



**THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE, PLANNING COMMISSION**



INTERIM STRATEGIC PLAN (ISP)
2023/2024 - 2025/2026



**THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE, PLANNING COMMISSION**



***INTERIM STRATEGIC PLAN
(ISP) (2023/24 – 2025/26)***

May, 2024

Table of Contents

List of Abbreviations	iii
Statement of Chairperson	iv
Statement of the Executive Secretary	v
Chapter One	1
Introduction	1
1.1 Summary	1
1.2 Specific functions of the planning commission	2
1.3 Purpose of the interim strategic plan	3
1.4 Approach and methods for developing ISP	4
1.5 Assumptions for effective implementation of ISP	4
Chapter Two	5
Situational Analysis	5
2.1 Performance review of functional areas	5
2.1.1 National development planning	5
2.1.2 Monitoring and evaluation of development interventions	6
2.1.3 Trade and private sector engagement	6
2.1.4 Research and innovation	6
2.2 Linking the pc's functions and development framework	7
2.2.1 Tanzania development vision 2025	7
2.2.2 Five years development plans	8
2.2.3 Regional and international development initiatives	8
2.2.4 Economic diplomacy	8
2.3 Situation analysis	9
2.3.1 Swoc analysis	9
2.3.2 Stakeholders analysis	10
2.3.3 Pestel analysis	13
2.4 Critical issues	14
Chapter Three	15
Strategic Direction	15
3.1 Vision	15
3.2 Mission	15
3.3 Core values	15
3.4 Strategic objectives	17
3.4.1 Description of strategic objective (SO)	18
Chapter Four	23
Financial resource requirement	23
4.1 Underlying assumptions on estimation for financing the isp	23
4.2 Financial estimates	23
4.3 Sources and strategies of financing	23
Chapter Five	27
Results framework	27
5.1 Results matrix	27
5.2 Monitoring and evaluation plans	27
5.3 Reporting plan	27
5.4 Potential risks and mitigation measures	28
Annex i	31
Annex ii:	42
Annex iii:	62

List of Abbreviations

ADPs	Annual Development Plans
AfCFTA	African Continental Free Trade Area
AGOA	African Growth and Opportunity Act
BRELA	Business Registrations and Licensing Agency
EAC	East African Community
FYDP	Five Year Development Plan
GDP	Gross Domestic Product
KPIs	Key Performance Indicators
ISP	Interim Strategic Plan
LGA	Local Government Authority
LTPP	Long Term Perspective Plan
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
NEMC	National Environment Management Council
NICTBB	National ICT Broadband Backbone
NIDC	National Internet Data Centre
NPD	National Planning Division
NPMIS	National Projects Management Information System
NSA	Non-State actors
PC	Planning Commission
PESTEL	Political, Economic, Social, Technology, Environment and Legal
PIM-OM	Public Investment Management – Operational Manual
R&D	Research and Development
RS	Regional Secretariat
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
STI	Science Technology and Innovation
SWOC	Strength, Weakness, Opportunities and Challenges Analysis
TANTRADE	Tanzania Trade Development Authority
TBS	Tanzania Bureau of Standards
TDV 2025	Tanzania Development Vision 2025
TDV 2050	Tanzania Development Vision 2050
TIC	Tanzania Investment Centre
UNECA	United Nations, Economic Commission for Africa
URT	United Republic of Tanzania
WTO	World Trade Organization

Statement of the Chairperson



I have the Honour of presenting the Interim Strategic Plan for the Planning Commission for the period of 2023/24–2025/26. This plan is the evidence of our unshakable dedication of bringing about a prosperous Tanzania where sustainable development and equitable growth are not just ideas but actual possibilities for every person. To ensure that our efforts make a substantial contribution to the trajectory of national development, we have carefully matched our vision, mission and strategic objectives with the Third Five Year Development Plan 2021/22 – 2025/26 and the Tanzania Development Vision 2025. Our strategy is based on the profound knowledge that planning is the foundation of both transformative and successful leadership.

Our strategic objectives are based on in-depth assessments and consultations and centre around important topics such as innovation, competitiveness of the private sector, equitable economic growth, and efficient tracking of National Key Result Areas. These goals are intended to handle the pressing issues and seize the opportunities that lie ahead, and they are consistent with our primary mission.

We understand the need for a robust and flexible planning approach due to the ever-changing nature of the global economy. As a result, this plan is designed to be adaptable and quick in response to both anticipated and unforeseen developments, guaranteeing that our development route remains stable and flexible.

Our dedication to diversity, interconnected and participatory planning is a key component of this Interim Strategic Plan. The participation of all stakeholders including Government, private sector, civil society and development partners is considered as a cornerstone of successful planning. In order to coordinate our efforts and use our collective experience towards achieving our national goals, this collaborative approach is imperative.

We are aware of the challenges ahead, and as the Commission we are ready to take action with a steadfast devotion and strong drive for perfection. Together, we must work towards a thriving Tanzania we want; thus, this Strategic Plan serves as a road map for that journey.

I sincerely thank everyone who helped with the formulation of this Strategic Plan and cordially welcome all interested parties to accompany us on this magnificent undertaking. For the benefit of both the present and the future generations, we can and will work together to create a successful, inclusive, and sustainable Tanzania. **Kazi lendelee!!**

H.E Dr. Samia Suluhu Hassan

**President of the United Republic of Tanzania
and Chairperson for Planning Commission.**



Statement of the Executive Secretary



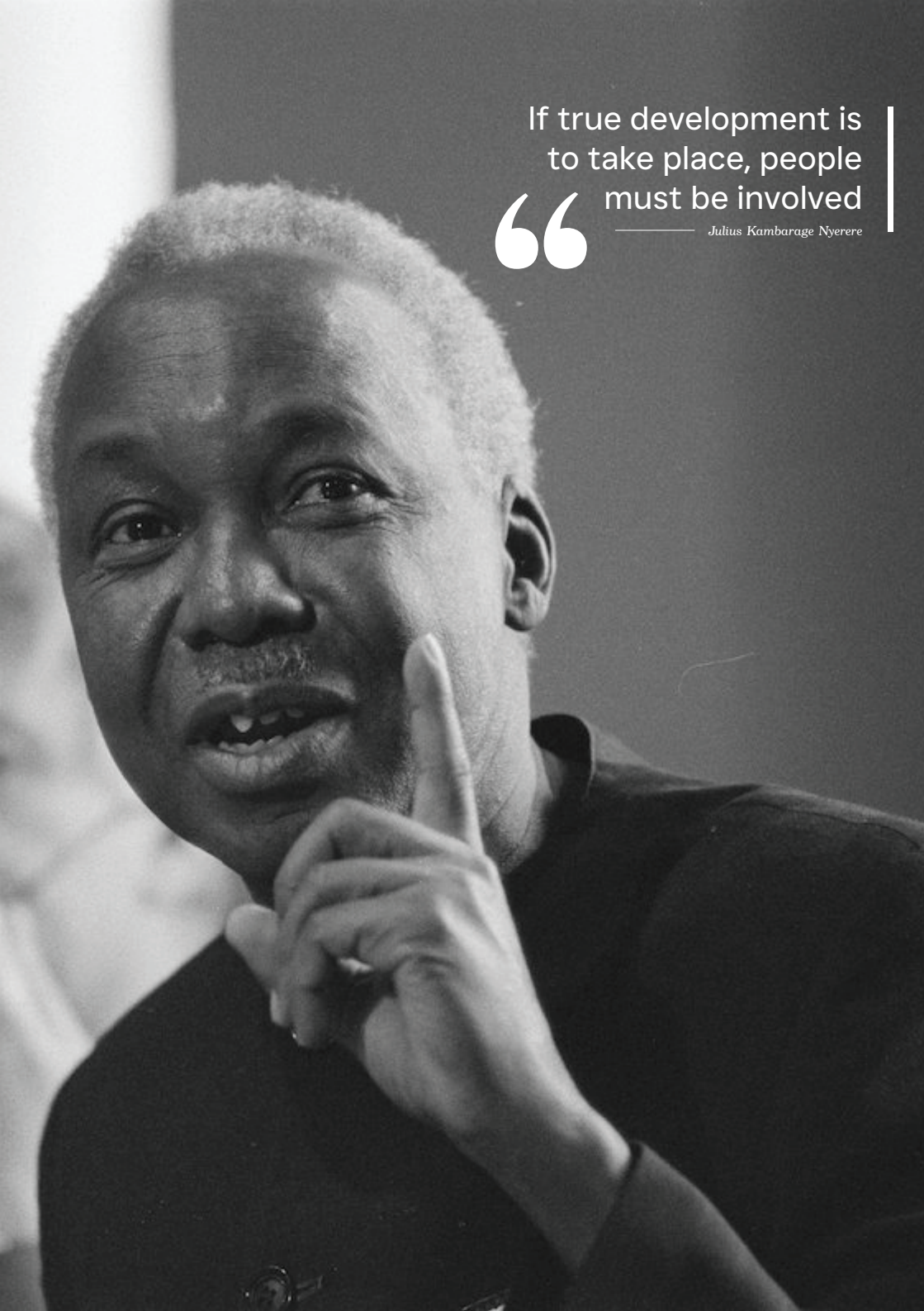
The Planning Commission was established in July 2023 through the Planning Commission Act of 2023. As per the establishment act and order, the Planning Commission is an independent department under the President's Office that will operate as a Think Tank that will guide and coordinate the country's development planning, research, innovation, performance, monitoring and evaluation. Generally, the purpose of setting up the Planning Commission is stipulated in the Planning Commission Act of 2023 in which the legal mandate and functions have been outlined. Specifically, through administrative directives issued by the President of the United Republic of Tanzania, Her Excellency Dr Samia Suluhu Hassan who is also the Chairperson of the Planning Commission, the Planning Commission's immediate responsibilities alongside its legal functions are five namely; to implement the Planning Commission institutional set up as per establishment order and the Planning Commission act 2023; to oversee the ongoing activities and implementation of the TDV 2025 currently on its last FYDP phase (FYDP III 2021/22-2025/26) as well as the preparation and implementation of Annual Development Plans (ADPs) for 2024/25 and 2025/26; to oversee and coordinate the implementation and delivery of the national flagship projects that are ongoing; to strengthen the use of research and innovation; and private sector engagement in planning and implementation of national plans and to lead, guide and coordinate the process of preparing the new Tanzania Development Vision (TDV) that will become operational from July 2026. These specific immediate responsibilities and functions must be carried on in the interim have necessitated the formulation of an Interim Strategic Plan (ISP) that will serve as the bridge between the interim period of constituting (institutionalization) of the Planning Commission and the preparation of the comprehensive long-term Strategic Plan (SP) that will be aligned with the new Tanzania Development Vision (TDV) in the next two and a half years.

This Interim Strategic Plan (ISP) 2023/24 – 2025/26 has therefore been prepared with three primary objectives: to serve as a roadmap for the Planning Commission in the interim period up to 2025/26 by guiding the activities of the Commission and execution of its mandate; to serve as a tool that guides the alignment of resources and priorities within the Commission and across the Government; and to ensure that everyone involved with Planning Commission is on the same page.

We wish to thank everyone who participated in preparation of this Interim Strategic Plan. We believe that successful implementation of the ISP sets strong foundation upon which the future success of the Planning Commission will be built. We urge all our stakeholders, Government and non-governmental actors and development partners interested in the Tanzania's development agenda to enlist your support for implementation of this ISP.

Lawrence N. Mafuru

Executive Secretary, Planning Commission.

A black and white portrait of Julius Kambarage Nyerere, an elderly man with short, light-colored hair, looking slightly upwards and to the left. He is wearing a dark, high-collared shirt. His right hand is raised, with his index finger pointing upwards, resting near his chin. The background is dark and out of focus.

If true development is
to take place, people
must be involved

“

————— *Julius Kambarage Nyerere*

Chapter One:

Introduction



1.1 Summary

Strategic Planning for the Commission, is technically defined as a process in which various aspects are closely and deeply examined by both internal and external stakeholders and perspectives as well as the public at large. The outcome of this process is a thorough and clear document that lays out the Commission's Strategic Position albeit in the interim period based on its mission showing how the Commission will attain its institutional vision and the purpose that drives the Planning Commission.

In acknowledging the importance of planning and prudent economic management the Government of the United Republic of Tanzania under the leadership of Her Excellency Dr. Samia Suluhu Hassan, the President of United Republic of Tanzania decided to establish the Planning Commission in July 2023. This decision aimed at addressing the challenges that faced the national economic development planning process and implementation. These challenges include: absence of integrated planning and coordinated execution among sectors and low involvement and engagement of private sector and other non-government stakeholders in preparing and implementing development plans; inability to meet some of macro-economic targets (economic growth rate) and to navigate through exogenous forces and shocks in implementing our development plans; unfocused monitoring of development projects and limited integration of performance management systems; absence of connected thinking and innovation in our development planning and implementation; and limited adaptability, customization and utilization of research findings and innovative solutions into national development.

The Planning Commission as an independent department under the President's Office has been given a legal mandate to manage the economy, planning process and implementation of national development plans as approved by the Parliament with the objective of steering the country in attaining sustainable economic growth and development. Operationally, the mandate functions towards ensuring comprehensive analysis on sectoral plans to align with national priorities; result-based monitoring and evaluation; private sector participation in formulation and implementation of national development plans; utilization of research and innovation to inform development planning.

