THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE PLANNING AND INVESTMENT
NATIONAL PLANNING COMMISSION

NATIONAL FRAMEWORK FOR DELIVERY AND PERFOMANCE MANAGEMENT OF DEVELOPMENT PLANS

JUNE 2026

THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE PLANNING AND INVESTMENT
NATIONAL PLANNING COMMISSION

NATIONAL FRAMEWORK FOR DELIVERY AND PERFOMANCE MANAGEMENT OF DEVELOPMENT PLANS

JUNE 2026

Contents

CHAPTER FOUR

Conclusion

LIST OF ABBREVIATIONS AND ACRONYMS

ADPs	Annual Development Plans
AfCFTA	African Continental Free Trade Area
BEMCIT	Bagamoyo Eco–Maritime City and Intermodal Transport
BOT	Bank of Tanzania
BRELA	Business Registrations and Licensing Agency
CAG	Controller and Auditor General
CBMS	Central Budget Management System
CHRAGG	Commission for Human Rights and Good Governance
DDI	Domestic Direct Investment
DES	Directorate of Economic Sectors
DFUND	Direct Fund
DPPs	Directors of Policy and Planning
EIA	Environmental Impact Assessment
ESG	Environmental, Social and Governance
FDI	Foreign Direct Investment
FinTech	Financial Technology
FYDP	Five-Year Development Plan
FYDP III	Third Five-Year Development Plan 2021/ 22 – 2025/26
FYDP IV	Fourth Five-Year Development Plan 2026/27 – 2030/31
ICT	Information and Communication Technology
IMTC	Inter-Ministerial Technical Committee
IPR	Independent Panel Review
KPIs	Key Performance Indicators
KRAs	Key Result Areas
LGAs	Local Government Authorities
LIN-GAP	Lindi Liquefied Natural Gas Project
LNG	Liquefied Natural Gas
LTPP 2050	Long-Term Perspective Plan 2026/27 –2050/51
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MEUs	Monitoring and Evaluation Units

MIT / MITI	Ministry of Industry and Trade
MIS	Management Information System
MOA	Ministry of Agriculture
MOEST	Ministry of Education, Science and Technology
MOH	Ministry of Health
MOT	Ministry of Transport
MOW	Ministry of Works
MUSE	Mfumo wa Ulipaji Serikalini
NACTVET	National Council for Technical and Vocational Education and Training
NAGITA	National Irrigation and Agro-Industrial Transformation Programme
NAOT	National Audit Office of Tanzania
NaPA	National Physical Addressing
NBS	National Bureau of Statistics
NEMC	National Environment Management Council
NKRAs	National Key Result Areas
NPC	National Planning Commission
OTR	Office of the Treasury Registrar
PFM	Public Financial Management
PSM	Public Service Management
PIMG	Public Investment Management Guideline
PLANREP	Planning and Reporting System
PMO-RALG	Prime Minister's Office – Regional Administration and Local Government
PPP	Public-Private Partnership
PSCs	Public and Statutory Corporations
RSs	Regional Secretariats
SEZ	Special Economic Zone
TUGNe	Tanzania Urban Growth Nexus
WTO	World Trade Organisation

LIST OF TABLES

LIST OF FIGURES

DEFINITION OF KEY TERMS

Accountability	The obligation of institutions and responsible officers to explain, justify, and take responsibility for decisions, actions, performance, and results achieved during the implementation of development programmes and projects.
Adaptive Management	A systematic approach to improving programme and project performance through continuous learning, evidence generation, and timely adjustment of strategies, interventions, and resource allocation.
Annual Development Plan	A Government planning instrument that translates national development priorities and Five-Year Development Plan objectives into annual programmes, projects, budgets, and implementation targets.
Delivery Lab	A structured, results-focused planning and problem-solving mechanism used to translate national priorities into actionable reforms, measurable targets, assigned responsibilities, and implementation plans.
Delivery Mechanism	A structured process used to translate national priorities into actionable interventions, coordinate implementation, resolve bottlenecks, monitor progress, and ensure the achievement of development results.
Delivery Milestone	A specific and measurable implementation achievement used to track progress toward the completion of a programme or project.
Development Programme	A coordinated set of related projects, activities, and interventions designed to achieve broader sectoral, economic, social, or environmental development objectives over a specified period.
Development Project	A temporary and structured intervention undertaken to deliver a specific product, service, infrastructure, or development outcome within defined time, cost, quality, and resource constraints.

Digital Dashboard	An electronic platform that provides real-time or near-real-time information on programme and project performance, enabling monitoring, reporting, oversight, and decision-making.
Evaluation	The systematic and objective assessment of the relevance, efficiency, effectiveness, impact, sustainability, and overall performance of a programme or project.
Evidence-Based Decision Making	The process of using credible data, monitoring information, evaluation findings, and analytical evidence to inform planning, budgeting, implementation, and policy decisions.
Flagship Programme	Selected major, high-priority initiatives within the Five-Year Development Plan, recognised for their potential to drive national development, economic transformation, and social progress. They can stimulate economic growth, create employment opportunities, and enhance the country's competitiveness at regional and global levels.
The Framework	National Framework for Delivery and Perfomance Management of Development Plans. The Framework that establishes a unified national approach for monitoring, evaluation, accountability, and learning of development programmes and projects in Tanzania.
Guideline	A formally approved document that establishes the principles, standards, procedures, and methodologies to ensure the consistent and effective implementation, management, monitoring, and evaluation of programmes and projects
High-End Indicator	A strategically selected indicator used to measure progress toward national priorities, transformational outcomes, and long-term development objectives.
Impact	Long-term, significant changes, whether positive or negative, that a project can cause. These impacts extend beyond immediate outputs and outcomes, influencing broader systems, communities, environments, or economies
Implementation Bottleneck	A constraint or challenge that delays, limits, or prevents the effective implementation of a programme or project.

Indicator	A measurable variable used to track progress, assess performance, and determine the extent to which expected outputs, outcomes, and impacts have been achieved.
Innovation	The introduction and application of new ideas, technologies, systems, processes, or approaches that improve productivity, efficiency, service delivery, or development outcomes.
Infusion	The transfer, adaptation, and adoption of technology, knowledge, skills, systems, and practices into the domestic economy to enhance productivity and competitiveness.
Investment	The allocation of financial, physical, human, or institutional resources toward programmes and projects intended to generate sustainable economic, social, or environmental benefits.
Key Performance Indicator	A quantifiable measure used to assess progress toward achieving specific objectives, targets, outputs, outcomes, or strategic results
Learning	The systematic process of generating, sharing, and applying knowledge and lessons from implementation experience, monitoring, and evaluation to improve future performance.
Monitoring	The continuous process of collecting, analysing, and using information to track implementation progress, identify challenges and risks, and support timely corrective action.
National Flagship Programme Matrix	A results framework that tracks implementation milestones, outputs, outcomes, and transformational impacts of priority national programmes and catalytic investments.
National Key Result Areas	Strategic national priority areas used to organize performance management, accountability, reporting, and results measurement across Government institutions.
Outcome	The medium-term changes in behaviour, capacity, performance, systems, or conditions resulting from the use of programme or project outputs.
Output	The direct products, goods, services, or deliverables generated through programme or project activities.
Performance Management	A continuous process of planning, monitoring, reviewing, learning, and improving performance to achieve intended development results.

Performance Scorecard	A tool used to assess and present progress against agreed indicators, targets, milestones, and results to support accountability and decision-making.
Performance Scoring	A methodology used to measure and rate performance against predefined indicators, targets, milestones, and expected results.
Plan	National Development Pans and Project Information System. A digital results management platform that facilitates project planning, appraisal, approval, budgeting, implementation monitoring, reporting, evaluation, accountability, and information management throughout the project lifecycle
Public Investment	Government expenditure directed toward programmes, projects, infrastructure, assets, systems, and institutional development intended to generate long-term development benefits.
Results-Based Monitoring, Evaluation, Accountability and Learning	A performance management approach that focuses on achieving measurable results through systematic monitoring, evaluation, accountability mechanisms, and continuous learning.
Results Chain	A logical sequence linking inputs, activities, outputs, outcomes, and impacts to demonstrate how development interventions contribute to desired results.
Risk Management	The process of identifying, assessing, monitoring, and mitigating factors that may affect the successful implementation of programmes and projects.

Structural Transformation	A long-term process of economic and institutional change that increases productivity, expands investment, promotes industrialisation, and improves socio-economic outcomes.
Theory of Change	A structured explanation of how and why desired change is expected to occur through a sequence of interventions, assumptions, and results pathways.
3i Pathway	The development pathway comprising Investment, Infusion, and Innovation, used to drive productivity growth, competitiveness, structural transformation, and sustainable development outcomes.

EXECUTIVE SUMMARY

Purpose and Strategic Positioning

National Framework for Delivery and Perfomance Management of Development Plans establishes Tanzania's national results delivery architecture for implementing development programmes and projects under Dira 2050 through the Five-Year Development Plans (FYDPs), beginning with FYDP IV (2026/27–2030/31). FYDP IV is the first phase to operationalise the system and prepare it for subsequent Plans. Dira 2050 seeks to achieve structural transformation, productivity-led growth, enhanced private sector investment, social inclusion, and environmental sustainability. Achieving these goals apart from sound policies and adequate funding; it demands a State capable of sequencing reforms effectively, enforcing accountability, identifying delivery challenges early, correcting course during implementation, and institutionalising learning across planning cycles. The Framework is designed to fulfil this role.

The Framework as the Operating System for Dira 2050

The Framework is different from traditional monitoring and evaluation system. Rather, it shifts the government practice from retrospective reporting towards active results management. It integrates planning, budgeting, delivery oversight, evaluation, and feedback into a unified national performance-focused system. Instead of focusing solely on tracking activities, the Framework governs how reforms, investments and National Flagship Programmes are sequenced and implemented to ensure timely and coordinated delivery. Evidence generated during implementation informs decision-making, resource allocation, problem-solving, and adaptive reform management. By providing transparent, credible and timely performance data on governance reforms, regulatory certainty, and the status of the national project pipeline, the Framework will measurably reduce private sector and investor uncertainty and lower transaction costs. In doing so, it signals to domestic and international investors that Tanzania's reform commitments are credibly monitored and enforced to support the effective delivery of development programmes and projects.

Anchoring the National Theory of Change

The Framework is anchored in the national Theory of Change under Dira 2050 and the Long-Term Perspective Plan (LTPP 2050). Transformation is treated as a staged process in which State reforms (Priority Area I) unlock market and institutional responses (Priority Area II), ultimately leading to sustained social and environmental gains (Priority Area III). This causal pathway, from governance reform to structural transformation and, ultimately, to socio-economic outcomes, forms the organising logic of the Framework architecture.

The National Theory of Change will be continuously tested and refined through implementation evidence, enabling Government to validate assumptions, identify binding constraints, and adjust reform sequencing in real time.

The Framework architecture is operationalised through **Three National Priority Areas, supported by National Flagship Programmes:**

- **Priority Area I – Governance and Civil-Service Reform:** Foundational reforms strengthen State credibility, predictability, coordination capacity, and delivery discipline. These are treated as first-order national results rather than background conditions.
- **Priority Area II – Structural Transformation for Investment, Infusion and Productivity:** Observable responses of firms, markets, institutions and territories to improved State performance, including investment mobilisation, firm dynamism, productivity growth, formalisation, and territorial competitiveness.
- **Priority Area III – Socio-Economic and Environmental Outcomes:** People–Planet–Prosperity results under Dira 2050 including productive employment, income growth, poverty reduction, human development, inclusion, environmental sustainability, and climate resilience.
- **National Flagship Programmes and Catalytic Investments:** Priority FYDP IV programmes and projects embedded within the national results chain through Flagship Programme Matrices that track delivery milestones and transformational impacts across economic, territorial, and environmental dimensions. These matrices link Priority Area I reforms and Priority Area II responses to Priority Area III outcomes, while enabling Cabinet-level adaptive delivery and oversight.

Progress at higher levels is interpreted in relation to foundational performance below, reflecting the principle of *"Do First What Unlocks the Rest"*. Weak outcomes, therefore, trigger upstream reform rather than isolated programme expansion.

From Plans to Results: Accountability and Delivery Discipline

The Framework will be operationalised in phases during FYDP IV, beginning with selected priority sectors, National Flagship Programmes and pilot MDAs before scaling up to full government-wide implementation. This phased approach is intended to ensure that implementation remains credible and manageable.

The Framework translates national priorities into action through Delivery Labs, which break down FYDP IV goals into sequenced reforms, clearly assigned responsibilities, measurable indicators, and costed plans. Following the Delivery Labs, accountability will be anchored in National Key Results Areas (NKRAs), supported by Ministerial and Institutional KRAs that guide reporting, performance agreements and corrective action.

Quarterly and annual reviews will focus on resolving implementation bottlenecks and strengthening delivery performance rather than merely producing reports. Evidence generated through implementation will be used continuously to inform decision-making, adaptive management and course correction through the delivery cycle, rather than only at the end of the Plan period.

Oversight, Institutional Roles, Reporting Flow, Accountability and Learning

The National Planning Commission (NPC) leads the operationalisation of the Framework system. It is responsible for setting standards, consolidating performance evidence, and convening reviews at both technical and political levels.

Ministries, Departments and Agencies (MDAs), Regional Secretariats (RSs), and Local Government Authorities (LGAs) deliver projects within a unified national results framework. Digital dashboards enable near-real-time monitoring across the Government, strengthening oversight by the President, Vice President, Prime Minister and Cabinet while enabling early escalation and resolution of implementation challenges.

Framework and the Controller and Auditor General (CAG) provide independent oversight through parliamentary committees and audits. Public feedback is integrated into the system through dashboards and review forums, enabling Government to assess not only implementation progress, but also real-world impact.

The Framework therefore operates as a continuous learning and adaptive management system. Evidence generated through implementation feeds into policy reform, resource reallocation, and the design of future FYDPs.

Added Strategic Value

By placing results, accountability and continuous learning at the centre of Government action, the Framework strengthens State capability, builds policy credibility, improves investor confidence and ensures alignment of national priorities across successive FYDPs. The Framework is therefore not merely a technical monitoring framework; it is a core governance and delivery instrument for translating development programmes and projects under Dira 2050 into sustained national results.

In Practice, the system is operationalised through an integrated delivery architecture that includes an eight-step delivery methodology, Delivery Labs, Cabinet prioritisation processes, Annual Development Plans, integration with the National Development Projects Approval Framework, and digital performance dashboards that support real-time oversight, coordination, and adaptive implementation.

…………………………….

Dr. Tausi Kida Mbaga

Permanent Secretary – President's Office, Planning and Executive Secretary –National Planning Commission

CHAPTER ONE

INTRODUCTION

1.1 Overview

This Framework establishes a unified national approach for monitoring, evaluation, accountability and learning of development programmes and projects, which serve as the primary instruments for delivering Tanzania's development priorities. It sets out how Government institutions shall plan, implement, monitor, assess, and continuously improve performance to ensure that public investments generate measurable, and sustainable results.

The Framework adopts Results-Based Monitoring, Evaluation, Accountability and Learning as the core performance management approach at the programme and project implementation level, where development results are realised. It defines the principles, tools, and processes used to track performance, review, and improve performance across all responsible institutions.

