieved by June 2031.
21. Maintenance of current scopes and 7 additional electrothermal metrology accreditation scopes achieved by June 2031.
22. Maintenance of current scopes and 7 additional physio analytical metrology accreditation scopes achieved by June 2031.
23. Maintenance of current scopes and 4 additional product certification accreditation scopes achieved by June 2031.
24. Maintenance of current scopes and 4 additional system certification accreditation scopes achieved by June 2031.
25. Maintenance of current scopes and 4 additional inspection accreditation scopes achieved by June 2031.

26. 250 service providers process across four new process certification schemes certified by June 2031.
27. Mobile testing centres operationalized by June 2031.
28. Inspection corridors strengthened by June 2027.
29. A national product coding, identification and tracking system established and fully mapped to standards by June 2031.
30. 50 consultancy services in Standardization, Quality Assurance, Metrology and Testing (SQMT) delivered by June 2031.
31. 30 Accredited Viwango Academy short courses operationalized by June 2031.
32. 12 Research Projects on Standardization, Quality Assurance, Metrology and Testing (SQMT) conducted by June 2031.
33. Realization and dissemination of two SI units to national laboratories and institutions achieved by June 2031.
34. Participation in 10 international metrology technical committees achieved by June 2031.
35. National Time Scale system established by June 2029.
36. Production of two (2) biological or chemical reference materials and supply to 50 customers achieved by June 2031.
37. 10 Engineering Testing interlaboratory comparisons and proficiency testing schemes provided by June 2031.
38. 20 Process Technology Testing interlaboratory comparisons and proficiency testing schemes provided by June 2031.
39. 10 Electrothermal Metrology interlaboratory comparisons and proficiency testing schemes provided by June 2031.
40. 10 Physio Analytical Metrology interlaboratory comparisons and proficiency testing schemes provided by June 2031.
41. 500 MSEs, processes and manufacturing firms capacitated on standards interpretation and quality improvement (coaching) by June 2031.
42. 200 Trainings in Standardization, Quality Control, Quality assurance, and Laboratory techniques provided to the Bureau's stakeholders by June 2031.

Market Surveillance and Enforcement

3.2.6. KFA 5: Market Surveillance and Enforcement

Why Market Surveillance and Enforcement

Market Surveillance and Enforcement are the mechanisms through which standards and quality requirements acquire real meaning in the marketplace. They determine whether regulations protect consumers in practice, whether compliant businesses are rewarded for doing the right thing, and whether markets operate on a level playing field. As Tanzania's economy becomes more complex and interconnected, the effectiveness of Market Surveillance and Enforcement increasingly shapes confidence in domestic markets and the credibility of Tanzania as a trading partner.

Growing import volumes, diversified industrial production, and deeper participation in regional and global trade arrangements place unprecedented pressure on inspection, testing, and market surveillance systems. Where enforcement tools, laboratory coverage, and data systems do not keep pace, regulatory gaps emerge across borders, supply chains, and distribution networks. These gaps allow unsafe, counterfeit, and substandard products to circulate, distort competition, and weaken incentives for firms that invest in compliance and quality.

Strengthening Market Surveillance and Enforcement is therefore not only about improving inspections or increasing penalties, but about building an integrated, intelligence led system that protects consumers, supports fair trade, and reinforces trust in Tanzanian markets. For the **Tanzania Bureau of Standards**, this focus area is central to enhancing confidence in regulatory controls, safeguarding public welfare, and ensuring that industrial growth and regional integration are underpinned by effective and credible market oversight.

How to Transform

This section defines the initiatives that will modernize inspections, strengthen surveillance, and increase confidence that Tanzanian markets reward compliance and protect consumers.

Strategic Objective	Description
Assurance of Product Compliance Consistency Enhanced	This objective aims to strengthen market surveillance and enforcement systems to ensure consistent application of standards and regulatory requirements across the market. It focuses on modernizing inspection and testing capability, expanding risk-based surveillance, improving data integration, and strengthening coordination with border and enforcement agencies. Through more consistent and intelligence-led enforcement, the Bureau will protect consumers, promote fair competition, and increase confidence in the integrity of Tanzanian markets.

Table 15: Market Surveillance and Enforcement - Strategic Objective

In order to achieve this strategic objective, several initiatives were developed to attain the 5-year aspiration.

S/N	Strategic Initiatives	Description
1.	Operationalize improved risk-based market surveillance (including e-surveillance) by targeting products with high frequency failure rates as well as ensuring compliance of promotional materials for sensitive products are registered and regulated.	This initiative aims to operationalize an improved risk-based market surveillance system, including e-surveillance, by targeting products with high failure rates and ensuring that promotional materials for safety-sensitive products are registered and regulated, through the use of risk analysis, digital monitoring tools, and enforcement of compliance requirements, in order to enhance consumer protection, prevent unsafe products from reaching the market, ensure accurate information, and optimize regulatory resources through targeted, evidence-based oversight.
2.	Employ modern inspection methods and procedures by capacitating the Bureau's competence and procuring modern inspection equipment to expedite conformity assessments services.	The initiative will ensure the adoption of modern inspection methods and procedures by strengthening the Bureau's technical competence through staff training and procuring advanced inspection equipment (including rapid test kits), the application of digital seals to conditional releases, and the implementation of standardized processes aligned with international best practices. This will expedite conformity assessment services, enhance accuracy and reliability of results, improve service efficiency, and strengthen confidence in the Bureau's technical capabilities.
3.	Enhance data visibility and access on the business environment through cross-agency coordination and system interoperability among different public agency systems	The Bureau will enhance data visibility and access on the business environment by enabling cross-agency coordination and interoperability among public sector systems, through integrated digital platforms across government agencies, to support informed decision-making, reduce duplication, improve regulatory efficiency, and create a more transparent and facilitate business environment.
4.	Strengthen enforcement measures to non-conforming products by revising sanctions, fines and penalties to enhance product compliance	This initiative aims to strengthen strict enforcement measures against non-conforming products by revising sanctions, fines and penalties to enhance product compliance, through strengthened regulatory frameworks, inspections, compliance monitoring, and legal actions, in order to guarantee consumer safety, ensure product safety, quality and competitiveness, promote producer

S/N	Strategic Initiatives	Description
		compliance, and uphold trust in the national conformity assessment system and easy enforcement undertakings costs.
5.	Strengthen collaboration with relevant Government authorities to protect consumers from substandard products	The Bureau will strengthen collaboration with other law enforcement agencies by integrating shared intelligence and deploying advanced tracking technologies to dismantle illegal networks, so as to protect public health from substandard goods, and ensure a fair marketplace for legitimate businesses.
6.	Strengthen enforcement of measurement equipment to be calibrated as well as the equipment/tool used to calibrate the measurement equipment in industrial and scientific metrology for assurance and measurement of quality	This initiative seeks to strengthen enforcement of calibration requirements to ensure that all measurement equipment and the tools used to calibrate them in industrial and scientific metrology are regularly calibrated, traceable to recognized standards, and inspected through regulatory controls, accreditation and routine surveillance, in order to guarantee accurate and reliable measurements, assure quality, protect safety, support scientific integrity, and enhance industrial and trade competitiveness.
7.	Operationalize quality and safety inspection and testing of household and industrial liquefied petroleum and natural gas cylinders	TBS will ensure safety in the use of household and industrial petroleum and natural gas cylinders by enforcing nationwide surveillance, routine inspection and monitoring throughout the production, distribution, storage, and usage stages, in order to safeguard public health, safety and promote safe energy practices across the country.
8.	Strengthen national food risk assessment capacity to support public health and facilitate fair trade	The initiative aims to strengthen national food risk assessment capacity by enhancing technical expertise and modernizing data systems to evaluate and monitor contaminants of concern to food safety, while aligning procedures with international standards to ensure consistent, transparent and credible assessment that supports evidence-based decision making, public health protection and fair trade.

Table 16: Market Surveillance and Enforcement - Strategic Initiatives

The interventions outlined above provide the operational pathway for advancing this focus area. To translate these efforts into tangible results, they are underpinned by specific strategic targets that define the expected outcomes and performance benchmarks over the five-year period.

Strategic Targets

1. 230,000 Certificates of Conformity (CoCs) for imported general goods under PVoC programme issued by June 2031.
2. 550,000 Permits for imported general goods under Destination Inspection (DI) programme issued by June 2031.
3. 280,000 Certificates of Road worthiness (CoRs) for imported used motor vehicles issued by June 2031.
4. 25,000,000 Metric tonnes of wet cargo inspected by June, 2031.
5. 15 Food Risk Assessments completed by June 2031.
6. 160 Risk-based market surveillance inspections and enforcement programmes conducted by June 2031.

Institutional Competence

3.2.7. KFA 6: Institutional Competence

Why Institutional Competence

The ability of the **Tanzania Bureau of Standards** to deliver on its expanding mandate ultimately depends on the strength of its people, systems, and organizational foundations. As the scope and technical complexity of standards, quality assurance, and regulatory oversight continues to grow, institutional competence becomes the critical enabler that determines whether strategic ambitions can be translated into consistent and high-quality outcomes. Without the right skills, tools, and structures, even well-designed policies and standards cannot be effectively implemented.

Persistent gaps in technical skills, digital capability, and process efficiency limit the Bureau's capacity to respond to emerging domains such as digital standards, renewable energy, biotechnology, and advanced materials. Reliance on manual and paper-based processes slows service delivery, introduces inconsistencies, and constrains data driven decision making. At the same time, uneven distribution of staff and infrastructure across regional offices weakens national coverage and reduces the ability to provide timely and reliable services across the country.

If institutional competence is not systematically strengthened, TBS risks falling behind rising demand for inspections, testing, certification, and regulatory oversight, while also facing declining operational efficiency and institutional credibility. Investing in skills development, digital transformation, and organizational effectiveness is therefore essential to building a resilient, agile, and future ready standards body.

How to Transform

To meet growing technical, regulatory, and service delivery demands, the **Tanzania Bureau of Standards** will strengthen the foundations of its people, systems, and operations to become a more agile and resilient institution. This focus area sets out the objective and initiatives to close critical skills gaps, modernise digital and operational systems, and embed performance discipline across the organization.

Strategic Objective	Description
Institutional Capacity and Agility to Deliver Mandated Functions Enhanced	This objective seeks to build a resilient, skilled, and agile institution capable of delivering an expanding and increasingly complex mandate. It focuses on strengthening technical and regulatory skills, modernising digital and operational systems, improving internal processes, and ensuring effective deployment of staff and infrastructure nationwide. By enhancing institutional capacity and agility, the Bureau will improve service reliability, operational efficiency, and its ability to respond to emerging national demands.

Table 17: Institutional Competence - Strategic Objective

In order to achieve this strategic objective, several initiatives were developed to attain the 5-year aspiration.

S/N	Strategic Initiatives	Description
1.	Develop a future ready talent growth and succession plan that focuses on enhancing the competence of staff, ensuring business continuity, sustainability, personal data protection and adopting critical skills	This initiative seeks to prepare and exercise a future ready talent growth and succession plan by identifying the competency levels on different operations through capacity building, mentorship programmes, attachments, cross-functional job rotation and integration of technology during tasks implementation, to maximize the Bureau's competitiveness, continuity and sustainability, ensure personal data protection and mitigate the risk of leadership voids and talent shortage.
2.	Accelerate digital transformation within the entity including an integrated information systems, automated processes and reliable ICT infrastructure	The initiative aims to implement a digitalized and reliable ICT foundation on systems, processes and services through integration of systems and automation of processes to achieve cost efficiency, self-services, prepaid services, resilient and timely implementation of activities and competition within the fast-paced market and reduction of outstanding debts.
3.	Build a conducive working environment that promotes staff productivity and innovation	The Bureau will create a comfortable and conducive working environment for staff by improving incentives, infrastructure, working facilities, social welfare, and ensuring occupational safety and health, in order to motivate staff, and boost productivity, innovation and morale.
4.	Introduce a competitive business model for external parties to access TBS facilities and services such as non-public data, training, testing, inspection, consultancy, certification and conferences	This is aimed at developing a detailed and structured business model elaborating on TBS processes, services and competence to attract a broader range of customers and stakeholders.
5.	Enhance consultancy services for supporting public protection and trade facilitation by leveraging institutional competence and advanced technologies	This initiative will establish a structured consultancy services framework that leverages TBS technical expertise, facilities and digital technologies to provide advisory support on standards compliance, quality assurance, certification readiness and trade facilitation. The initiative will strengthen public protection, support SMEs and industry, improve ease of doing business and generate

S/N	Strategic Initiatives	Description
		additional revenue through clearly defined service provision and governance mechanisms.
6.	Enhance TBS Viwango Academy by including e-learning platform, certified short courses on standards, laboratory techniques, quality assurance, quality control and quality improvement	This initiative will enhance TBS Viwango Academy to offer a wider range of programmes, including specialized courses, workshops, advisory and consultancy programmes, by upgrading facilities, modernizing equipment and incorporating advanced learning technologies to create a more interactive and effective training environment and making the academy a hub for professional development and skills excellence.
7.	Invest in R&D activities to produce innovative products and services to promote SMEs' growth, industries, trade and other sectors	Bureau will invest in strategic research and development (R&D) activities to create innovative products and services that address market demand and technological gaps, strengthen the competitiveness of SMEs and support sustainable growth. This investment focuses on applied research, market research, product development and technology transfer enabling SMEs to improve productivity, add value, meet quality and regulatory standards and expand into new markets while fostering innovation-driven entrepreneurship.
8.	Establish comprehensive human resource management system for assessing internal assignment-based performance, competence and staff matter linked to KPIs to drive accountability and results	This initiative seeks to establish a comprehensive assignment-based performance and competency assessment framework by integrating the human resource management system with staff key performance indicators (KPIs) to operationalize regular performance monitoring, review and reporting processes. This enables individual accountability, decision making, drive improved results and overall organizational effectiveness.
9.	Optimize internal processes and facilities by institutionalizing cross-functional collaboration through structured inter-departmental forums, meetings and expertise-sharing forums to eliminate silos and streamline service efficiency	This initiative endeavours to formalize cross-functional collaboration as a core way of working through departmental interactions, expertise sharing, joint problems solving and alignment of priorities related to internal processes and the Bureau's operations. This creates optimization of internal service delivery, operational efficiency, visibility into each other's constraints and dependencies and reduction of unsynchronized processes.