To operationalize the functions and address issues, the PC has developed this Interim Strategic Plan (ISP) 2023/24 – 2025/26. The Plan serves as a roadmap to guide and direct five (5) interim administrative and strategic functions alongside other legal functions for which the Planning Commission has been established. The five immediate objectives of the Planning Commission are as follows: -

- i. To implement the Planning Commission institutional set up as per the establishment order and the Planning Commission Act 2023;
- ii. To oversee the ongoing activities and implementation of the TDV 2025 currently on its last FYDP phase (FYDP III 2021/22–2025/26) as well as the preparation and implementation of Annual Development Plans (ADPs) for 2024/25 and 2025/26;

- iii. To oversee and coordinate the implementation and delivery of the ongoing national flagship projects;
- iv. To create awareness and run public education initiatives to all stakeholders on the dispensation of the Planning Commission Act 2023 and how they are expected to comply with it; and
- v. To lead, guide and coordinate the process of preparing the new Tanzania Development Vision (TDV) that will become operational from July 2026.

This Interim Strategic Plan 2023/24 – 2025/26 has therefore been prepared with three primary objectives:

- i. To serve as a roadmap for the Planning Commission in the interim period up to 2025/26 guiding the activities of the Planning Commission (PC) and execution of its mandate;
- ii. To serve as a tool that guides the alignment of resources and priorities within the Planning Commission and across the Government; and
- iii. To ensure that everyone involved with the Planning Commission activities is on the same page.

Respective to ISP's objectives and the Planning Commission Act No.1 of 2023, the Commission works towards "being a Centre of Excellence for development planning and economic management for inclusive prosperity". In delivering that Vision, the Commission strategizes on "employing data and research output innovatively in a connected and coordinated manner with focus on inclusive and transformative initiatives". To deliver the objectives of this ISP, the Planning Commission intends to mobilise and spend **Tshs 137,124,397,029**. The guiding values in implementing this ISP will be Teamwork, Integrity, Innovation, Accountability, Diligence and Inclusivity.

1.2 Specific Functions of the Planning Commission

The specific functions of the PC are:

- i. To assess the state of the national resources and advise the Government on the efficient utilization of such resources;
- ii. To formulate the national development vision, long term development plan, medium term development plan and short-term development plan and oversee their implementation;
- iii. To propose areas for sustainable flagship projects and their implementation strategies in line with the national development vision and strategies;
- iv. To conduct periodic assessment and analysis of key economic variables including balance of payments, money supply and prices, national debt and advise the Government accordingly;
- v. To assess various existing policies with a view to strengthening their implementation regarding national development plans and to propose new policies where it is deemed necessary in the national interest;
- vi. To monitor the performance of the national key priority areas of various sectors of the economy and ensure that appropriate measures are taken to solve any operational problems detected in those sectors;
- vii. To provide guidance on economic co-operations between the United Republic and other countries and international organizations;
- viii. To ensure alignment of sectoral plans to the national plans for effective utilization of the country's resources;
- ix. To monitor and evaluate the implementation of national plans and flagship projects and take such measures as are necessary for ensuring successful implementation of such projects;

- x. To advise the Government on any change in the approved national development plan;
- xi. To monitor the implementation of Cabinet decisions on matters of development planning and management of the economy;
- xii. To advise on the strategies for the development of science, technology and innovation in the country;
- xiii. To foster innovation approaches in the implementation of development plans;
- xiv. To identify and research on any matter the Commission deems relevant to the attainment of the objects of the national development;
- xv. To oversee and provide guidance in the preparation of strategic plans formulated by ministries, independent departments, executive agencies, regional secretariats, local government authorities and other public institutions;
- xvi. To coordinate and develop cadres in the fields of economics, planning, statistics and other similar professions;
- xvii. To co-ordinate stakeholder forums for discussion of matters pertaining to development planning;
- xviii. To ascertain country resources for sustainable utilization for national development;
- xix. To facilitate private sector engagement in the development planning and implementation; and
- xx. To perform any other functions in relation to development planning as the President may direct.

To deliver the abovementioned functions (i – xx), the Planning Commission is structured into three (3) Offices, seven (7) Divisions and eight (8) Units.

1.3 Purpose of the Interim Strategic Plan

The purpose of this Plan is to serve as a bridging framework for guiding the realization and achievement of the Planning Commission objectives and functions. The plan is intended to inform decision making, creation of operational strategies and initiatives within the institution and to establish common position on all matters related to objectives. Further, this plan will be used as an instrument in identifying, communicating and engaging stakeholders to foster effective collaboration towards attaining the Vision.

1.4 Approach and Methods for Developing ISP

The preparation of ISP applied collaborative and participatory approach and methods. The process involved various stakeholders from different entities including President's Office – Planning and Investment (PO-PI), Prime Minister's Office – Policy, Parliament and Coordination (PMO-PPC), Regional Secretariat and Tanzania Investment Centre (TIC). Applied methods on undertaking the assignment include review of relevant documents such as the Planning Commission Act No. 1 of 2023; Speech of the President of the United Republic of Tanzania during launching of the PC, the Approved Functions and Organization Structure of the PC, the Medium-Term Strategic Plan and Budget Manual (2008), Third Five Year Development Plan (2021/22 – 2025/26) and Tanzania Development Vision 2025. Further, discussions and consultations were done to identify critical issues and benchmarking with best practices.

1.5 Assumptions for Effective Implementation of ISP

- i. Developed Strategic Plan is an interim plan for the remaining period of 2023/24 – 2025/26 to align and complete the FYDP III; and
- ii. Expected results are levelled at immediate outcomes, since the ISP serve as a short-term framework to guide the Commission.

Every person, in their respective role, must act responsibly, ensuring that our limited resources are effectively utilized to stimulate economic growth, create prosperity for our citizens and our nation as a whole.

“

— H.E Dr. Samia Suluhu Hassan
President of the United
Republic of Tanzania



Chapter Two: Situational Analysis



Julius
Nyerere
Hydropower
Project (JNHPP) –
2115 MW;



Kigongo
– Busisi
Bridge



Standard
Gauge
Railway
(SGR)



Sugar
Processing
Plant –
Mkulazi

This Chapter presents the performance status of functions on development planning, implementation and monitoring and evaluation. It details on notable achievements, challenges, implications and issues on each function. Further, the Chapter highlights the status of trade and private sector engagement, innovation and research for development as new areas of mandate to the Commission and provides operational linkages to National Development Frameworks and Regional and International Development Agendas.

2.1 Performance Review of Functional Areas

2.1.1 National Development Planning

Under this functional area, the Government aimed at attaining and sustaining equitable economic growth and macroeconomic stability. This was executed through the preparation of various national plans, managing implementation towards attaining TDV – 2025 aspirations through FYDPs and annual development plans.

Notable achievements on executing the planning functions include: attaining the lower middle-income status; actionable implementation of the vital flagship projects namely: Julius Nyerere Hydropower Project (JNHPP) – 2115 MW; Kigongo – Busisi Bridge; Standard Gauge Railway (SGR) and Sugar Processing Plant – Mkulazi. Further, in undertaking the function, the Government successfully developed various planning and implementation instruments including: Public Investment Management Operational Manual (PIM-OM) – 2022 and National Monitoring and Evaluation Framework for Development Projects and Programs (2022).

Despite the formulation of national development frameworks, national development planning has encountered various challenges including: absence of integrated planning and coordinated execution, inadequate realization of private sector and other stakeholders' potentials in development; inability to meet some of the macro-economic targets and to accommodate shocks in planning process.

To address the situation, the PC should strengthen planning and implementation linkages between related productive, infrastructure and social sectors; establish mechanism for development and use of specific and standardized planning guidelines to include all stakeholders' potential and design planning models to accommodate shocks.

2.1.2 Monitoring and Evaluation of Development Interventions

This functional area focused on tracking progress and assessing implementation of development plans, programs and projects. To operationalize the function, the Government realized formulation of various M&E guidelines including: National M&E Framework for Development Programmes and Projects (2022) and design and operationalize the National Project Management Information System (NPMIS). Notable achievement under this area include: preparation of quarterly M&E reports and capturing significant number of development projects at all levels (MDA, RS and LGA).

Despite undertaken efforts, M&E of development interventions were constrained by: absence of vital techniques on realization of value for money in public investments; unfocused monitoring of development projects and limited integration of performance management systems.

To improve M&E for performance purposes, PC should focus on establishing mechanism for real-time monitoring of public investments; developing mechanism for identification and implementations of National Key Result Areas (NKRAs); and strengthening an integrated performance management and accountability system.

2.1.3 Trade and Private Sector Engagement

This functional area focused on nurturing and facilitating private sector to participate efficiently in formulation and implementation of development interventions. Specifically, the area focused on pulling private sector towards: investing into development projects, trade and economic cooperation. To operationalize the function, the Government developed facilitative measures including: Roadmap and Blueprint for Regulatory Reform to Improve Business Environment 2018, Tanzania Investment Act No.10 of 2022, improvement in economic diplomacy handling and structural improvement by establishing relevant entities on trade and private sector issues.

Notable achievements under this area include: establishment of Tanzania electronic Investment Window (TelW) to facilitate and fast-track investment process, 46 One Stop Service at council level; join and maintain membership in regional, bilateral and multilateral cooperation such as EAC, SADC, AfCFTA and WTO, ultimately benefiting from; Everything but Arms (EBA) and African Growth and Opportunity Act (AGOA) arrangements for EU and USA respectively.

Despite the achievement, there are number of challenges facing this area. These include: limited private sector engagement in formulation and implementation of national development plans, underutilization of market opportunities, limited inclusivity of international economic trends and development in national planning and underutilization of assessment findings on determination of external assistance.

To address the situation, PC should focus on developing mechanism to attract private sector engagement in implementation of national development plans; improving private sector competitiveness and assessing impact of external assistance, international economic trends and development and its implication on domestic economy.

2.1.4 Research and Innovation

This functional area intended to strengthen innovation and research for development in the country. The Government aimed at ensuring research findings are translated into tangible products, processes and services for development purposes. To attain the functional objective, the Government has undertaken various efforts including formulation and adoption of relevant research guiding frameworks such as National Research and Development Policy of 2010, National Science and Technology Policy of 1996, National ICT Policy 2019, National Biotechnology Policy 2010, Research and Innovation Grants Manual 2019 and National Research Registration and Clearance Guidelines 2022 and establishment of collaborative mechanisms with stakeholders.

Execution of mentioned efforts resulted into notable achievements including: establishment of National Fund for Advancement of Science and Technology (NFAST) which resulted into institutionalization of financing of research and innovation activities; increase in undertaking of research studies on socioeconomic areas such as agriculture, health and industry and establishment of dedicated sections for research and innovation at ministry level. Further, notable success in innovation include: establishment of Dar Teknohama Business Incubator (DTBi) which resulted into provision of 29 ICT based solutions (innovations) from 27 incubates and Buni Innovation Hub to support and coordinate innovation ecosystem in the country.

Despite noted achievements, research and innovation faces a number of challenges including: absence of connected thinking in innovation for development planning and implementation; and limited adaptability, customization and utilization of research findings and innovative solutions into national development.

To enhance research and innovation potentials for sustainable development, then the Commission should focus on ensuring creativity and innovativeness in planning and implementation of development interventions; and ensure research findings and innovation products and solution are interpreted into sectoral and national plans.

2.2 Linking the PC's Functions and Development Framework

2.2.1 Tanzania Development Vision 2025

Tanzania Development Vision 2025 provides direction for the development of the country. The overall long-term goal of the Vision is to attain sustainable human development and graduating Tanzania's economy into middle-income status. The economy's production and market supply structure being transformed to a semi-industrialized status while most of its citizens are living life that reflects all quality status enjoyed by the hitherto citizen of

middle-income countries. Specific five (5) key attributes were singled to assess the success of implementation of the Vision 2025. These attributes are: (1) a high standard of living; (2) peace, stability, and unity; (3) good governance; (4) a well-educated and learning society; and (5) a competitive economy capable of producing long-term and shared benefits.

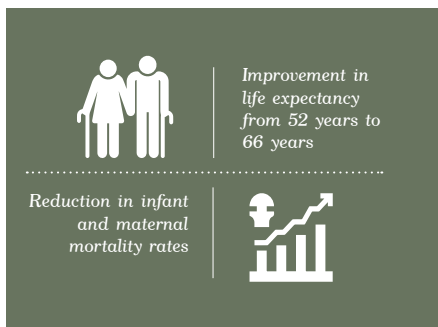
Respective to TDV, the PC is set to champion "Attribute No. 1 & 5" towards ensuring competitive economy capable of producing long-term and shared benefits and ensuring high standard of living. This is operationally achieved through providing long term, medium term and short-term planning frameworks such as Long-Term Perspective Plan (LTTP) (2011/12 – 2025/26), FYDPs and ADPs. Further, PC is mandated to monitor and evaluate these frameworks at developmental intervention level.

Upon championing the mentioned attributes, Tanzania recorded significant improvement in economic growth averaging 6 percent over the past 20 years and its corresponding increase in per capita income with GDP per capita increased from \$318.2 in 2000 to \$1,229.1 in 2022. This led to Tanzania's economy graduating into a lower middle-income country status in 2020 surpassing World Bank lower threshold for middle-income classification (i.e. GNI Per Capita between \$ 1,046 and \$ 4,095). Reflecting changes in standard of living, during the period of 2000 – 2022 the country recorded improvement in life expectancy from 52 years to 66 years, decline in abject poverty as approximated by Human Development Index (HDI) from 0.4 to 0.55 (2021) and reduction in infant and maternal mortality rates from 85 per 1,000 live birth to 36 per 1,000 live birth and from 760 per 100,000 live birth to 220 per 100,000 live birth respectively.

\$318.2 **\$1,229**

GDP per capita
increased in 2000

GDP per capita
increased in 2022



Despite noted achievements, there are missed targets on some of key variables which are: economic growth rate by an average of 2 percent annually, HDI by 0.05 and life expectancy by 2 years. This situation justifies the need for PC to strengthen planning and manage implementation of the development frameworks.