The Framework is designed to support the implementation and delivery of FYDP IV, while recognising Dira 2050 as the country's long-term national aspiration to be progressively realised through successive Five-Year Development Plans.

The Framework guides institutions to move beyond compliance-based monitoring and routine reporting towards active performance management of development projects and programmes. Institutions shall regularly monitor implementation progress, identify implementation challenges, risks early, and take timely corrective action to ensure that projects and programmes remain on track and deliver intended results.

This Framework applies specifically to development projects and programmes and does not cover the monitoring and evaluation of national plans, which are addressed under a separate framework. All projects and programmes implemented under this Framework shall be aligned with the national development priorities articulated in Dira 2050, the Long-Term Perspective Plan (LTPP 2050), the Five-Year Development Plans (FYDPs), and the Annual Development Plans (ADPs). This ensures that implementation remains fully consistent with national priorities while performance is managed directly at the point of delivery.

To support delivery, the Framework requires institutions to integrate monitoring, evaluation, accountability, and learning into a continuous performance management cycle for development projects and programmes. Institutions shall utilise available data, digital systems, and regular performance reviews to track implementation, assess progress, identify challenges, and support timely decision-making.

Development projects and programmes shall be implemented across Ministries, Departments and Agencies (MDAs), Regional Secretariats (RSs), and Local Government Authorities (LGAs) within a coordinated national system. Performance information generated through implementation shall inform decision-making, resource allocation, and accountability at all levels.

The Framework defines how development results shall be delivered through projects and programmes through clear results pathways. Inputs and activities generate outputs, which lead to outcomes and ultimately contribute to long-term impact. Institutions shall plan and implement projects and programmes in the appropriate sequence and timing to ensure that results are achieved at each stage of the results chain.

The Framework integrates policy actions, flagship investments, and project-level interventions into a unified results structure to ensure alignment, proper sequencing, and a clear focus on results. Through this approach, institutions shall manage implementation in a manner that consistently delivers measurable, sustained, and inclusive development outcomes.

To guide implementation, the Framework applies structured operational principles, including the 3i pathway of Investment, Infusion, and Innovation, results pathways, and strict prioritisation and sequencing of interventions. Institutions shall apply the 3i pathway to mobilise investment, enable the domestic infusion of technology, systems, and knowledge, and further promote innovation to improve productivity and service delivery.

The Framework requires institutions to prioritise interventions based on their potential to unlock wider system results, applying the principle of “Do First What Unlocks the Rest” to remove key constraints, enable subsequent investments, and accelerate overall implementation performance. It ensures that development results are driven not only by both the quality of interventions, but also by the effectiveness of implementation.

Governance and civil service reforms shall underpin delivery at all levels. A capable, predictable, and credible State shall support private investment, enable markets to function, efficiently, and promote broad-based socio-economic growth. Strong constitutionalism, consistent application of laws, professional civil service, and effective Public and Statutory Corporations shall be continuously strengthened and monitored to support the effective implementation of development projects and programmes.

In line with the Long-Term Perspective Plan 2026/27–2050/51 (LTPP 2050), national transformation shall follow the 3i pathway implemented through development programmes and projects. The Framework tracks the implementation of priority reforms and flagship investments, assesses private sector and market responses, and monitors structural transformation across sectors and sub-national levels, ensuring that these interventions progressively translate into improved socio-economic outcomes over time.

The Framework establishes clear linkages between Government actions, the implementation of development projects and programmes, private investment responses, economic, social, and environmental outcomes. Development programmes and projects serve as the primary instruments through which the 3i pathway is operationalised and national transformation is delivered. The Framework strengthens decision-making, accountability, and learning across institutions responsible for delivery. It provides a unified national results system aligned with the Theory of Change and applied across interlinked levels of implementation, thereby supporting the delivery of the LTPP 2050, successive Five-Year Development Plans, and sector strategies.

Performance information generated under this Framework shall inform planning, budgeting, and policy decisions, ensuring that resources are aligned with expected results and that accountability is clearly assigned. The Framework shall support oversight by institutions such as Parliament (National Assembly) and the National Audit Office (NAOT), while enabling development partners, the private sector, and civil society to contribute to transparency, accountability, and shared learning. By placing development projects and programmes at the centre of monitoring and evaluation, the Framework ensures that implementation remains focused, performance is continuously improved, and national priorities are translated into practical and visible results.

1.2 Lessons from Previous Monitoring and Evaluation

Lessons drawn from the monitoring and evaluation frameworks in the course of implementing the Tanzania Development Vision (TDV) 2025, provide a practical foundation for strengthening performance management, accountability, and learning under this Framework.

The Framework builds on existing monitoring and evaluation arrangements and does not replace established frameworks or institutional mandates, including the Comprehensive Monitoring and Evaluation Frameworks developed by the Prime Minister's Office. Instead, it harmonises these instruments within a coordinated national system that strengthens alignment, consistency, and results-focused management of development projects and programmes under FYDP IV. Where inconsistencies arise, the Framework guides national results management for development programmes and projects.

While strategies, and budgets establish priorities and guidance for resource allocation, M&E tools such as indicators, targets and reporting systems track the implementation and performance of development programmes and projects. Under this Framework, these functions remain but rather operate in a more coordinated and integrated manner.

Experience from previous FYDPs indicates that the main challenge was not the design of planning tools, but the extent to which M&E systems were effectively applied to manage the implementation of projects and programmes. Monitoring was often treated as a periodic reporting requirement rather than a continuous management function, while evaluation findings were not consistently used to adjust project design, reallocate resources, or improve implementation performance.

Building on this experience, evaluations of TDV 2025 and FYDP III, together with earlier M&E strategies, highlight three areas requiring further strengthening: *operational, institutional, and structural.*

At the operational level, monitoring of development projects and programmes often occurred after activities had already been completed. M&E was used mainly as a periodic and retrospective reporting function, limiting its ability to guide implementation decisions and address emerging challenges in real time. This highlights the need to apply monitoring as a continuous management function throughout the project and programme lifecycle.

At the institutional level, roles and responsibilities for the implementation of projects and programmes were not always clearly defined, resulting in fragmented accountability and weak linkages between evidence and decision-making.

At the structural level, indicators were often extensive and insufficiently prioritised, with limited baseline data and inadequate alignment between project and programme performance and national development priorities.

In practice, monitoring and evaluation were primarily used to report results after they had occurred, rather than to actively manage the delivery of development projects and programmes. As a result, performance information was rarely used during implementation to guide decisions, adjust policies, reallocate resources, or address delivery challenges in a timely manner. Indicator frameworks also focused more on long-term outcomes, with comparatively less attention given to tracking implementation progress and delivery performance at project and programme level. In addition, weak linkages between actions and results made it difficult to assess what worked, what did not, and why.

Similar observations emerged from the implementation of the 2022 National M&E Framework, which, while improving reporting consistency at project and programme level, focused largely on input and output tracking and periodic reporting. Data quality gaps, inadequate baseline information, fragmented systems, and weak integration between project performance and national development outcomes further limited its usefulness for evidence-based decision-making.

These experiences demonstrate that, while the existing M&E system provides a strong foundation for reporting and compliance, further strengthening is required to support the effective management and delivery of development programmes and projects. The Framework responds to these challenges by strengthening the link between project and programme actions and results, improving data integration, focusing on high-impact indicators, and ensuring that institutions use performance information to guide planning, budgeting, and implementation in a continuous and results-driven manner under FYDP IV. Development projects and programmes therefore remain the primary instruments through which national development priorities are implemented, and development results are achieved.

1.3 Rationale for the Development and Adoption of the Framework

Dira 2050 sets the long-term development direction, while FYDP IV serves as the primary implementation framework for delivering these aspirations. The Framework focuses on tracking and managing the performance of development programmes and projects under FYDP IV as the implementation pathway toward achieving Dira 2050. This reflects a shift from gradual development to structural transformation, with a strong emphasis on reforms, productivity growth, export expansion, and large-scale job creation. Delivering these priorities requires a corresponding shift in how performance is managed across Government and the wider economy.

The Framework is not merely a technical improvement to monitoring and evaluation; it represents a transformation in how the State manages delivery of development programmes and projects and achieves national results. The Framework embeds results management into day-to-day operations and while also capturing the contributions of the private sector and other stakeholders. National development results depend on the combined efforts of public institutions, business, and development partners. Accordingly, The Framework strengthens coordination, accountability, and alignment across all actors involved in implementation.

Experience from previous frameworks shows that monitoring and evaluation often focused more on reporting activities than on managing performance and results. Institutions generated information on projects and programmes periodically, but this information was not consistently used to guide implementation, address emerging challenges, or improve delivery performance. Decision-making was frequently delayed, accountability for results was not always clearly assigned, and linkages between actions and outcomes were not consistently maintained.

Without a shift in approach, these challenges are likely to persist. Monitoring and evaluation will continue to focus on compliance and reporting rather than performance, thereby limiting the ability of institutions to respond to emerging issues, improve delivery, and achieve FYDP IV targets within the intended timeframe. This would reduce the effectiveness of public investments, weaken coordination between government and the private sector, and slow progress toward national transformation.

The Framework introduces practical measures to strengthen how development results are delivered and managed. First, it links national outcomes to specific reforms, investments, and responsible institutions, making clear what drives results and who is accountable for delivery.

Second, it ensures that indicators remain limited, relevant, and actionable through the application of clear technical criteria, including strategic relevance to National Key Results Area (NKRAs); strength and clarity of the results chain; data quality and reliability; feasibility of regular data collection; analytical value for decision-making; and capacity for timely dissemination. High-End Indicators shall be subject to Cabinet approval.

Third, the Framework strengthens accountability by assigning clear responsibility for results to specific ministries, agencies, or designated delivery leads, while recognising the role of the private sector in achieving outcomes. Underperformance shall be addressed through structured follow-up, coordination, and problem-solving rather than treated as a general sector challenge.

Fourth, the Framework positions monitoring as a continuous management function, requiring institutions to use project and programme performance information during implementation to guide decisions, address emerging issues, adjust policies, reallocate resources, and improve delivery performance in real time.

Fifth, the Framework ensures that evaluation findings inform planning and budgeting, enabling timely adjustments.

Finally, the Framework integrates monitoring and evaluation into planning, budgeting and public investment systems to ensure that evidence informs decisions across the full development cycle. Overall, the Framework shifts the focus from monitoring activities to *managing results, strengthening delivery, accountability, and coordination,* and supporting the effective implementation of FYDP IV towards achieving the aspirations of Dira 2050. In doing so, it ensures that performance management transitions from reporting activities to *delivering measurable national results*.

1.4 Outlay of the Framework

The Framework is structured into four chapters, providing a clear and logical flow from the context and rationale for strengthening the monitoring and evaluation of development programmes and projects, through the design of the Framework approach, to its implementation and application across Government. *Chapter One* introduces the Framework, outlining its context, scope, and rationale, and highlighting the need to strengthen monitoring and evaluation practices, particularly for development projects and programmes. It also sets out the guiding principles, including the application of the Framework approach, results pathways, 3i pathways, and prioritisation and sequencing to improve implementation performance. *Chapter Two* presents the Framework's core design, describing the structure and components of the Framework system as applied to development projects and programmes. It outlines the results pathway, performance management processes, and the integration of key elements essential for effective implementation, such as coordination mechanisms, reporting processes, digital systems, and early warning arrangements. *Chapter Three* focuses on implementation and management arrangements. It sets out institutional roles and responsibilities across MDAs, RSs, and LGAs, alongside the application of the Framework tools, performance tracking systems, reporting requirements, and learning mechanisms to support continuous improvement. *Chapter Four* provides a summary of the Framework, reinforcing its role as an operational tool for managing development projects and programmes, strengthening accountability, and ensuring that implementation delivers measurable and sustained results. Taken together, the chapters provide a coherent and practical guide for applying the Framework approach to development projects and programmes across Government.

CHAPTER TWO

FRAMEWORK ARCHITECTURE

2.1 Overview

The Framework establishes a coordinated national delivery architecture for managing the performance of development programmes and projects within a unified and consistent system. It integrates governance and institutional reforms, investments, and development interventions into a single structure to implement the priorities of Dira 2050 and FYDP IV. Development programmes and projects are the primary instruments for delivering national results, supported by robust governance systems and institutional capacity that enable effective implementation.

The Framework builds on existing national systems, including the Project Management Information System, and aligning them into a coordinated approach for tracking implementation, performance, and results. It links reforms, investments, and sectoral interventions to clearly defined outcomes across national, sectoral, and institutional levels, thereby ensuring implementation remains results-focused. It provides a clear delivery chain connecting policy reforms, institutional performance, market responses, and public outcomes, supported by timely performance information and structured decision-making processes. This approach strengthens accountability, improves coordination, and supports continuous management of development programmes and projects to deliver measurable national outcomes.

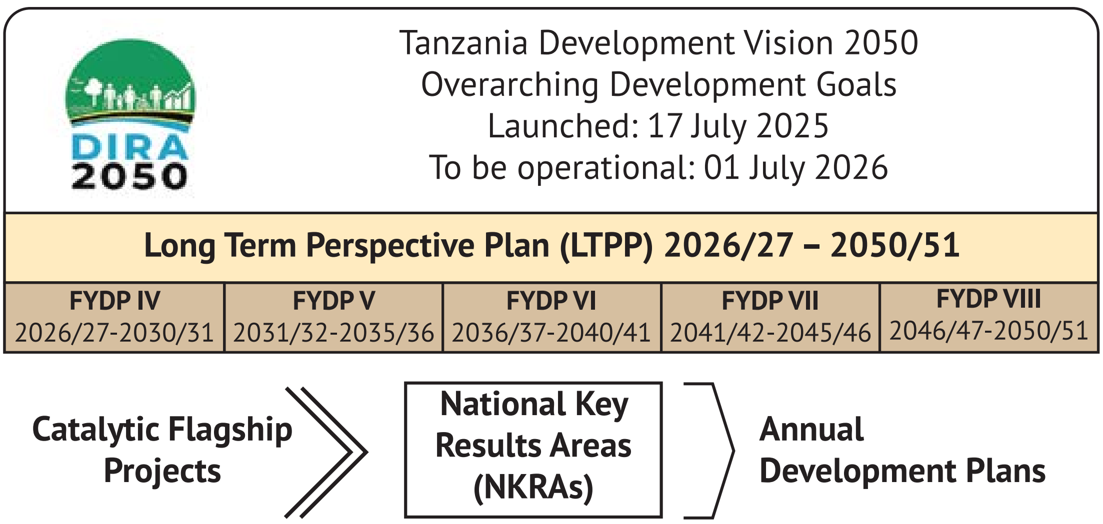
2.2 National Delivery System

The Framework system links governance and institutional reforms and market actions to socio-economic and environmental outcomes through the implementation of development projects and programmes. Institutions apply this system using clear indicators, defined responsibilities, and structured delivery pathways to ensure coordinated implementation, effective performance tracking, and achievement of results. Institutions track projects and programmes from initiation to completion, while assessing governance and institutional arrangements based on their effectiveness in supporting implementation. This ensures that performance reflects both delivery progress and the efficacy of the implementation arrangements. The Framework brings together public institutions, private sector actors, and market systems into a coordinated approach, enabling consistent tracking, clear accountability, and informed decision-making at all levels, including Cabinet.