S/N	Strategic Initiatives	Description
10.	Strengthen external collaboration and linkages with stakeholders through structured engagement forums, knowledge-exchange platforms and sharing of information to create high value addition in services	Strengthening external collaboration and linkages with stakeholders involves deliberately building and nurturing partnerships with stakeholders through consultative meetings, joint working groups, advisory panels and knowledge-exchange platforms including workshops, digital collaboration portals and best-practice repositories that enable continuous information sharing, co-creation and feedback. This ultimately results in higher value-added, more responsive, and sustainable services that deliver measurable benefits to all parties involved.
11.	Instigate cultural change in the Bureau by pioneering strategic implementation of the Code of Conduct to foster TBS core values	This initiative aims to drive cultural transformation by actively implementing the Code of Conduct to reinforce TBS's core values and uphold good governance by clearly communicating behavioural expectations, aligning organizational policies with ethical standards, and emphasizing integrity, accountability, and professionalism through regular monitoring, transparent reporting, and timely corrective actions. This facilitates compliance and nurture ethical decision-making and values-driven culture that enhances trust, performance and organizational excellence.
12.	Enhance competence of TBS in conducting conformity assessment for petroleum and natural gas products and their associated products to ensure safety and compliance	This will enhance TBS competence in conformity assessment for petroleum and natural gas products and their related products through specialized training, upgraded facilities, standards development, adoption of international standards and strengthened conformity activities to verify safety and compliance, minimize risks, protect the public and environment and build confidence in regulatory and trade functions.
13.	Establish institutional integrated data repository analytics tools on TBS services to enhance utilization of trend analysis and reporting	The initiative aims to establish an integrated data repository and analytics tools for TBS services focusing on centralizing and standardizing service data through data harmonization, clear governance, deployment of analytics tools and staff capacity building. This eventually supports evidence-based decision-making, improves service efficiency, and strengthens transparency and accountability to enable effective analysis and reporting.

Table 18: Institutional Competence - Strategic Initiatives

The priority initiatives identified above articulate how transformation will be pursued within this focus area. Their effectiveness will be tracked through clearly defined strategic targets that set measurable performance expectations for the duration of the plan.

Strategic Targets

1. Risk Management Framework implemented by June 2031.
2. ESG Sustainability Policy and Framework implemented by June 2031.
3. ISO 9001 maintained and IS0 27001 as well as ISO 37001 attained by June 2031.
4. Institutional plans prepared by June 2031.
5. Monitoring and evaluation plan operationalized by June 2031.
6. Procurements plans executed by June 2031.
7. Maintenance and utility plans executed by June 2031.
8. Annual risk-based internal audit plan executed by June 2031.
9. Legal matters of the institution executed by June 2031.
10. Institutional Board Charter operationalized by June 2031.
11. 800 TBS staff developed by June 2031.
12. Succession plans implemented by June 2031.
13. Integrated institutional information system operationalized, and core business processes automated by June 2031.
14. Staff retention and workplace productivity initiatives institutionalized by June 2031.
15. Code of Conduct fully implemented by June 2031.
16. Financial statements prepared annually by August 31st.
17. Bureau accredited services harmonized by June 2031.

Customer service and outreach

3.2.8. KFA 7: Customer Service and Outreach

Why Customer Service and Outreach

The effectiveness of the **Tanzania Bureau of Standards** is ultimately experienced through the quality, accessibility, and consistency of its services and engagement with stakeholders. As expectations of public institutions evolve, service delivery is no longer judged only by regulatory authority, but by how easily businesses and citizens can understand requirements, access services, and receive timely and reliable responses. Strong customer service and outreach are therefore essential to building trust, improving compliance, and ensuring that standards and quality systems have real impact across the economy.

Limited digital service channels, fragmented customer support mechanisms, and low public awareness of standards and compliance obligations constrain the reach and effectiveness of TBS interventions. These gaps disproportionately affect MSMEs, exporters, rural producers, and emerging regional growth hubs, where limited access to information and support slows uptake of certification, inspections, and training. Weak outreach and inconsistent communication also reduce the ability of consumers and businesses to understand their rights, responsibilities, and the value of quality and safety standards.

If customer service and outreach are not strengthened, low utilization of TBS services, persistent non-compliance, and erosion of public confidence will continue to limit the impact of national quality infrastructure reforms. Enhancing this focus area is therefore critical to making TBS more visible, accessible, and responsive, enabling broader participation in quality systems, supporting enterprise growth, and fostering a national culture that values standards, safety, and consumer protection.

How to Transform

To make Bureau services more accessible, visible, and responsive, the **Tanzania Bureau of Standards** will redesign how it engages, communicates, and delivers services across the country. This focus area defines the objective and initiatives that will expand digital access, strengthen customer support, and deepen outreach to businesses, consumers, and regional growth centres.

Strategic Objective	Description
Awareness and Customer-centricity of Services Enhanced	This objective focuses on improving access to services and the overall experience of stakeholders by making the Bureau's services more visible, responsive, and user friendly. It prioritizes digital service delivery, streamlined processes, consistent communication, and targeted outreach to MSMEs, exporters, consumers, and underserved regions. Through enhanced awareness and customer-centricity, the Bureau will increase service uptake, strengthen compliance, and build public trust in standards and quality systems.

Table 19: Customer service and outreach - Strategic Objective

To achieve this, several initiatives were developed to attain the five-year objective.

S/N	Strategic Initiatives	Description
1.	Enhance online and electronic payments for all TBS services by introducing a single control number per customer, self-control number generation, etc. in order to simplify transactions and strengthen revenue collection	This initiative enhances online and electronic payments by introducing a single customer control number and enabling self-generation of control numbers. It simplifies transactions, reduces errors and delays, and minimizes manual reconciliation. Overall, the initiative strengthens revenue collection, financial transparency, and customer convenience.
2.	Introduce digital two-way communication platforms to facilitate real-time interaction, feedback collection, and issue resolution with stakeholders such as AI-powered chatbot, WhatsApp business support channel, etc.	This initiative establishes a digital platform to engage customers through SMS, WhatsApp, webchat, and AI-powered chatbots. It supports multi-channel communication, automated responses, and intelligent routing for timely issue resolution. Customers can provide feedback and rate their service experience. The initiative improves service responsiveness, customer satisfaction, and trust.
3.	Develop and implement a comprehensive communications and marketing strategy with tailored approaches for SQMT services that intends to enhance the visibility and presence of TBS in both the local and international market	This initiative aims to develop and implement specific communication and marketing tactics that will increase the Bureau's visibility and presence in local and international markets through the use of available strength & opportunities that may increase impact, attract partnerships and showcase achievements.
4.	Strengthen the call centre service to provide a single, reliable point of customer contact including a customer ticket tracking system, a centralized complaints management system, and coordinated post-service customer feedback surveys in order to systematically track and resolve inquiries and complaints, and support continuous proactive improvements	The centralized call centre will be strengthened to serve as a single, reliable point of contact for customers through a ticket tracking system, centralized complaints management, and coordinated post-service feedback surveys. The ticketing system will enable customers to track inquiries and complaints while ensuring timely resolution. Post-service surveys will capture real-time customer feedback after service delivery. This approach will support continuous improvement in service quality and customer satisfaction.

S/N	Strategic Initiatives	Description
5.	Enforce implementation of the Client Service Charter in order to ensure consistent, timely, and predictable service delivery to all relevant stakeholders	Although the Client Service Charter defines clear service standards, its implementation has been inconsistent due to limited follow-up, weak accountability, and low staff awareness. This initiative strengthens enforcement through improved monitoring, clearer communication of service commitments, and targeted staff training. Awareness of the Charter will also be enhanced among customers and stakeholders. These actions will promote staff ownership and deliver more consistent, timely, and predictable services.
6.	Strengthen compliance awareness programmes to enhance market coverage in collaboration with other stakeholders	This initiative expands compliance awareness through coordinated programmes implemented with relevant regulatory and support institutions. Joint outreach activities and shared platforms will deliver clear and harmonized compliance messages to manufacturers, traders, and service providers. The approach improves understanding of compliance requirements and obligations. It promotes voluntary compliance and supports consistent enforcement across the market.
7.	Introduce public exhibitions solely for TBS-certified products in order to encourage and promote voluntary certification and standardization	This initiative organizes public exhibitions exclusively for TBS-certified products to showcase quality, safety, and compliance. The exhibitions encourage voluntary certification, increase consumer awareness, and reward compliant manufacturers through market visibility.

Table 20: Customer service and outreach - Strategic Initiatives

Building on the initiatives outlined above, the next step is to define the level of ambition and measurable outcomes to be achieved. The following strategic targets translate these interventions into concrete performance commitments for the five-year period.

Strategic Targets

1. A comprehensive communications and marketing strategy operationalized by June 2031.
2. Client Service Charter compliance across all service delivery points enforced by June 2028.
3. Collaborative compliance awareness programmes with other stakeholders delivered by June 2031.

CHAPTER FOUR

4. RESOURCE ALLOCATION PLAN

4.1. Internal Revenue Forecasts

Tanzania Bureau of Standards is striving to increase its internal revenue generation while minimizing its operational expenses in order to increase its financial stability and sustainability in implementing the Bureau's mandated functions. The Bureau's main sources of internal generations include batch certification activities (PVoC & DI - general goods); fuel marking fees; motor vehicle inspection (PVoC & DI); certification and quality control; product registration; premise registration; testing and metrology services; technical assistance to exporters; and quality management system certification services.

Internal generation forecast shows that; the Bureau's revenue will grow by an average of 14.2 percent from the financial year 2026/2027 to 2030/2031 which is equivalent to an average of TZS 23,351,000,000.00 as shown in Internal Revenue Forecast Table 21.

The analysis shows that the Bureau's internal generation is going to grow from the financial year 2025/2026. Meanwhile, the Bureau is planning to come up with several strategies and interventions that will be deployed throughout the period of 2026/2027 to 2030/2031. These interventions will boost the internal generation from expected **TZS 124.361 billion** in the financial year 2025/2026 to **TZS 241.118 billion** in the financial year 2030/2031 as shown in **Table 21.** The number of interventions and strategies which will be used in different Bureau's processes and expected to trigger both service delivery and internal revenue generations; such interventions include: -

i) **Strengthening Inspection, Certification and Registration Processes** through inspection of LPGs cylinders for household consumptions; hallmarking and certification of precious metals (e.g., gold) and gemstones (e.g., diamonds); introduction of the Mark of Excellence Certification Scheme (Tanzanite Mark/ Diamond Mark) for manufacturers that are certified with other Management Systems (e.g. ISO 9001, ISO 22000, ISO 17025 etc.); strengthening of calibration of road tankers and fuel tanks; introduction of services and process certification (e.g. Halal food certification, energy efficiency appliances certification, etc.); control of conditional release for imported products by introducing tracking seals; introduction of inspection of packaging and labelling for tankers; strengthening inspection services and market surveillance activities; reviewing fees and charges; strengthening the Bureau's debts collection when due; strengthening marketing of the Bureau's services; and strengthen monitoring and evaluation of the Bureau's processes.

ii) **Development of the Viwango Management Information System (VIMS):** this will reduce duplication of information systems used by the Bureau's customers with aim of improving efficiency in providing service delivery.

Internal Revenue Forecasts

S/N	Source of Internal Generations	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	Total Rev. Forecasts	% Rev. Share
1.	Fuel Marking Fee	44,491,000,000	51,525,000,000	58,558,000,000	65,592,000,000	72,625,000,000	292,791,000,000	30.1
2.	Batch Certification (PVoC &DI - Gen. goods)	46,332,000,000	53,656,000,000	60,981,000,000	68,305,000,000	75,630,000,000	304,904,000,000	31.4
3.	Motor Vehicle Inspection (PVoC & DI)	11,851,000,000	13,851,000,000	15,800,000,000	17,750,000,000	19,700,000,000	78,952,000,000	8.1
4.	Testing and Calibrations	18,738,000,000	21,700,000,000	24,663,000,000	27,625,000,000	30,587,000,000	123,313,000,000	12.7
5.	Certification, Registration and Quality Control	22,105,000,000	25,630,000,000	29,294,000,000	32,959,000,000	36,633,000,000	146,621,000,000	15.1
6.	Other sources	4,195,000,000	4,702,000,000	5,119,000,000	5,536,000,000	5,943,000,000	25,495,000,000	2.6
Total Internal Generation		**147,712,000,000**	**171,064,000,000**	**194,415,000,000**	**217,767,000,000**	**241,118,000,000**	**972,076,000,000**	**100.0**
Annual Revenue Growth (%)		18.8	15.8	13.7	12.0	10.7		

Table 21: Internal Revenue Forecasts

4.2. Expenditure forecasts

The five-year resource allocation framework reflects a **progressively expanding investment profile** to strengthen the Tanzania Bureau of Standards' institutional capacity and modernize the national quality infrastructure. Total planned expenditure increases from **TZS 147.00 billion in 2026/27 to TZS 230.35 billion by 2030/31**, representing an overall growth of approximately **56.7%** across the planning period, equivalent to an average annual increase of roughly **13.2%**.

The largest share of resources is allocated to **Enhancement of Institutional Capacity and Agility to Deliver Mandated Functions**, which accounts for approximately **71.4%** of total resources over the five-year period and grows from **TZS 102.64 billion** to **TZS 168.26 billion**, reflecting substantial investments in infrastructure, digital systems, and organizational capability. The strengthening of **Quality of Products and Services in the Market** represents the second-largest allocation at roughly **22.8% of total expenditure**, increasing from **TZS 36.31 billion** to **TZS 49.13 billion** to support expanded certification activities.

Investments in **Assurance of Product Compliance Consistency** account for approximately **2.5% of total resources**, rising from **TZS 3.76 billion to TZS 5.54 billion**, while **Standards Development and Harmonization** represents about **1.9% of total expenditure**, nearly doubling from **TZS 2.34 billion to TZS 4.47 billion** to support expanded standardization activities as well as regional and international participation. **Service Awareness and Customer-centricity** receive approximately **0.8% of total allocations**, increasing from **TZS 1.0 billion to TZS 1.79 billion**, supporting outreach and service delivery improvements. Cross-cutting institutional priorities, including workplace health and anti-corruption initiatives, collectively account for about **0.6%** of the resource envelope.