2.2.2 Five Years Development Plans

The FYDPs are the immediate execution frameworks for guiding implementation, monitoring and evaluation of development interventions. They are accompanied by implementation, financing and M&E strategies. FYDPs incorporate directives from The Ruling Party Election Manifestos to ensure political will towards attaining national development. Currently, the Government operates through FYDP III as an immediate instrument to guide planning process and prioritization of projects.

PC uses FYDP III and other technical instruments such as PIM-OM (2022) to scrutinize projects to assess optimality and feasibility for financing during the respective financial year through Annual Development Plans (ADPs). In that regard, FYDP III develops basis for evaluation while ADPs as operational plan initiates tracking and monitoring of planned development interventions.

During 2020/21 - 2022/23, a total number of 689 projects were monitored equivalent to 76 percent of all projects (900) outlined in the monitoring plan. Further, the Government evaluated FYDP II and TDV 2025 while there is no project evaluation conducted by NPD. This implies that, significant number of projects are not monitored and evaluated.

Despite noted efforts on executing FYDPs, implementing and monitoring ADPs, there are challenges on execution and performance monitoring and evaluation. These include: wide and ad-hoc monitoring whereby undertaken monitoring exercise isn't consistent with standard practices and failure to undertake evaluation of vital and result areas.

2.2.3 Regional and International Development Initiatives

United Republic of Tanzania has signed and ratified to implement regional and international development agendas and aspirations including: 2030 Agenda for Sustainable Development and Agenda 2063 - The Africa We want, SADC Vision 2050, EAC Vision 2050 and Istanbul Plan of Action (IPOA). PC advocates for mainstreaming regional and international agendas into national development plans at short, medium and long terms. Notable achievement under this area include: mapping for establishing the link between FYDPs and SDGs and preparation of Voluntary National Reviews (VNRs) for 2019 and 2023. PC's functions for SDGs are related to Goal 8 - Decent Work and Economic Growth and Goal 17 - Partnership for Goals. This is justified by adoption of the National Coordination Framework for the Implementation, Monitoring and Reporting of the Sustainable Development Goals - 2020. Further, PC ensures that during formulation, implementation and monitoring and evaluation of national and sectoral plans, regional and international developmental issues are included at all stages.

Despite efforts on mainstreaming regional and international development agendas into national plans, there are challenges associated with that function. These include: absence of mainstreaming procedures for regional and international agendas and inadequate inclusion of some of agenda particularly for EAC and SADC.

2.2.4 Economic Diplomacy

Given available potentials, Tanzania champions economic diplomacy in bilateral, regional and multilateral relations. This is evidenced by the ratification of various agreements, strengthening bilateral cooperation through

signing Joint Permanent Commission (JPC)/Joint Committee for Cooperation (JCC) and other arrangements and participating and hosting significant number of tourism, investment and trade promotions. Since PC is an apex entity on national economic management, then it is important to ensure application of Tanzania's economic tools on achieving national interest on specific areas such as trade agreements, investment, aid, technology transfer and skills and human capital developments.

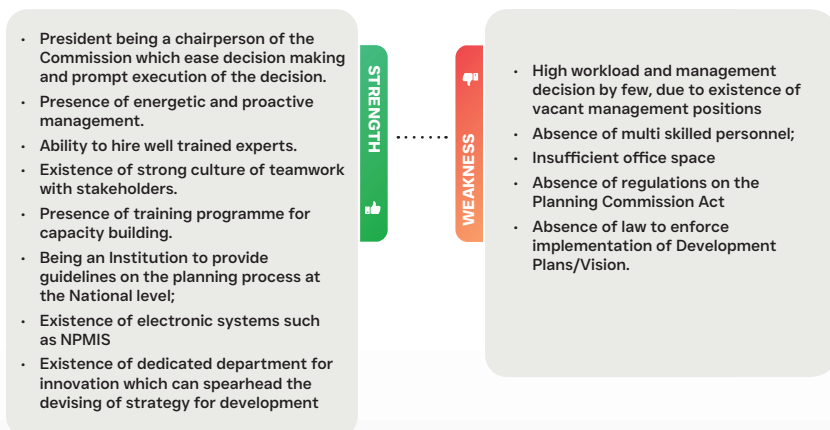
Despite noted achievements and structural advantage by establishing 45 missions and five (5) consulates general still there is limited benefits to Tanzania on economic cooperation. This is associated with under-utilization of economic diplomacy instruments to materialize available opportunities resulting into failure to: pursue result-based economic interest in foreign relations and increase private sector participation in pursuing economic cooperation. In that regard, PC should strategize towards echoing economic diplomacy in sectoral interest spectrum and orienting foreign missions on specific economic areas of interest.

2.3 Situation Analysis

2.3.1 SWOC Analysis

While developing this Plan, a comprehensive situation analysis of Strengths, Weaknesses, Opportunities and Challenges (SWOC) was undertaken through brainstorming and document review with key stakeholders. The achievement of the ISP objectives will greatly depend on how PC exploits its internal strengths, existing opportunities, and how to manage the weaknesses in all operations, while controlling factors that pose a threat to the achievement of planned activities. The SWOC analysis to identify its Strengths, Weaknesses, Opportunities and Challenges as detailed in **Figure No. 1 below:-**

Figure No. 1: STRENGTH, WEAKNESS, OPPORTUNITIES AND CHALLENGES



- Political will and support
- Existence of political stability
- Existence of training institution on leadership
- Willingness of experts from domestic and international labour market to join the Commission
- Existence of ongoing initiatives/ programme financed by DPs;
- Advancement in modern technologies providing innovative ways of administering planning
- Public desire for development.

OPPORTUNITIES

.....

THREATS

- Inadequate participation of the Private Sector in implementation of the Plans;
- Global shocks (economic, social and political) financial crisis;
- Limited trust between Government and Private Sector;
- Low capacity to cope with changing technology

2.3.2 Stakeholders Analysis

No.	NAME OF STAKEHOLDER	SERVICE OFFERED BY PC	STAKEHOLDER EXPECTATION FROM PC	PC EXPECTATION FROM STAKEHOLDER	POTENTIAL IMPACT IF EXPECTATIONS NOT MET
1.	MDA, RSs and LGAs	• Integrated Planning and Policy Services • Policy Assessment and Analysis • Capacity Building and Professional Development: • Statistical and Analytical Support • Innovation and Technology Advisory • Investment and Economic Development Guidance: • Collaboration and Engagement • Monitoring, Evaluation, and Quality Assurance: • Information Dissemination and Advisory	• Information and Reporting • Strategic Guidance and Technical Advice • Research and Innovation • Collaboration and Cooperation • Monitoring, Evaluation, and Capacity Building • Transparency and Accountability • Promotion of Innovation	• Alignment and Compliance • Policy and Strategy Utilization • Review and Professionalism • Statistical and Research Collaboration • Monitoring, Evaluation, and Reporting • Private Sector and International Engagement • Data Provision and Support	• Alignment and Compliance • Policy and Strategy Utilization • Review and Professionalism • Statistical and Research Collaboration • Monitoring, Evaluation, and Reporting • Private Sector and International Engagement • Data Provision and Support
2.	Development Partners (WB, IMF, UNDP, other Multilateral organizations etc.) Regional and International Bodies	• Strategic Planning and Reporting Services • Data and Information Services • Research and Information Dissemination Services • Macroeconomic Stability and International Trade Services • Status on the progress of the implementation of global development agenda and • Provision of data and information from Monitoring and Evaluation of regional and international development agenda.	• Collaboration and Communication • Information and Data Quality • Economic Management and Stability • Efficient Resource Utilization: • Monitoring and Evaluation • Active participation in statutory meetings; • Transparency and accountability; and • Effective implementation of international protocols and conventions.	• Financial and Technical Support • Collaboration and Engagement • International Networking and Relations • Economic Diplomacy and Investment • Assessment and Monitoring • Effective participation in the development, implementation and monitoring of regional and international plans.	• Inadequately financed projects and misaligned priorities. • Poor project execution and decision-making. • Eroded trust and credibility in financial management. • Diminished economic opportunities.

No.	NAME OF STAKEHOLDER	SERVICE OFFERED BY PC	STAKEHOLDER EXPECTATION FROM PC	PC EXPECTATION FROM STAKEHOLDER	POTENTIAL IMPACT IF EXPECTATIONS NOT MET
3.	Private Sector	• National Planning and Guidance • Data and Information Services • Policy Development and Predictability • Public-Private Sector Engagement	• Conducive Business Environment • Economic Management and Policy Clarity • Collaboration and Communication • Monitoring and Evaluation (M&E) • Private Sector Engagement	• Financial and Technical Support • Collaboration and Engagement • Data and Information Transparency • Private Sector Engagement	• Inadequate investment • Lack of trust in financial management • Lack efficiency and effectiveness
4.	Non-State Actors (CSO, NGOs, CBOs, etc.)	• National Planning and Guidance • Data and Information Services • Monitoring and Evaluation (M&E) Support • Science, Technology, and Innovation	• Conducive Business Environment • Economic Management and Policy Clarity • Collaboration and Communication • Data and Information Transparency • Monitoring and Evaluation (M&E) • Access to Strategic Information • Economic Policy Expertise • Strategic Planning and Guidance • Project Implementation Oversight • Data Excellence: • Progress Monitoring: • Project Prioritization Guidance:	• Financial and Technical Support • Collaboration and Engagement • Feedback and Accountability	• Development projects facing delays and stalls • Eroded trust in financial management and diminished public confidence. • Missed public investment opportunities
5.	Politicians	• Economic Policy Information • National Planning and Guidance • Progress Reporting	• Economic Policy Expertise • Strategic Planning and Guidance • Project Implementation Oversight • Data Excellence: • Progress Monitoring: • Project Prioritization Guidance:	• Active Engagement in Planning and Implementation • Effective Communication for Institutional Image • Adherence to National Plans and Guidelines • Feedback for Impact Assessment: • Involvement in Project Sustainability	• Distortion of Institutional Image • Reduced Political Support: • Uninformed Decision-Making • Lack of Political Will in National Planning • Limited Public Participation
6.	Parliament	• Surveys, plans and strategies • Policy papers on key economic variables including balance of payments and money supply and prices • Approved project documents and implementation reports • Accurate and reliable database	• Effective bottom-up approach in the planning process • Timely, accurate and reliable information • Clear mechanism for collaboration and dialogue • Clear and updated plans and survey reports	• Effective participation in the planning, approval and supervision processes • Effective commutation to the public to promote institutional image	• Distortion of institution image • Less political support

No.	NAME OF STAKEHOLDER	SERVICE OFFERED BY PC	STAKEHOLDER EXPECTATION FROM PC	PC EXPECTATION FROM STAKEHOLDER	POTENTIAL IMPACT IF EXPECTATIONS NOT MET
7.	General Public	• National Plans and Strategies • Economic Policy Analysis • Project Oversight and Reporting • Data and Information Services • Strategic Project Guidance • Research Findings Dissemination	• Awareness in Planning Relations • Inclusive and People-Centred Planning • Timely, Accurate, and Reliable Information • Updated Plans and Survey Reports • Thorough Project Follow-Up • Local Content Involvement • Timely Dissemination of Development Information • Development of Innovative Programs	• Active Stakeholder Engagement • Enhancement of Institutional Image • Utilization of Whistleblowing Mechanisms • Provision of Impact Feedback • Active Involvement in Sustainability • Promotion of Collaboration • Access to Research and Innovation Information	• Loss of Trust • Distorted Institutional Image • Reduced Participation in Planning • Lack of Confidence in Government • Noncompliance with Laws and Regulations • Limited Public Participation
8.	PC employees	• Information on Employment Status • Incentives and Rewarding Schemes • Payment of Salaries and Benefits • Provision of Working Tools and Facilities • Job Description, Confirmation, and Promotions • Training and Career Development • Counselling, Coaching, and Mentoring • Handling of Internal Complaints • Staff Welfare	• Attractive and timely payment of remuneration • Career development plans • Motivation and recognition • Conducive working condition, • Fair treatment • Job security • Job safety • Timely handling of complaints	• Commitment in delivery of services • Accountability • Improved Productivity • Demonstration of high level of integrity • Complying to staff rules and regulations • Innovativeness	• Poor service delivery • Employee turnover • Non-compliance to standards, laws, and guidelines • Poor working morale and grievance
9.	Research and Academic Institutions	• Data Sharing and Collaboration • Research Access • Research Funding Opportunities • Policy Engagement • Research Dissemination • Collaborative Research Projects • Data Analytics and Technology • Feedback Mechanisms • Recognition and Awards • Advisory Roles	• Opportunities to conduct consultancy services on evaluation of national plans; • Inputs in reviewing and updating of their curriculums; • Transparency and accessibility of data; and • Opportunities for student's practical training. • Consultancy services • Provision of data • Facilitate the development of innovation and research labs	• Conduct research and studies (R&D) on implementation of national plans; • Provide technical expertise on M&E practices; • Provide expertise and capacity building on innovation and research • Collaboration on research and innovation matters • Use of research findings	• Dissatisfaction and Disengagement • Loss of Trust and Credibility to the Institution • Decreased Collaboration • Policy Noncompliance

No.	NAME OF STAKEHOLDER	SERVICE OFFERED BY PC	STAKEHOLDER EXPECTATION FROM PC	PC EXPECTATION FROM STAKEHOLDER	POTENTIAL IMPACT IF EXPECTATIONS NOT MET
10.	Diaspora	- Information and data sharing on opportunities to accelerate implementation of Development plans - To provide information on potential areas they can invest - Special incentives if they decide to invest in Tanzania	- Transparency, accessibility and reliability of information and data; - Feedback on implementation of national plans - Incentives provisions to stakeholders	- Experience sharing on monitoring and evaluating of national plan from other countries - Foreign Direct Investment (FDI) - International market information	- Loss of economic opportunities; - Loss of Trust and credibility - Low Diaspora contribution to economic development
11.	Professional services network	- Identifying strategic research agenda - Commissioning consultancy works	- Consultancy services - Provision of Data	- Expertise/capacity building - Collaboration on research and innovation matters - Provide new knowledge	- Irrelevant research to national development agenda - Unreliable data - Poor consultancy services
12.	Media	Provision of information on key issues from research findings	- Accurate and reliable information on innovation, research and development - Engagement of media in national development agenda	- Dissemination of research findings - Awareness on research findings and resources capabilities - Influence on public perceptions on national development and reforms	- Spread of inaccurate information - Lack of trust and confidence. - Poor research and development agendas.