2.2.1 Alignment with National Plans and Reforms

The Framework aligns national plans, policies, and reforms into a single delivery structure, supporting the coordinated implementation of programmes and projects. It connects Dira 2050, LTPP 2050, FYDP IV, sector plans, and ADPs into a unified implementation chain where priorities translate into actions, budgets, and measurable results. Development programmes and projects are implemented within this structure, each with clear timelines, responsibilities, and expected outputs. National priorities are translated into National Key Result Areas (NKRAs) and cascaded to MDAs, PSCs, RS-LGAs, and relevant private sector actors. This ensures that implementation across institutions follows a common results structure and contributes to shared national outcomes. As Figure 1 illustrates, indicators, evaluations, and performance reviews are derived from this same planning chain, ensuring consistency in how progress is measured and reported across all institutions.

Figure 1: Dira 2050, LTPP, FYDP, NKRA and ADP Alignment



The Framework applies common tools, including results matrices and performance tracking systems, to guide implementation and reporting. This supports cross-sectoral coordination, reduces duplication, and ensures that implementation remains focused on delivering results, rather than managing isolated interventions, all while maintaining alignment with national priorities. The detailed scorecards and High-End Indicators are presented in Annex VIII.

2.2.2 Results-Based Orientation

The Framework is results-based, focusing on delivering results through development programmes and projects. Institutions generate outputs by implementing interventions under ADPs, with clearly defined targets and responsibilities. These outputs contribute to outcomes under FYDP IV and support long-term national aspirations under Dira 2050. Monitoring tracks progress, and evaluation informs changes and improvements in delivery. Responsible institutions assess outputs based on their contribution to outcomes, and outcomes based on their contribution to national impact. This ensures implementation remains results-focused and responsive to emerging challenges.

2.2.3 National Performance Delivery Cycle

The Framework operates through a structured delivery cycle linking three connected phases: *strategic direction and prioritisation, Delivery Labs for implementation planning, and Performance Management and Results Delivery.* This cycle ensures that development programmes and projects are prioritised, designed, implemented, and reviewed consistently. Strategic Direction focuses Cabinet attention on the highest-impact priorities; Delivery Labs translate national priorities into actionable, sequenced implementation pathways, including clearly defined programme and project milestones. Performance Management tracks progress, identifies constraints, and supports the timely resolution of implementation challenges. This ensures that development programmes (such as National Flagship Programmes) and projects remain aligned with the national priorities and deliver expected results.

2.2.3.1 Generation Methodologies and Delivery Labs

The generation methodologies are applied to support the identification, structuring, and delivery of high-impact development programmes and projects. They provide integrated and adaptable tools for progress tracking and proactive problem-solving across the entire implementation structure. While these methodologies are anchored in national priority areas, their primary function within the Framework is to ensure that priority programmes and projects are clearly defined, sequenced, and implemented in a coordinated and results-oriented manner.

The application of these methodologies is expected to strengthen delivery discipline across implementing institutions by promoting consistent approaches to planning, tracking, and resolving implementation challenges. This supports alignment between national priorities and programme and project execution, while enabling the replication of effective delivery practices across sectors and institutions.

In practice, the Framework applies NKRA methodologies to generate and refine priority development programmes (such as flagship programmes) and projects derived from Dira 2050, LTPP 2050, and the corresponding FYDPs. These are operationalised through structured Delivery Labs, which are used to:

i. identify binding constraints affecting programme and project implementation;

ii. prioritise interventions with the highest economic and social returns;

iii. develop clear and time-bound implementation plans aligned with Government policies and sector strategies; and

iv. establish performance management arrangements linked to measurable outputs and results.

Delivery Labs serve as the technical platform for translating national priorities into actionable programmes and projects. They ensure that each programme and project is defined with:

i. clear results areas and performance indicators;

ii. sequenced implementation roadmaps;

iii. costed actions and defined resource requirements;

iv. assigned institutional responsibilities; and

v. structured risk registers with mitigation measures.

This approach ensures that national priorities are translated into implementable development programmes and projects with clear delivery pathways, measurable results, and defined accountability arrangements.

2.2.3.2 Guiding Principles for the Labs

To ensure disciplined and results-focused delivery of development programmes and projects, the Framework Delivery Labs are guided by three core principles: Prioritisation, Effective Implementation, and Accountability and Transparency, as summarised in Table 1. These principles define how programmes and projects are selected, executed, monitored, and reviewed. They are applied to ensure that implementation remains focused on measurable results, constraints are addressed promptly, and performance information is consistently generated and used for decision-making. Delivery Labs are therefore applied as practical execution and problem-solving platforms, supporting the timely delivery of priority programmes and projects.

a. **Prioritisation:** Implementation efforts are concentrated on high-impact Development Programmes and Projects, particularly those that directly contribute to national priorities and deliver measurable results. In applying this principle:

   i. Priority programmes and flagship projects are clearly identified and aligned with National Key Result Areas (NKRAs) and FYDP IV objectives;

   ii. Critical path activities, key milestones, and binding constraints are defined at the outset and reviewed regularly;

   iii. Resources are directed towards interventions with the highest potential to unlock delivery and accelerate results; and

   iv. Early actions focus on removing bottlenecks and enabling progress across programmes and projects, in line with the approach of ***"Do First What Unlocks the Rest."***

This ensures Government effort is focused on catalytic interventions, quick-win opportunities, and scalable solutions, with fiscal, human, and institutional resources directed towards areas with the greatest potential to deliver results.

b. **Effective Implementation:** All prioritised programmes and projects shall be translated into clear, time-bound, and actionable delivery plans, supported by continuous tracking and structured problem-solving. To ensure effective implementation:

   i. "3-feet plans" are prepared and maintained, setting out immediate actions linked to programme and project milestones;

   ii. Implementation progress is captured and updated through the e-Delivery, including milestones, outputs, risks, and delays;

   iii. Progress updates and monthly performance reviews are conducted, with key issues escalated through established coordination platforms; and

   iv. Project Steering Committees, Inter-Ministerial Technical Committees (IMTC), and Cabinet structures are utilised to resolve bottlenecks and support implementation.

This ensures that implementation is actively managed, with clear visibility of progress and timely resolution of constraints.

c. **Accountability and Transparency:** Clear accountability for programme and project delivery shall be maintained at all levels, with performance made visible to decision-makers and stakeholders. To operationalise this principle:

i. Performance scorecards are applied, linking programme and project activities to milestones, outputs, and results;

ii. Roles, responsibilities, and reporting lines are clearly defined and adhered to across all implementing entities;

iii. Independent verification and evaluation mechanisms are applied, including third-party assessments where required; and

iv. Performance reports and dashboards are regularly generated and shared through e-Delivery.

These measures ensure that performance is consistently tracked, verified, and communicated, enabling timely decision-making, corrective action, and strengthened accountability.

Table 1: *Guiding Principles of the Framework*

Principles	Strategic Intent	Core Operating Requirements	Key Instruments & Processes	Expected Behavioural Outcome
Prioritisation	Concentrate Government effort on high-impact KRAs and catalytic interventions	• Focus on transformative, replicable and low-hanging actions	• National and sector Results Matrices; • Flagship selection criteria;	• Resources and attention are directed to activities with the greatest transformational leverage
Discipline of Execution	Convert priorities into actionable '3-feet plans' and routine performance management	• Weekly updates and monthly reviews; • Rapid escalation of bottlenecks	• National and sector Results Matrices, • PSM, IMTC and Cabinet reviews	• Resources and attention are directed to activities with the greatest transformational leverage

Principles	Strategic Intent	Core Operating Requirements	Key Instruments & Processes	Expected Behavioural Outcome
Accountability & Transparency	Ensure external verification and public confidence in results	• Delivery Labs and; • Steering Committees • PSM, IMTC and Cabinet reviews	• Milestone trackers; • Annual performance reports; Framework Portal dashboards	• Resources and attention are directed to activities with the greatest transformational leverage
Resources and attention are directed to activities with the greatest transformational leverage	• Leadreship scorecards • Third-party evaluations • Open reporting	• Delivery Labs and Steering Committees; • PSM, IMTC and Cabinet reviews	• Annual performance reports; • Framework Portal dashboards	• Verifiable results, responsible leadership and trust in Government delivery

2.2.3.3 Hierarchy and Causality Rules

This section sets clear rules for applying the Framework across all development programmes and projects. The system follows a structured results chain aligned with the National Theory of Change ***(Annex I)***, where performance is understood by linking outcomes in higher Priority Areas to their underlying drivers at lower levels. When performance under Priority Areas II and III deviates from expected levels, a focused review is conducted to identify any governance, institutional, or implementation constraints under Priority Area I. Conversely, sustained improvements indicate that reforms, investments, and delivery actions are well-coordinated and effective. All indicators, monitoring processes, reviews, and evaluations are drawn from approved national plans and results frameworks to ensure consistency and alignment. Development programmes and projects, including National Flagship Programmes, are assessed within this common structure. To maintain coherence, parallel or standalone national performance systems developed outside this Framework by MDAs, PSCs, RSs, or LGAs are not to be applied.

2.2.4 Digital Intelligence, Early Warning and Behaviour Sensitive Design

The implementation of Development Programmes and Projects (DPPs) will be supported by timely and reliable performance information to guide decision-making and corrective action. Within the Framework, the Digital Intelligence Layer will serve as the central tool for consolidating data, tracking performance in real time, and identifying implementation challenges as they arise. It will support continuous performance management by ensuring that progress, delays, and results are regularly monitored and addressed. The following operational guidance provides direction on the application of the Digital Intelligence Layer to strengthen performance tracking, early warning, and response across Development Programmes and Projects.

Operational Guidance Box: Role of Digital Intelligence in Development Programmes and Projects

Purpose: This guidance sets out how the Digital Intelligence Layer is to be used to assess, track, and improve the performance of Development Programmes and Projects (DPPs) through integrated data, real-time monitoring, and structured response.

A. Performance Data Integration

The Digital Intelligence Layer is to be used to integrate and consolidate performance data from multiple sources into a single, coordinated national evidence base, including:

i. administrative data;

ii. national statistics;

iii. programme and project management systems;

iv. regulatory performance records; and

v. spatial data.

This is to ensure that all relevant information on programme and project implementation is available in one place for consistent performance assessment.

B. Real-Time Performance Tracking

The system is to provide a real-time view of performance across Development Programmes and Projects, enabling:

i. tracking of outputs, milestones, and results;

ii. comparison of planned versus actual performance; and

iii. identification of delays and implementation gaps.

This supports timely decision-making and continuous monitoring across implementing institutions.

C. Early Warning and Risk Identification

The Digital Intelligence Layer is to generate early warning signals by monitoring key performance areas, including:

i. procurement and contract execution delays;

ii. regulatory approval timelines;

iii. budget execution and disbursement gaps;

iv. implementation slippages; and

v. service delivery backlogs.

These signals are to support early identification of risks and emerging constraints affecting programme and project performance.

D. Triggering Corrective Action

Digital Intelligence outputs are to inform action by linking performance signals to response protocols. This is to ensure that:

i. performance issues are clearly identified;
ii. responsible institutions are notified; and
iii. corrective measures are initiated within defined timelines.

This ensures that performance tracking leads directly to action and resolution.

E. Supporting Performance Discipline

The Digital Intelligence Layer is to support performance discipline by making information:

i. visible across institutions;
ii. comparable over time and across programmes; and
iii. regularly updated.

This is to encourage timely action, reduce avoidable delays, and reinforce a culture of accountability and results in programme and project implementation.

F. Informing Oversight and Decision-Making

The system is to provide reliable and timely performance information to:

i. Delivery Labs and coordination platforms;
ii. senior management and inter-ministerial forums; and
iii. Cabinet and Parliamentary oversight processes.

This ensures that decisions are based on verified performance information and that implementation challenges are addressed at the appropriate level.

G. Enabling Continuous Performance Improvement

Through integrated data, early warning signals, and structured feedback, the Digital Intelligence Layer is to support continuous improvement in the performance of Development Programmes and Projects.

It is to ensure that:

i. performance gaps are identified early;
ii. corrective actions are taken on time; and
iii. implementation remains aligned with planned results.

2.3 The Framework Delivery Mechanism

The delivery mechanism provides a structured process for implementing development programmes and projects in line with national priorities. Institutions will apply this mechanism to coordinate implementation, resolve challenges, and ensure that delivery remains focused on results. Delivery Labs will serve as practical platforms for identifying implementation challenges, addressing bottlenecks, improving coordination, and agreeing on targeted actions for follow-up. Where issues are identified through the Digital Intelligence Layer and early warning processes, institutions will address them through this mechanism using defined actions, timelines, and coordination arrangements. The mechanism will be aligned with the Project Management System to ensure consistency in planning, implementation, monitoring, and reporting, and to enable the tracking of project and programme performance from initiation to completion, linking it directly to national results. The key steps of this delivery mechanism are set out in Figure 2.

Figure 2: *Key Steps of the Delivery Mechanism*

1	**Strategic Direction**	Leadership workshops to ascertain the direction needed based on the FYDP IV as the first implementation phase of Dira 2050
2	**Labs**	Establish in detail what needs to be done
3	**Open Day**	Share lab output with people and seek their feedback
4	**Delivery Roadmap**	Publish committed initiatives and deliverables in details
5	**KPI* Targets**	Setting annual KPIs for the Ministry and each implementing agency based on established National High-End KPIs
6	**Implementation**	On the ground implementation & problem-solving roadblock
7	**IPR*/Audit**	External validation on results achieved
8	**Annual Report**	Annual update on implementation progress

Institutions must implement development programmes and projects in a clear sequence. This sequence begins with strategic direction informing prioritisation, followed by structured interventions, implementation, validation of results, and reporting. This approach, guided by the principle of "Do First What Unlocks the Rest", ensures logical and coordinated intervention delivery. Institutions must translate national priorities into actionable interventions through Delivery Labs, structured implementation plans, and defined performance targets, each with clear responsibilities and timelines. Progress must be tracked using established reporting and performance review processes to ensure coordinated implementation, prompt resolution of challenges, and the achievement of desired results.

2.4 High-End Indicators and National Scorecards

With the Priority Areas structure in place, the Framework utilises High-End Indicators and milestone tracking. These tools assess performance across the Priority Areas, collectively forming the national results structure for tracking implementation, identifying constraints, and measuring outcomes. Each Priority Area defines what is assessed, how performance is interpreted, and the actions required to support effective delivery. (see *Indicators and milestones for National Flagships in Annexes III – VII).*

i. **Priority Area I:** This area tracks governance quality and civil service performance, which are foundational for the effective implementation of development programmes and projects under Dira 2050 and FYDP IV. Responsible institutions must assess how governance and institutional arrangements support or constrain implementation. This includes evaluating regulatory credibility, public sector management, decentralisation, and the performance of Public and Statutory Corporations. Where constraints are identified, corrective actions, such as resequencing reforms and targeted evaluations, must be applied before interventions are scaled up. Sustained improvements will indicate readiness to advance implementation.

ii. **Priority Area II:** This area tracks investment response, productivity, and structural transformation resulting from the implementation of development programmes and projects. Responsible institutions must assess how improvements in state capability and regulatory credibility enable investment, firm growth, productivity, and participation in regional and global value chains. Indicators will cover private investment, firm dynamics, technology adoption, and diversification into higher value-added activities. They will also measure structural deepening through formalisation, expansion of the tax base, improved revenue administration, enhanced competitiveness of Regional Secretariats (RSs) and Local Government Authorities (LGAs), and strengthened public financial accountability, as reflected in audit outcomes and follow-up on CAG reports.

iii. **Priority Area III:** This area tracks socio-economic and environmental outcomes delivered through development programmes and projects. Responsible institutions shall assess results in line with Dira 2050. These include employment, income growth, poverty reduction, inclusion, and improvements in education, health, and social protection, as well as environmental sustainability and climate resilience. These outcomes will reflect the extent to which development programmes and projects deliver results for the population and future generations. The Priority Areas will operate as a results chain, linking implementation to outcomes and long-term impact.

iv. **National Flagship Programme:** This area focuses on National Flagship Programmes as key delivery vehicles, tracking progress through clearly defined implementation milestones rather than High-End Indicators. Responsible institutions shall track milestones across project preparation, financing, land acquisition and permits, procurement and construction, operational readiness, private-sector mobilisation, value-chain development, environmental compliance, and the resolution of implementation risks. These milestones shall support implementation tracking, accountability, and timely decision-making. Detailed implementation milestones, along with High-End Indicators and scorecards, are presented in Annexes II–VIII.