Strategic Resource Allocation Plan

Objective	Description	2026/27	2027/28	2028/29	2029/30	2030/31
A	HIV/AIDS and Non-Communicable Diseases Reduced and Supportive Services Strengthened	664,670,000	676,000,000	701,000,000	730,000,000	758,000,000
B	Effective Implementation of the National Anti-Corruption Strategy Enhanced and Sustained	280,190,000	293,000,000	328,000,000	363,000,000	401,000,000
C	Development and Harmonization of National, Regional, and International Standards Enhanced	2,344,890,000	3,098,000,000	3,755,000,000	4,108,000,000	4,470,000,000
D	Quality of Products and Services in the Market Strengthened	36,309,450,000	39,682,000,000	42,607,000,000	45,632,000,000	49,130,000,000
E	Assurance of Product Compliance Consistency Enhanced	3,757,080,000	4,355,500,000	4,691,000,000	5,113,500,000	5,537,000,000
F	Institutional Capacity and Agility to Deliver Mandated Functions Enhanced	102,643,720,000	116,150,000,000	131,476,000,000	149,094,000,000	168,264,000,000
G	Awareness and Customer-centricity of Services Enhanced	1,000,000,000	1,256,000,000	1,408,000,000	1,554,000,000	1,791,000,000
TOTAL		**147,000,000,000**	**165,510,500,000**	**184,966,000,000**	**206,594,500,000**	**230,351,000,000**

Table 22: Strategic Resource Allocation Plan

4.3. Human Resource Forecasts

In the financial year 2025/2026, the Bureau recorded a total of 805 staff distributed across five directorates, nine zonal offices and seven units. To effectively support the expanding institutional mandate and future operational demands, the Bureau's human resource capacity is projected to grow to around 950 staff by June, 2031 as illustrated in Table 23.

	2026/27	2027/28	2028/29	2029/30	2030/31
Number of staff	830	860	890	920	950

Table 23: Human Resource Projections

5. RESULTS FRAMEWORK

5.1. Risk Mitigation Plan

As TBS embarks on the implementation of its ambitious 5-Year Strategic Plan, it recognizes that delivering transformative outcomes in a dynamic and evolving environment requires proactive identification and management of potential risks. The Risk Mitigation Plan outlines key strategic, operational, financial, reputational and environmental risks, that could impede the achievement of TBS's objectives, along with the corresponding mitigation measures. This framework serves as a practical tool to ensure resilience, enable adaptive execution, and safeguard the integrity of public investments under TBS's oversight. Through structured risk monitoring and early warning mechanisms, TBS aims to strengthen institutional agility, reinforce accountability, and ensure sustained value creation throughout the strategy lifecycle.

Risk Mitigation Plan

Risk Category	Risk Name & Description	Probability	Impact	Risk Level	Mitigation Measures	Risk Owner
Financial	**Funding Shortfall Risk** Reliance on government subvention combined with increasing capital requirements for laboratory upgrades, digital transformation, enforcement modernization, and regional expansion may create funding gaps that delay or scale down strategic initiatives.	Likely	Major	Significant	Expand internally generated revenue through diversified services Phase capital investments	CA, PMEM

Risk Category	Risk Name & Description	Probability	Impact	Risk Level	Mitigation Measures	Risk Owner
	Capital Cost Escalation Risk Major investments in ERP, LIMS, and laboratory infrastructure may exceed planned budgets due to procurement inefficiencies, currency volatility, or vendor underperformance.	Possible	Major	Significant	Apply stage-gate approvals Independent cost validation Strict procurement oversight Enforce vendor performance clauses	CA, PM
	Substandard Goods Proliferation Risk Persistent influx of substandard goods through informal trade routes and weak border coordination may undermine consumer protection and distort market competition.	Likely	Catastrophic	Extreme	Implement risk-based digital surveillance Integrate inspection tracking systems Strengthen inter-agency coordination Enhance laboratory capacity Establish public reporting mechanisms	DCE, DQM, ICTM, DTM, PRMM
Operational	**Laboratory Disruption Risk** Equipment failure, calibration lapses, or supply chain delays for critical components may disrupt testing services and compromise certification timelines.	Possible	Major	Significant	Preventive maintenance schedule Equipment redundancy Long-term service contracts Capital replacement planning In-house calibration capability	DHRA, DTM

Risk Category	Risk Name & Description	Probability	Impact	Risk Level	Mitigation Measures	Risk Owner
	Service Delivery Backlog Risk Rising demand for inspections and certification without commensurate automation or staffing expansion may result in significant service delays and reduced stakeholder confidence.	Likely	Major	Significant	Enforce service-level agreements Digitize workflows Automate scheduling Surge staffing model Weekly backlog dashboard monitoring	ICTM, DQM, DCE, DHRA
	Low Compliance Culture Risk Limited awareness and perceived regulatory burden among MSMEs may reduce voluntary compliance and weaken enforcement effectiveness.	Likely	Moderate	Significant	Nationwide awareness campaigns Simplified digital certification MSME advisory clinics	PRMM, ICTM
Strategic	**Standards Harmonization Delay Risk** Failure to align national standards with EAC, SADC, AfCFTA, ISO and IEC frameworks in a timely manner may increase technical barriers to trade and reduce export competitiveness.	Possible	Major	Significant	Develop structured harmonization roadmap Expand technical committee participation Allocate dedicated harmonization budget Prioritize export-linked standards	DSD

Risk Category	Risk Name & Description	Probability	Impact	Risk Level	Mitigation Measures	Risk Owner
	Strategic Misalignment Risk Institutional priorities may drift from national industrialization goals and Vision 2050 ambitions, weakening policy support and relevance.	Unlikely	Major	Tolerable	Conduct annual alignment review Embed national priority sectors in standards pipeline Participate in cross-ministerial industrial forums	PMEM, DSD
	Emerging Sector Responsiveness Risk Rapid growth in renewable energy, digital technologies, and biotechnology may outpace standards development capacity, creating regulatory gaps.	Possible	Major	Significant	Establish foresight unit Conduct annual horizon scanning Introduce fast-track standards development Collaborate with research institutions	DSD
	Geopolitical and Trade Disruption Risk Regional instability or global trade shocks may affect export certification demand and harmonization priorities.	Possible	Major	Significant	Integrate geopolitical monitoring into planning Diversify international partnerships Scenario modelling for export sectors	DSD, DCE, PMEM

Risk Category	Risk Name & Description	Probability	Impact	Risk Level	Mitigation Measures	Risk Owner
Technological	**Cybersecurity Breach Risk** Expansion of digital systems increases exposure to cyberattacks that could compromise regulatory data integrity and disrupt operations.	Possible	Major	Significant	Embed cybersecurity architecture in the institution's centralized system Conduct annual penetration testing Encrypted backups Continuous monitoring Mandatory staff cyber awareness training	ICTM
	Digital Transformation Failure Risk Poorly managed ERP/LIMS implementation may result in operational disruption, cost overruns, and limited user adoption.	Possible	Major	Significant	Milestone tracking Phased pilot rollout Vendor accountability User training programme	ICTM
	Data Fragmentation Risk Disconnected systems across certification, enforcement, and finance reduce real-time decision-making capability and weaken performance monitoring.	Likely	Moderate	Significant	Integrate institutional systems Assign data stewards Implement data governance framework	ICTM

Risk Category	Risk Name & Description	Probability	Impact	Risk Level	Mitigation Measures	Risk Owner
Governance	**Anti-Corruption Control Weakness Risk** Inadequate enforcement of integrity systems may expose certification, inspection, or procurement processes to corruption risks.	Possible	Major	Significant	Operationalise fraud risk framework Strengthen whistleblowing mechanisms Conduct periodic ethics audits Rotate sensitive roles	DHRA
	Conflict of Interest Risk Overlapping or inadequately defined responsibilities across directorates and governance levels may create real or perceived bias, undue influence, or compromised decision-making in TBS' regulatory and oversight functions.	Possible	Major	Significant	Enforce functional separation Mandatory declarations Compliance audits Formalise and operationalize the Board Charter	LSM, DSD, DTM, DCE, DQM
Social	**Technical Skills Shortage Risk** Limited availability of specialized expertise in regulatory science, emerging technologies, and digital systems may constrain modernization efforts.	Likely	Major	Significant	Establish competency framework International certification funding Mentorship partnerships	DHRA

Risk Category	Risk Name & Description	Probability	Impact	Risk Level	Mitigation Measures	Risk Owner
	Institutional Knowledge Loss Risk Staff turnover or retirement of experienced technical personnel may erode institutional memory and regulatory continuity.	Possible	Moderate	Tolerable	Succession planning digital knowledge repository Structured handover protocols Retention incentives	DHRA
Reputational	**Certification Integrity Failure Risk** A high-profile failure in service delivery could significantly damage public trust and international credibility.	Possible	Catastrophic	Extreme	Strengthen internal QA audits Crisis communication protocol Transparency reporting	PRMM
Environmental	**Environmental Risk** Increasing environmental and climate-related requirements in local and export markets may outpace current standards, testing, and certification capacity, leading to compliance gaps and reduced market access.	Possible	Major	Significant	Develop and adopt environmental standards aligned with international frameworks Strengthen environmental testing capacity in laboratories Integrate environmental requirements into inspection and certification processes	DSD, DTM, DQM, DCE

Table 24: Risk Mitigation Plan

5.2. Stakeholder Engagement Plan

5.2.1. Overview

Effective stakeholder engagement is fundamental to the successful implementation of the TBS 5-Year Strategic Plan. Given TBS's cross-cutting mandate to develop and harmonize standards, assure product quality, enforce compliance, safeguard consumers, and facilitate trade across multiple sectors of the economy, its work directly intersects with government institutions, regulatory bodies, industry, development partners, and the public. The breadth of this mandate makes structured engagement essential to ensure coordination, credibility, and sustained impact.

To ensure alignment, ownership, and support across these stakeholder groups, TBS has developed a robust stakeholder engagement plan. This plan outlines a structured approach to identifying, categorizing, and engaging stakeholders to foster collaboration, mitigate risks, and enhance the impact of strategic initiatives.

5.2.2. Stakeholder Engagement Matrix

At the core of the engagement plan is the **Stakeholder Engagement Matrix**, a tool that maps stakeholders based on their level of influence and interest in TBS's operations. The matrix helps TBS prioritize engagement efforts and tailor communication strategies accordingly. Stakeholders are segmented into four key categories:

- **Manage Closely**: Stakeholders in this quadrant (such as the Ministry of Industry and Trade, the Ministry of Finance, Parliamentary oversight committees, and key regulatory and enforcement agencies) have both high influence and high interest. They require continuous, proactive engagement and regular updates, as they are directly involved in the oversight, execution, or impact of TBS's mandate.

- **Keep Satisfied**: This group includes high-influence stakeholders with relatively lower day-to-day interest, such as development partners and central government oversight bodies. Maintaining their satisfaction through periodic updates and strategic engagement is critical for political and legal alignment.

- **Keep Informed**: This quadrant contains stakeholders like financial regulators, the private sector, and the media, who have high interest but comparatively lower influence on decision-making. TBS must ensure that these groups are kept informed to maintain public trust, support investor confidence, and ensure transparency.

- **Monitor**: These are stakeholders with low interest and low influence, yet they remain important in the broader ecosystem. Regular monitoring ensures any shift in their position is quickly detected and responded to.

This segmentation ensures that TBS allocates its engagement resources effectively and maintains strategic alignment across its stakeholder universe, as illustrated below.

TBS Stakeholder Engagement Matrix

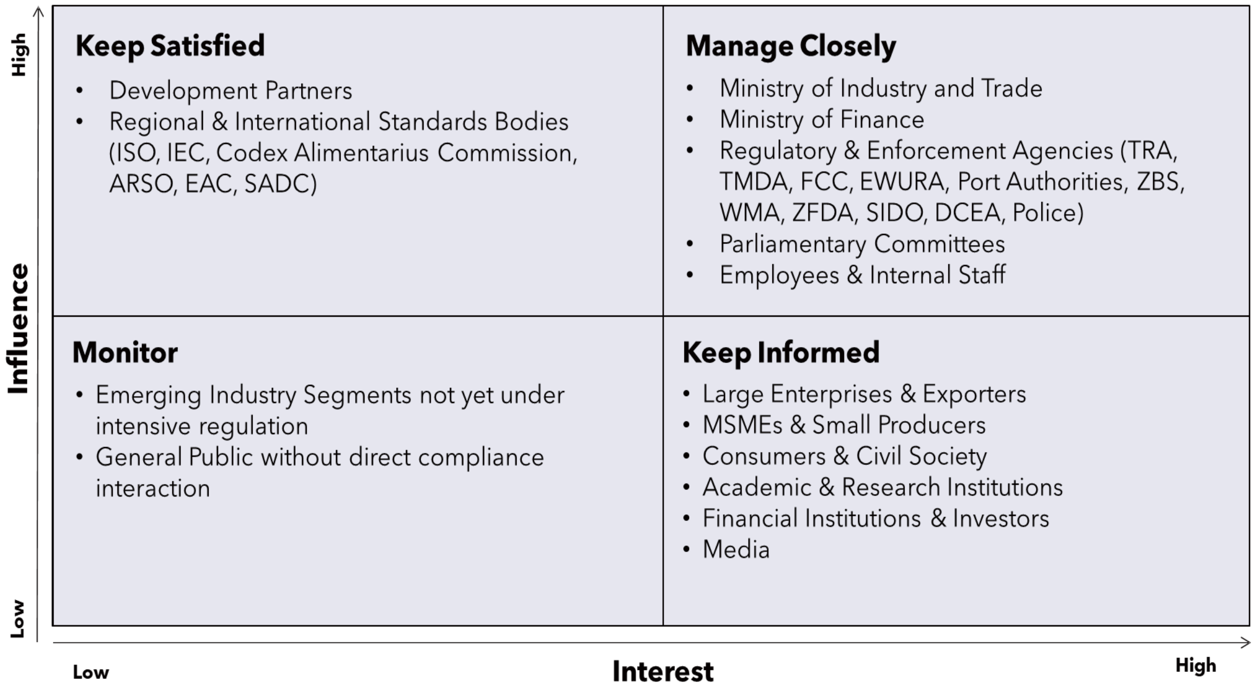

Figure 1: Stakeholder Engagement Matrix

5.2.3. Stakeholder Engagement Framework

The successful delivery of this Strategic Plan will depend not only on internal reforms, but on structured and sustained engagement with the diverse stakeholders that shape and are affected by the mandate of the **Tanzania Bureau of Standards**. As TBS transitions toward a more integrated, intelligence-led, and service-oriented standards authority, deliberate stakeholder management becomes a strategic lever for strengthening regulatory credibility, improving compliance culture, mobilizing resources, and enhancing coordination across the national quality infrastructure. This Stakeholder Engagement Plan therefore establishes a systematic framework for engaging government oversight bodies, regulatory partners, industry, MSMEs, development partners, consumers, and internal staff in a manner that supports accountability, builds trust, and accelerates the achievement of the Bureau's transformation objectives.