2.3.3 PESTEL Analysis

This analysis provides external environmental scanning for six (6) dimensions, namely: Political, Economic, Social, Technological, Environmental and Legal. Specifically, each dimension is analyzed relevant to PC's functions as follows:

2.3.3.1 Political

Existing political condition is stable at national and regional levels, providing an opportunity for PC to provide intended services in sound environment. However, there is unpredictable political situation globally including on-going geopolitical crises which may significantly impact the performance of PC and collaborating with other relevant international organization. This requires PC to strongly commit on economic diplomacy and use prevailing situation at nation's advantages.

2.3.3.2 Economic

Status on economic growth rate is sound, reflecting for feasible economic situation. This is justified by tolerable inflation rate and interest rate (within acceptable EAC and SADC levels). This situation provides advantage for PC to operate at stable situation. However, prevailing surging in global commodities prices (fuel), exchange rate, changes in global financing architecture and imbalances in macroeconomic factors may adversely impact PC functional advantages. Though, provides an opportunity for innovation and creativity and possibly changes business models.

2.3.3.3 Social

Tanzania's social setting such as surging youth population, positive opinion, unit and citizens' appetite on development provide an opportunity for PC to function efficiently. Further, improving human development and social stability open up for interaction, labour and capital flows hence easing implementation of the Plan.

2.3.3.4 Technological

Global advancement in technology, encourages Government towards advocating for adaptability and application in service delivery. This is evidenced by significant efforts on setting relevant technological infrastructure and guiding frameworks for protection, privacy and efficiency. This situation provides opportunity to PC on setting and automating doing business, hence efficiency on service delivery. However, low pace of adaptation and laggard features on technology catch-up may threaten PC functional efficiency.

2.3.3.5 Environmental

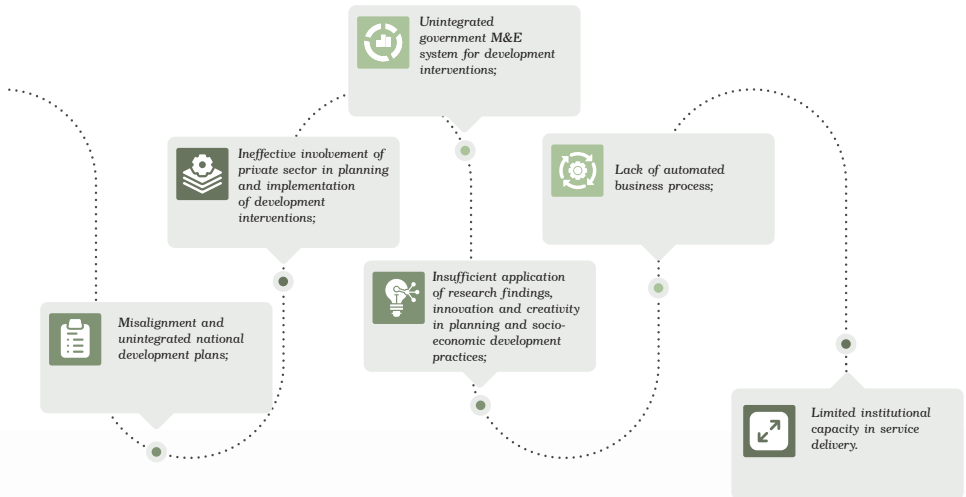
Tanzania has ratified a number of treaties regarding preservation of environment calling her to adhere to principles of green and blue economy in adaption to the effects of climatic changes. Further, existing legal and regulatory frameworks support environmental management for sustainable development. This situation provides opportunity for sustainable planning for inter-generational benefit. However, being a cross-cutting issue prevailing threats on climate change impacts such as rising temperatures and heavy rainfall may impact implementation of the Plan.

2.3.3.6 Legal.

The URT Constitution of 1977 articulates importance of planning and plans into developments. Further, the Planning Commission Act No.1 of 2023, the Budget Act No. 11 of 2015 and other legal and regulatory frameworks support the implementation and execution of PC's functions. This provides an opportunity for implementation of the Plan and acceptance at national and international levels.

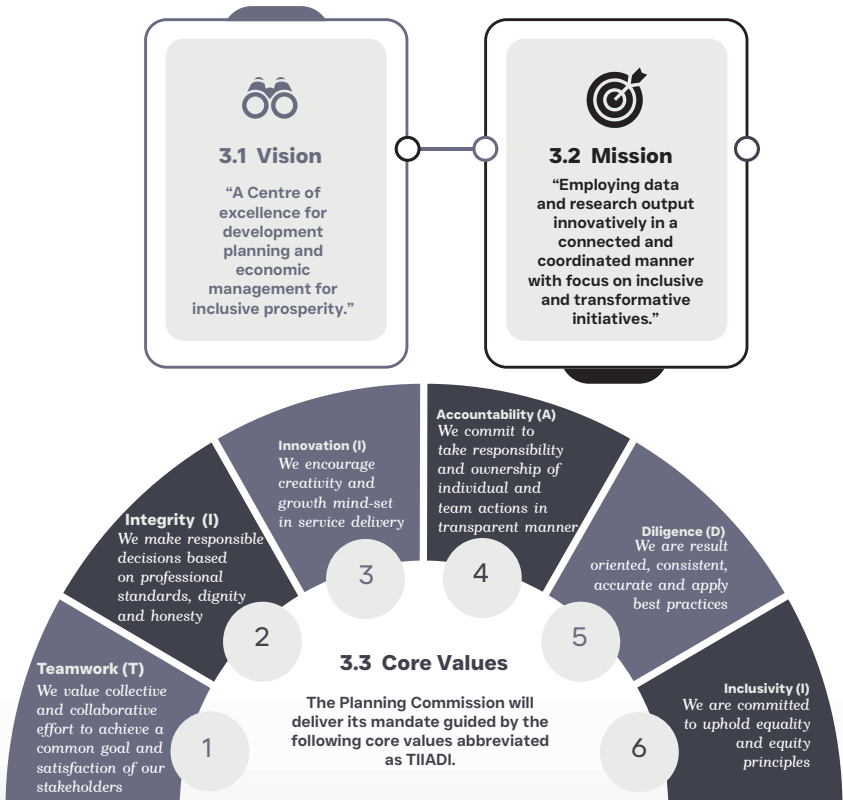
2.4 Critical Issues

These are issues which dominantly occurred throughout different levels of analysis which are:



Chapter Three: Strategic Direction

This Chapter presents the strategic direction and position of the Planning Commission by describing the Vision, Mission, Core Values, Objectives, Strategies and Targets.

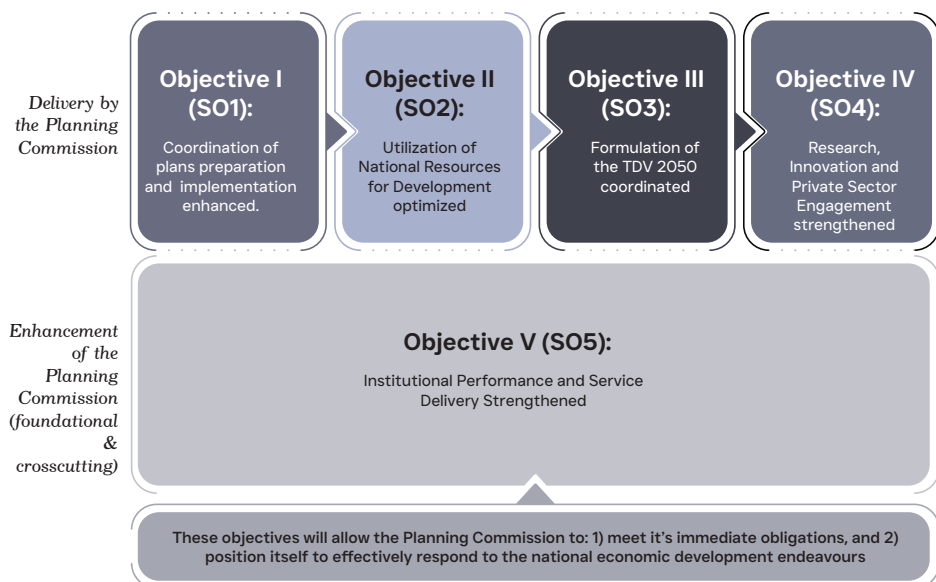


3.4 Strategic Objectives

The Planning Commission has five (5) strategic objectives categorized into: [1] Enhancement of the Planning Commission (Foundational and Crosscutting); and [2] Delivery by the Planning Commission. Specifically, these strategic objectives are:

- i. Coordination of plans preparation and implementation enhanced;
- ii. Utilization of National Resource for Development optimized;
- iii. Formulation of the TDV 2050 coordinated;
- iv. Research, Innovation and Private Sector Engagement strengthened; and
- v. Institutional Performance and Service Delivery strengthened.

This Interim Strategic Plan will be anchored on five actionable objectives to guide the Planning Commission's work over the next 3 years



On attaining results, the Commission intends to impact at “evidence-based decision making for Tanzania's socio-economic direction”. This will be justified by six (6) immediate outcomes which are: [1] Enhanced efficiency and integrated implementation of national plans; [2] Efficient utilization of national resources; [3] Economic transformation and human development; [4] Effective use of innovative solutions in planning and implementation; [5] Increased private investment and public capital formation; [6] Quality service delivered. Detailed description of result chain is as shown on Figure 2:

Figure No. 2: Description of Result Analysis for PC on Executing Functions

Impact	Evidence based decisions making for Tanzania's socio-economic direction				
Outcomes	Outcome I: Effective economic management	Outcome II: Efficient utilization of natural resources	Outcome III: Determination of long term socio economic position of the country	Outcome IV: Private sector at the forefront of economic development of the country	Outcome V: Quality service delivered
Key Outputs	1. Annual development plans for 2024/25 and 2025/26 2. FYDP III evaluated 3. Reviewed macro - economic framework in place; 4. Strategic planning manual in place; 5. Annual economic survey in place;	1. Report on the state of the national resources in place 2. Report on the state of Human Capital resource in place. 3. M&E Framework for utilization national resources in place; 4. National resource optimization system in place; 5. National Key Results Areas identified.	1. TDV 2050 is in place 2. The Tanzania Long-Term perspective plan (LTPP) in place 3. FYDP IV in place	1. Private sector engagement strategy in place. 2. Report on Country's position on regional established 3. Research and innovation guideline in place;	1. Human resource management plan developed; 2. ICT policy and strategy developed; 3. Resources mobilization plan in place; 4. PC Statistical database developed. 5. Communication strategy in place. 6. Mechanism for governance and compliance to national laws and regulation developed; 7. Risk Management framework in place; 8. M & E plan developed;

3.4.1 Description of Strategic Objective (SO)

SO 1: Coordination of Plans Preparation and Implementation Enhanced

The Commission aims to enhance collaborative and technically informed preparation and implementation of national development plans. This will be achieved through inclusive and extensive engagement of stakeholders, ensuring macro-economic stability; strengthening planning and implementation linkages between related productive, infrastructure and social sectors; and establishing mechanism for development and use of specific and standardized planning guidelines to accommodate all stakeholders.

Strategies:



Effective macro-economic policies;



Strengthening planning and implementation linkages between related productive, infrastructure and social sectors; and



Establishing mechanism for development and use of specific and standardized planning guidelines to accommodate all stakeholders.

- iii. National Productivity and productive sectors development strategies enhanced by June 2026;
- iv. Social sector development strategies enhanced by June 2026;
- v. Medium and Short-term National Development Plans prepared by June 2026;
- vi. Standardized planning guidelines developed and implemented by June 2026;

KPI's:

- i. Macroeconomic framework in place;
- ii. Number of Economic survey reports prepared;
- iii. Number of policy briefs prepared; and
- iv. Number of national development plans prepared.

Box 1: Immediate Outcome for Enhanced Coordination of Plans Preparation and Implementation

Compliance to prepared macroeconomic frameworks, use of findings from economic surveys and policy briefs and adherence to directives from national development plans will result into **enhanced efficiency and integrated implementation of national plans.**

Targets:

- i. Macroeconomic Policy framework and brief prepared and implemented by June 2026;
- ii. Infrastructure and services sector development enhanced by June 2026;

SO 2: Utilization of National Resource Optimized

Tanzania is endowed with different and potential resources useful in accelerating economic development. Upon such position, the Commission aims at optimizing utilization of those resources by: establishing mechanism for realization of value for money in public investments; developing mechanism for identification and implementations of NKRA; and strengthening an integrated performance management and accountability system.

Strategies:

- i. Establishing mechanism for realization of value for money in public investments;
- ii. Developing mechanism for identification and implementations of NKRAs; and
- iii. Strengthening an integrated performance management and accountability system.