2.5 NKRAs Result Matrices

NKRA Results Matrices translate national priorities into implementation by linking them to specific development programmes and projects. They define milestones, indicators, targets, data sources, and institutional responsibilities necessary for delivery, and provide a common structure for tracking implementation, monitoring progress, and assessing performance across all levels. These matrices operationalise the Framework Delivery Mechanism by translating NKRA priorities into sequenced reforms, investment actions, and expected outcomes, ensuring that implementation remains aligned with national results. In doing so, they convert the transformation pathway into measurable performance obligations across MDAs, RSs, LGAs, Public and Statutory Corporations, and Flagship Programme units. Project and programme tracking within these matrices shall be aligned with the National Project Management System to ensure consistency in monitoring, reporting, and performance assessment across all levels.

2.5.1 Priority Area I Matrices: Governance and Civil Services Reforms

Priority Area I Matrices are used to assess how governance and civil service reforms support the implementation of development programmes and projects. They track key reforms in constitutionalism, the rule of law, regulatory systems, public administration, decentralisation, and oversight institutions. These areas are assessed to determine whether they are enabling or constraining implementation. In line with the principle of "Do First What Unlocks the Rest," performance under this Priority Area focuses on whether core State systems are functioning effectively to support delivery.

To operationalise the NKRA, the Framework Priority Area I Results Matrix for Governance and Civil Service Reforms shall be used to track progress and identify constraints. It sets out the required reform actions, timelines, and expected results, providing the basis for monitoring and evaluation. The matrix is structured into three components:

i. *Reform Commitments and Milestones (Years 1–5)*: which sequences the actions required to establish, implement, and institutionalise governance reforms;

ii. *Monitoring Framework (What NPC shall track)*: which defines indicators, reporting frequency, and data sources used for assessing delivery progress; and

iii. *Evaluation Framework (What NPC tests)*: which sets evaluative questions used to assess whether reforms are being implemented effectively and are producing the required changes in systems and practices.

Note: *The full Priority Areas and Results Matrix tables covering components A, B, and C are provided in Annex III.*

2.5.2 Priority Area II: Structural Transformation for Investment, Infusion, and Productivity

Priority Area II Matrices are used to assess how development programmes and projects are generating investment, productivity, and structural transformation. They track how markets, firms, institutions, and sub-national governments (RSs and LGAs) respond to improvements in governance and regulatory systems. Performance assessment focuses on observable results, including investment mobilisation, firm growth, productivity, formalisation, revenue performance, and competitiveness.

The Framework Priority Area II Results Matrix: Market and Institutional Response is used to track these results. It links programme and project implementation to economic and institutional outcomes and provides a structured basis for monitoring and evaluation. The matrix is structured into three components:

i. Results Matrix (FYDP IV Response Tracking), which sets out expected trends in investment, productivity, firm dynamics, formalisation, public financial management, and territorial competitiveness;

ii. Monitoring Framework, which defines the indicators, reporting frequency, and data sources; and

iii. Evaluation Framework, which is used to assess whether implementation is generating the expected economic and institutional results.

Note: *The full Priority Area II matrices are provided in Annex IV.*

2.5.3 Priority Area III: Socio-Economic and Environmental Outcomes

Priority Area III Matrices are used to assess the results delivered through development programmes and projects, operationalising NKRA III by tracking outcomes across the People–Planet–Prosperity framework. They track outcomes in employment, income, poverty reduction, human capital, inclusion, environmental sustainability, and climate resilience. Performance assessment focuses on whether the implementation is delivering measurable and sustained results for the population.

To operationalise NKRA III, the Priority Area III Framework Matrix: Socio-Economic and Environmental Outcomes provides the structured mechanism for tracking Tanzania's long-term socio-economic and environmental outcomes across the People-Planet-Prosperity. The matrix is organised into three components:

i. Results Matrix (FYDP IV Outcome Tracking), which sets out expected progress across socio-economic and environmental indicators;

ii. Monitoring Framework, which defines indicators, reporting frequency, and data sources; and

iii. Evaluation Framework, which is used to assess whether results are being achieved and sustained over time.

Note: *The full Priority Area III matrices are provided in Annex V.*

2.5.4 National Flagship Programme

Flagship Programme Matrices apply common Framework logic to all FYDP IV flagship investments, ensuring that catalytic projects are fully integrated into the national results chain rather than managed as stand-alone initiatives. Annex V sets out the standard framework used to track each flagship from investment inputs and milestones through to outputs, intermediate outcomes, and transformational impacts. The matrices are mandatory for all National Flagship Programmes and translate each initiative into a structured delivery pathway, define monitoring across economic, territorial and environmental dimensions, and set the focus for independent evaluation.

Purpose and Scope of Flagship Matrices

The Flagship Matrices link NKRA priorities to large-scale investment delivery by ensuring that every flagship is anchored in Priority Area I–III logic, operates under a single national results framework, connects financial execution to measurable outcomes, and contributes directly to the People–Planet–Prosperity goals of Dira 2050. This approach turns flagship programmes into instruments of transformation with clear ownership, sequencing and accountability.

Interpretation Rules for Flagship Evidence

Flagship performance is judged within the national results chain. Delays or weak results are examined alongside Priority Area I constraints, Priority Area II responses and national sequencing priorities. Findings are used to trigger corrective action, reform resequencing, targeted evaluation, resource realignment and stronger coordination rather than stand-alone project appraisal.

Design of Flagship Matrices

Each matrix captures strategic alignment, investment milestones, outputs and intermediate outcomes, key risks and constraints, and contributions to Priority Area II responses and Priority Area III impacts. Flagships are therefore assessed not only on activity completion, but also on their wider effect on structural change and socio-economic outcomes.

Integration within the National Results Chain

To operationalise the National Flagship Programme under FYDP IV, the Framework Matrix provides a structured mechanism for translating each flagship investment into a clear delivery and transformation pathway. This matrix is organised into three components that collectively define how flagship projects are planned, monitored, and evaluated:

a. *Flagship Results Matrix* – Delivery Trajectory, which outlines the foundational milestones, early outputs, and long-term transformational outcomes expected from each flagship;

b. *Flagship Monitoring Focus* specifies the domains, metrics, frequencies, and data sources used to track delivery progress, economic response, territorial impact, environmental safeguards, and value-chain linkages; and

c. *Flagship Evaluation* Focus frames the questions used to assess effectiveness, attribution, impact, sustainability, and distributional effects

Note: *National Flagship Programme Results Matrices, covering Components A, B, and C, are provided in Annex VI. This Annex supports integrated monitoring and evaluation of flagship investments under Dira 2050 and FYDP IV, serving as the standard the Framework reporting format for all Flagship Programmes. Each implementing institution or agency shall prepare its programme-specific results matrix using these templates and submit quarterly progress updates to the National Planning Commission (NPC) through the Framework system, which utilises the National Development Information System.*

2.6 The Framework Performance Scoring and National Scorecards

The Framework shall apply a practical and standardised performance scoring methodology that converts outcomes from development programmes and projects into clear scores, applies weights aligned with national priorities, and produces institutional, sectoral, and national scorecards. This system shall support consistent performance tracking, comparison across institutions and sectors, and timely decision-making, in alignment with Section 3.7 and the detailed methodology provided in Annex IX.

The scoring approach aligns with the Framework's delivery structure, where development programmes and projects serve as the primary units for performance measurement. This is supported by governance systems, institutional capacity, and outcome indicators. Performance will be assessed based on the results delivered by development programmes and projects, with the assessment structured across Priority Areas to reflect their distinct roles in enabling, driving, and capturing outcomes. Specifically, assessments will focus on:

- Priority Area: The effectiveness of governance and institutional reforms in enabling implementation.
- Priority Area II: Performance in driving economic transformation through investment, infusion, and productivity growth.
- Priority Area III: The socio-economic and environmental outcomes generated.
- National Flagship Programmes: The delivery of coordinated clusters of strategic investments linking large-scale interventions to measurable national results.

The distribution of weights across Priority Areas will reflect their respective roles in enabling, driving, and capturing results from development programmes and projects, ensuring alignment with national priorities. Priority Area II will be assigned a relatively higher weight due to its direct contribution to economic activity and its multiplier effects across sectors, while Priority Areas I and III will maintain balanced weights, reflecting their foundational and outcome-oriented functions. This distribution will ensure balance across governance systems, programme implementation, and development outcomes, preventing any single dimension from dominating the overall assessment, thereby recognising key drivers of performance. Weights will be reviewed periodically based on implementation experience and evidence generated through e-delivery.

i. **Coverage Across Priority Areas:** Priority Areas I–III will be assessed using indicator-based scoring linked to system performance and results. National Flagship Programmes, will be assessed through milestone-based tracking of its development programmes and projects. This approach ensures coordinated, consistent, and structured monitoring of both system performance and programme delivery.

ii. **Scoring Approach:** Each indicator will be converted into a standardised score based on performance against agreed targets. Milestones for development programmes and projects will be assessed based on completion status, timeliness, and delivery quality, in accordance with the methodology set out in Annex IX. These scores will provide a consistent basis for comparison across institutions, sectors, and reporting periods, and will be applied across all reporting cycles.

iii. **Weighting and Aggregation:** Weights will be applied to reflect the relative importance of Priority Areas, sectors, and specific indicators or programme components. Weighted scores will be aggregated to produce institutional, sectoral, and national scorecards, ensuring alignment with national priorities and programme performance. The aggregation process will follow the procedures defined in Annex IX, ensuring that performance results reflect both system effectiveness and delivery.

iv. **Rating and Action:** Scores shall be grouped into performance bands (Exceeding, On Track, Needs Improvement, Off Track) to guide decision-making. These ratings, applied consistently across monthly and quarterly reporting cycles, shall trigger corrective action, structured performance dialogue, and escalation where necessary, in line with the reporting and accountability mechanisms outlined in Section 3.7.

v. **Integration with e-Delivery:** The scoring system shall be fully integrated into the e-Delivery, which shall serve as the central digital platform for processing and analysing performance data from development programmes and projects. e-Delivery shall automatically calculate, weight, aggregate, and present performance results via dashboards and scorecards, enabling real-time monitoring. The platform shall consolidate performance data from public institutions, Public Statutory Corporations, and private sector contributions, ensuring national performance reflects the full scope of implementation efforts.

vi. **Link to Reporting and Performance-Based Budgeting**: Performance scores and scorecards shall serve as the primary evidence base for reporting, performance reviews, and accountability processes, directly informing resource allocation decisions. Institutional plans, budgets, and performance contracts shall be aligned with scorecard results, ensuring performance-based budgeting is directly linked to the results delivered by development programmes and projects, and resources are directed towards high-impact interventions.

vii. **Methodology Reference:** Detailed procedures for scoring, weighting, aggregation, and scorecard generation shall follow Annex IX.

The Framework establishes a coordinated national delivery architecture for managing the performance of development projects and programmes within a unified and consistent system.

CHAPTER THREE

IMPLEMENTATION ORGANISATION & MANAGEMENT

3.1 Overview

This chapter outlines the institutional roles and responsibilities for implementing the Framework within the monitoring and evaluation of development programmes and projects. It defines how entities shall organise, manage, and execute their functions within a coordinated national system to ensure development interventions deliver measurable results. The chapter outlines responsibilities across planning, implementation, monitoring, evaluation, accountability, and learning. It also provides clear direction on the application of, adherence to, and compliance with the Framework across government, while recognising the role of the private sector and non-state actors in contributing to national performance. All entities shall align their plans, budgets, and implementation with national priorities and agreed results.

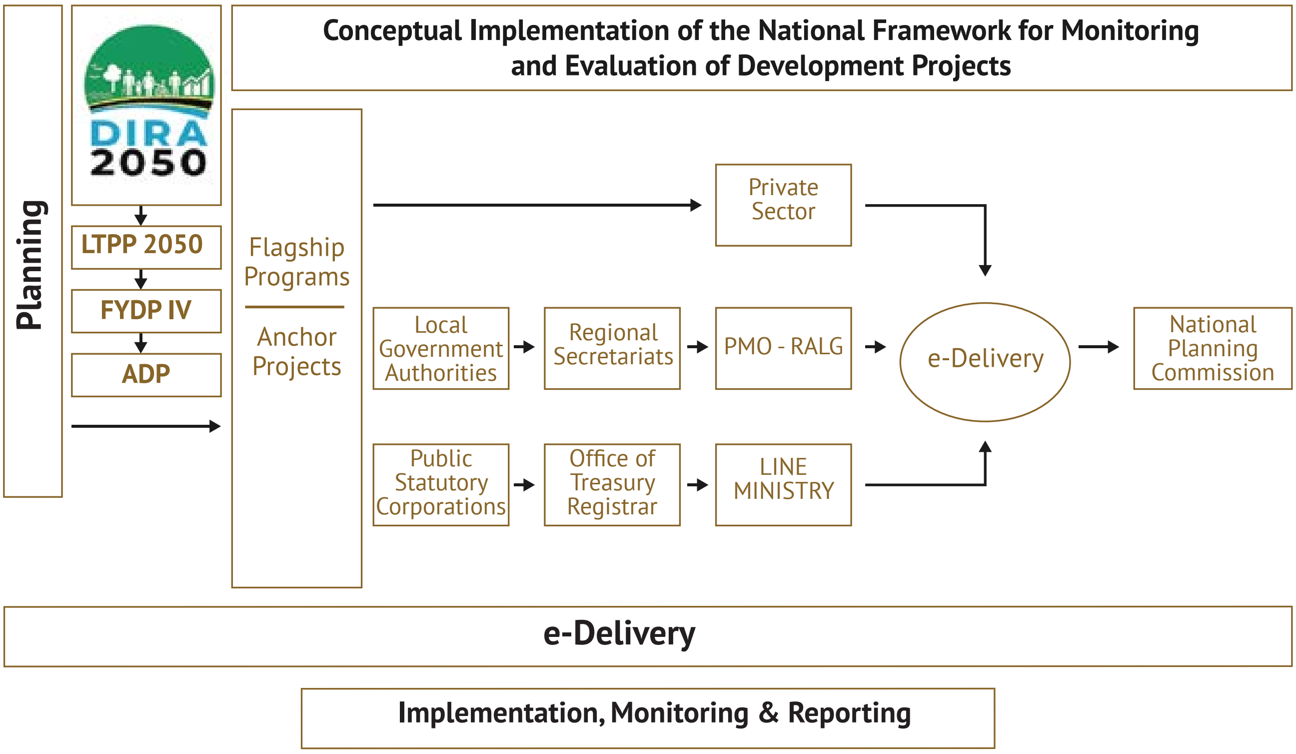
In operational terms, this chapter establishes how performance shall be generated, validated, integrated, and used for decision-making. Monitoring will track progress, strengthen accountability, and support timely corrective action, while evaluation will generate evidence, inform learning, and guide improvements in implementation. A clear distinction is maintained between national performance, reflecting the combined contribution of government, the private sector, markets, and public institutions, and government performance, which reflects results delivered by public institutions. Implementation under FYDP IV will be organised through Priority Areas I–III and delivered through National Flagship Programmes, which will serve as the primary platforms for translating reforms and investments into outcomes. The Framework will operate as a unified national system, supported by e- Delivery as the central platform for performance data and reporting.