Stakeholder Engagement Framework

Stakeholder Group	Role in TBS Ecosystem	Engagement Objectives	Engagement Strategy	Frequency	Responsible Party
Ministry of Industry and Trade & Central Government	Policy oversight, funding authority, strategic direction	Ensure alignment with national priorities and secure sustainable funding support	Strategic briefings, annual performance reports, budget consultations, policy alignment workshops	Quarterly & Annual	DG, Board Chair, PMEM
Parliamentary Committees	Oversight and accountability	Strengthen institutional credibility and demonstrate results delivery	Formal reporting sessions, performance audits, strategic updates	Annual / As required	DG, LSU
Regulatory & Enforcement Agencies (TRA, TMDA, FCC, EWURA, Ports, Police)	Joint enforcement, border control, product regulation	Improve coordination, reduce duplication, strengthen risk-based surveillance	MoUs, joint task forces, shared data platforms, inter-agency technical meetings	Quarterly	DCE
Regional & International Standards Bodies (ISO, IEC, ARSO, EAC, SADC)	Standards harmonization and international recognition	Increase technical participation and influence regional standards agenda	Technical committee participation, structured reporting, harmonization programmes	Ongoing / Bi-annual	DSD

Stakeholder Group	Role in TBS Ecosystem	Engagement Objectives	Engagement Strategy	Frequency	Responsible Party
Large Enterprises & Exporters	Major users of certification and testing services; revenue base	Improve compliance consistency, reduce turnaround times, support export readiness	Sector roundtables, client advisory forums, digital service platforms	Bi-annual	DQM, DCE & PRMM
MSMEs & Small Producers	Emerging users of standards and certification	Increase awareness, simplify compliance, expand certification uptake	Outreach campaigns, simplified certification schemes, regional roadshows	Quarterly	PRMM
Consumers & Civil Society	Beneficiaries of safety and quality enforcement	Build public trust and promote compliance culture	Public awareness campaigns, complaint portals, media engagement	Ongoing	PRMM
Development Partners (EU, UNDP, TMEA, etc.)	Technical and financial support for modernization	Align donor interventions with strategic priorities and sustainability goals	Joint planning sessions, progress reporting, co-financing frameworks	Bi-annual	PMEM & CA
Employees & Internal Staff	Core implementers of TBS mandate	Strengthen capability, morale, and performance accountability	Internal communications, training programmes,	Quarterly	DHRA

Stakeholder Group	Role in TBS Ecosystem	Engagement Objectives	Engagement Strategy	Frequency	Responsible Party
			town halls, performance reviews		
Academic & Research Institutions	Technical knowledge support and standards development input	Strengthen research collaboration and technical pipeline	Joint research programs, internships, standards consultation forums	Annual	DSD
Financial Institutions & Investors	Indirect beneficiaries of improved quality infrastructure	Position TBS as enabler of investment confidence	Investment briefings, publication of certification statistics and sector insights	Annual	DG

Table 25: Stakeholder Engagement Framework

5.3. Monitoring, Evaluation, and Learning (MEL) Framework

5.3.1. Introduction

The Monitoring, Evaluation and Learning (MEL) Framework provides a structured mechanism for tracking the implementation, performance, and impact of the Strategic Plan of the Tanzania Bureau of Standards. It establishes clear systems for performance measurement, accountability, and evidence-based decision making across all Key Focus Areas. Considering previously identified gaps in indicator tracking and the absence of a dedicated monitoring function, this framework institutionalizes performance discipline and ensures that strategic delivery is systematically measured, reviewed, and improved.

5.3.2. Delivery and Performance Governance Framework

A robust delivery framework is essential to translating the Five-Year Strategic Plan (2026/27–2030/31) into measurable regulatory, institutional, and market outcomes. This framework ensures that strategic objectives are cascaded effectively into annual work plans, departmental targets, and budget allocations, and that progress is continuously monitored through structured governance mechanisms. It embeds results management into the Bureau's operational processes, linking standards development, conformity assessment, institutional strengthening, and stakeholder engagement initiatives directly to defined performance indicators and annual milestones.

5.3.3. Cascading the Strategy into Annual Plans and Budgets

To ensure disciplined execution, TBS will adopt a structured cascading process that connects long-term strategic objectives with annual departmental and functional unit plans. Each directorate will review the approved Strategic Plan implementation matrix to identify initiatives, milestones, and targets for which it is accountable. These will be translated into annual deliverables with clearly defined baselines, performance indicators, timelines, and budget requirements.

The Planning Unit, in coordination with the dedicated Monitoring and Evaluation function, will oversee this cascading process. The Planning Unit will ensure alignment with strategic intent and national priorities, while the M&E function will validate performance indicators, baselines, and reporting methodologies to ensure consistency and measurability. Prior to budget approval, management will verify that:

- Annual budgets are aligned with strategic initiatives scheduled for implementation in the respective year;
- No strategic initiative is omitted without documented justification;
- Resource allocation reflects institutional priorities and risk exposure; and

- Performance indicators are measurable, time-bound, and linked to responsible units.

Strategy Cascading Plan

Communication	Activity	Responsible	Objective	Audience	Channel/Tools	Schedule
Strategy Rollout	Official strategy rollout	DG with PMEM	Announce the start of the strategy implementation phase	All staff	Email announcement and MD video message	One-off
Strategic Direction Briefing	High-level briefing to senior management	DG and PMEM	Formally present the strategic direction to TBS leadership	Directors	Physical/virtual meeting	Once every year
Internal Dissemination	Department-level sharing of the strategy	Directorate Heads / Departmental Directors	Cascade strategy objectives and plans to staff	All staff	Departmental meetings	Annually
Performance Updates	Regular performance reporting	PME Unit in collaboration with Directorate Heads	Share progress against key performance indicators	All staff	Performance reports	Quarterly
Strategy Reflection	Annual implementation review	PMEM	Assess outcomes, extract insights and share lessons learned	All staff	Workshops	Yearly
Priority Adjustments	Annual strategy update	Senior Management Team (SMT) led by DG	Communicate updated organizational priorities informed by external and internal assessments	All staff	Leadership meetings and internal emails	Annually
Recognition & Motivation	Highlighting high-performing teams	DHRA in collaboration with DG	Acknowledge outstanding efforts in executing strategic initiatives	All staff	Team briefings and recognition emails	Quarterly and/or annually

Table 26: Strategy Cascading Plan

An effective strategy communication and cascading plan is pivotal to ensuring alignment, ownership, and consistent execution of the strategic plan across all levels of TBS. By engaging all stakeholders, from leadership to departmental teams, through timely, transparent, and structured communication channels, the organization fosters a shared understanding of its vision, priorities, and performance expectations.

This approach not only enhances strategic clarity and accountability but also creates a culture of continuous learning, adaptation, and recognition, thereby ensuring the successful delivery of the strategy over its lifespan.

5.3.4. Results Governance Structure

At the core of the Results Governance Framework for the Tanzania Bureau of Standards is a structured coordination mechanism responsible for overseeing strategy execution and performance monitoring across all Key Focus Areas. This function will be anchored within a dedicated results management structure, tasked with ensuring that implementation progress is systematically tracked, analysed, and reported to Senior Management and the Board.

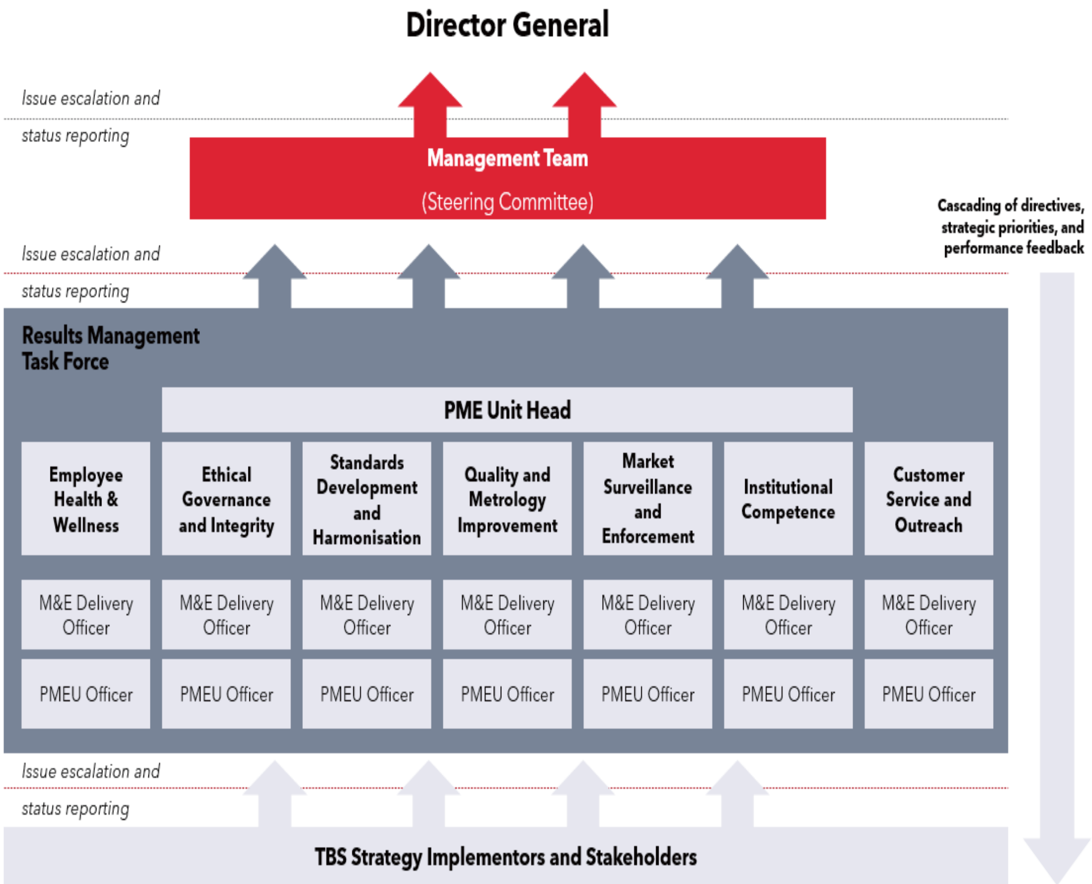

Figure 2: Results Governance Structure

Roles and Responsibilities within the Governance Structure

Role	Responsibilities
DG (DG)	• Provide overall strategic oversight and institutional accountability for delivery of the 5-Year Strategic Plan. • Resolve escalated strategic, operational, and cross-directorate issues that cannot be addressed at Senior Management Team (SMT) level. • Engage the Board and Parent Ministry on institutional performance and reform priorities. • Approve major strategic adjustments, resource reallocations, and risk mitigation interventions.
Senior Management Team (SMT) (Steering Committee)	• Ensure strategy implementation remains a standing agenda item in monthly SMT meetings. • Review quarterly KPI dashboards and milestone delivery status across all Key Focus Areas. • Address implementation bottlenecks within and across directorates. • Escalate critical institutional risks to the DG where necessary. • Approve refinements to annual operational plans to maintain alignment with strategic targets.
Results Management Task Force (RMTF)	• Meet regularly (weekly/bi-weekly) to coordinate day-to-day strategy execution. • Consolidate performance data from all directorates and prepare monthly and quarterly progress reports. • Track KPIs, milestones, and budget alignment against the implementation matrix. • Serve as the central coordination and escalation point for cross-cutting issues. • Identify early warning signals of underperformance and propose corrective actions to SMT.
Strategy Implementers (Directorates, Initiative Owners & Stakeholders)	• Execute approved strategic initiatives and annual work plans. • Track operational outputs and submit timely performance data to RMTF. • Flag implementation risks, resource gaps, and delays early. Implement corrective actions agreed upon at SMT or RMTF level. • Ensure alignment between daily operations and strategic targets.

Table 27: Roles and Responsibilities within the Governance Structure

5.4. Implementation Plan

The successful execution of the TBS 5-Year Strategic Plan requires a well-orchestrated implementation approach anchored on clearly defined strategic objectives, sequenced initiatives, measurable milestones, accountable owners, dedicated budgets, and realistic timelines.

Each implementation table outlines the pathway from strategy to action. It identifies the key interventions to be pursued, the milestones to monitor progress, the directorates and units responsible for delivery, and the financial resources required to achieve each objective. The structure ensures alignment with TBS's long-term vision, while enabling adaptability and accountability at every phase of execution.