KPI's

- i. Number of flagship projects evaluated;
- ii. Number of development programs and projects monitored and evaluated;
- iii. Ministerial Performance Reports prepared;
- iv. Assessment report for the state of the national resources in place;
- v. National Key Results Areas identified;
- vi. NKRAs performance report prepared;

Box 2: Immediate Outcome for Utilization of National Resource Optimized

Monitoring of strategic and flagship projects as well as performance of Government entities will ensure timeliness, quality delivery and value for money hence attaining **efficient utilization of national resources**.

SO 3: Formulation of the TDV 2050 Coordinated

Tanzania is finalizing the implementation of TDV 2025. During execution, the country witnessed achievements and challenges to attain the Vision's aspirations. Since, the development endeavor is continuous then the Planning Commission will coordinate the formulation of new TDV. Thus, this objective focuses on formulation of TDV 2050.

Strategies:

Engaging different stakeholders from public and private sectors on formulating the TDV, collection of relevant data and statistics to inform the process and developing relevant operational and implementation instrument of the Vision.

Targets:



..... 12 Technical Labs conducted by June 2026;



..... 26 Ministries, 26 RS's and 184 LGAs Performance reports on NKRAs prepared by June 2026;



..... Comprehensive assessment of national resources development plans of land, water and minerals undertaken by June 2026;



..... Monitoring and Evaluation of Development programs and projects undertaken to 26 Ministries, 26 RS's and 184 LGAs by June 2026;



..... Integrated Data management information system in-place by June 2026; and



..... Ministries Medium – Term Strategic Plan Guideline prepared by June 2026.

Targets:

- i. Comprehensive action plan for TDV 2050 preparation implemented by June 2026
- ii. TDV 2050 and its instruments prepared by June 2026;

KPIs

- i. Tanzania Development Vision 2050 in place;
- ii. Long-Term Perspective Plan (2025 – 2050) in place;
- iii. Number of research and policy studies undertaken;
- iv. Comprehensive TDV 2050 preparation report in place; and
- v. FYDP in place

Box: 3 Immediate Outcome for Coordinated Formulation of the TDV 2050

Prepared Vision 2050 with Tanzania’s aspirations on development put into actions by Government, Citizens, Private Sector, NGO’s, Development Partners, FBO’s, Media and CSO’s will result into **economic transformation and human development**.

SO 4: Research, Innovation and Private Sector Engagement Strengthened

Tanzania acknowledges the importance of research and innovation into development. This is evidenced by institutionalizing the Commission as an apex institution on social – economic research and innovation matters. To enhance research and innovation potentials for sustainable development, then the Commission strategizes on: promoting connected thinking in innovation for development planning and implementation; and fostering research for national development.

Strategies:

-  Strengthening private sector engagement in implementation of national development plans;
-  Foster research for national development;
-  Promote connected thinking in innovation for development planning and implementation; and
-  Assessing impact of external assistance, international economic trends and development and implication on domestic economy.

Targets:

- i. Strategies and guidelines for private sector engagement developed by June 2026;
- ii. Private sector engagement in support of development planning and implementation enhanced by June 2026;
- iii. Global economic trends implication on domestic economy monitored and evaluated annually by June 2026;
- iv. Country’s performance on regional and international trade evaluated annually by June 2026;
- v. Innovation for socio-economic development enhanced by June 2026;
- vi. Innovative science and technology strategies developed and implemented by June 2026; and
- vii. Research guideline on socio-economic development prepared and operationalized by June 2026.

KPIs:

- i. Private sector engagement guideline developed;
- ii. Number of economic trend reports;
- iii. Guideline on economic relations in place;
- iv. Number of evaluation reports on performance of regional and international trade;
- v. Number of strategies for Innovative science and technology; and
- vi. Research guideline on socio-economic developed and operationalized.

Box 4(a): Immediate Outcome for Strengthened Research and Innovation

Utilization of research findings will result into **effective use of innovative solutions in planning and implementation.**

Box 4(b) Immediate Outcome for Strengthened Private Sector Engagement

Continued engagement of the Private sector in national planning and implementation and improved business environment will result into **increasing private investment and public capital formation as well as Trade competitiveness.**

SO 5: Institutional Performance and Service Delivery Strengthened

The Commission is expected to perform excellently and deliver services at acceptable level. This will be achieved through ensuring human resource management; strengthening performance management system and enhancing resource mobilization and financial management.

Strategies:

*Ensuring
human resource
management;*



*Strengthening
performance
management
system; and*



*Enhancing
resource
mobilization
and financial
management.*

Targets:

- i. Training program implemented annually by June 2026;
- ii. Human resource plan developed and implemented by June 2026;
- iii. Client service charter developed and implemented by June 2026;
- iv. Statutory and administrative services provided annually by June 2026;
- v. Financial practices enhanced by June 2026;
- vi. PC annual plans and budget prepared and implemented annually by June 2026;
- vii. Guideline and manual on PC innovation, research and development matters prepared by June 2026;
- viii. PC Communication Strategy developed and implemented by June 2026;
- ix. Annual Procurement Plan prepared and implemented by June 2026;
- x. Legal services provided to PC annually by June 2026;
- xi. PC contracts managed annually by June 2026;
- xii. ICT services, maintenance and support provided to PC annually by June 2026;
- xiii. Nine PC ICT management documents developed by June 2026;
- xiv. PC Risk Management framework and plans developed by June 2026;
- xv. PC Risk register prepared and implemented by June 2026;
- xvi. Institutional M&E Plan developed and implemented annually by June 2026; and
- xvii. Annual plans monitored and evaluated by June 2026.

Box 5: Immediate Outcome for Strengthened Institutional Performance and Service Delivery

Effective performance of administrative functions will result into **quality service delivered**

KPIs:



60% of staff trained in various courses



Number of human resource available against the plan



Percentage of client's satisfaction with the services Percentage of complaints resolved.



Financial reports prepared;



80% of the PC annual plans and budget linked with ISP.



Number of research conducted Number of reports prepared with



Number of TV, Radio programme conducted Number of press conference conducted Number of hints on PC website



70% of Procurement



Number of PC contracts managed;



Number of systems developed



PC Risk Management framework and plans in place;



PC Risk register prepared;



Risk management reports prepared;



Number of reports produced



Publication of PC Annual Performance Report



70% of the PC objectives achieved

Chapter Four:

Financial Resource Requirement

This chapter presents estimation on required financial resource for implementation of the ISP. It strategizes on financing modalities towards ensuring availability and optimal utilization of financial resources on undertaking the PC's functions.

4.1 Underlying Assumptions on Estimation for Financing the ISP

Provided tentative costing towards financing is estimated based on following assumptions:

- i. Basis for estimates is derived from National Planning Division (NPD) as a proxy towards establishing the PC; and
- ii. The PC is at inception and transitional stages.

4.2 Financial Estimates

The estimated financial requirement for implementation of ISP is Tshs 137,124,397,029. Since PC is a newly established entity, then more financial resources will be directed on operationalization of establishment and institutionalization of vital functions of the Commission.



**137.12
Billion**

..... Estimated financial
requirement for
implementation of ISP

Focusing on core functions of the PC, then significant financial resources will be directed on enhancing coordination of plans' preparation, implementation and policy assessment. This entails for PC's operational focus towards formulating the TDV - 2050 and its instruments, finalizing the evaluation of the TDV - 2025 and developing various planning guiding frameworks.

4.3 Sources and Strategies of Financing

Sources of financing the PC's activities are stipulated by Part IV, Article 16 (a) - (c) of the Planning Commission Act No.1 of 2023. These include: financial allocation by the Parliament, Government subvention and other sources of financing. Respective to prevailing financing opportunities, PC will adopt the following financing strategies:

- i. Maintaining sound collaboration and engagement with various stakeholders and development partners such as UN Agencies on financing PC's activities through established agreements;
- ii. Design, prepare and formulate institutional performance projects to attract financing of PC's activities; and
- iii. Aligning with Government Circulars on preparing budget and expenditure framework of the Commission.

Table No. 2 Implementation matrix estimates budget for implementing the Strategic Plan Over Three years

S/N	Strategies	Financial Requirement (TSH.)			Total
		Year 1	Year 2	Year 3	
A.	Coordination of plans' preparation and implementation enhanced				
1	Ensure macro-economic stability	1,763,900,000.00	450,000,000.00	1,080,000,000.00	3,293,900,000.00
2	Strengthen planning and implementation linkages between related productive, infrastructure and social sectors	1,269,000,000.00	1,409,600,000.00	1,608,000,000.00	4,286,600,000.00
3	Establish mechanism for development and use of specific and standardized planning guidelines to accommodate all stakeholders	1,185,000,000.00	459,270,000.00	1,421,000,000.00	3,065,270,000.00
Total Objective A		4,217,900,000.00	2,318,870,000.00	4,109,000,000.00	10,645,770,000.00
B.	Utilization of National Resources for Development Optimized				
1	Establish mechanism for realization of value for money in public investments	1,753,000,000.00	1,250,000,000.00	1,100,000,000.00	4,103,000,000.00
2	Develop mechanism for identification and implementations of NKRAs	1,481,820,000.00	1,425,998,000.00	2,395,000,000.00	5,302,818,000.00
3	Strengthen an integrated performance management and accountability system;	662,492,029.00	791,142,000.00	1,350,000,000.00	2,803,634,029.00
Total Objective B		3,897,312,029.00	3,467,140,000.00	4,845,000,000.00	12,209,452,029.00
C	Formulation of the TDV 2050 coordinated				
1	Engaging different stakeholders from public and private sectors on formulating the TDV, collection of relevant data and statistics to inform the process and developing relevant operational and implementation instrument of the Vision	6,400,000,000.00	6,024,146,000	5,694,800,000	18,118,946,000
Total Objective C		6,400,000,000.00	6,024,146,000	5,694,800,000	18,118,946,000

S/N	Strategies	Financial Requirement (TSH.)			Total
		Year 1	Year 2	Year 3	
D	Research, Innovation and Private Sector Engagement strengthened				
1	Foster research for national development	890,000,000	1,025,000,000	4,355,000,000	3,270,000,000
2	Strengthen private sector engagement in implementation of national development plans	590,000,000	955,000,000	825,000,000	1,435,000,000
3	Assessment on impact of external assistance, international economic trends and development and implication on domestic economy	490,000,000	679,870,000	785,000,000	1,555,000,000
4	Promote connected thinking in innovation for development planning and implementation;	392,440,000	577,862,000	640,000,000	1,317,440,000
Total Objective D		2,362,440,000	3,237,732,000	6,605,000,000	7,577,440,000
E	Institutional performance and service delivery enhanced				
1	Strengthen institution's systems and processes.	1,529,915,000	1,970,000,000	845,000,000	4,344,915,000
2	Strengthen institutional human resource management	10,740,000,000	10,345,000,000	11,485,000,000	32,570,000,000
3	Improve working environment	7,890,000,000	9,140,000,000	6,040,000,000	23,070,000,000
4	Reinforce laws and regulations governing the institution	770,000,000	1,860,000,000	940,000,000	3,570,000,000
5	Strengthen Planning, Monitoring and Evaluation	2,209,600,000	5,199,842,000	4,875,000,000	12,284,442,000
6	Enhance compliance with financial laws, regulations, standards and guidelines	2,075,800,000	2,420,000,000	2,760,000,000	7,255,800,000
Total Objective E		25,215,315,000	30,934,842,000	26,945,000,000	82,585,315,000
F	Cross Cutting Issues				
1	HIV/AIDS infections and Non-Communicable Disease Reduced and Supportive Services Improved	160,000,000	101,060,000	190,000,000	451,060,000
2	Implementation of National Anti – Corruption Governance Enhanced	70,000,000	56,700,000	102,000,000	228,700,000

S/N	Strategies	Financial Requirement (TSH.)			Total
		Year 1	Year 2	Year 3	
3	Multi Sectoral Nutritional Services Improved	0	81,140,000	89,000,000	170,140,000
Total Objective		230,000,000	238,900,000	381,000,000	849,900,000
Total Objectives (A+B+C+D+E+F+G)		42,322,967,029	46,221,630,000	48,579,800,000	137,124,397,029

Chapter Five:

Results Framework



This chapter presents the chain of result by describing on combination and sequencing of activities, initiatives and strategies towards attaining objectives and ultimately thrust areas. Further, the chapter details on monitoring and evaluation plans, reporting systems and potential risks and mitigation measures for identified risks.

5.1 Results Matrix

Result Matrix presents the inter-linkage on PC's thrust areas, objectives, strategies, targets, Key Performance Indicators (KPIs), initiatives and responsible division/unit. Thus, the Matrix positions the Commission on tracking progress, optimizing resource allocation, ensuring accountability, and facilitating informed decision-making throughout the implementation of the plan. The result matrix is detailed on **Annex I**.

5.2 Monitoring and Evaluation Plans

Monitoring Plan is used for data collection to track progress towards achieving intended target (**Annex ii**). The Plan features targets to be delivered at existing position (baseline) and distribution over time. Further, the Plan directs: on means and techniques which will be adopted by PC on data collection; sources from which monitoring entities will gather data at required and preferable time; and frequency of delivery and collecting data; **whereas**,

The Evaluation Plan sets the position on assessing performance of institution. The Plan features targets to be delivered at existing position (**baseline**) and distribution over time (**Annex iii**). Further, the Plan directs: on means and techniques which will be adopted by PC on data collection; data sources from which monitoring entities will gather data at required and preferable time; and frequency of delivery and collecting data.

5.3 Reporting Plan

The reporting process and mechanism detail on communication and flow of information **internally** and **externally** to facilitate and disseminate PC's operations and functions. Specifically, the internal reporting will focus on detailing on mutual functionality of the PC's activities at technical and management levels chaired by the Executive Secretary (ES). This reporting level will be undertaken on weekly, monthly, quarterly and annual basis depending on issue to be attended for information and decision making.