Structurally, this chapter is guided by relevant legal and regulatory frameworks, including the National Planning Guidelines (NPG 2025), and sets out the institutional arrangements required to ensure effective coordination, compliance, and consistency. The Framework will be formalised through a government circular to ensure its application across all entities and to eliminate parallel systems.

3.2 Institutional Arrangement for Monitoring and Evaluation

Figure 3 presents an integrated Results-Based Monitoring, Evaluation, Accountability and Learning system that links planning, implementation, and reporting across all levels of government, using the e-Delivery as the central platform. It shows how development programmes and projects are implemented, how performance data flows through institutional structures, and how this information is used to support coordination, timely decision-making, and accountability across the system. The arrangement operates as a connected national results system, where performance information is generated at the point of implementation, validated and consolidated through institutional levels, and integrated into a central digital platform to guide action. The flow of information is continuous, with feedback used to address challenges, improve delivery, and keep programmes and projects on track.

Figure 3: *The Conceptual framework*



3.2.1 e-Delivery

The e-Delivery is the central digital intelligence platform for monitoring and evaluating development programmes and projects. It serves as the hub where all implementation activities and performance data are captured, integrated, analysed, and reported.

These development programmes and projects, including flagship programmes, anchor projects, strategic interventions, and other priority investments, are implemented across various sectors and levels of government. They constitute the primary sources of performance data for the e-Delivery. During implementation, data on progress, outputs, outcomes, and emerging challenges are generated and fed into the system via established institutional channels.

The e-Delivery consolidates data generated from implementation by Ministries, Departments and Agencies (MDAs), Regional Secretariats (RSs), Local Government Authorities (LGAs), Public and Statutory Corporations (PSCs), PMO-RALG, and the private sector. It ensures that all information is standardised, aligned with approved indicators, and available for real-time use. To achieve this, the system performs the following functions:

i. Capturing and integrating performance data from development programmes and projects across all implementing institutions;
ii. Ensuring that all data submitted to the system is complete, consistent, and aligned with approved indicators, baselines, and targets;
iii. Generating dashboards, scorecards, and analytical outputs to support continuous monitoring of implementation progress;
iv. Tracking performance against planned milestones and generating early warning alerts when delays or risks are identified;
v. Producing structured performance reports, including flash updates, monthly summaries, quarterly reviews, and annual reports;
vi. Supporting the identification of implementation challenges and guiding timely corrective actions; and
vii. Providing consolidated performance information to the National Planning Commission (NPC) to support coordination, oversight, and decision-making.

3.2.2 National Planning Commission

The National Planning Commission (NPC) provides national-level oversight and coordination for the Framework, and is responsible for:

i. Reviewing and consolidating national performance data on development projects and programmes;
ii. Ensuring implementation aligns with national development priorities, including Dira 2050, LTPP 2050, FYDP IV, and ADPs;
iii. Identifying cross-sectoral bottlenecks and systemic implementation challenges;
iv. Coordinating performance reporting and guiding evidence-based decision-making; and
v. Escalating critical performance issues and recommending corrective actions.

3.2.3 Ministry Responsible for Regional Administration and Local Government

For time being the Ministry that is responsible for regional administration and local government is the Prime Minister’s Office and for this purpose it is abbreviated as PMO-RALG. It coordinates sub-national implementation, ensuring alignment with national systems, and is responsible for:

i. Consolidating validated performance data from Regional Secretariats;

ii. Ensuring consistency between local government implementation and national priorities;

iii. Supporting coordination of decentralised planning, implementation, and reporting;

iv. Addressing emerging issues in sub-national implementation; and

v. Submitting consolidated sub-national data to e-Delivery.

3.2.4. Sector Ministries, Departments and Agencies

Sector Ministries are responsible for sector policy oversight and implementation coordination of development programmes and projects under their jurisdiction, are required to:

i. Consolidate and review sector performance data from implementing entities;

ii. Ensure alignment of sector plans and projects with national priorities;

iii. Address sector-specific implementation bottlenecks and performance gaps;

iv. Submit validated sector performance data to e-Delivery; and

v. Provide technical guidance and supervision to implementing institutions within their sectors.

3.2.5 Regional Secretariats

Regional Secretariats (RSs) are responsible for coordinating and validating sub-national data, undertaking the following functions:

i. Validating and aggregating performance data from LGAs;

ii. Ensuring regional alignment with national development priorities;

iii. Supporting coordination of implementation across LGAs;

iv. Submitting validated regional data to PMO-RALG; and

v. Facilitating monitoring and follow-up of project implementation at the regional level.

3.2.6 Local Government Authorities

Local Government Authorities (LGAs) are responsible for coordinating local-level implementation and data collection, and are expected to carry out the following functions:

i. Collecting and compiling data on development projects and programmes within their jurisdictions;
ii. Tracking implementation progress, outputs, and service delivery outcomes;
iii. Ensuring data accuracy, completeness, and timeliness;
iv. Submitting performance data to Regional Secretariats; and
v. Facilitating community-level monitoring and feedback.

3.2.7 Office of the Treasury Registrar

The Office of the Treasury Registrar (OTR) oversees the performance and compliance of Public and Statutory Corporations (PSCs), and is responsible for:

i. Validating performance and compliance data submitted by PSCs;
ii. Ensuring PSCs align with national planning and investment priorities;
iii. Providing verified data to Line Ministries for sector consolidation;
iv. Monitoring the governance and financial performance of PSCs; and
v. Supporting accountability and compliance within public entities.

3.2.8 Public and Statutory Corporations

Public and Statutory Corporations (PSCs) implement sector-specific projects and programmes, and are required to carry out the following functions:

i. Planning and implementing development projects in line with national priorities;
ii. Generating performance data on implementation progress and outputs;
iii. Ensuring compliance with governance and reporting requirements;
iv. Submitting performance data to OTR; and
v. Supporting sector performance monitoring and reporting.

3.2.9 Private Sector and Non-State Actors

The private sector and non-state actors contribute to the implementation of development projects and programmes, and are responsible for:

i. Participating in investment, service delivery, and innovation activities;

ii. Generating data on outputs, outcomes, and investment performance;

iii. Reporting performance information to Line Ministries and directly to the e-Delivery;

iv. Supporting resource mobilisation and efficiency in implementation; and

v. Contributing to national development outcomes through market-driven activities.

3.3 National Flagship Programmes and Delivery Arrangements

National Flagship Programmes are the primary vehicles for delivering transformational results under FYDP IV. They translate reforms into investments, production, services, and outcomes, which are articulated as the National Key Result Areas (NKRAs).

3.3.1 Strategic Flagship Clusters

The flagship programmes are organised into two broad clusters:

a. Strategic Industrial and Logistics Flagships

i. **Bagamoyo Eco-Maritime City and Intermodal Transport:** This cluster includes a deep-sea port, Special Economic Zone (SEZ) activation, a blue-economy centre, and a multimodal corridor. It supports maritime logistics, aquaculture, seafood processing, horticulture exports, and ship services.

ii. **Liganga–Mchuchuma Integrated Iron and Steel Complex:** Comprising a steel plant, rolling mills, and an industrial cluster, this flagship supports steel fabrication, construction materials, and metal-engineering SMEs.

iii. **Lindi LNG Project:** This project involves LNG facilities, an industrial energy corridor, and a coastal cluster, supporting fertiliser, petrochemicals, plastics, and polymer industries.

b. Technology, Agro-Industrial and Urban Transformation Flagships

i. **Dodoma Critical Minerals and Technology Innovation Hub:** This hub features battery precursor lines, a technology park, and a logistics hub, supporting battery value chains, solar PV, electronics, and mineral processing.

ii. **National Irrigation and Agro-Industrial Transformation Programme:** This programme focuses on irrigation expansion, agro-parks, cold chains, and digital agriculture, supporting staple foods, edible oils, livestock, horticulture, dairy, and spices.

iii. **Great Lakes Smart Industrial and Blue Economy Mega Hub:** Incorporating an inland port, a pharmaceutical hub, a digital trade corridor, and national air-carrier revitalisation, this mega hub supports agro-pharma, fish processing, mineral logistics, and tourism.

iv. **Tanzania Urban Growth Nexus (TUGNe 2050):** This initiative develops smart-city systems, construction-materials hubs, urban food systems, and creative zones, supporting construction, fintech, ICT, and creative industries.

3.3.2 Flagship Programmes Delivery and Results Architecture

Implementation of flagship programmes is supported through structured delivery and coordination mechanisms, including:

i. Dedicated delivery units (e.g., Monitoring and Evaluation Units);

ii. Integrated results frameworks linking components to value chain outcomes;

iii. Milestone tracking through e-Delivery dashboards;

iv. Blended finance and PPP mobilisation; and

v. Independent impact evaluations and adaptive-learning clinics.

The Framework applies a unified results chain to Priority Areas I-III and the National Flagship Programmes, with clearly defined indicators, baselines, targets, data sources, and institutional responsibilities. This approach ensures evidence-based assessment, enforceable accountability, and continuous learning, connecting reforms and investments to national transformation outcomes.

3.3.3 Monitoring Instruments

Performance under FYDP IV relies on harmonised instruments, including:

i. Monthly implementation progress tracking;

ii. Quarterly performance scorecards aligned with FYDP IV outcomes and programmes;

iii. Milestone and KPI tracking frameworks; and

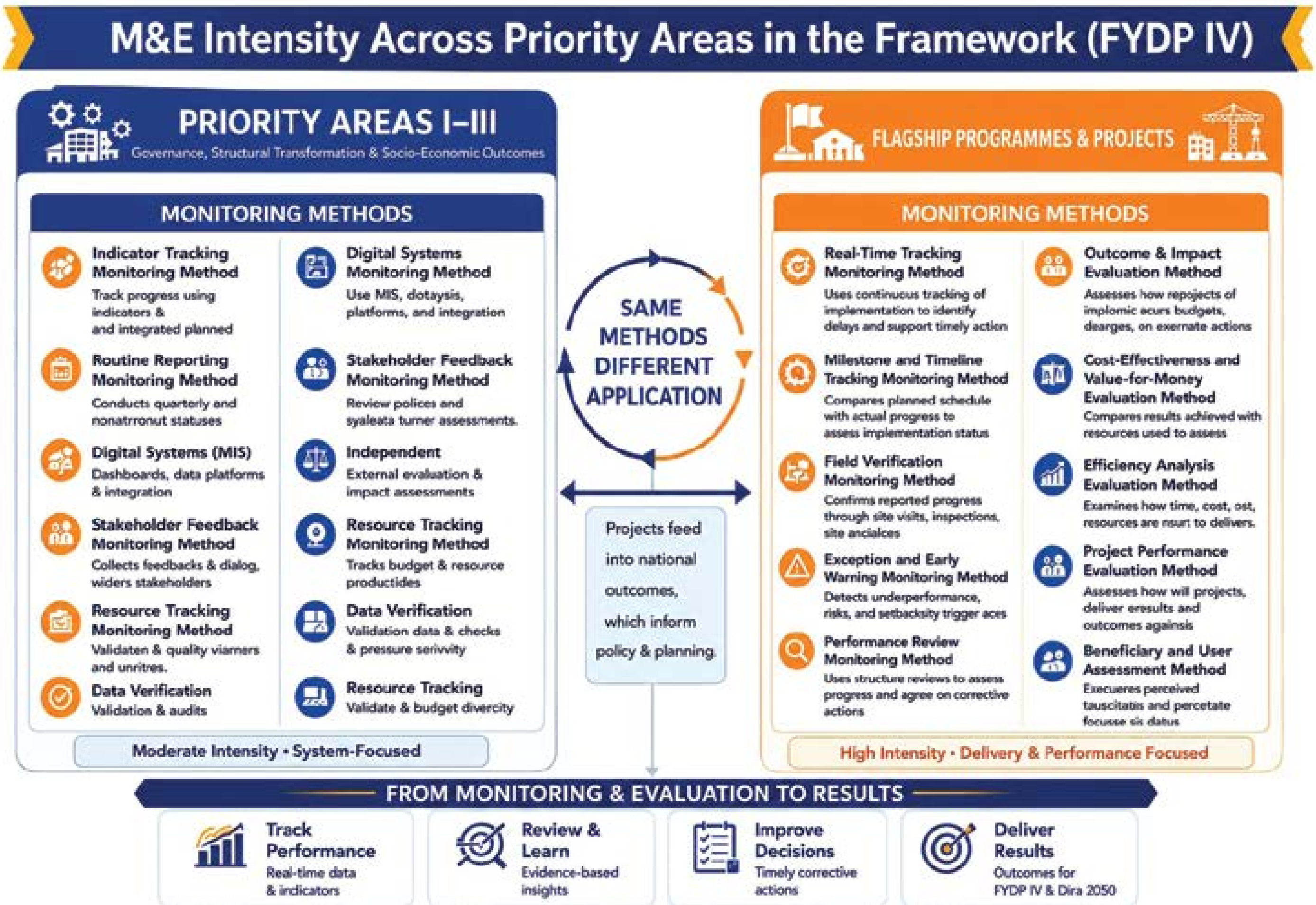
iv. Structured risk, issue, and bottleneck logs.

These tools ensure consistency, reduce duplication, and support real-time performance management. All monitoring tools are deployed in a disciplined manner and are explicitly linked to management decisions, corrective actions, and performance accountability mechanisms.

3.3.4 Monitoring and Evaluation Methods

The Framework employs a common set of monitoring and evaluation methods to support performance tracking, decision-making, and continuous improvement. These methods are applied across all Priority Areas within a single national results system, as shown in Figure 4. While the same methods are used, their intensity varies depending on the nature of implementation.

Figure 4: *Application of M&E Methods across Priority Areas*



A. Monitoring Methods

Monitoring and evaluation track progress against agreed targets, assess whether interventions achieve their intended results, identify implementation challenges early, and support timely corrective action and decision-making. Collectively, they offer continuous and periodic insights to strengthen implementation, improve performance, and guide necessary adjustments. Consequently, responsible institutions, including MDAs, RSs, LGAs, public institutions, and entities implementing programmes and projects are expected to apply the methods detailed in Table 2. This application should form part of routine planning, implementation, performance review, and reporting processes to ensure consistency, credibility, and usefulness.