Employee Health & Wellness

Strategic Objective	Initiatives	Milestones	Owner	Deadline
HIV/AIDS and Non-Communicable Diseases Reduced and Supportive Services Strengthened	Implementation of Internal Policy for HIV/AIDS and NCDs	Conduct institutional health risk and policy gap assessment to inform policy development	DHRM	Q4 2030/31
		Develop, validate, and secure approval of the Internal HIV/AIDS and NCD Policy	DHRM	Q4 2030/31
		Institutionalize policy implementation through integration into HR systems, staff induction, and annual compliance reporting	DHRM	Q4 2030/31
	Implementation of HIV/AIDS and NCD Screening, Awareness, and Workplace Health Support Programmes	Develop and launch an annual Workplace Health & Wellness Action Plan in partnership with accredited health providers	DHRM	Q4 2030/31
		Roll out annual voluntary screening and quarterly awareness campaigns for HIV/AIDS and priority NCDs	DHRM	Q4 2030/31
		Establish confidential counselling, referral, and monitoring mechanisms with annual reporting to Management	DHRM	Q4 2030/31

Table 28: Employee Health & Wellness - Implementation Plan

Ethical Governance and Integrity

Strategic Objective	Initiatives	Milestones	Owner	Deadline
Effective Implementation of the National Anti-Corruption Strategy Enhanced and Sustained	Implementation of Workplace Intervention Programmes on Preventing and Combating Corruption	Conduct institutional corruption risk assessment and develop a structured Anti-Corruption Workplace Intervention Plan aligned to the National Anti-Corruption Strategy	LSU	Q4 2030/31
		Roll out targeted integrity interventions, including ethics training, awareness campaigns, and mandatory declaration of interests for high-risk roles	LSU	Q4 2030/31
		Institutionalize monitoring and reporting mechanisms, including periodic integrity audits and annual compliance reporting to Senior Management and the Board	DHRA	Q4 2030/31

Table 29: Ethical Governance and Integrity- Implementation Plan

Standards Development and Harmonization

Strategic Objectives	Initiative	Milestones	Owner	Deadline
Development and Harmonization of National, Regional, and International Standards Enhanced	Expand scope of stakeholder involvement through engagement on their own platforms	Stakeholder platform identification and outreach	DSD	Q2 2026/27
		Awareness and Sensitization	DSD/PRMM	Q2 2026/27
		Stakeholder consultations and integration of inputs	DSD	Q4 2030/31
		Feedback and continuous engagement	DSD	Q4 2030/31
	Modernize outreach through adoption of modern technologies to improve stakeholder engagement	Comprehensive assessment of existing outreach methods	DSD	Q3 2026/27
		Explore modern technologies to assess options and identify the most suitable selections	DSD & ICTM	Q1 2027/28
		Establish a digital-first engagement platform that supports broad, inclusive, and continuous participation	DSD & PM	Q4 2027/28
		Launch and operationalize a digital platform to enhance engagement and collaboration among standards stakeholder	DSD	Q4 2030/31
	Establish long-term relationship management mechanisms through dedicated personnel to improve standards application	Identify and categorize stakeholder to establish a centralized database	DSD	Q1 2028/29
		Assign relationship management ownership	DSD	Q4 2028/29
		Designate focal persons within stakeholders	DSD	Q4 2027/28

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Prepare and implement annual stakeholder engagement plans	DSD	Q4 2030/31
	Build institutional capacity by conducting periodic workshops to improve standards awareness within TBS	Identify priority standards and topics, and develop annual workshop programme	DSD	Q4 2030/31
		Workshop coordination and preparation	DSD	Q4 2030/31
		Conduct workshops	DSD	Q4 2030/31
		Implement post-workshop follow-up mechanisms to support application of workshop outcomes	DSD	Q4 2030/31
	Establish a standards marketing and sales guideline through expert consultation to improve standards uptake	Expert consultation and benchmarking	DSD	Q3 2026/27
		Conducting market, stakeholder assessment and report preparation	DSD	Q4 2026/27
		Building internal capacity	DHRM	Q1 2027/28
		Deployment of targeted marketing tools	PRMM	Q4 2030/31
		Monitoring, evaluation, and refinement	DSD	Q4 2030/31
	Modernize standards repository through a robust digital standards library to improve standards access	Assess needs and plan	DSD	Q1 2026/27
		Digitize and organize content	DSD	Q2 2026/27
		Develop, integrate, and test the platform	DSD	Q4 2026/27

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Launch, maintain, and improve	DSD	Q4 2030/31
	Operationalize a regional and international technical committee participation programme informed by priority mapping for market harmonization	Identification and prioritization of sectors for participation based on alignment with Vision 2050 government priorities	DSD	Q1 2026/27
		Capacitate experts for technical and leadership roles in regional and international participation	DSD	Q2 2026/27
		Establish an appropriate committee participation programme	DSD	Q4 2026/27
		Implement and monitor the committee participation programme	DSD	Q4 2030/31
	Acquire leadership in regional and international standardization through a strategic positioning programme	Develop and approve national prioritization criteria for mapped regional and international committee participation	DSD	Q2 2026/27
		Categorize committees into participation tiers (leadership, active, observer)	DSD	Q2 2027/28
		Establish national mirror committees and coordination mechanisms	DSD	Q2 2031/32
		Prepare annual participation and budgeting plans	DSD	Q3 2030/31
		Capture and disseminate outcomes through technical briefs and reports	DSD	Q2 2031/32
	Establish standard uptake tracking mechanism through	Design and develop a digital platform	DSD	Q4 2026/27

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	stakeholder engagement to track performance	Integrate the platform with customs systems, and business registration platforms to generate comprehensive market intelligence	DSD	Q4 2027/28
		Establish data collection protocols and provide staff training on system use and data analysis	DSD	Q4 2030/31
		Implement a phased rollout with continuous capacity building	DSD	Q4 2030/31
	Mandate market assessment within standards development procedures to improve relevance of standards	Development of market assessment framework	DSD	Q2 2026/27
		Integration of marketing assessment requirements into standards development procedures	DSD	Q4 2026/27
		Capacity building and staff training	DSD	Q4 2030/31
		Stakeholders' engagement and validation	DSD	Q3 2027/28
		Implementation and compliance monitoring	DSD	Q4 2030/31
	Publish periodic market research reports through TBS channels to inform on the relevance of standards developed	Institutionalize market research	DSD	Q4 2026/27
		Develop mechanisms for data collection	DSD	Q4 2030/31
		Analyse, publish, and integrate market research findings	DSD	Q4 2030/31
	Establish Sustainable Financing Mechanisms through new avenues of monetization to	Develop and implement tiered pricing model (may include basic access tier, professional tier,	DSD	Q2 2027/28

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	capacitate standardization activities	premium digital tier, enterprise subscription tier)		
		Create value-added standards-related products and services	DSD	Q2 2027/28
		Introduce standard levy	LSM	Q4 2030/31
	Accelerate standards development in emerging technologies and new markets	Establish emerging technology horizon scanning and prioritization mechanism	DSD	Q4 2030/31
		Build strategic partnerships with innovation ecosystems, research institutions, and technology companies	DSD	Q4 2030/31
		Enhance international engagement in emerging technology standardization forums	DSD	Q4 2030/31

Table 30: Standards Development and Harmonization - Implementation Plan

Quality and Metrology Improvement

Strategic Objectives	Initiative	Milestones	Owner	Deadline
Quality and Safety of Products and Services in the Market Strengthened	Establish hallmarking for precious metal to assure quality and purity to consumers	Establishment of Hallmarking Certification Scheme	DQM	Q1 2026/27
		Stakeholders' engagement	DQM	Q4 2026/27
		Establishment of mineral laboratory	DTM	Q3 2026/27
		Establishment of legal framework for implementing hallmarking	LSM	Q4 2026/27
		Awareness on the standard requirements and procedure	DQM	Q3 2026/27
		Piloting the hallmarking certification to selected clients	DQM	Q3 2026/27
		Enforcement of hallmarking to local and imported precious metals	MIE/PCM	Q1 2031/32
	Enhance product certification to cover emerging advancements within energy, technology and environment	Develop detailed criteria, procedures and attestation statements for energy efficiency labelling and eco-marking	DQM	Q1 2026/27
		Align the procedure for energy efficiency labelling and eco-marking with existing product certification and import control procedures	DQM	Q2 2026/27
		Training to certification officers on audit and inspection of the new scope of certification	DQM	Q3 2026/27
		Develop a procedure for identifying new emerging technologies that need certification	DQM	Q1 2026/27
		Sensitization of energy efficiency labelling to manufacturers and importers	DQM	Q4 2026/27

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Enforce energy efficiency labelling to electrical and electronics equipment	DQM	Q4 2026/27
	Product-packaging Compatibility Testing and Modern Packaging Design Enhancement	Empower the Packaging and Technology Centre to perform packaging design, compatibility tests and other services including certification for packaging materials	DTM	Q4 2026/27
		Conduct a comprehensive review of existing packaging designs	DTM	Q4 2027/28
		Conduct manufacturers' training	DTM	Q2 2028/29
		Conduct migration and stability tests to assess barrier, mechanical, and performance properties	DTM	Q4 2027/28
		Design, develop, test, validate packaging prototypes	DTM	Q3 2028/29
		Link producers with packaging manufacturers	DTM	Q4 2028/29
	Embedding Quality Management System based on ISO 9001 into government institutions operations to improve government services	Engage the Ministry of Public Service and Good Governance to secure policy support and alignment with public sector reform programmes	DQM	Q1 2026/27
		Approval from the President's Office Public Service and Good Governance	DQM	Q3 2026/27
		Train internal auditors, quality managers, and senior management across public institutions	DQM	Q4 2026/27
		Conduct QMS compliance audits	DQM	Q1 2027/28
		Issue QMS Certification	DQM	Q2 2027/28

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Conduct continuous surveillance audits	DQM	Q1 2030/31
	Embedding Anti-Bribery Management System (ABMS) based on ISO 37001 to Government Institutions Operations	Develop ISO 37001 certification schemes, audit procedures, and technical guidelines	DQM	Q2 2026/27
		Conduct training to build competency to TBS auditors on IBMS	DQM	Q4 2026/27
		Engage PCCB to align the ABMS framework with national anti-corruption policies	DQM	Q2 2027/28
		Conduct training to government institutions on ISO 37001 Standards	DQM	Q1 2028/29
		Conduct audits, issue ISO 37001 certifications, and perform regular surveillance audits and renewal	DQM	Q4 2031/32
	Rollout Personnel Certification Scheme based on ISO/IEC 17024 (Accredit the system)	Define the scope of certification by identifying roles to be certified (e.g., inspectors, technicians, safety officers)	DQM	Q4 2027/28
		Define competence requirement such as knowledge, skills, abilities, experience based on industry standards, regulatory requirements and risk level of the activity	DQM	Q4 2027/28
		Develop certification scheme including eligibility criteria, examination methods, recertification requirements, and ground for suspension or withdrawal	DQM	Q4 2027/28
		Engage (ERB) and other relevant stakeholders to avoid potential roadblocks	DQM	Q4 2027/28
	Expand scope of quality management systems certification based on	Develop GAP and GMP management systems certification schemes, audit procedures, and technical guidelines	MSCM	Q2 2026/27

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	international standards for Good Agricultural Practices (GAP) and Good Manufacturing Practices (GMP)	Build technical capacity in GAP and GMP management systems certification	MSCM	Q4 2026/27
		Validate and operationalize the management system certification model	MSCM	Q2 2027/28
		Implement, expand, and sustain GAP and GMP management system certification	MSCM	Q4 2029/30
	Coordinate investment of storage facilities for horticultural perishable goods to improve shelf life and better market access for local producers	Assess current storage gaps and post-harvest loss levels for key commodities	DQM	Q4 2026/27
		Coordinate stakeholders for investment and construction of storage facilities	FRAM	Q4 2030/31
		Facilitate coordination to maximize effective use of storage facilities	FRAM	Q4 2030/31
	Introduce a multi-tiered quality recognition system as incentives for higher compliance levels	Develop quality manual and procedures that guide implementation of the scheme	DQM	Q1 2026/27
		Develop well-defined, measurable, and transparent criteria for awarding the mark of excellency	DQM	Q2 2026/27
		Develop specialized training and mentorship programs for businesses aspiring to achieve the mark, possibly in collaboration with development partners or academic institutions	DQM	Q4 2026/27
		Launch and expansion the scheme	DQM	Q4 2027/28
	Expand scope of accreditation of TBS services to facilitate access to global markets	Identify target global and regional markets, analyse export destinations and trade priorities	DQM	Q1 2027/28

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Identify technical barriers to trade (TBTs) by engaging exporters, regulators and industry associations	DQM	Q1 2027/28
		Identify standards and accreditation required for market access (EU directives and regulations, African Continental Free Trade Area (AfCFTA) requirements and industry-specific schemes required by export markets)	DQM	Q2 2027/28
		Conduct gap analysis by comparing current accredited scope and global market requirements	DQM	Q4 2027/28
		Build technical and institutional capacity (including human resources and infrastructure)	DTM	Q4 2030/31
	Establish Tanzania National Accreditation Service	Conduct feasibility study for establishment of National Accreditation Body	DQM	Q4 2027/28
		Develop a legal framework for establishment of the National Accreditation Body	DQM	Q4 2028/29
		Develop Organization Structure and Scheme of Service of National Accreditation Body	DQM	Q3 2028/29
		Operationalization of the National Accreditation Body	DQM	Q4 2030/31
	Establish process certification to cover processes that do not produce tangible products	Develop procedures and guidelines for process and service certification	DQM	Q1 2026/27
		Develop fee structure for process and service certification	DQM	Q4 2026/27
		Capacity building to personnel on process and services certification standards	DHRA and DQM	Q3 2026/27

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Sensitization of process and services certification to stakeholders	DQM	Q4 2026/27
		Operationalization of process and services certification	DQM	Q4 2030/31
	Introduce mobile testing laboratories to bring services closer to stakeholders and enhance market coverage	Conduct needs assessment and prioritization	DTM	Q4 2029/30
		Procurement of mobile testing equipment	DTM	Q4 2029/30
		Capacity building to staff on mobile testing laboratory	DTM	Q4 2029/30
		Piloting the mobile testing laboratory to prioritized sector	DTM	Q4 2029/30
		Monitor service uptake and stakeholder feedback	DTM	Q4 2029/30
	Establish inspection corridors with designated officers to enhance services delivery	Corridor identification and define the corridor base number of factories and premises	DQM	Q1 2026/27
		Develop guidelines on mode of operation of inspection corridors	DQM	Q2 2026/27
		Conduct training to corridor in charge officers on mode of operation of inspection corridors	DHRA & DQM	Q2 2026/27
		Operationalization of inspection corridors	DQM	Q4 2026/27
	Establish national product coding, identification, and tracking framework and system to serve as the authoritative catalogue and reference point for products	To identify and collect product coding system materials and design the product code pattern	DQM	Q4 2026/27
		To identify and collect product coding system materials and design the product code pattern	DCE & DSD	Q4 2030/31