Table 3: Internal Reporting

S/N	REPORT CATEGORY	RECIPIENT	FREQUENCY	RESPONSIBLE PERSON
1.	Management Performance reports	Commission	Quarterly	Executive Secretary
2.	Assessment report for the state of the national resources	Commission	Once in 10 years	DPME
3.	International Trade Performance Report	Commission	Quarterly	DTPSE
4.	Economic Cooperation Evaluation Report	Commission	Annually	DTPSE
5.	NKRAs Performance Report	Commission	Annually	DNKRA
6.	Performance Progress Reports	Executive Secretary	Monthly	Heads of Division and Unit
7.	Internal Audit Report	Chairman of Audit Committee	Quarterly	Head of Internal Audit
8.	Risk and quality Assurance Management Report	Chairman of Risk and Quality Management Committee	Quarterly	Head of Risk Management Unit
9.	Service Delivery Survey	Executive Secretary	Once in two years	DPB
10.	Management Meeting Reports	Executive Secretary	Weekly	MLS

For external reporting, developed reports will be shared to external stakeholders at specific time and demand. Notable stakeholders for external reporting include: Controller and Auditor General, Development Partners, the Parliament and the General Public. Further, reporting formats and mechanisms for external consumption is determined by established requirements and guidelines.

Table 4: External Reporting

S/N	REPORT CATEGORY	RECIPIENT	FREQUENCY	RESPONSIBLE PERSON
1	Voluntary National Report	UN	Once after every 3 years	DNPD
2	Biennial Implementation Report for Agenda 2063	AUC	Once after every 2 years	DNPD
3	DOHA Program of Action (Midterm review)	UNECA	Once after every 5 years	DNPD
4	Regional Indicative Strategy Development Plan	SADC	Annually	DTPSE
5	Financial Statement	CAG	Annually	CA
6	Annual Development Plan	PO-PI	Annually	DNPD
7	Tanzania Development Vision 2050	PO-PI	Once	DNPD
8	Five Years Development Plans	PO-PI	Once after every 5 years	DNPD
9	PC Annual Plan and Budget	Ministry of Finance	Annually	DPB

5.4 Potential Risks and Mitigation Measures

The successful implementation of PC's ISP relies on identifying and setting mechanisms to mitigate potential risks which may constraints performance of the Commission. These include:

- i. Financial Risks: prevailing changes in global financial architecture may result into limited or conditioned contribution of development partners on financing PC's activities. To mitigate this risk, the Commission should honour agreements with development partners on improved terms for alternative financing mechanism, hence diversifying funding sources; and
- ii. Data Management Risk: PC 's undertaking depends significantly on data generated by various stakeholders including sectoral ministries, agencies, RSs, LGAs and public institutions, parastatals and international agencies. In that regard, poor data governance from aforementioned entities would result into inefficiency on performing the Commission's functions. To mitigate this risk, the Commission intends to automate data and information gathering process and integrate the PC's and other entities systems for effective data management.

To mitigate risk, the Commission intends to involve comprehensive approach, through dialogue with stakeholders, policy adaptation, technological enhancements, and strategic planning.

The Planning Commission has the role of identifying the current state of the country's development, challenges, and opportunities.

“

— Hon. Dr. Philip Isdory Mpango
Vice President of the United
Republic of Tanzania



Annexes

Result Matrix

Annex I

S/N	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS (KPIs)	INITIATIVES	RESPONSIBLE PERSON
1.	Coordination of plans' preparation and implementation enhanced	Ensure macro-economic stability	Macro-economic policy framework developed by June 2026;	Macroeconomic framework in place	· Develop macro-economic modelling; · Develop macro-economic forecast consistent with and used as inputs for fiscal forecast; · Design macro-economic policy framework.	DNPD
			Economic surveys prepared annually by June 2026;	Number of Economic survey reports prepared	Set and monitor macro-economic performance indicators and targets; Prepare economic survey (annually)	DNPD
			Policy briefs prepared semi-annually by June 2026	Number of policy briefs reports prepared	Set and monitor macro-economic performance indicators and targets; Prepare policy briefs (semi-annually)	DNPD
		Strengthen planning and implementation linkages between related productive, infrastructure and social sectors;	6 National Development Plans in place by June 2026;	- Number of ADPs prepared - Number of ADPFs prepared	· Ensure alignment of sectoral plans to the national plans and the most effective and balanced utilisation of the country's resources; · Identify and analyse growth potentials and strategies of the productive, infrastructure and service sectors.	DNPD
		Establish mechanism for development and use of specific and standardized planning guidelines to accommodate all stakeholders	Planners Database developed by June 2026	Planners Database in place	Develop and nurture economic, planning, statistics and other similar professionalism;	DNPD

S/N	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS (KPIs)	INITIATIVES	RESPONSIBLE PERSON
			National stakeholders' engagement plan developed by June 2026;	Stakeholders' engagement plan in place	• Convene and facilitate special consultative fora of key stakeholders in the formulation and implementation of national plans with a view to deliberating matters relating national plans; • Oversee and provide guidance in the preparation of strategic plans formulated by ministries, independent departments, executive agencies, regional secretariats and local government authorities;	DNPD
2	Utilization of national resource for development optimized	Establish mechanism for realization of value for money in public investments	26 Ministries, 26 RSs and 184 LGAs performance reports prepared by June 2026;	• Number of performance reports prepared by MDAs • National performance report prepared	• Analyse and verify performance reports from Public Institutions and implementing Agencies; • Develop a comprehensive national performance report	DPME
			Monitoring and evaluation for development programs and projects undertaken to 26 ministries, 26 RSs and 184 LGAs by June 2026	• Number of development programs and projects monitored and evaluated • National M&E Framework developed	• Develop Framework for Monitoring and evaluation for development projects • Carryout periodic monitoring and evaluation of development projects and programs;	DPME
			Ministry's medium-term strategic plan guideline prepared by June 2026;	• Medium-term strategic plan guideline in place • Monitoring and evaluation report for Ministry's Medium-Term Strategic Plan prepared	• Develop guideline for the preparation of Ministry's medium-term strategic plans; • Monitor and evaluate implementation of the Ministry's Medium-Term Strategic Plan, Annual Plans and programs	DPME

S/N	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS (KPIs)	INITIATIVES	RESPONSIBLE PERSON
		Develop mechanism for identification and implementations of NKRA's	Study for assessment of the state of the national resources prepared by June 2026	- Sectoral guideline for assessment of the state of national resources in place - Assessment report for the state of the national resources in place	- Develop sectoral guideline for assessment of the state of national resources; - Assess the state of the national resources;	DPME
			12 technical labs conducted annually by June 2026;	- NKRAs in place - Flagship projects and programs in place	- Coordinate identification and implementation of NKRA's programs; - Propose areas for progressive flagship projects and programmes;	DNKRA
			26 ministries, 26 RSs and 184 LGAs performance reports on NKRA's prepared by June 2026;	- Number of performance reports on NKRA's prepared by 26 ministries, 26 RSs and 184 LGAs - National performance report on NKRA's prepared	- Analyse and verify performance reports on NKRA's from 26 ministries, 26 RSs and 184 LGAs - Develop a comprehensive national performance report on NKRA's	DNKRA
		Strengthen an integrated performance management and accountability system;	Ministries' action plans and cash flow plans analysed quarterly by June 2026	- Number of action plans analysed - Number of cashflow plans analysed	- Scrutinise annual Sectoral Action plans to align with National Plans and Sectoral strategic plans; - Scrutinise annual Sectoral Cash flow plans and advise accordingly	DPME
			Integrated data management information system in place by June 2026.	- Updated NPMIS in place - Number of personnel trained	- Update NPMIS; - Conduct training to MDAs, RS and LGAs on NPMIS	DPME

S/N	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS (KPIs)	INITIATIVES	RESPONSIBLE PERSON
3.	Formulation of the TDV 2050 coordinated	Engaging different stakeholders from public and private sectors on formulation of TDV	Comprehensive action plan for TDV 2050 preparation implemented by June, 2050	· Number of reports on TDV prepared · TDV 2050 in place · LTPP in place · FYDP in place	· Advise the Government on any change in the approved national plan	DNPD
4.	Research, Innovation and Private Sector engagement strengthened	Strengthen Private Sector engagement in implementation of national development plans	Guideline on Private Sector Engagement developed by June 2025	Guideline on Private Sector engagement in place	· Develop strategies and guidelines for private sector engagement and community participation to foster socio-economic development · Advice on the appropriate strategies for formalization of the informal sector	DTPSE/MPSE
			· Two (2) dialogues with private sector for advocating national development agendas conducted annually by June 2026;	Number of dialogues conducted	· Undertake review of national development plans to identify potential areas for collaborating with private sector	DTPSE/MPSE
		Assessment on Impact of external Assistance, International Economic trends and Development and Implication on domestic economy-	· Global economic trends implication on domestic economy monitored and evaluated annually by June 2026;	Number of economic trend reports	· Analyses the status of the country in international trade and advise on appropriate policies and strategies for promoting external trade	DTPSE/MITEC
			· Guideline on economic relations prepared by June 2025;	· Guideline on economic relations in place	· Develop strategies and Guideline on economic relations	DTPSE/MITEC
			Country's performance on regional and international trade evaluated annually by June 2026.	Number of evaluation reports on performance of regional and international trade	· Advice on bilateral and multilateral trade agreements; · Evaluate performance of regional and international trade in the economy and advice	DTPSE/MITEC

S/N	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS (KPIs)	INITIATIVES	RESPONSIBLE PERSON
		Foster research for national development	Research guideline on socio-economic development prepared by June 2026	Research Guidelines in place	- Collaborate with national and international research and academic institutions on research issues - Conduct dialogues with academic and research institutions;	DIRD/MRD
			Five (5) research agenda issued to stakeholders annually by June 2026;	Number of research agenda issued	- Initiate and conduct studies and research on emerging social issues - Identify and commission research on any matter the Commission deems relevant to the economy - Mapping of researchers and research institutions - Commissioning of studies to academic and research institutions - Put in place socio-economic database	DIRD/MRD
		Promote connected thinking in innovation for development planning and implementation	- Action plan for mainstreaming innovation in socio-economic development prepared by June 2026 - Develop of strategies Guideline on utilization of innovation in socio- economic development by June 2026	i. Number of innovation Action Plan in place ii. Number of strategies Guideline in Place iii. Number of innovators in place	- Foster innovation approaches in development planning and implementation - Develop guidelines for undertaking innovations for socio-economic development - Develop strategies on innovation - Mapping of innovators	DIRD/MI

S/N	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS (KPIs)	INITIATIVES	RESPONSIBLE PERSON
4	Institutional performance and service delivery enhanced	• Strengthen institution's performance systems and processes;	PC communication strategy developed by June, 2025	• Communication plan in place	• Coordinate PC press conferences and press briefings; • Create awareness and disseminate plans, policies and activities undertaken by PC; and • Facilitate PC officers to participate in exhibitions annually.	MGCU
			PC communication Strategy implemented by June, 2026	Number of communication programs implemented	• Develop communications programs • Identify communication channels	MGCU
			• Risk Management framework and plans developed by June 2025;	• Risk Management framework in place	• Prepare Risk Management Framework	MRQA
			• Risk Register developed annually by June 2026;	• Risk Register in place	• Prepare Risk register and implementation plan; • Prepare Annual risk implementation plans;	MRQA
			• PC ICT policy developed by June 2025;	• ICT policy in place	• Prepare ICT system development and management annual plan; • Develop PC ICT/ Digital strategy;	MICT
			• ICT services, maintenance and support provided to PC annually by June, 2026;	• Number of ICT services and security services	• Establish ICT infrastructure;	MICT
			• Client service charter developed by June, 2025;	• Client Service Charter in place	• Prepare Client Service Charter	DAHRM
			• PC business process developed by June 2026	• Business process in place • Level of Staff Performance	• Develop Standard Operating Procedure (SOP); • Develop an Enterprise Resource	DAHRM

S/N	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS (KPIs)	INITIATIVES	RESPONSIBLE PERSON
		• Strengthen Institutional human resource management;	• Human Resource Plan developed annually by June 2026;	Number of Human Resource Plans in place	• Succession plan developed (SP) • PE prepared • Training development program developed • Human resources plan developed • Job list prepared • Prepare Human Resource Plan • Institutionalizing PEPMIS • Conduct workers meeting • Prepare Training Needs Assessment plan and training program	DAHRM
			• Human Resource Plan implemented annually by June 2026;	i. Number of staff trained ii. Number of staff promoted/ recategorized iii. Number of New staff recruited	• Training Need Assessment (TNA). • PC training program • Personnel Emolument (PE budget estimate)	DAHRM
		• Improve working environment	Statutory and administrative services provided by June 2026	i. Number of meetings conducted ii. Number of staff provided with statutory and administrative services	• Division/Unit Meeting • Meeting of management • Board of commission Meeting • Workers Unions Council meeting • Staff provided with statutory benefit • Provided Administrative and personnel services to 100 PC staff	DAHRM
			PC office building constructed by June 2026;	Number of office buildings constructed	• Working tools and equipment maintained and procured	DAHRM
			PC office building rehabilitated by June 2026	Office building rehabilitated	• Administration	DAHRM