Table 2: *Core Monitoring Methods under Framework*

Functional Area	Monitoring Method	Purpose / Application	Application Level / When Used
Performance Tracking	Indicator-Based Monitoring Methods	Tracks progress against approved indicators and agreed targets.	Routine (monthly/quarterly reporting; dashboards)
	Performance Review Monitoring Methods	Assesses progress, identifies challenges, and agrees on corrective actions.	Quarterly and annual performance reviews
Data and Systems Use	Digital and Dashboard-Based Monitoring Methods	Supports data tracking, analysis, and timely decision-making through integrated systems.	Continuous (real-time via e-Delivery and dashboards)
Implementation Follow-Up	Field Verification Monitoring Methods	Confirms reported progress through site visits, inspections, and spot checks.	Periodic (field visits, supervision missions)
	Financial Progress Monitoring Methods	Ensures resources are used in line with outputs delivered.	Routine (budget execution and financial reporting cycles)
Responsiveness and Accountability	Stakeholder Feedback Monitoring Methods	Captures inputs from citizens, the private sector, and stakeholders.	Periodic (surveys, consultations, feedback platforms)
	Exception and Early Warning Monitoring Methods	Identifies delays, risks, and underperformance and supports timely response.	Continuous (alerts, escalation, management action)

B. Evaluation Methods

Evaluation is used to assess progress towards intended results, identify what is working and what requires improvement, and support timely decision-making. Its findings are then applied to strengthen implementation, improve performance, and guide necessary adjustments. In practice, all responsible institutions, including MDAs, RSs, LGAs, public institutions, and entities implementing programmes and projects, are expected to carry out evaluations as part of regular performance reviews. Relevant and specific methods will be designed according to the evaluation's objectives and the programme or project's design. It is important to ensure the evaluation's rigour is sufficient to generate adequate evidence for informed decision-making. Table 3 outlines the methods that will be applied to ensure the consistency, credibility, and usefulness of evaluation results.

Table 3: *Core Monitoring Methods under Framework*

Functional Area	Monitoring Method	Purpose / Application	Application Level / When Used
Results Assessment	Outcome and Impact Evaluation Methods	Assesses progress towards intended results and contribution to national priorities.	Mid-term and end-term evaluations; strategic reviews
Performance and Systems Review	Thematic and Sector Evaluation Methods	Reviews performance across priority areas and sectors to identify key issues and results.	Periodic (aligned with FYDPs, sector reviews)
	Policy and Institutional Performance Evaluation Methods	Assesses how policies, reforms, and institutions are functioning and delivering results.	Periodic (policy reviews, institutional assessments)
Efficiency and Learning	Efficiency Analysis Evaluation Methods	Assesses how well resources are used and identifies opportunities for improvement.	Periodic (value-for-money reviews, expenditure analysis)
	Comparative and Benchmarking Evaluation Methods	Compares performance across institutions, sectors, or countries to identify good practices.	

C. Intensity of Monitoring and Evaluation Across Priority Areas

The methods above apply across all Priority Areas. However, as illustrated in Figure 4, their application differs in intensity and focus.

i. **Priority Areas**

Priority is on three areas (Systems, Reforms and Outcomes). The focus is on tracking national and sector performance and strengthening coordination. This involves a greater emphasis on indicator tracking and performance reviews, supported by digital systems for reporting, coordination, and data use. Evaluation in these areas concentrates on outcomes, policies, and institutional performance. Other methods, such as field verification, financial monitoring, and early warning, are applied as needed, based on implementation requirements and identified risk levels.

ii. **Flagship Programmes and Projects**

Another area of focus is on flagship programmes and projects. The same methods are applied more frequently and with closer follow-up to support delivery. In practice, implementation progress is tracked closely, including milestones and timelines. Financial and physical progress is monitored to ensure alignment between resources and outputs. Field verification and early warning methods are employed to identify and address delays, and evaluation places stronger emphasis on performance, efficiency, and results. Implementation issues must be addressed promptly to ensure the delivery of planned results.

iii. **Integration Across Priority Areas**

All Priority Areas operate within a single national results system. Within this framework, results from programmes and projects contribute directly to national outcomes, monitoring information informs planning, budgeting, and implementation, and evaluation findings support performance improvement and decision-making.

3.4 Reporting Framework

3.4.1 Core Reports

To support effective delivery, accountability, and learning, the Framework institutionalises a structured, hierarchical performance reporting system throughout the FYDP IV implementation period. This system integrates both public and private sector contributions, ensuring that national performance reflects the combined efforts of Government, markets, and non-state actors. All reports are decision-oriented, explicitly identifying performance gaps, required corrective actions, responsible offices, and timelines. Reporting is anchored in e-Delivery, which consolidates data from Government systems and integrates private sector performance information. This includes investment flows, production outputs, service delivery indicators, and Private Sector Performance Indicators (PSPI), ensuring their contribution to FYDP IV is systematically measured and reflected in national results. All reported performance data, including inputs from Annex VI flagship matrices and private sector reporting channels, are captured and processed within e-Delivery for reporting, analysis, and decision-making.

e-Delivery further consolidates and presents performance results for reporting and decision-making, ensuring that integrated performance information is available in a timely, consistent, and actionable manner. The resulting performance data feeds directly into e-Delivery for scoring, aggregation, and reporting in accordance with section 3.7, thereby ensuring a seamless link between data capture, performance measurement, and decision-making.

i. **Monthly Performance Reports**: Monthly performance reports consolidate updates into a structured assessment of progress against planned activities, outputs, and milestones. They highlight performance variances or gaps, risks, and mitigation measures, which includes variations in private investment, production performance, and market response indicators. These reports also inform routine management reviews at MDAs, LGAs, and NPC levels. Persistent underperformance triggers time-bound corrective action plans, targeted management interventions, and, where necessary, escalation to higher levels.

ii. **Quarterly Performance Bulletins**: Quarterly Bulletins summarise progress towards FYDP IV outcomes and flagship targets. These reports present integrated national performance, combining Government delivery with private sector contributions, and serve as the primary input for Cabinet-level decision-making and public reporting. They present performance through standardised scorecards, traffic-light indicators, and trend analysis, facilitating senior management and Cabinet-level performance dialogues, and public reporting via national dashboards. Quarterly performance findings directly inform Cabinet-level decisions, including policy adjustments, reprioritisation, and the enforcement of accountability measures.

iii. **Semi-Annual Sector Performance Reviews**: Semi-Annual Sector Performance Reviews assess outputs, outcomes, and service delivery performance. This includes evaluating sector-specific private sector participation, such as investment, production, and service provision, and identifying coordination gaps between public and private actors. These reviews examine cross-cutting implementation challenges, resource utilisation, and inter-sectoral coordination issues, feeding directly into policy refinements, inter-sectoral coordination actions, and budget adjustments.

iv. **Annual FYDP IV Implementation Reports**: Annual Implementation Reports provide a comprehensive assessment of progress. They quantify private sector contributions – in terms of investment, productivity, and service delivery- to national outcomes, supported by integrated data from e-Delivery and sector systems. These reports synthesise performance data, financial execution, delivery risks, and lessons learned, informing the annual planning and budgeting cycle. Lessons are formally documented and integrated into subsequent planning, budgeting, and implementation cycles.

v. **Mid-Term Review Report**: Prepared midway through the FYDP IV implementation period, the Mid-Term Review Report assesses relevance, effectiveness, efficiency, and emerging impact. It evaluates the extent to which private sector participation has supported the delivery of FYDP IV priorities, informing strategic course correction, reprioritisation, and adjustments to targets, programmes, and implementation modalities. Recommendations from the mid-term review are binding and translate into approved revisions to the delivery arrangements of development projects.

vi. **Five-Year Performance and Impact Report**: At the conclusion of FYDP IV, a Five-Year Performance and Impact Report will assess the overall achievement of the Plan's objectives and the sustainability of its results. The report will evaluate the combined impact of public and private sector contributions towards Dira 2050 outcomes. This report informs the design of subsequent Five-Year Development Plans and long-term national policy decisions, providing essential evidence for future development plans and national transformation strategies.

3.4.2 Reporting Responsibilities

Reporting under the FYDP IV, the Framework adheres to a clearly defined institutional hierarchy, as indicated in Figure 3, to ensure the consistency, credibility, and timeliness of performance information. This hierarchy clearly assigns responsibilities, eliminates duplication, and enforces accountability for performance information at each level. The National Planning Commission's (NPC) legal mandate, powers, and directive authority within the Framework are grounded in prevailing laws and regulations, further reinforced by a Government Circular that makes participation binding on all government institutions. Clear performance thresholds define when escalation to higher decision-making levels is triggered. Performance results directly influence corrective action, leadership accountability, and budget decisions. Parliament, the National Audit Office (NAOT), and the public are formally recognised as external oversight pillars within the Framework accountability architecture.

i. **The National Planning Commission (NPC)** serves as the central authority responsible for consolidating, analysing, ensuring the quality of, and publishing national performance reports for FYDP IV and Dira 2050. The NPC synthesises performance data from across sectors and levels of government to produce national dashboards, performance bulletins, and statutory reports for Cabinet, Parliament, and the public. It also translates these findings into decision-ready briefs, corrective action directives, and formal feedback for implementing institutions.

ii. **Ministries, Departments and Agencies (MDAs) and Local Government Authorities (LGAs)** execute Lab Plans and are responsible for generating routine data, validating results and submitting accurate performance information in accordance with approved indicators, templates, and schedules. Accounting Officers remain personally responsible for the integrity and completeness of these submissions. Failure to submit timely and accurate reports will trigger management review and corrective action under established accountability procedures.

iii. **The National Audit Office of Tanzania (NAOT)** provides independent assurance through financial, compliance, and performance audits. It verifies reported results and assesses value for money. Parliament, through its committees and the public, exercises oversight using published the Framework reports and dashboards to hold implementing institutions accountable. Audit and oversight findings inform remedial action, performance sanctions, and institutional reforms where required.

Note: *Independent validation strengthens the credibility of reported results and provides objective evidence for accountability, learning, and continuous system improvement, as illustrated in Section 2.5 and Figure 2.*

3.4.3 Accountability, Escalation and Leadership Oversight

The Framework shall institutionalise structured and regular problem-solving and performance review sessions to support the implementation of Development Programmes and Projects (DPPs). These sessions shall operate at technical, sectoral, and national levels to ensure that implementation challenges are identified early and addressed in a timely and decisive manner. They shall also form part of routine performance management, linked to the reporting system presented in Figure 3. Routine implementation issues shall be addressed through regular sessions coordinated by the National Planning Commission (NPC), with support from Monitoring and Evaluation Units within MDAs, RSs, and LGAs. These sessions shall focus on:

i. identifying bottlenecks affecting programme and project implementation;

ii. reviewing progress against agreed milestones and outputs; and

iii. agreeing on immediate corrective actions.

Where issues persist or exceed delegated authority, they shall be escalated through established coordination structures, including sector leadership and inter-ministerial mechanisms, and, where necessary, to the Cabinet. Escalation shall be guided by defined performance thresholds, including the traffic-light classification system used in performance reporting, to support timely decision-making. Each escalation shall be supported by:

i. clear documentation of the issue;

ii. assigned responsibilities; and

iii. time-bound corrective actions.

3.4.4 Leadership Accountability

Leadership accountability will be a central pillar of the Framework, with clear responsibility for programme and project results assigned and actively managed at all levels. Leadership Performance Scorecards will be implemented for Ministers, Regional Commissioners, Accounting Officers, and Heads of Agencies, linking the delivery of Development Programmes and Projects, including National Flagship Programmes, to individual accountability. Performance will be assessed through structured quarterly and annual reviews coordinated by the National Planning Commission (NPC) and relevant sectoral authorities. These reviews will assess:

i. progress against National Key Result Areas (NKRAs);

ii. delivery of Ministerial and Institutional KRAs; and

iii. achievement of programme and project milestones.

Results will be consolidated into national performance reports and used to inform decision-making, corrective action, and resource allocation. Persistent underperformance shall trigger corrective measures, including:

i. intensified oversight;

ii. targeted technical support; and

iii. administrative actions where necessary.

Strong performance shall be recognised through appropriate incentives and performance recognition mechanisms. Accountability shall be applied consistently and linked directly to programme and project delivery outcomes.

3.4.5 Performance-Based Budgeting

Financing under the Framework shall be integrated into the implementation of Development Programmes and Projects and considered an integral part of delivery. Resources will be aligned with the planning and budgeting cycle through Annual Development Plans (ADPs) and National Development Projects Approval Guidelines (NDPA-G) and will be linked to performance-based budgeting and reporting arrangements. Ministries, agencies, and implementing institutions will:

i. allocate resources for framework functions within programme and project budgets;

ii. link budget allocations to agreed results, indicators, and reporting obligations; and

iii. ensure that resources support implementation and performance management activities.

Resources will be directed to activities that strengthen programme and project performance, including:

i. tracking progress;
ii. reviewing performance;
iii. identifying challenges; and
iv. implementing corrective actions.

Performance information will be used to inform resource allocation, reprioritisation, and corrective measures, creating a continuous feedback loop between financing, performance, and decision-making.

3.4.6 Performance Contracts

Performance Contracts will be used to align national priorities with the implementation of Development Programmes and Projects across all levels of Government. Delivery Lab outputs will be formalised through commitments by responsible leaders, linking agreed results under programme and project milestones to performance obligations. Performance targets will cascade from national to ministerial, institutional, departmental, and individual levels, ensuring alignment between national development objectives and day-to-day programme and project delivery responsibilities. These contracts will:

i. define expected results, timelines, and performance indicators;
ii. align with Five-Year and Annual Development Plans; and
iii. link directly to approved budgets and programme, and project implementation.
    a. define expected results, timelines, and indicators;
    b. align with Five-Year and Annual Development Plans; and
    c. be directly linked to approved budgets, programmes, and project implementation.

Performance Contracts shall form the basis for:

i. performance appraisal;
ii. incentives and recognition; and
iii. corrective action.

3.4.7 Independent Validation and Transparency

To safeguard the credibility, public trust, and integrity of programme and project performance information, the Framework will incorporate robust internal and external validation mechanisms, including:

i. internal quality assurance systems,

ii. independent audits by NAOT,

iii. third-party evaluations and independent evaluations,

iv. thematic and impact evaluations conducted by independent experts.

Performance information and evaluation findings shall be disclosed through open data portals, dashboards, and statutory reports. This ensures that performance is verified, transparent, and accessible, supporting accountability, learning, and stakeholder engagement

3.5. Evaluation Framework

The Evaluation Framework provides a structured and independent mechanism for assessing the relevance, effectiveness, efficiency, impact, and sustainability of development programmes and projects, generating reliable evidence on what works, what does not, and why, to inform decision-making, accountability, and continuous improvement throughout implementation. It supports timely adjustments, strengthens institutional performance, and ensures that FYDP IV remains aligned with national priorities and the long-term aspirations of Dira 2050. The Framework builds on existing national systems and does not replace established frameworks. Evaluation types, schedules, and standards shall be aligned with the National Evaluation Plan (NEP), the National Development Projects Approval Guidelines (NDPAGs), and other relevant national frameworks. Sector ministries shall incorporate these evaluations into their respective sector evaluation plans and ensure their implementation in line with national priorities.