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	and equipment across government and stakeholders on quality assurance	Maintenance of the national product coding system	PCM	Q4 2030/31
	Legal institutionalization of fuel marking and fuel quality traceability under the Standards Act	Establish the legal basis and institutional structures needed to support fuel marking	DQM	Q4 2026/27
		Amend the Standards Act and issue regulations to formally empower TBS to implement fuel marking	DQM	Q4 2027/28
		Implement nationwide fuel marking inspections, audits, and compliance enforcement in coordination with EWURA	DQM	Q4 2030/31
	Realize and disseminate SI units to provide high-precision measurement traceability	Identification of state-of-the-art equipment specifications	DTM	Q1 2026/27
		Procurement of state-of-the-art equipment	DTM	Q4 2026/27
		Commissioning of measurement equipment	DTM	Q4 2026/27
		Capacity building of staff	DTM	Q2 2027/28
		Operationalize equipment	DTM	Q4 2027/28
		Provide measurement traceability from SI units	DTM	Q4 2030/31
	Increase the number of published Calibration and Measurement Capabilities (CMCs) in the BIPM Key	AFRIMET review of metrology quality management system documents	DTM	Q3 2026/27
		Acquisition of artefacts and participate in AFRIMET recognized key/supplementary comparisons	DTM	Q1 2026/27

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	Comparison Database (KCDB)	Participate in BIPM approved or recognized Key Comparisons (KCs) or Supplementary Comparisons (SCs)	DTM	Q4 2026/27
		Submit CMC documents	DTM	Q1 2027/28
		Review and publication of the submitted CMC document	DTM	Q4 2030/31
	Setting up the National Timescale	Conduct and document situation analysis on TBS participation in international metrology forums	DTM	Q1 2026/27
		Widen participation in the regional and international metrology forums	DTM	Q4 2030/31
		Capacity building to strengthen effective engagement in the forums	DHRA	Q2 2026/27
		Participation in international forums	DTM	Q4 2030/31
		Engage in inter-NMI projects coordinated by Regional Metrology Organizations (RMOs) like AFRIMET	DTM	Q4 2030/31
		Publish metrological research in international metrology journals	DTM	Q4 2030/31
		Conduct a gap and needs assessment of market, policy and legal environment	DTM	Q1 2026/27
		Infrastructure planning (engage international experts/consultancy)	MM	Q3 2026/27
		Acquisition and commissioning of time-scale systems	DTM	Q2 2027/28
		Capacity building	DTM	Q4 2027/28

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Operationalization and synchronization to align with BIPM's UTC	DTM	Q4 2030/31
	Improve efficiency in provision of calibration services	Upgrade the existing outdated equipment	DTM	Q4 2026/27
		Acquire new equipment	DTM	Q4 2030/31
		Upgrade the Laboratory Informational Management Systems (LIMS)	DTM	Q4 2027/28
		Increase metrology personnel	DTM	Q4 2026/27
		Enhance decentralization of calibration services to corridors	DTM	Q4 2026/27
		Conduct personnel training to enhance competence	DTM	Q4 2026/27
	Licensing of calibration laboratories to enhance the Bureau's supervision	Finalize the legal framework	LSM	Q1 2026/27
		Conduct need assessment	DTM	Q1 2026/27
		Establish calibration laboratory licensing scheme	DTM	Q2 2026/27
		Create implementation framework to effect licensing process	DHRA	Q2 2026/27
		Capacity building of the personnel	DHRA	Q3 2026/27
		Pilot testing for the calibration laboratory licensing	DTM	Q4 2026/27
		Implementation of the license scheme	DTM	Q4 2030/31

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	Expand scope of calibration	Conduct need analysis in the 17 identified areas of expansion	DTM	Q1 2026/27
		Set up of the required facilities	DTM	Q4 2027/28
		Capacity building	DTM	Q4 2030/31
		Operationalize the new laboratories (calibration facilities)	DTM	Q4 2030/31
	Produce Biological and chemical Reference Materials	Conduct needs assessment and prioritization	DTM	Q1 2026/27
		Set up of the required facilities	DTM	Q1 2027/28
		Capacity building	DTM	Q4 2030/31
		Design the production of RMs	DTM	Q2 2027/28
		Certification and accreditation of RMs production scheme	DTM	Q3 2027/28
		RM distribution and service expansion	MM	Q4 2030/31
	Enhance calibration of sensitive biomedical equipment	Conduct need assessment	DTM	Q1 2026/27
		Preparation of laboratory facilities	DTM	Q2 2027/28
		Capacity building	DTM	Q4 2030/31
		Piloting calibration services and obtain ISO/IEC 17025 accreditation	MM	Q2 2029/31

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		National rollout and market expansion	DTM	Q4 2030/31
	Strengthen provision of Interlaboratory Comparisons (ILCS) and Proficiency Testing (PTs)	Conduct need assessment	DTM	Q1 2026/27
		Develop a TBS PT and ILC provision guidelines	DTM	Q1 2026/27
		Establish PT/ILC implementation structure	DTM	Q2 2026/27
		Acquire ILC/PTs materials for scheme design	DTM	Q4 2026/27
		Capacity building	DTM	Q4 2030/31
		Piloting ILC/PT services and obtain ISO/IEC 17043 accreditation	DTM	Q4 2027/28
		National rollout and market expansion	DTM	Q4 2030/31

Table 31: Quality and Metrology Improvement- Implementation Plan

Market Surveillance and Enforcement

Strategic Objectives	Initiative	Milestones	Owner	Deadline
Assurance of product compliance consistency enhanced	Operationalize improved risk-based market surveillance (including e-surveillance) by targeting products with high frequency failure rates as well as ensuring promotional materials on safety requirements for sensitive products are registered and regulated	Conduct risk profiling and prioritization of high-failure-rate products	MIE	Q4 2030/31
		Strengthen regulatory framework for risk-based surveillance and promotional controls	LSM	Q4 2030/31
		Deploy digital and e-surveillance tools for market monitoring	MIE	Q3 2026/27
		Execute targeted inspections and enforcement actions	MIE	Q4 2030/31
		Implement product alert, recall, and consumer notification mechanisms	MIE	Q4 2030/31
		Track performance, refine risk models, and institutionalize surveillance	MIE	Q4 2030/31
	Employ modern inspection methods and procedures by capacitating the Bureau's competence and procuring modern inspection equipment, digital seals on conditional releases to expedite conformity assessments services	Conduct a capability and technology gap assessment for inspection services	DCE	Q2 2027/28
		Acquire and deploy modern inspection equipment to enhance the efficiency and accuracy of conformity assessment services	DCE	Q4 2030/31
		Strengthen staff competence and revise inspection guidelines and procedures	DHRA	Q4 2030/31
		Pilot, monitor, and optimise modern inspection delivery	DCE	Q4 2028/29

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Fully operationalize inspection activities using modern procedures and advanced inspection equipment	DCE	Q4 2030/31
		Track inspection performance, equipment use, and compliance improvements to support continuous improvement	DCE	Q4 2030/31
	Enhance data visibility and access on the business environment through cross-agency coordination and system interoperability among different public agency systems	Map priority business data and inter-agency information needs	ICTM	Q2 2026/27
		Establish inter-agency data governance and coordination mechanisms	ICTM	Q4 2026/27
		Design and implement interoperable data architecture and standards	ICTM	Q4 2030/31
		Enable data access, analytics, and decision-support use cases	ICTM	Q2 2027/28
		Institutionalise data sharing, monitor performance, and scale integration	ICTM	Q4 2030/31
	Introduce strict enforcement measures to non-conforming products by introducing sanctions, fines and penalties, as well as ensuring all relevant locally produced products are certified by TBS	Strengthen the regulatory and enforcement framework	LSM	Q1 2027/28
		Enhance the institutional capacity and systems readiness	MIE	Q4 2030/31
		Launch mandatory certification of relevant locally produced products	PCM	Q2 2026/27
		Scale market surveillance and enforcement	MIE	Q4 2030/31

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Enhance stakeholder communication and adoption	MIE	Q4 2025/26
		Conduct regular monitoring, evaluation, and continuous improvement	MIE	Q4 2030/31
	Strengthen collaboration with other law enforcement agencies to dismantle illegal networks to protect consumers and legitimate businesses	Establish and formalize mechanism for collaboration	MIE	Q4 2027/28
		Conduct coordinated intelligence gathering and risk profiling	MIE	Q1 2031/32
		Execute joint operations to disrupt illicit networks	MIE	Q4 2030/31
		Strengthen legal follow-through and prosecution outcomes	MIE	Q4 2030/31
		Conduct stakeholder and public awareness campaigns	PRMM	Q4 2030/31
		Track performance and adapt strategy	MIE	Q4 2030/31
	Strengthen enforcement of calibration and measurement equipment/instruments used in industrial and scientific measurement for traceability to National Measurement Standards to enhance accuracy, precision and confidence of the measurements in the country	Conduct national mapping and risk prioritization of measurement instruments	MM	Q2 2026/27
		Review and strengthen the regulatory and technical enforcement framework	MIE	Q2 2026/27
		Build and equip metrology enforcement capacity and conduct public awareness	MM	Q2 2026/27
		Execute targeted calibration compliance inspections and audits	MIE	Q4 2030/31

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Strengthen traceability infrastructure and collaboration	MM	Q4 2030/31
		Digitize calibration enforcement and traceability tracking	MM	Q4 2027/28
		Maintain compliance promotion, continuous improvement and M&E	MIE	Q4 2030/31
	Ensure safety by enforcing surveillance of household, commercial and industrial petroleum and natural gas cylinders in the country in order to reduce fatal and destructive accidents	Formulate and institutionalize guidelines for conformity assessment frameworks to ensure the quality and safety of LPG and natural gas cylinders across their lifecycle	DCE	Q2 2026/27
		Build and equip gas safety testing and inspection capacity	SM	Q4 2030/31
		Operationalize quality and safety assessment capacity of cylinder	PCM	Q3 2030/31
		Digitalize cylinder inspection, testing, traceability, and incident monitoring	ICTM	Q4 2030/31
		Conduct public awareness, industry engagement, and continuous improvement	PRMM	Q4 2030/31

Table 32 : Market Surveillance and Enforcement - Implementation Plan

Institutional Competence

Strategic Objectives	Initiative	Milestones	Owner	Deadline
Institutional Capacity and Agility to Deliver Mandated Functions Enhanced	Develop a future ready talent growth and succession plan that focuses on enhancing the competence of staff, ensuring business continuity and sustainability, and adopting critical needed skills	Conduct workforce capability and succession risk assessment	DHRA	Q1 2027/28
		Define future-ready competency framework and career pathways	DHRA	Q2 2027/28
		Design and roll out targeted talent development and upskilling programmes	DHRA	Q3 2028/29
		Implement succession planning and talent continuity mechanisms	DHRA	Q4 2030/31
		Monitor talent performance, retention, and continuous improvement	DHRA	Q4 2030/31
	Accelerate digital transformation within the entity including an integrated information system, automated processes and reliable ICT infrastructure	Conduct enterprise-wide digital maturity assessment and business process reengineering	ICTM	Q4 2030/31
		Automate business processes and service workflows	ICTM	Q4 2030/31
		Strengthen ICT infrastructure, security, and reliability	ICTM	Q4 2030/31
		Institutionalize digital governance, adoption, and continuous improvement	ICTM	Q4 2030/31
	Build a conducive working environment that promotes staff productivity and innovation	Assess workplace conditions, culture, and productivity constraints	DHRA	Q4 2030/31
		Improve physical and digital work environment infrastructure	DHRA	Q4 2030/31
		Strengthen organizational culture and employee engagement	DHRA	Q4 2030/31

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Enable structured innovation and continuous improvement	DHRA	Q1 2029/30
		Monitor staff wellbeing and productivity, and sustain improvements	DHRA	Q4 2030/31
	Introduce a competitive business model for external parties to access TBS facilities and services such as non-public data, training, testing, inspection, consultancy, certification and conferences	Assess market demand and commercial potential of TBS services	PMEM	Q1 2027/28
		Design the competitive access and pricing business model	PMEM	Q2 2027/28
		Establish governance, legal, and operational frameworks	LSM	Q2 2027/28
		Launch and operationalize the business model through identified TBS products and services	PMEM	Q4 2030/31
		Monitor performance, expand solutions, and optimize the model	PMEM	Q4 2030/31
	Enhance consultancy services for supporting public protection and trade facilitation by leveraging institutional competence and advanced technologies	Assess consultancy capability, demand and strategic focus areas	RTM	Q2 2028/29
		Design a structured consultancy service delivery model	RTM	Q4 2027/28
		Build advanced consultancy capability and technology enablement	RTM	Q4 2030/31
		Deliver targeted consultancy engagements in advanced solutions	RTM	Q4 2030/31
		Scale consultancy services and institutionalize excellence	RTM	Q4 2030/31

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	Enhance consultancy services for supporting public protection and trade facilitation by leveraging institutional competence and advanced technologies	Assess consultancy capability, demand and strategic focus areas	RTM	Q2 2028/29
		Design a structured consultancy service delivery model	RTM	Q4 2026/27
		Build advanced consultancy capability and technology enablement	RTM	Q4 2030/31
		Deliver targeted consultancy engagements in advanced solutions	SM	Q4 2030/31
		Scale consultancy services and institutionalize excellence	RTM	Q4 2030/31
	Enhance TBS Viwango Academy by including e-learning platform, certified short courses on standards, laboratory techniques, quality assurance, quality control, quality improvement and technical assistance on the establishment of management quality systems	Register TBS Viwango Academy as a formal training entity	RTM	Q4 2026/27
		Assess training demand, market-demand and occupational needed gaps and delivery readiness	RTM	Q4 2030/31
		Design short course modules for accreditation	RTM	Q4 2030/31
		Develop and deploy the e-learning platform and blended delivery model	RTM	Q4 2030/31
		Roll out short learning programmes, scale impact and academy excellence	RTM	Q4 2030/31
	Invest in R&D activities in order to produce innovative products and services to promote SMEs' growth,	Review TBS research agenda to focus areas and priority to solve problems	RTM	Q1 2026/27
		Review current research working tools to align with R&D research agenda	RTM	Q2 2026/27