S/N	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS (KPIs)	INITIATIVES	RESPONSIBLE PERSON
		Reinforce laws and regulations governing the institution;	Legal Services provided to PC annually by June, 2026;	Number of reports on legal advice	- Prepare laws, regulations, and instruments governing the institution; - Attend claims and cases settlement negotiations; - Attend court sessions in relation to civil cases involving Planning Commission;	MLSU
			PC contracts managed annually by June, 2026	Number of reports on PC contracts/ agreements	- Vet, review and opine on procurement contract documents; - Opine, prepare and review contracts and MoUs entered between PC and other beneficiaries	MLSU
		Strengthen Planning, Monitoring and Evaluation	PC annual plans and budget prepared by June 2026;	Annual plans and budget prepared	- Prepare PC Annual Budget and inputs for budget Speech - Prepare PC Annual Action Plan, Cash flow projection for Recurrent and Development Budget - Facilitate PC participation in parliamentary meetings; - Prepare annual performance assessment reports	DPB/MP

S/N	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS (KPIs)	INITIATIVES	RESPONSIBLE PERSON
			PC plans and budget implemented annually by June 2026;	iv. Number of implementation reports v. Number of meetings conducted	- Facilitate monthly budget committee - Preparation of quarterly budget implementation reports - Mid-year review - Develop a 3-fit plan/dashboard for tracking performance - Institutionalizing Public Institutions Performance Management Information System (PIPMIS) - Develop PC statistics database	DPB/MP
			PC Strategic Plan reviewed by June 2026;	Reviewed Strategic Plan in place	- Conduct Stakeholder consultation - Conduct Service Delivery Surveys	DPB/MP
			Resource mobilization plan developed by June 2025	Resources mobilization plan in place	- Mapping of strategic potentials areas for financial and technical support - Drafting resources mobilization plan	DPB/MRI
			Resource mobilization plan operationalized by June 2025	i. Number of project proposals prepared ii. Number of projects funded	- Stakeholders mapping - Prepare project proposals for soliciting resources	DPB/MRI
			PC operational manual for innovation, research and development prepared by June 2026;	PC operational manual for innovation, research and development in place	- Prepare operational manual on institutional innovation matters; - Prepare Guideline on institutional research matters;	DPB/MRI
			Policy Analysis conducted by June	i. Number of policy paper analysis ii. Number policy advise provided	- Develop policy analysis manual - Conduct orientation on analysing policy paper	DPB/MRI

S/N	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS (KPIs)	INITIATIVES	RESPONSIBLE PERSON
			• Institutional M&E plan developed annually by June 2026;	PC M&E plan in place	• Develop Key Performance Indicators to track implementation of Strategic Plan • Monitor and evaluate institutional plans, projects and programs • Develop institutional M&E system	MMEU
			• Annual plans monitored and evaluated by June 2026	Number of M&E reports on PC development programs and projects	• Concept note developed • Consultative meetings • Prepare M&E reports	MMEU
		Enhance compliance with financial laws, regulations, standards and guidelines;	Financial report prepared annually by June 2026	i. Number of financial reports in place ii. Unqualified audit report	• Prepare annual financial statements in compliance with IPSASs Accrual Basis and other guidelines • Preparation of financial management reports • Preparation of accounting manual and financial regulations • Payments prepared and expenditure monitored in accordance with financial laws; • Statutory and non-statutory deductions prepared and remitted to respective schemes.	CA
			External and internal auditors' recommendations implemented annually by June 2026	i. Number of audit recommendation responded ii. Unqualified audit report	• Respond to internal audit queries • Respond to external audit queries and management letters	CIA

S/N	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS (KPIs)	INITIATIVES	RESPONSIBLE PERSON
			Annual Procurement Plan prepared and implemented by June, 2026.	Annual Procurement Plan in place	- Prepare Annual Procurement Plan 2023/24 and annual asset maintenance plan; - Prepare quarterly, semi-annual and annual procurement reports; - Conduct contract negotiation meetings of various tenders; and - Coordinate procurement replies of audit queries and management letters	MPMU
5.	HIV/AIDS infections and Non-Communicable Disease Reduced and Supportive Services Improved	- Strengthen interventions to prevent the spread of HIV/AIDS at the work place - Strengthen interventions of Non-Communicable Disease awareness	- HIV/AIDS and Non-Communicable Diseases Programme implemented annually by June 2026; - Staff living with HIV/AIDS provided with Care and Supportive Services annually by June 2026 - Staff attended Awareness/ workshop on Non-Communicable Disease by June 2026	- HIV/AIDS and Non-Communicable Diseases Programme in place - Numbers of Staff of provided with care - Number of Seminar/ workshops conducted - Report on HIV/ AIDs and NCDs in place	- Develop and implement annual HIV/AIDS and Non-Communicable Diseases programme - Provide support services to staff living with HIV and AIDS;	DAHRM
	Implementation of National Anti – Corruption Governance Enhanced	Strengthen PC staff on Anti- Corruption Strategies plan	- Action Plan for preventing and combating corruption implemented annually by June 2026; - Staff Attend seminars/ Workshop on Ant-Corruption by June 2026	- Numbers of Corruption incident reported in place - Number of Seminar/ workshops conducted	Action Plan for preventing and combating corruption	DAHRM

MONITORING PLAN

Annex II

Target	Indicator and Indicator Description	Baseline		Indicator target values			Data Source	Data Collection Instrument (Means)	Frequency Of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline Indicator Value	Y1	Y2	Y3						
Coordination of plans' preparation and implementation enhanced												
Economic surveys prepared annually by June 2026; Economic surveys prepared annually by June 2026;	Number of Economic survey reports prepared This indicator measure existence and accessibility of annual survey reports	2022/23	0	1	1	1	PO-PI, NBS, MoF, TRA, OTR, BOT, PC, PO-RALG	Consultative sessions, desk study,	Annually	Published Economic Surveys	Annually	DNPD
6 National Development Plans in place by June 2026;	• Number of national development plans in place This indicator measure number of development plans prepared, approved and disseminated (TDV, LTTP, FYDP, ADPs and ADPFs)	2022/23	0	2	2	5	MDAs, RSs and LGAs	Consultative sessions, desk study, surveys and studies, interviews, FGD, KIIs and questionnaires	Annually	Published National Plans	Annually	DNPD
Macro-economic policy framework developed by June 2026;	Macroeconomic policy framework in place This indicator measure existence and accessibility of Macroeconomic policy framework	2022/23	0	1	1	1	PO-PI, MoF, NBS, BOT, TRA, OTR and PC	Consultative sessions, desk study,	Annually	Published frameworks	Annually	DNPD

Target	Indicator and Indicator Description	Baseline		Indicator target values				Data Source	Data Collection Instrument (Means)	Frequency of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline Indicator value	Y1	Y2	Y3							
Policy briefs prepared semi-annually by June 2026	Number of policy briefs reports prepared	2022/23	0	2	2	2		PO-PI, NBS, MoF, TRA, OTR, BOT, PC, PO-RALG	Consultative sessions, desk study	Semi - annually	Published policy briefs	Semi - annually	DNDP
	This indicator measure existence, availability and accessibility												
National stakeholders' engagement plan developed by June 2026;	Stakeholders' engagement plan in place	2022/23	0	Stakeholder mapping and consultation	Drafting	National stakeholders' engagement plan		PO-PI, NEEC, TIC, BOT, NBS, PMO - PPC, EPZA, MoIT	Consultative sessions - Discussions, desk study,	Once	Published engagement plan	Once	DNDP
	This indicator measure existence and accessibility of engagement plan												
Develop the Planners Database by June 2026	Planners Database in place	2022/23	0	Business Requirement Document (BRD)	User Requirement Document (URD)	Planners Database		Planning Commission	Consultative sessions,	Annually	Planners Database	Annually	DNDP
	This indicator measures processes and existence of the updated Database for planning related professionals				Planners Database DEMO								

[illegible]

Target	Indicator and Indicator Description	Baseline		Indicator target values			Data Source	Data Collection Instrument (Means)	Frequency Of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline Indicator value	Y1	Y2	Y3						
Monitoring and evaluation for development plans, programs and projects undertaken to 26 ministries, 26 RSs and 184 LGAs by June 2026	Sectoral guideline for Assessment Report of the state of the national resources in place This indicator measure development, existence and accessibility of national resources Sectoral guideline for assessment of the state of the national resources	2022/23	0	Stakeholder mapping and consultation	Drafting of the document	Sectoral guideline for Assessment Report of the state of the national resources	Planning Commission, NBS, BOT Sector joint review reports MTSPB Manual	Consultative sessions, - Discussions, desk study,	Once	Guideline for assessment of the state of national resources	Once	DPME
	National M&E framework This indicator measure existence and availability of National M&E framework	2022/23	0	Stakeholder mapping and identification of areas for improvement of the existing framework	Consultation and drafting	Revised National M&E framework	GWME National Monitoring and Evaluation Framework for Development Programs and Projects PO RALG	Consultative sessions, - Discussions, desk study,	Once	National M&E framework	Once	DPME

Target	Indicator and Indicator Description	Baseline		Indicator target values				Data Source	Data Collection Instrument (Means)	Frequency Of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline indicator value	Y1	Y2	Y3							
	National performance report prepared This indicator measure existence and accessibility of national of performance reports prepared	2022/23	0	1	1	1		All sectors	Facilitation workshops, desk study,	Annually	National performance report	Annually	DPME
26 ministries, 26 RSs and 184 LGAs performance reports on NKRAs prepared by June 2026;	Number of performance reports on NKRAs prepared by 26 ministries, 26 RSs and 184 LGAs This indicator measure number of NKRAs performance reports prepared by Ministries, RSs and LGAs	2022/23	0	26	100	110		All sectors	Facilitation workshops, desk study	Annually	Performance reports on NKRAs	Annually	DNKRA
	National performance report on NKRAs prepared This indicator measure existence and accessibility of national NKRAs performance reports prepared	2022/23	0	26	100	110		All sectors	Facilitation workshops, desk study,	Annually	National performance report on NKRAs	Annually	DNKRA

Target	Indicator and Indicator Description	Baseline		Indicator target values			Data Source	Data Collection Instrument (Means)	Frequency Of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline indicator value	Y1	Y2	Y3						
Formulation of the TDV 2050 coordinated												
TDV 2050 developed by June, 2025	• Number of national development plans in place This indicator measure number of development of development plans prepared, approved and disseminated (TDV, LTPP, FYDP, ADPs and ADPFs)	2022/23	0	2	2	5	MDAs, RSs and LGAs	Consultative sessions, desk study, surveys and studies, interviews, FGD, KIIs and questionnaires	Annually	Published National Plans	Annually	DNPD
Research, Innovation and Private Sector Engagement strengthened												
Guideline on Private sector engagement developed by June 2026	Guideline on private sector engagement prepared This indicator measures the availability and accessibility of approved private sector engagement guideline	2022/23	0	Stakeholder consultations reports	Draft Guideline	Approved Guideline	Private Sector Organisations (TPSF, CTL, TCCIA) TNBC PMO, TIC, MIT, EPZA	Stakeholders' consultative meetings, Forums, Document review.	Annually	Website of PC PO-PI, PMQ, MIT, EPZA, TNBC	Annually	DTPSE/ MPSE
Two (2) dialogues with private sector for advocating national development agendas conducted annually by June 2026;	Number of dialogues conducted This indicator measures private public dialogue meetings that are conducted to address development agenda	2022/23	0	2	2	2	Private Sector Organisations (TPSF, CTL, TCCIA) TNBC PMO, TIC, MIT, EPZA	Document review and other reports	Semi-annual and annually	Dialogue reports	Semi-annual and annually	DTPSE/ MPSE

Target	Indicator and Indicator Description	Baseline		Indicator target values			Data Source	Data Collection Instrument (Means)	Frequency Of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline indicator value	Y1	Y2	Y3						
Research guideline on socio-economic development prepared by June 2026;	Research Guidelines in place This indicator measures the availability and accessibility of approved research guideline	2022/23	0	Stakeholder consultations reports	Draft Guideline	Approved Guideline	Research and academic institutions Universities)	Consultative meetings, Desk review, surveys	Annually	Reports, Website of PC PO-PI, PMO, MIT, EPZA, TNBC	Annually	DIRD/MRD
Five (5) research agenda issued to stakeholders annually by June 2026;	Number of research agenda issued This indicator measures research agenda issued on socio economic development	2022/23	0	5	5	5	Research and academic institutions Universities)	Consultative meetings, Desk review, surveys	Annually	Reports, Website of PC PO-PI, PMO, MIT, EPZA, TNBC	Annually	DIRD/MRD
Strategy for mainstreaming innovation in socio-economic development prepared by June 2026	Number of innovation strategy prepared This indicator measures approved innovation strategy for socio economic development	2022/23	0	Stakeholder consultations reports	Draft Strategy	Approved Strategy	Science and Innovation institutions, COSTECH ODI, Innovators	Questionnaire, Focus Group Discussions, surveys	Annually	Reports, Website of PC PO-PI, PMO, MIT, EPZA, TNBC, MDAs	Annually	DIRD/MI

Target	Indicator and Indicator Description	Baseline		Indicator target values			Data Source	Data Collection Instrument (Means)	Frequency Of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline indicator value	Y1	Y2	Y3						
Human Resource Plan implemented annually by June 2026;	Number of staff trained This indicator measures number of PC number of staff trained in accordance to training plan of the given year.	2022/23	0	70	80	80	15 Divisions/ units,	Desk review, consultation Review of Training Needs Assessment, Training program and Training Manuals	Quarterly	Programme report	Annually	DAHRM
	Number of staff promoted/ recategorized This indicator measures number of qualified staff that have been promoted and number of staff that have been recategorized	2022/23	0	32	35	35	DAHRM	Reports and document review	Annually	Human resources report	Annually	DAHRM
	Number of new staff recruited/ transferred This indicator measures vacant post that have	2022/23	20	20	1	40	Human DAHRM	Reports and document review	Annually	Human resources report	Annually	DAHRM
Statutory and administrative services provided by June 2026	Number of meetings conducted This indicator measures availability of minutes of statutory and administrative meetings conducted i.e Commission meetings, workers council, management meetings.	2022/23	0	24	24	24	DAHRM	Reports and document review				