3.5.1 Evaluation Cycle

The FYDP IV evaluation programme combines a focused set of evaluation cycle to support evidence-based decision-making and continuous improvement through:

i. **Formative (Mid-Term) Evaluation:** Conducted during implementation (FY 2028/29), this evaluation assesses progress, identifies challenges, and supports timely corrective action to keep implementation on track, and providing guidance for improving the effectiveness and efficiency of ongoing initiatives. Findings are accompanied by a management response matrix specifying agreed corrective actions, responsible institutions, and implementation timelines.

ii. **Summative (End-Term) Evaluation:** This evaluation assesses overall performance, results achieved, and lessons learned. It provides the primary basis for accountability and informs the design of subsequent development plans.

iii. **Thematic and Impact Evaluations:** These evaluations focus on the National Key Result Areas (NKRAs), priority sectors, strategic investments, themes, and interventions, assessing results, sustainability, and broader socio-economic impact. They provide targeted inputs for policy improvement, sector-specific performance enhancement, adjustments of flagship programmes, and sequencing of reforms.

3.5.2 Evaluation Focus Areas

Each evaluation examines how interventions contribute to results and long-term impacts to support informed decision-making. All evaluations comprehensively assess the following dimensions:

i. **Relevance:** Alignment of interventions with national priorities, development goals, and stakeholder needs.

ii. **Effectiveness:** Extent to which planned outcomes and objectives are achieved.

iii. **Efficiency:** Use of resources in delivering outputs and outcomes.

iv. **Impact:** Long-term and broader economic, social, and environmental changes resulting from interventions.

v. **Sustainability:** Likelihood that benefits and results continue beyond the life of projects or programmes.

vi. **Institutional Performance:** Effectiveness of implementing institutions, including coordination, accountability, governance, and delivery capacity.

vii. **Coherence:** Consistency and complementarity of interventions across sectors, institutions, and levels (national, regional, and local), including alignment with other policies and programmes.

viii. **Alignment with Dira 2050:** Contribution of interventions to long-term national development vision.

These criteria are applied across all evaluation types, with varying emphasis depending on the purpose and timing of each evaluation. Evaluations are conducted with independence and objectivity to ensure credibility. Management responses to evaluation findings are mandatory and are tracked through the e-Delivery to ensure follow-up, accountability, and timely action.

Note: *Independent evaluators are crucial for ensuring objectivity, credibility, and methodological rigour. Management responses to independent evaluation findings are mandatory and tracked through the e-Delivery to ensure follow-up and accountability.*

3.6 Learning and Adaptive Management

Learning and adaptive management are institutionalised and form a core component of FYDP IV implementation. Learning mechanisms ensure that evidence is systematically translated into operational improvements and policy decisions. Mechanisms include:

i. **Delivery Labs:** Collaborative platforms for experimentation and innovation in problem-solving, transformation, project, and programme delivery. Delivery Labs document tested solutions and implementation lessons, feeding them into national performance reviews and reform actions.

ii. **NKRA/MKRA/IKRA Problem-solving Platforms**, such as weekly problem-solving meetings. Insights from these platforms are captured as performance intelligence and used to inform corrective actions and escalation decisions.

iii. **Annual Learning Reviews and Annual Reports including International Review Panels:** Systematic reflection on annual performance to identify successes, challenges, and lessons learned.

iv. **Mini-Labs:** Short-term, focused planning and review cycles designed to accelerate implementation and monitor progress. Mini-Labs enable rapid multi-stakeholder problem analysis, solution testing, and adjustment of interventions in response to emerging challenges.

v. **Structured Policy Dialogues:** Regular engagement with stakeholders to discuss evidence, results, and policy adjustments.

Note: *Findings from Monitoring, Evaluation, Accountability, and Learning (MEAL) activities directly inform:* policy adjustments and reforms; budget reallocations and resource optimisation, institutional strengthening and process improvements.

The use of Framework evidence is mandatory and is reviewed annually to ensure that learning produces measurable performance improvement. This approach ensures that FYDP IV is implemented in a dynamic, evidence-driven, and results-oriented manner, promoting continuous learning and adaptive management across all sectors and investments.

3.7 Management Tools and Information Disclosure

The Framework operates through a set of integrated management tools, underpinned by interoperable digital systems, performance dashboards, AI-enabled analytics, and data integration platforms. Together, these form a digitally enabled, whole-of-Government performance management architecture, linking planning, public investment management, financing, implementation, monitoring and evaluation, sub-national reporting, and public engagement into a single national results system.

Building on this integrated architecture, the Framework institutionalises learning and adaptive management as a core operational feature, using monitoring data, evaluations, public feedback, and analytical insights to support continuous problem-solving, policy refinement, and delivery improvement. This enables the Government to respond dynamically to emerging implementation challenges, optimise resource allocation, and strengthen delivery discipline in pursuit of FYDP IV results.

3.7.1 Integrated Digital Results Management Architecture

e- Delivery serve as the Government's integrated digital results-management architecture, tracking the implementation and delivery of Dira 2050 and FYDP IV. It functions as the central national performance platform for monitoring National Flagship Programmes. However, without integration with other Government systems, including Mfumo wa Malipo Serikalini (MUSE), the Central Budget Management System (CBMS), Planning and Reporting I and II (PLANREP I & II), Direct Fund (DFUND), National Physical Address (NaPA) and related platforms, e- Delivery cannot provide comprehensive, timely, and consolidated information on the implementation of national plans, programmes, and projects through a single results interface. Such integration is essential to give the Government a reliable and coherent view of Key Result Areas (KRAs) implementation, physical and financial progress, outcomes, impacts, and risks. It also supports adaptive delivery through real-time analytics, geo-referenced project monitoring, automated early warning alerts, and AI-enabled dashboards that inform timely corrective actions during FYDP IV implementation.

Integration of e- Delivery system is therefore designed to achieve the following specific objectives:

i. **MUSE:** To strengthen the linkage between financial management, expenditure control and results performance;

ii. **CBMS:** To support budget formulation, execution, and expenditure control, thereby enabling the tracking of budget performance in relation to FYDP IV priorities and results;

iii. **DFUND:** To track external financing commitments, disbursements, and utilisation in support of FYDP IV programmes and projects;

iv. **PLANREP I and II:** To align FYDP IV priorities with planning, budgeting, and performance reporting across Local Government Authorities (LGAs) (PLANREP I), as well as Public Institutions and entities under the Office of the Treasury Registrar (PLANREP II);

v. **NaPA:** To enable standardised physical addressing and geo-referencing of programmes, projects, and service delivery locations at all national levels, supporting territorial performance management.

These systems are aligned through common data standards, shared identifiers, and harmonised reporting arrangements, allowing information to flow seamlessly across planning, financing, and implementation processes. This integration reduces parallel reporting and ensures that FYDP IV performance is assessed using a single, consistent, and authoritative source of information for decision-making at all levels of Government.

3.7.2 Digital Enablement for Performance Management

The Framework's implementation is supported by digital solutions designed to improve efficiency, accuracy, and responsiveness:

i. **AI-enabled Dashboards:** For predictive analysis and monitoring of project performance. These include:

   a. ***Executive Dashboards:*** Providing a strategic, high-level overview of national development performance to support leadership, strategic direction, and early decision-making;

   b. ***National Performance Dashboard:*** Supporting the Prime Minister's role in whole-of-Government coordination, delivery oversight, and performance management;

   c. ***Ministerial and Sector Dashboards:*** Supporting policy execution and results management. This category also includes MDA-level dashboards, which provide detailed operational performance views, and Regional Secretariat and LGA dashboards, which present a sub-national performance perspective.

ii. **Real Time Analytics:** For ongoing tracking of progress against plans and budgets.

iii. **Geo-Tagged Project Monitoring:** For visual verification of project locations and physical progress.

iv. **Automated Alerts:** Early warning systems to detect risks, delays, or deviations from planned targets.

Digital enablement accelerates decision-making, enhances transparency, and enables timely interventions to mitigate implementation challenges.

3.8 Public Engagement and Transparency

Public engagement and transparency strengthen accountability, trust, and participatory governance. Mechanisms include:

i. **Lab participation through representative participation:** Structured stakeholder representation facilitates co-creation, problem diagnosis, and performance review within Labs;

ii. **Open Day participation:** Organising open days for direct public engagement, progress reviews, and public clarification regarding development;

iii. **Open Data Portals:** Provide public access to authoritative planning, budgeting, and implementation data, thereby enhancing transparency and informed participation;

iv. **Public Dashboards:** Real-time performance dashboards track project delivery, investment execution, and results achievement;

v. **Public Feedback Platforms:** Digital and physical platforms capture public inputs, grievances, and improvement suggestions;

vi. **Participatory Monitoring:** Publics and civil society track implementation progress and outcome delivery;

vii. **National Development Review Forums:** Structured national dialogues enable joint review of results, accountability, and corrective actions.

These measures promote inclusive decision-making, strengthen public oversight, and build trust in government investments.

3.9 Expected Outcomes

Effective implementation of the Framework is expected to yield the following outcomes:

i. **Improved Delivery Discipline:** Stronger adherence to plans, timelines, and quality standards.

ii. **Enhanced Alignment:** Improved coordination among plans, budgets, and results.

iii. **Faster Resolution of Bottlenecks:** Timely identification and mitigation of implementation challenges.

iv. **Evidence-Based Decision-Making:** Decisions guided by data, analysis, and validated findings.

v. **Increased Public Trust:** Enhanced public confidence through transparency and participation.

vi. **Sustained Progress toward Dira 2050:** Long-term, strategic advancement of national development goals.

3.10. Financing and Resourcing the Framework

Financing under the Framework will be integrated into the implementation of development programmes and projects as a core component of delivery. Resources will be aligned with the planning and budgeting cycle via Annual Development Plans (ADPs) and National Development Projects Approval Guideline (NDPAG), and linked to performance-based budgeting and reporting. Ministries, agencies, and implementing institutions will:

i. allocate resources for performance management and evaluation functions within programme and project budgets;

ii. link budget allocations to agreed results, indicators, and reporting obligations; and

iii. ensure that resources support implementation and performance management activities.

Resources will be directed to activities that strengthen programme and project performance, including:

i. Tracking progress;

ii. Reviewing performance;

iii. Identifying challenges, and

iv. Implementing corrective actions.

This ensures that implementation remains on track and that emerging issues are addressed promptly. Performance information will be used to inform resource allocation, reprioritisation, and corrective measures, establishing a continuous feedback loop between financing, performance, and decision-making.

3.11 The Framework Review

Given the shift towards results-focused monitoring and evaluation, this philosophy necessitates a nimble and flexible approach to identifying gaps in its application and taking corrective action. For this reason, the Framework will be reviewed regularly to ensure meaningful user involvement at all stages, fostering ownership and relevance. **Such flexibility and adaptability will be necessary essential** to adjust to changing contexts and unforeseen challenges, enabling real-time strategic adjustments.

.

This Chapter sets out the institutional roles and responsibilities for implementing the Framework in the monitoring and evaluation of development programmes and projects.

CHAPTER FOUR

CONCLUSION

The Framework establishes a unified national system for managing delivery, accountability, and learning in the implementation of development programmes and projects, supporting FYDP IV and the achievement of Dira 2050 and LTPP 2050. It integrates reforms, institutions, and delivery mechanisms into a coordinated approach, positioning development programmes and projects as the primary instruments for delivering results. Moving beyond compliance-based monitoring, the Framework guides the implementation, tracking, and continuous improvement of reforms, investments, programmes, and projects. It links governance reforms, institutional performance, economic transformation, and socio-economic outcomes within a structured results chain, enabling the government to identify performance gaps, address constraints, strengthen delivery, and take timely corrective action. Clear accountability arrangements ensure that institutions perform within their mandates, while oversight by Parliament, the National Audit Office (NAOT), and the public reinforces transparency and credibility.

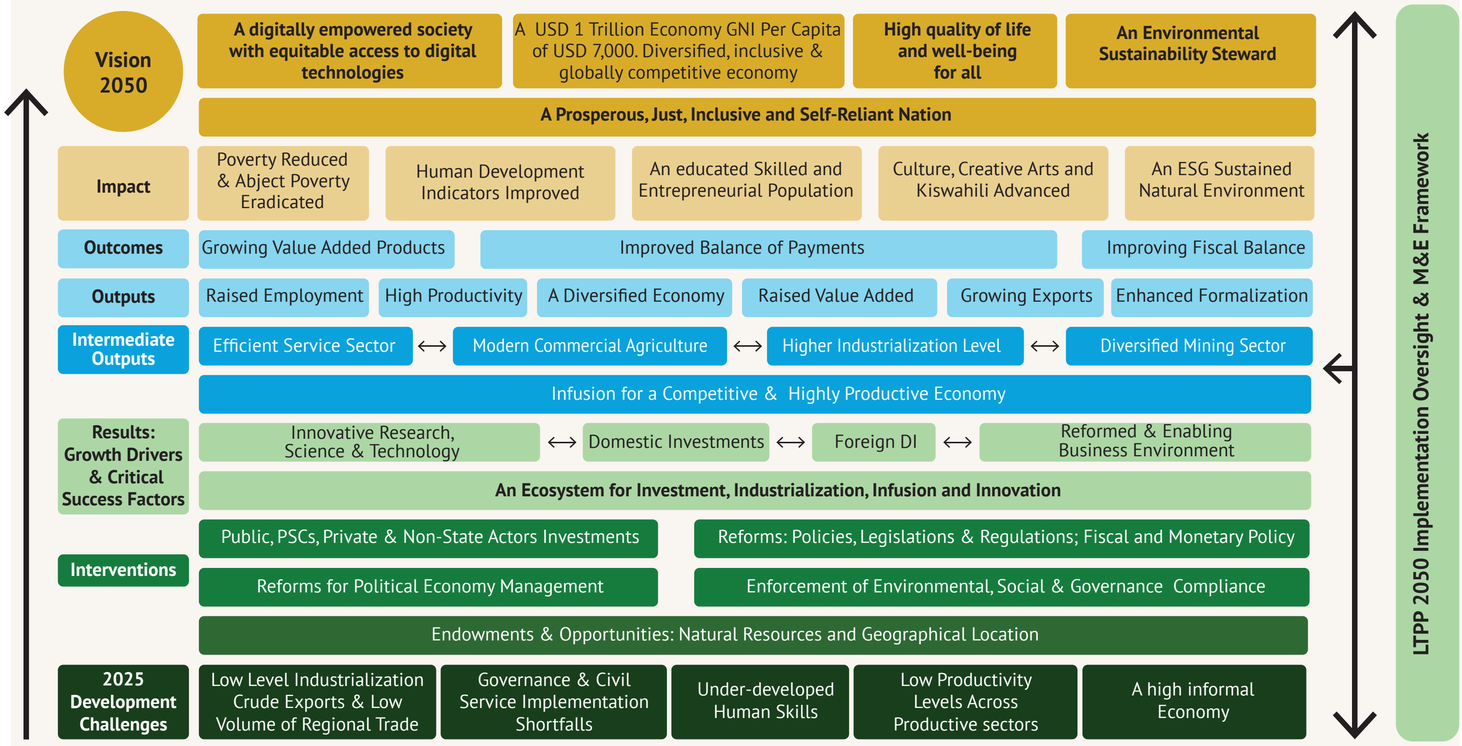
The Framework also integrates budgeting, public investment management, implementation oversight, accountability, and learning into a single system. This system is coordinated by the National Planning Commission (NPC) and linked to Cabinet and IMTC decision-making processes. In this architecture, strong governance, effective institutions, and a capable public service are recognised as essential foundations for results delivery. Governance and civil service reforms, therefore, form the bedrock of the results system, creating the conditions for economic transformation, investment expansion, and improved socio-economic outcomes. Monitoring, evaluation, accountability, and learning are applied not as procedural exercises, but as practical tools to guide implementation, inform decision-making, and ensure policies and programmes remain responsive to national priorities.