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	industries, trade, and other sectors	Build R&D capability, infrastructure and innovation tools environment	RTM	Q4 2030/31
		Execute applied R&D projects and pilot innovative solutions	RTM	Q4 2030/31
		Commercialize, scale and institutionalize R&D outcomes	RTM	Q4 2030/31
	Establish a comprehensive human resource management system for assessing internal assignment-based performance, competence and staff matter linked to KPIs to drive accountability and results	Assess current HR processes, performance practices, and gaps	DHRA	Q1 2026/27
		Design assignment-based staff performance and competency management framework	DHRA	Q3 2026/27
		Implement a staff and competence management system	ICTM	Q3 2027/28
		Roll out performance management, accountability, and reporting	DHRA	Q3 2027/28
		Monitor system effectiveness and institutionalize continuous improvement	HRM	Q2 2027/28
	Optimize internal processes and facilities by institutionalizing cross-functional collaboration through structured inter-departmental forums, meetings and expertise-sharing forums to eliminate	Identify cross-functional process gaps and inefficiencies	DHRA	Q1 2027/28
		Design structured inter-departmental collaboration mechanisms	DHRA	Q1 2027/28
		Institutionalize collaboration into core processes and operations	DHRA	Q2 2027/28
		Activate expertise-sharing and continuous improvement forums	DHRA	Q4 2027/28

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	silos and streamline service efficiency	Monitor collaboration effectiveness and sustain optimization gains	DHRA	Q4 2027/28
	Strengthen external collaboration and linkages with stakeholders through structured engagement forums, knowledge-exchange platforms and sharing of information to create high value addition in services	Map stakeholders, collaboration gaps, and value-adding opportunities	PRMM	Q4 2030/31
		Design structured stakeholder engagement and collaboration framework	PRMM	Q1 2027/28
		Establish and operationalize knowledge-exchange platforms	PRMM	Q4 2030/31
		Conduct regular stakeholder forums and collaborative initiatives	PRMM	Q4 2030/31
		Monitor collaboration outcomes and institutionalize partnerships	PRMM	Q4 2030/31
	Instigate cultural change in the Bureau by pioneering strategic implementation of the Code of Conduct to foster TBS core values and good governance	Review, update, and align the Code of Conduct with TBS values and governance priorities	DHRA	Q1 2027/28
		Design a structured Code of Conduct implementation and change programme	DHRA	Q2 2027/28
		Roll out awareness, training, and leadership role-modelling	DHRA	Q4 2030/31
		Enforce compliance and embed ethics into daily operations	DHRA	Q3 2030/31
		Monitor cultural change and institutionalize good governance	DHRA	Q3 2030/31
	Enhance competence of TBS in conducting conformity assessment for	Conduct capability and risk assessment for petroleum and gas conformity assessment	DQM	Q1 2027/28

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	petroleum and natural gas products and their associated products to ensure safety and compliance	Strengthen regulatory, technical, and standards framework	DSD	Q1 2027/28
		Build specialized technical competence and accreditation	DHRA	Q2 2027/28
		Upgrade testing, inspection, and assessment infrastructure	DTM	Q4 2028/29
		Execute risk-based assessments and continuously improve performance	DQM	Q4 2030/31
	Establish an institutional integrated data repository and analytics capability to support standardized data integration, trend analysis, and evidence-based decision-making across TBS services	Conduct assessment on data sources, reporting needs, analytical use cases, and planning	ICTM	Q3 2026/27
		Establish data governance framework and policies	ICTM	Q3 2026/27
		Build and integrate the institutional data repository	ICTM	Q2 2028/29
		Deploy analytics, dashboards, and reporting tools	ICTM	Q2 2028/29
		Institutionalize data-driven decision-making and continuous improvement	ICTM	Q4 2029/30

Table 33: Institutional Competence- Implementation Plan

Customer Service and Outreach

Strategic Objectives	Initiative	Milestones	Owner	Deadline
Accessibility and Customer-centricity of Services Efficiency	Enhance online and electronic payments for all TBS services by introducing a single customer control number, self-generation	Map payment processes and customer transaction journeys	ICTM	Q1 2026/27
		Design and approve the unified digital payment framework	ICTM	Q1 2026/27

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	of control numbers, and integrated digital payment channels to simplify transactions and strengthen revenue collection	Develop and integrate online and electronic payment systems	ICTM	Q1 2026/27
		Roll out customer-facing digital payment services	ICTM	Q4 2030/31
		Strengthen revenue control, monitoring, and continuous improvement	ICTM	Q4 2030/31
	Introduce digital two-way communication platforms to enable real-time interaction and feedback collection, and issue resolution with stakeholders (including AI-powered chatbot and WhatsApp Business support)	Map stakeholder communication needs and priority use cases	ICTM	Q2 2026/27
		Design digital two-way communication architecture and governance	ICTM	Q2 2026/27
		Develop and deploy AI-powered chatbot and messaging channels	ICTM	Q2 2026/27
		Enable feedback, issue resolution, and service improvement loops	ICTM	Q2 2026/27
		Monitor performance, scale adoption, and continuously optimize	ICTM	Q4 2030/31
	Develop and implement a comprehensive communications and marketing strategy to enhance TBS visibility and strengthen its presence in both local and international markets	Conduct a strategic visibility and perception assessment	PRMM	Q1 2026/27
		Define the TBS communications and marketing strategy	PRMM	Q1 2026/27
		Develop and roll out awareness and visibility campaigns	PRMM	Q4 2030/31
		Strengthen and solicit partnerships and expanding international presence	PRMM	Q4 2030/31

Strategic Objectives	Initiative	Milestones	Owner	Deadline
		Track performance, optimize strategy, and continuously implement improvements	PRMM	Q4 2030/31
	Strengthen the call centre service to provide a single, reliable customer contact point, supported by ticket tracking, centralized complaints management, and post-service feedback for continuous improvement	Assess current call centre operations and customer contact landscape	PRMM	Q3 2026/27
		Design a single customer contact and case management model	ICTM	Q3 2026/27
		Implement call centre systems	PRMM	Q3 2026/27
		Roll out post-service customer feedback and improvement mechanisms	ICTM	Q4 2030/31
		Monitor performance, optimize service delivery, and institutionalize excellence	PRMM	Q4 2030/31
	Enforce implementation of the Client Service Charter to ensure consistent, timely, and predictable service delivery to all stakeholders	Review and update the Client Service Charter/service standards	HRM	Q3 2027/28
		Embed the Client Service Charter into operational processes	HRM	Q4 2027/28
		Build staff awareness and capability to deliver Charter commitments	HRM	Q4 2027/28
		Monitor service performance and enforce accountability	HRM	Q4 2030/31
		Collect customer feedback and continuously improve service delivery	HRM	Q4 2030/31
	Strengthen compliance awareness programmes to	Map compliance gaps, target audiences, and priority markets	MIE	Q1 2027/28

Strategic Objectives	Initiative	Milestones	Owner	Deadline
	enhance market coverage in collaboration with other stakeholders	Design a collaborative compliance awareness programme	PRMM	Q1 2027/28
		Implement targeted and joint compliance awareness programmes	PRMM	Q1 2027/28
		Consolidation of feedback to inform improvements to the awareness programmes	PRMM	Q4 2030/31
		Report on the effectiveness of compliance awareness	MIE	Q4 2030/31
	Introduce public exhibitions exclusively for TBS-certified products to promote voluntary certification and standardization	Define exhibition objectives, scope, and target sectors	PRMM	Q4 2030/31
		Establish partnerships and governance for certified exhibitions	PRMM	Q4 2030/31
		Prepare exhibitors and design certified product showcases	PRMM	Q4 2030/31
		Conduct public exhibitions and promotional campaigns	PRMM	Q4 2030/31
		Evaluate impact and institutionalize certified exhibitions	PRMM	Q4 2030/31

Table 34: Customer service and outreach- Implementation Plan

STRATEGIC PLAN APPENDICES

Results Framework Matrix

High Level KPIs	2021/22-2025/26 Achievement	2026/27 Set Target	2027/28 Set Target	2028/29 Set Target	2029/30 Set Target	2030/31 Set Target
Number of standards developed	3,091	520	560	600	640	680
Number of standards sold	9,764	2,300	2,400	2,500	2,600	2,700
Number of product certifications issued	3,940	1,200	1,300	1,400	1,500	1,600

Results Framework Matrix

High Level KPIs	2021/22-2025/26 Achievement	2026/27 Set Target	2027/28 Set Target	2028/29 Set Target	2029/30 Set Target	2030/31 Set Target
Number of products registered	9,731	2,600	2,700	2800	2900	3,000
Number of premises registered	80,836	50,000	70,000	85,000	95,000	100,000
Number of management system certifications issued	115	16	18	20	22	24
Litres of fuel marked	22 billion	5.3 billion	5.4 billion	5.5 billion	5.6 billion	5.7 billion
Number of calibration certifications issued	54,396	15,000	16,000	17,000	18,000	19,000
Number of samples tested	188,952	46,000	48,000	50,000	52,000	54,000
Number of Certificates of Conformity (PVoC) issued	183,186	42,000	44,000	46,000	48,000	50,000
Number of Destination Inspection (DI) permits issued	426,842	100,000	105,000	110,000	115,000	120,000
Number of used motor vehicles (CoR inspected)	249,386	54,000	55,000	56,000	57,000	58,000
Number of inspected wet cargo (MT)	20,339,978	4,600,000	4,800,000	5,000,000	5,200,000	5,400,000
Number of Technical Assistance to Exporters services	1,192	300	350	400	450	500
Number of food risk assessments conducted	10	3	3	3	3	3
Number of research on SQMT conducted	6	2	2	2	3	3

High Level KPIs	2021/22-2025/26 Achievement	2026/27 Set Target	2027/28 Set Target	2028/29 Set Target	2029/30 Set Target	2030/31 Set Target
Number of SQMT training programmes conducted	124	36	38	40	42	44
Number of MSEs, processors and manufacturing firms capacitated on standards interpretation and quality improvement (coaching)	-	80	90	100	110	120
Number of consultancy services on SQMT conducted	6	8	9	10	11	12

KFA 1 - Employee Health & Wellness

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Frequency of reporting	Supporting documents
Number of screening, awareness, and workplace health support programmes implemented	5	2	2	2	2	2	Quarterly (3 months)	Awareness Reports
% of staff covered by NCDs prevention and diversity programmes	N/A	80	80	80	80	80	Quarterly (3 months)	Preventive Programmes Reports

KFA 2 - Ethical Governance and Integrity

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Frequency of reporting	Supporting documents
% of stakeholders with low perception on corruption at TBS	N/A	80%	80%	80%	80%	80%	Quarterly (3 months)	Integrity Committee Reports
% of reported corruption cases resolved	100%	100%	100%	100%	100%	100%	Quarterly (3 months)	Customer Satisfaction Survey Reports

KFA 3 - Standards Development and Harmonization

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting Frequency	Supporting Document
Stakeholder Satisfaction Score on Standards Application Support (out of 5)	N/A	N/A	3	3.5	4	≥4.5	Annually	Stakeholder surveys
Standards Uptake (%)	N/A	25%	35%	45%	55%	60%	Annually	Compliance reports, inspections data,
Internal Standards Application Improvement Score	N/A	≥65%	75%	85%	90%	≥90%	Annually	Internal audits, SOP reviews, process mapping documents
Regional and International TC Participation Effectiveness Rate	N/A	≥60%	70%	80%	85%	≥85%	Annually	TC participation records, priority mapping documents

KFA 3 - Standards Development and Harmonization

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting Frequency	Supporting Document
Stakeholder Participation Rate in Standards Development (%)	N/A	50%	55%	60%	65%	75%	Annually	Consultation records, TC attendance lists, digital engagement logs
Share of Digital Library Standards Sales and Access (%)	N/A	N/A	25%	50%	75%	100%	Annually	Digital library analytics, sales system reports
Regional and International TC Participation Effectiveness Rate	N/A	≥60%	0.7	0.8	0.85	0.85	Annually	TC participation records, priority mapping documents
Regional and international standardization technical leadership positions	22	25	28	31	35	40	Annually	Appointment letters, TC records
Rate of Adoption of Harmonized Standards (%)	85%	100%	100%	100%	100%	100%	Annually	Standards adoption registers, harmonization reports
Regional and international standardization managerial leadership positions	0	0	0	1	2	3	Annually	Official appointment records, organizational directories
Access to Standards Score (out of 5)	N/A	N/A	3	3.5	4	≥4.5	Annually	User surveys, digital access logs

KFA 3 - Standards Development and Harmonization

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting Frequency	Supporting Document
Establishment of standards levy	N/A	N/A	Approval of levy	N/A	N/A	N/A	One-off / Status updates	Gazette notices, regulatory approvals
Standards Relevance to Market Needs Score (out of 5)	N/A	N/A	3	3.5	4	≥4.5	Annually	Stakeholder surveys

KFA 4 - Quality and Metrology Improvement

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting frequency	Supporting documents
% of jewelers and assaying centres complying with hallmarking requirements (standards, technical qualification, etc.)	0	N/A	N/A	70%	80%	100%	Annually	Compliance report
Milestone: All jewelers and assaying centres registered under the TBS hallmarking scheme	0	30%	100%	N/A	N/A	N/A	Quarterly (3 months)	Mining Commissions Reports, TBS Database report, Quarterly progress reports, Action plan report
% of manufactures and importer complying to energy efficiency certification requirement	Energy Efficiency Certification		70%	80%	90%	100%	Quarterly (3 months)	Compliance report

KFA 4 - Quality and Metrology Improvement

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting Frequency	Supporting Document
% of manufacturers and importers complying with eco-mark certification requirements	Eco-mark certification		30%	35%	40%	45%	Bi-annual (6 months)	Compliance report
% increase in the number of product (goods) manufacturers adopting new designs	N/A	N/A	100% Adopted by manufacturers	100%	90%	80%	Monthly	Progress report
Milestone: % Completion of comprehensive market research of product design	10%	100%	N/A	N/A	N/A	N/A	Annually	Progress Report
Packaging Compatibility Pass Rate (%)	0%	N/A	50%	60%	70%	80%	Quarterly (3 months)	Compliance report
% of MDAs & LGAs ISO 9001 certified	To be calculated (from project concept note)	N/A	5%	10%	15%	20%	Quarterly / Annual	Audit & Certification Records
% of certified public institutions complying with certification requirements		N/A	80%	90%	100%	100%	Bi-annual (6 months)	Compliance report