Target	Indicator and Indicator Description	Baseline		Indicator target values			Data Source	Data Collection Instrument (Means)	Frequency Of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline Indicator value	Y1	Y2	Y3						
	Number of staff provided with statutory and administrative services This indicator measures number of staff that benefited from statutory and administrative services	2022/23	0	80	100	100	15 Divisions/ units	Budget performance reports	Quarterly	Quarterly HR management reports	Quarterly	DAHRM
PC office building constructed by June 2026;	Number of office buildings constructed This indicator measures availability of PC owned office building	2022/23	0	0	0	1	PMO, PPRA, Contractors (TBA, NHC, SUMA_JKT)	Tender documents, contracts,	Annually	Office building	Annually	DAHRM
PC office building rehabilitated by June 2026	Office building rehabilitated This indicator measures number of outsourced contracts and routine maintenance conducted	2022/23	0	1	1	1	PMO, PPRA, Contractors (TBA, NHC, SUMA_JKT)	Tender documents, contracts, Budget performance reports	Quarterly	Office building	Quarterly	DAHRM

Target	Indicator and Indicator Description	Baseline		Indicator target values			Data Source	Data Collection Instrument (Means)	Frequency Of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline indicator value	Y1	Y2	Y3						
Legal Services provided to PC annually by June, 2026;	Number of reports on legal advice	2022/23	0	Registered and resolved legal issues	Registered and resolved legal issues	Registered and resolved legal issues	Legal Unit	Reports review	Quarterly	Reports on legal matters	Quarterly	MLSU
	This indicator measures number of staff and stakeholders provided with legal services											
PC contracts managed annually by June, 2026;	Number of reports on PC contracts/ agreements	2022/23	0	3	5	7	Legal unit;	Contracts review	Annually	Contracts management reports	Annually	MLSU
	This indicator measures number of legal contracts between PC and stakeholders registered and monitored											
PC annual plans and budget prepared by June 2026;	Annual plans and budget in place	2022/23	0	1	1	1	PO-PI 15 Divisions/ units Parliament MOF	Review of Budget Performance, Consultations, Scrutinizaton	Annually	- Annual Plans and budget - Budget Performance Reports	Annually	DPB
	This indicator measures number of plans and budget prepared as per plan and budget guidelines											
PC plans and budget implemented annually by June 2026	Number of implementation reports	2022/23	0	4	4	4	PBD	Review of budget implementation report	Quarterly	Budget Performance Reports	Quarterly	DPB
	This indicator measures number of periodical performance reports prepared and approved											

Target	Indicator and Indicator Description	Baseline		Indicator target values			Data Source	Data Collection Instrument (Means)	Frequency Of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline indicator value	Y1	Y2	Y3						
	Number of meetings conducted This indicator measures number of budget of budget committee meetings	2022/23	0	12	12	12	PBD	Minutes review	Monthly	Budget Performance Reports	Quarterly	DPB
PC Strategic Plan reviewed by June 2026;	Reviewed Strategic Plan in place This indicator measures availability and accessibility of reviewed strategic plan	2022/23	0	0	Survey report	1	PC, PO-PI	Stakeholders Consultation meetings reports, plans, policies and strategies	Annually	Strategic Plan	Annually	DPB
Resource mobilization plan developed by June 2025	Resources mobilization plan in place This indicator measures availability and accessibility of institutional resources mobilization plan	2022/23	0	Draft plan	Approved plan		PBD	Desk review	Quarterly	Plan	Quarterly	DPB
Resource mobilization plan operationalized by June 2025	Number of project proposals prepared This indicator measures number of project proposals developed and approved for stakeholders financing	2022/23	0	Mapped projects	2	2	15 Divisions/ units, PO-PI, DPs	Consultations, desk review	Annually	Project proposals	Annually	DPB

Target	Indicator and Indicator Description	Baseline		Indicator target values			Data Source	Data Collection Instrument (Means)	Frequency Of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline indicator value	Y1	Y2	Y3						
	Number of projects funded This indicator measures number of funded projects implemented by PC	2022/23	0	0	2	2	15 Divisions/ units, PO-PI, DPs, Academic and research institutions,	Consultations, Desk review	Quarterly	- Project proposals write-ups - Quarterly project implementation report	Annually	DPB
PC operational manual for innovation, research and development prepared by June 2026;	PC operational manual for innovation, research and development in place This indicator measures availability and accessibility of manual which defines innovation, research and development procedures and practices for PC	2022/23	0	Draft manual	1	1	15 Divisions/ units, PO-PI, COSTECH, Innovators	Consultations	Annually	- Manual - Code of conduct on research - Innovation operational manual	Annually	DPB
Policy Analysis conducted by June 2026	Number of policy paper analysis report This indicator measures policy papers analyzed	2022/23	0	Number of submitted policy	Number of submitted policy	Number of submitted policy	PBD	Consultations, desk review	Quarterly	Performance report	Quarterly	DPB
	Number policy advise provided This indicator measures number of policy advices provided by PC			Number of submitted policy advise	Number of submitted policy advise	Number of submitted policy advise	PBD	Document review, consultations	Quarterly	Performance report	Quarterly	DPB

Target	Indicator and Indicator Description	Baseline		Indicator target values			Data Source	Data Collection Instrument (Means)	Frequency Of Data Collection (Numeric)	Means of verification	Frequency of Reporting	Responsible
		Year	Baseline indicator value	Y1	Y2	Y3						
	Unqualified audit report This indicator measures CAG opinions on financial performance						CAG report	Financial Statements' Review Standards compliance checklist	Annually	Financial reports	Annually	CA
External and internal auditors' recommendations implemented annually by June 2026	Number of audit recommendation responded This indicator measures number of audit queries responded	2022/23	0	1	1	1	CAG report	Internal audit plan review	Annually	Audit reports	Annually	CIA
	Unqualified audit report This indicator measures status of the CAG opinion provided			1	1	1	CAG report	Report review	Annually	CAG report	Annually	CIA
Annual Procurement Plan prepared and implemented by June, 2026	Annual Procurement Plan prepared This indicator measure availability of procurement plan for given financial year	2022/23	0	1	1	1	PC Compliance (Procurement) and Value for Money Audit Report	PC Compliance (procurement) and Value for Money Audit Report's review PPA Cap 410	Compliance (procurement) and Value for Money Audit Report's review PPA, Cap 410	PPRA's Annual Performance Evaluation Report (APER)	Annually	MPMU

Evaluation Plan

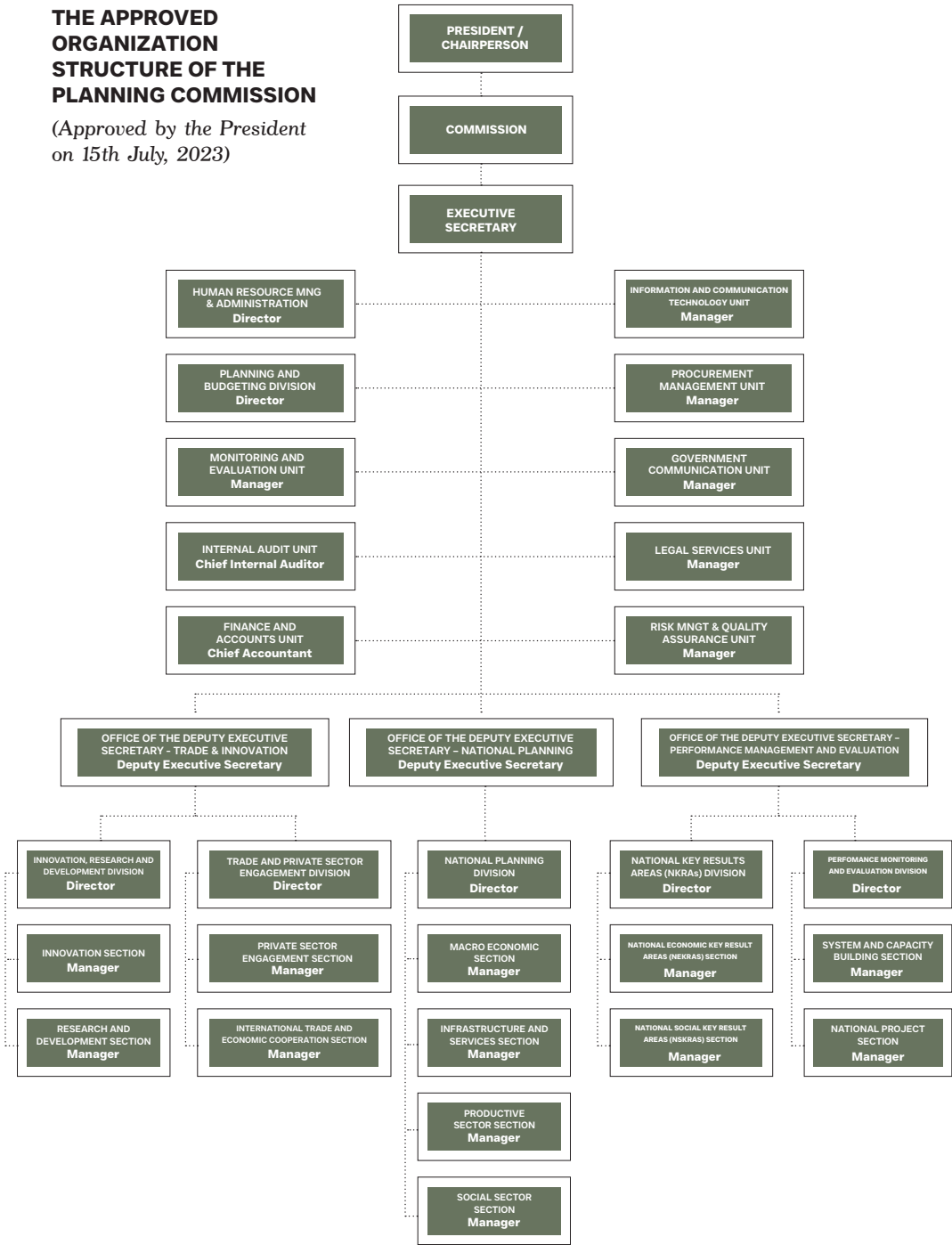
Annex III

S/N	EVALUATION STUDIES	DESCRIPTION	MILESTONES	APPROACH AND METHODOLOGY	TIME FRAME	RESPONSIBLE PERSON
1.	Evaluation of the TDV 2025	The study will focus on assessing the implementation TDV 2025 and its implementation tools including LTPP (Long term Perspective Plan) and Composite goals.	• Inception Report • Draft Report • Final Report	• FGD • Interviews • Questionnaires • Desk Review • Consultative sessions	May 2022 to December 2023	DPME and Independent Evaluator
2.	Mid-term evaluation of the Third Five Years Development Plan (2021/22 - 2025/26)	The study will focus on assessing the implementation of FYDP III and its implementation tools (Financing Strategy- FS, MES and Action Plan) for the period from July 2021 to December 2023	• Draft Report • Final Report	• FGD • Interviews • Questionnaires • Desk Review • Consultative sessions	January 2024 to March 2024	DPME and Independent Evaluator
3.	Final evaluation of the Third Five Years Development Plan (2021/22 - 2025/26)	The study intends to assess the implementation of FYDP III and its implementation tools (FS, MES and Action Plan) for the period from July 2021 to June 2026	• Inception Report • Draft Report • Final Report	• FGD, Interviews, Questionnaires, Desk Review, consultative sessions	October 2024 to Aprill 2025	DPME and Independent Evaluator
4.	Evaluation of Annual Development Plans	The study will focus on the assessing implementation of annual plans	Three (3) annual evaluation reports	• FGD, Interviews, Questionnaires, Desk Review, consultative sessions	July 2024 to Aprill 2026	DPME
5.	Evaluation of the National Flagship projects	The study will focus on assessing the implementation of 3 Selected flagship projects	Three (3) Flagship Projects Evaluation Reports	• FGD, Interviews, Questionnaires, Desk Review, consultative sessions	July 2024 to June 2026	DPME and Independent Evaluator
6.	Evaluation of the NKRA's	The evaluation of NKRA's as defined by NKRA Division	NKRA's Evaluation Reports	• Technical Labs, FGD, Interviews, Questionnaires, Desk Review, consultative sessions	July 2024 to June 2026	DNRA's

S/N	EVALUATION STUDIES	DESCRIPTION	MILESTONES	APPROACH AND METHODOLOGY	TIME FRAME	RESPONSIBLE PERSON
7.	Evaluation on Country's performance on regional and international trade	This study intends to assess Country's comparative advantage on regional and international trade	Country's performance report	- Documents review - Focus group discussions - Interviews/questionnaires - Benchmarking	2025/26	DTPSED
8.	PC Service Delivery Surveys	Assessment of quality of services delivered by PC to its stakeholder's levels of satisfaction	Survey reports	- Documents review - Interviews - Questionnaires	2025/26	DPB
9.	Evaluation of PC plans	This study intends to assess realization of PC medium term strategic objectives	- Inception report - Interim report - Evaluation report approved	- Documents review - Interviews/questionnaires - Consultations	2025/26	MMEU
10.	Evaluation of the National Planning Commission Strategic Plan	This includes the evaluation of the NPC SP for the period January 2024 to June 2026	NPC-SP Evaluation Report	- FGD, Questionnaire, Desk Review, - Consultative sessions	2025/26	DPB

THE APPROVED
ORGANIZATION
STRUCTURE OF THE
PLANNING COMMISSION

(Approved by the President
on 15th July, 2023)





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