KFA 4 - Quality and Metrology Improvement

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting Frequency	Supporting Document
% of MDAs & LGAs ISO 37001-certified ABMS	To be calculated (from project concept note)	N/A	2%	5%	10%	20%	Quarterly / Annual	Audit & Certification Records
Number of personnel certifications offered by TBS	0	N/A	2	N/A	N/A	N/A	Annually	Progress report, number of certificates issued, TBS database
Number of personnel certified under each scheme	0%	N/A	5	15	30		Annually	Progress report, number of certificates issued, TBS database
% of producers and manufacturers registered complying with certification regulations	0	N/A	N/A	70%	80%	100%	Annually	Compliance report
Milestone KPI up to the process of getting the accreditations (to be achieved by Dec 2027)	0%	70% (Have completed capacity building)	100%	N/A	N/A	N/A	Quarterly (3 months)	Progress report

KFA 4 - Quality and Metrology Improvement

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting Frequency	Supporting Document
Utilization rate of storage facilities (%)	To be calculated (from project concept note)	N/A	N/A	N/A	80%	90%	Quarterly / Annual	Facility Utilization Logs
Milestone KPI: TBS successfully coordinated the construction of 10 cold chain storage facilities by June 2030	0%	10%	20%	50%	100%	N/A	Bi-annual (6 months)	Progress reports
% of certified producers/firm upgraded to Mark of Excellence	0%	N/A	30%	35%	40%	50%	Bi-annual (6 months)	Mark of Excellence Registry
Number of accredited scopes/schemes achieved by TBS across Testing, Metrology, Product, System and Inspection accreditations	TBD	N/A	10	20	30	40	Bi-annual (6 months)	Accreditation certificates
% increase of exports under the areas of TBS accreditation	TBD	N/A	10%	10%	15%	20%	Quarterly (3 months)	Progress report
Milestone KPI: Operationalization of the National Accreditation Body	0	N/A	20%	60%	100%	N/A	Progress report	Audited financial statements

KFA 4 - Quality and Metrology Improvement

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting Frequency	Supporting Document
Number of service providers certified under each process/service certification scheme	N/A	N/A	100	300	500	600	Quarterly (3 months)	Progress report
Compliance rate	N/A	N/A	80%	85%	90%	95%	Bi-annual (6 months)	Compliance report
% reduction in testing turnaround time in newly served regions	N/A	N/A	N/A	N/A	N/A	30%	Quarterly (3 months)	Progress report
Certification Coverage Rate (%) of factories and premises within inspection corridors	N/A	30%	70%	80%	90%	100%	Quarterly (3 months)	LGA and BRELA reports or database, TBS database, Progress report
% of products codes generated	0	N/A	25%	50%	75%	100%	Quarterly (3 months)	Harmonized tariff books
% of products codes mapped to standards	0	N/A	25%	50%	75%	100%	Quarterly (3 months)	Standards catalogue
Milestone KPI: Incorporation of fuel marking into the TBS Standards Act	0%	40%	100%	N/A	N/A	N/A	Quarterly (3 months)	Legal department progress report
Milestone: Realization of two SI Units (acquisition of equipment, research	0	10%	30%	70%	100%	N/A	Quarterly (3 months)	Progress report (Directorate)

KFA 4 - Quality and Metrology Improvement

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting Frequency	Supporting Document
Number of NMIs, laboratories and other institutions tracing from TBS realized SI Unit (non- cumulative)	0	N/A	N/A	N/A	3	5	Annually	Progress report (Directorate)
Number of new CMCs published in the BIPM Key Comparison Database (KCDB) (not cumulative)	8	7	8	6	5	4	Progress report (Directorate)	Audited financial statements
Number of leadership positions held by TBS officials in regional and international forums	2 (Regional Coordination of EAMET and Committee vice chair SADCMET)	3	4	5	5	6	Quarterly (3 months)	Progress report (Directorate)
Number of International Metrology technical committees participating	4 out of 10	6 out of 10	7 out of 10	8 out of 10	9 out of 10	10 out of 10		Progress report (Directorate)
Milestone: Setting up of the National timescale system	0	20%	60%	100%	N/A	N/A	Quarterly (3 months)	Progress report (Directorate)
Number of NMIs, laboratories and other institutions obtaining	0	N/A	N/A	N/A	2	5	Bi-annual (6 months)	Progress report (Directorate)

KFA 4 - Quality and Metrology Improvement

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting Frequency	Supporting Document
reference time service from TBS								
Average calibration services turnaround time (ToT)	25 days	21 days	19 days	17 days	15 days	14 days	Quarterly (3 months)	Progress report
Number of customer complaints received	TBD	TBD	TBD	TBD	TBD	TBD	Quarterly (3 months)	Progress report
Number of calibration laboratories licensed (cumulative)	0	N/A	5	10	15	20	Quarterly (3 months)	progress report
Number of calibration field/areas offered by TBS (cumulative)	11	13	16	19	22	27	Quarterly (3 months)	progress report
Number of customers obtaining the calibration services from the new fields/areas (cumulative)	0	6	16	35	67	110	Quarterly (3 months)	progress report
Number of RMs produced	0	N/A	N/A	1	1	N/A	Quarterly (3 months)	progress report
Number of customers obtaining RMs from TBS	0	0	0	10	30	50	Quarterly (3 months)	progress report

KFA 4 - Quality and Metrology Improvement

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting Frequency	Supporting Document
Number of sensitive biomedical equipment types calibrated by TBS (cumulative)	0	N/A	3	7	11	15	Quarterly (3 months)	progress report
Number of medical and research institutes obtaining calibration services of sensitive biomedical equipment (cumulative)	0	N/A	10	30	55	85	Quarterly (3 months)	progress report
Number of PTs / ILCs offered by Metrology and Testing (Cumulative)	34	41	52	62	72	82	Quarterly (3 months)	Progress report

KFA 5 - Conformity Assessment and Enforcement

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting frequency	Supporting Document
% decrease of sub standards or unsafe products in the market	22%	1% (21% of substandard or unsafe products in the market)	1% (20% of substandard or unsafe products in the market)	1% (19% of substandard or unsafe products in the market)	1% (18% of substandard or unsafe products in the market)	1% (17% of substandard or unsafe products in the market)	Annually	TBS Annual Progress Report, Inspection Reports

KFA 5 - Conformity Assessment and Enforcement

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting frequency	Supporting Document
% decrease of noncomplying promotional materials in the public	20%	1% (19% of substandard or unsafe products in the market)	1% (18% of substandard or unsafe products in the market)	1% (17% of substandard or unsafe products in the market)	1% (16% of substandard or unsafe products in the market)	1% (15% of substandard or unsafe products in the market)	Annually	TBS Progress Report
Percentage decrease of substandard or unsafe products in the market	20%	1% (19% of substandard or unsafe products in the market)	1% (18% of substandard or unsafe products in the market)	1% (17% of substandard or unsafe products in the market)	1% (16% of substandard or unsafe products in the market)	1% (15% of substandard or unsafe products in the market)	Annually	TBS Progress Report
% decrease of substandard or unsafe products in the market	N/A	1% (19% of substandard or unsafe products in the market)	1% (18% of substandard or unsafe products in the market)	1% (17% of substandard or unsafe products in the market)	-1% (16% of sub standards or unsafe products in the market)	1% (15% of substandard or unsafe products in the market)	Quarterly (3 months)	Progress Reports
% of relevant locally manufactured products certified by TBS in the markets	N/A	1% (19% of substandard or unsafe products in the market)	1% (18% of substandard or unsafe products in the market)	1% (17% of substandard or unsafe products in the market)	-1% (16% of sub standards or unsafe products in the market)	1% (15% of substandard or unsafe products in the market)	Monthly	Progress Reports
Percentage decrease in uncalibrated equipment	50%	5% decrease (45% of uncalibrated equipment)	5% decrease (40% of uncalibrated equipment)	5% decrease (35% of uncalibrated equipment)	5% decrease (30% of uncalibrated equipment)	5% decrease (25% of uncalibrated equipment)	Quarterly (3 months)	Quarterly reports, Calibration certificates

KFA 5 - Conformity Assessment and Enforcement

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting frequency	Supporting Document
% of un-inspected and un-tested household and industrial liquefied petroleum and natural gas cylinders	100%	100%	50%	40%	30%	20%	Annually	TBS Progress Report

KFA 6 - Institutional Competence

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting frequency	Supporting documents
% increase in competence level	0%	20%	40%	60%	80%	80%	Bi-annual (6 months)	Performance reports/ Performance extracts from HRMIS or PEPMIS
% increase in critical roles with qualified replacements	0%	10%	20%	30%	40%	50%	Annually	HR succession plan report, Feedback reports from current identified critical roles
Reduced TAT in service delivery	70%	60%	50%	40%	30%	20%	Annually	Annual performance report, and SLAs
% of systems uptime	75%	80%	85%	90%	95%	99%	Bi-annual (6 months)	System logs and systems maintenance report

KFA 6 - Institutional Competence

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting frequency	Supporting documents
% increase in productivity	5% (currently at 50% in productivity)	5% (55% staff productivity)	5% (60% staff productivity)	5% (65% staff productivity)	5% (70% staff productivity)	5% (70% staff productivity)	Quarterly (3 months)	Quarterly performance reports, quarterly progress reports
Percentage increase in staff retention	95%	1% (96% staff retention)	1% (97% staff retention)	0% (97% staff retention)	0% (97% staff retention)	0% (97% staff retention)	Annually	HR Retention Reports
% increase in revenue collection	0%	0%	10%	15%	20%	25%	Bi-annual (6 months)	Progress Reports, Financial Reports, SLAs and contracts with external parties
Number of consultancy services delivered per year	6	8	8	10	12	12	Annually	Service request letter, Consultancy service Contracts and Agreements, Project report, Progress reports
Percentage increase in revenue collection	0.05%	0.10%	0.15%	0.20%	0.25%	0.30%	Annually	Annual or Quarterly Performance Reports, Revenue Reports and Financial Statements,

KFA 6 - Institutional Competence

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting frequency	Supporting documents
Number of short courses accredited	0	5	5	6	7	7	Annually	NACTVET accreditation certificate, short course developed, Progress reports, Inspection and Evaluation reports
% decrease of sub standards or unsafe products in the market	22%	1% (19% of substandard or unsafe products in the market)	1% (18% of substandard or unsafe products in the market)	1% (17% of substandard or unsafe products in the market)	1% (16% of substandard or unsafe products in the market)	1% (15% of substandard or unsafe products in the market)	Annually	TBS Annual Progress Report, Inspection Reports
Number of innovative products and services generated from R&D activities (non-cumulative)	0	0	1	1	1	1	Annually	Concept note, R & D Progress Report, IP records
Percentage increase in adoption of innovative products and services in the market	0.00%	10.00%	15.00%	20.00%	25.00%	30.00%	Annually	Market surveillance reports, IP records, Product Certification reports, Licences

KFA 6 - Institutional Competence

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting frequency	Supporting documents
Percentage increase in staff productivity	Currently at 30%	10% increase (40% staff productivity)	10% increase (50% staff productivity)	10% increase (60% staff productivity)	10% increase (70% staff productivity)	10% increase (80% staff productivity)	Annually	HR Performance Reports, Extracts from HRMIS
Percentage increase in productivity	30%	40%	50%	60%	70%	80%	Quarterly (3 months)	Human Resource Section Progress Reports, Supporting Section Progress Reports
Percentage increase of internal stakeholders' satisfaction	95.00%	96%	97%	98%	99%	100%	Annually	Customer Satisfaction Survey
% increase in revenue collection	0%	0%	10%	15%	20%	25%	Quarterly (3 months)	Audited financial statements

KFA 6 - Institutional Competence

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting frequency	Supporting documents
Percentage increase in staff integrity and accountability	40%	50% (10% increase)	60% (10% increase)	70% (10% increase)	80% (10% increase)	90% (10% increase)	Quarterly (3 months)	Employee Files, Misconduct, Fraud, and Disciplinary Reports, Ethics and Compliance Training Records, Audit and Compliance Reports, Whistleblower or Grievance Reports and Employee Feedback / Survey Results
Percentage increase in compliance in the market	5%	10%	15%	20%	25%	30%	Annually	Testing Reports, Import and Export Control Section Reports
Percentage of priority TBS systems integrated into the data repository	0	10%	30%	45%	60%	65%	Bi-annual	Performance report
Percentage of datasets conforming to approved data	0	40%	55%	85%	95%	100%	Bi-annual	Performance report

KFA 6 - Institutional Competence

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Reporting frequency	Supporting documents
standards (Target: 100%)								
System Performance and Compliance with approved data governance and security policies (Target: 100%)	0	20%	40%	80%	100%	100%	Bi-annual	Performance report

KFA 7- Customer Service and Outreach

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Frequency of reporting	Supporting documents
% increase in revenue collection	14%	20%	30%	40%	55%	70%	Quarterly (3 months)	Performance reports and audited financial statements
% increase in customer satisfaction level	91.4%	1.1% (92.5% customer satisfaction level)	0.5% (93% customer satisfaction level)	0.5% (93.5% customer satisfaction level)	0.5% (94% customer satisfaction level)	1% (95% customer satisfaction level)	Annually	Performance Reports and Customer Satisfaction Survey Reports
% decrease in TAT for customer inquiry resolutions	0%	5%	10%	25%	35%	50%	Quarterly (3 months)	Performance Reports and Client Service Charter Implementation Reports

KFA 7- Customer Service and Outreach

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Frequency of reporting	Supporting documents
% increase of new customers from local market	0%	10%	25%	30%	35%	50%	Quarterly (3 months)	Performance report
% increase of new customers from international market	0%	10%	25%	30%	35%	50%	Quarterly (3 months)	Performance report
% decrease in TAT for customer inquiry resolutions	0%	5%	10%	25%	35%	50%	Quarterly (3 months)	Performance Reports and Client Service Charter Implementation Reports
% increase in compliance to client service charter requirement	40%	45% (5% increase)	50% (5% increase)	55% (5% increase)	60% (5% increase)	65% (5% increase)	Quarterly (3 months)	Client Service Charter Logs and Reports

KFA 7- Customer Service and Outreach

KPIs	Current Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target	2030/31 Target	Frequency of reporting	Supporting documents
% increase of compliance in the market	40%	45% (5% increase of compliance in the market)	50% (5% increase of compliance in the market)	55% (5% increase of compliance in the market)	60% (5% increase of compliance in the market)	65% (5% increase of compliance in the market)	Quarterly (3 months)	Performance report
% decrease of substandard or unsafe products in the market	19% of substandard	1%	1%	1%	1%	1%	Quarterly (3 months)	Quarterly Progress Report