While the Framework provides a comprehensive, useful, and necessary framework for strengthening the monitoring of development programmes and projects, Dira 2050 demands more than effective project delivery. It is a long-term state transformation agenda that demands coordinated reform sequencing, cross-sector integration, and strategic national steering. The Framework can track whether projects and programmes are implemented effectively, but it does not fully address whether the high-level governance reforms and structural transformations required to unlock investment, productivity growth, and broad socio-economic change are occurring in the correct sequence. It is therefore recommended that the nation fully adopt another Framework, such as the National Planning Framework, as the overarching strategic framework for monitoring high-level reforms and structural transformation, and the Framework as the focused framework for tracking development projects and programmes, as both are integral to national oversight responsibility under Dira 2050.

CHAPTER FOUR

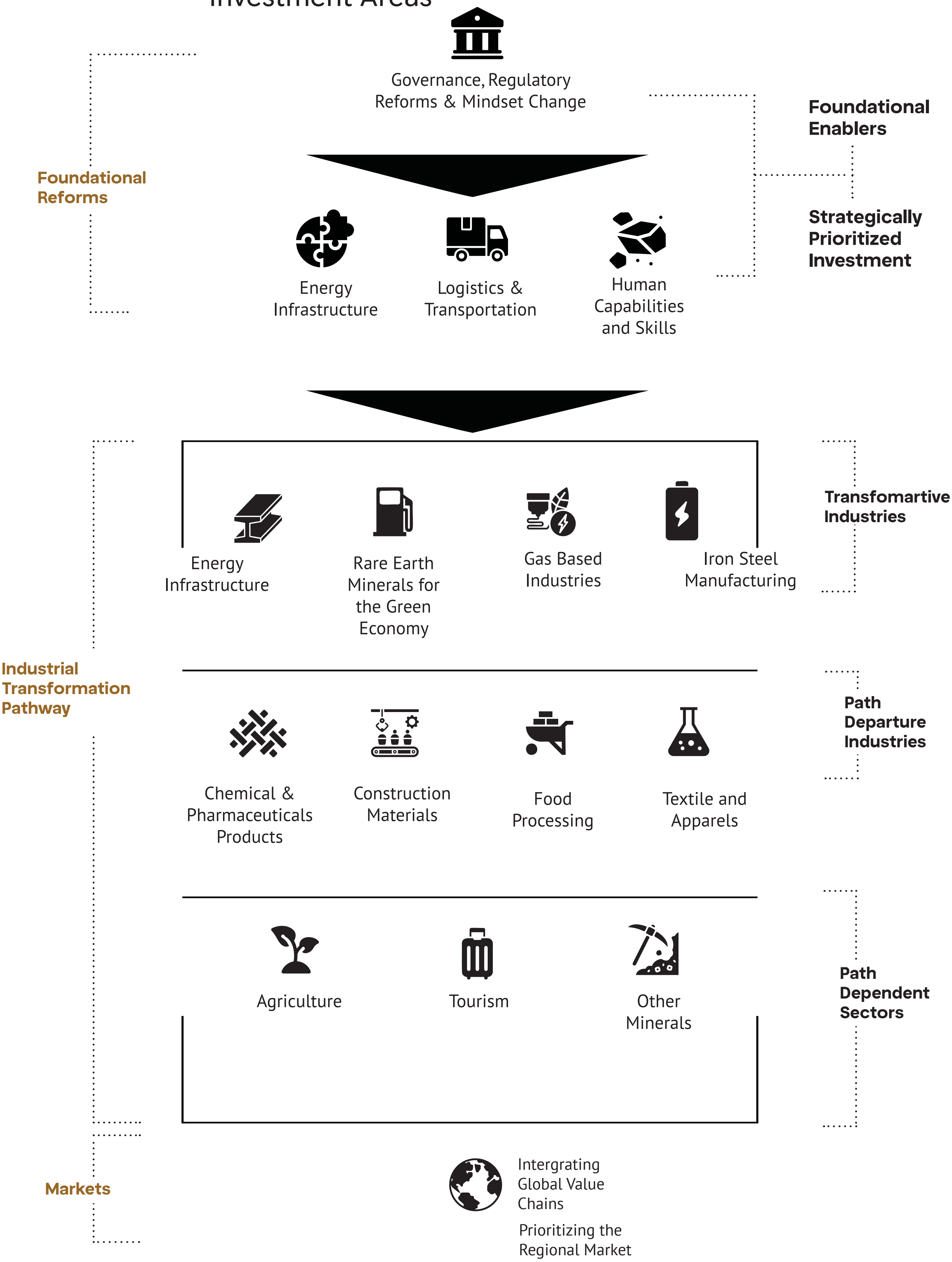
ANNEXES

Annex I: Theory of Change



Source: *Dira 2050 - The Long-Term Perspective Plan 2026 – 2050.*

Annex II: Prioritisation and Sequencing of LTTP 2050 Investment Areas



Annex III: Framework Matrix Priority Area I - Governance and Civil Services Reforms

Annex IIIA. Reform Commitments and Milestones (Years 1–5)

Reform Area	FYDP IV Reform Commitment	Year 1 (Foundation)	Year 2 (Implementation)	Years 3–5 (Institution alisation)
Constitutionalism	Constitutional reform process	• Reform roadmap approved; process and institutions defined. • Consultations / drafting / legal steps implemented per roadmap.	Harmonisation of laws and governance frameworks	End-term assessment and carry-forward priorities
Rule of law	Strengthening governance frameworks	Governance reform programme established Governance reforms operational	Governance practices harmonised across MDAs/PSCs/LGAs	System stability and predictability confirmed
Integrity & accountability	Justice sector effectiveness	Reform instruments adopted	Case management, enforcement and access reforms implemented	Consistent enforcement and reduced delays; Endline assessment of justice system performance
Responsiveness and Accountability	Anti-corruption and integrity systems	Action plan aligned to FYDP IV	Prevention, investigation, enforcement operational	Sustained integrity performance; End-term integrity evaluation
Oversight & checks	Audit and oversight enforcement	Audit follow-up protocols strengthened	Sanctions and follow-up enforced	Institutional compliance stabilised; Lessons for next FYDP

Annex IIIB. Monitoring Framework – What NPC shall track

Dimension	Monitoring Focus	Frequency	Data Source
Reform delivery	Completion of approved milestones	Quarterly	Lead MDAs, AG, Judiciary, Integrity institutions
Timeliness	Delivery against FYDP IV timelines	Quarterly	NPC consolidation
Institutional coverage	Application across MDAs, PSCs, RS/LGAs	Semi-annual	NPC / PMO-RALG
Accountability enforcement	Audit follow-up and sanctions applied	Annual	CAG, Parliament, Cabinet Secretariat
Behavioural change	Reduction in discretion, reversals	Annual	Legal/regulatory records

Annex IIIC. Evaluation Framework (What NPC Tests)

Evaluation Focus	Key Questions	Timing
Reform quality	Are reforms addressing binding governance constraints?	End-Year 1
Behaviour change	Are rules applied predictably in practice?	End-Year 2
Institutionalisation	Are reforms embedded beyond personalities?	Years 3–4
System effect	Are governance reforms enabling Tier II responses?	Annual
End-term impact	Which reforms mattered most and why?	Year 5

Annex IV: Framework Matrix Priority Area II – Structural Transformation for Investment, Infusion and Productivity

Annex IVA. The Framework Results Matrix (FYDP IV Response Tracking)

Response Area	FYDP IV Strategic Intent	Year 1 (Foundation & Readiness)	Year 2 and 3 (Acceleration & Scaling)	Year 4 & 5 (Consolidation & Transition)	Accountability Lead
Total Private Investment (DDI, FDI, Diaspora)	Mobilise and crowd-in private investment	Investment pipeline prepared; facilitation systems aligned	Increase in committed and realised investments, Scaling of TISEZA and flagship investments	Sustained quality and volume of private investment	TISEZA / NPC / MIT
Firm Entry, Growth & Productivity	Strengthening firm dynamism and productivity	Baseline firm registry and productivity metrics established	Increase in firm entry, survival, and early scaling; Productivity gains and firm upgrading are evident	Sustained productivity improvements	MIT / NBS / NPC
Structural Transformation & Value Addition	Shift production to higher value activities	Priority value chains operationalised	Increased domestic value addition; Diversification toward higher value products	Structural shift consolidated	MIT / Sector MDAs / NPC
Formalisation & Tax Base Diversification	Reduce informality and broaden tax base	Formalisation incentives and systems rolled out	Increase in registered firms and taxpayers; Sustained formalisation trends	Stable and diversified tax base	TRA / MIT / NPC
Sub-National Competitiveness (RS & LGAs)	Improve territorial competitiveness	Baseline RS/LGA competitiveness metrics	Performance improvement across regions; Convergence toward national benchmarks	Sustained sub-national performance	PO-RALG / NPC
Public Financial Management & Audit Outcomes	Strengthening PFM credibility	Baseline CAG audit outcomes	Improved audit opinions and follow-up; Consistent clean audits	Mature PFM performance	CAG

Annex IVB: Monitoring Focus

Monitoring Domain	What Is Monitored	Core Metrics / Signals	Frequency	Primary Data Source
Total Private Investment	Volume, composition, and realisation of private investment	i. DDI, FDI, diaspora investment commitments vs. realisation; sectoral distribution; ii. flagship investment progress	Quarterly / Annual	TISEZA, BOT, NPC
Firm Entry and Exit	Business dynamism	i. New firm registrations; firm closures; ii. Survival rates	Annual	BRELA, NBS
Firm Growth and Scaling	Expansion of existing firms	i. Firm size transitions; ii. Employment growth; iii. Turnover proxies	Annual	NBS, Sector MDAs
Productivity Trends	Efficiency and upgrading	i. Labour productivity proxies; ii. Sector productivity indices	Annual	NBS
Structural Transformation	Shift in economic structure	i. Sectoral output shares, ii. Manufacturing and services value-added; iii. Export composition	Annual	NBS, MoFP
Domestic Value Addition	Depth of local production	Share of domestic value addition in priority value chains	Annual	Sector MDAs, NBS
Formalisation	Transition from informal to formal economy	i. New taxpayer registrations; ii. Business formalisation rates	Quarterly/ Annual	TRA, BRELA

Annex IVB: Monitoring Focus

Monitoring Domain	What Is Monitored	Core Metrics / Signals	Frequency	Primary Data Source
Tax Base Diversification	Broadening of revenue sources	i. Share of non-traditional taxpayers; ii. Sectoral tax contributions	Annual	TRA, MoFP
Sub-National Competitiveness	Regional and LGA performance	i. RS/LGA competitiveness indicators; ii. Service delivery metrics	Annual	PO-RALG, NBS
Territorial Investment Response	Geographic spread of investment	Distribution of investment approvals and projects across regions	Annual	TISEZA, PO-RALG
Public Financial Management Outcomes	Financial credibility and discipline	i. CAG audit opinions; ii. Audit follow-up rates	Annual	CAG
Market Confidence Signals	Predictability and trust	i. Investment pipeline stability; ii. Reduction in project withdrawals	Annual	TISEZA, NPC

Annex IVC: Evaluation Focus (Causal and Diagnostic Questions)

Evaluation Theme	Key Evaluation Questions	Timing
Investment response	Are Tier I reforms translating into increased and higher-quality private investment?	Annual
Firm behaviour	Are firms entering, scaling, and upgrading in response to improved predictability?	Biennial
Structural transformation	Is the economy diversifying toward higher value-added activities?	Mid-term & End-term
Formalisation dynamics	Is informality declining structurally or only cyclically?	Annual
Territorial response	Are decentralisation and governance reforms improving sub-national competitiveness?	Biennial
Financial governance	Are PFM improvements reinforcing investor and market confidence?	Annual

Annex V: The Framework Matrix Priority Area III – Socio-Economic and Environmental Outcomes

Annex VA: The Framework Results Matrix (FYDP IV Response Tracking)

Outcome Domain	Dira 2050 Outcome Aspiration	Year 1 (Baseline & Direction)	Year 2 & 3 (Early Outcome Signals)	Year 5 (Consolidation & Transition)	Accountability Lead
Employment & Jobs	Productive and decent employment for a growing labour force	Baseline employment and job quality metrics established	i. Early job creation in priority sectors ii. Sustained job growth and improved job quality	Stable, diversified employment structure	MIT / NBS / NPC
Income Growth & Poverty Reduction	Rising incomes and declining poverty	Baseline income and poverty profiles	i. Early income growth signals ii. Broad-based income growth	Sustained poverty reduction	MoFP / NBS / NPC
Human Capital (Education & Skills)	Skilled, productive, and adaptable workforce	Baseline learning and skills outcomes	i. Improved training relevance and access ii. Skills aligned to transformation pathways	Human capital readiness for next phase	MoEST / NACTVET / NPC
Health & Wellbeing	Healthy and productive population	Baseline health outcomes	i. Improved service access and coverage ii. Sustained health outcome improvements	Resilient health systems	MoH / NPC

Annex VA: The Framework Results Matrix (FYDP IV Response Tracking)

Outcome Domain	Dira 2050 Outcome Aspiration	Year 1 (Baseline & Direction)	Year 2 & 3 (Early Outcome Signals)	Year 5 (Consolidation & Transition)	Accountability Lead
Inclusion & Equity	Inclusive growth across gender, youth, regions	Baseline inclusion indicators	i. Reduced disparities in access and outcomes ii. Narrowing spatial and social gaps	Inclusive development sustained	PO-RALG / NPC
Environmental Sustainability	Sustainable use of natural resources	Baseline environmental indicators	i. Reduced degradation pressures ii. Improved resource management	Sustainability embedded	VPO / NPC
Climate Resilience	Resilient communities and economy	Baseline vulnerability metrics	i. Improved adaptive capacity. ii. Reduced climate-related losses	Resilience institutionalised	VPO / NPC

Annex VB: Monitoring Focus (Outcome Tracking)

Monitoring Domain	What Is Monitored	Core Metrics / Signals	Frequency	Primary Data Source
Employment Outcomes	Quantity and quality of jobs	Employment rates; sectoral employment; job formality	Annual	NBS
Income & Poverty	Living standards	Household incomes; poverty headcount; inequality	Annual / Survey-based	NBS
Education & Skills	Learning and labour-market relevance	Completion rates; skills certification; employability	Annual	MoEST, NACTVET
Health Outcomes	Population health status	Mortality, morbidity, service coverage	Annual	MoH
Inclusion	Distribution of outcomes	Gender, youth, and regional disparities	Annual	NBS, PO-RALG
Environmental Outcomes	Ecosystem health	Forest cover; land degradation; pollution	Annual	VPO
Climate Impacts	Exposure and losses	Climate-related damages and recovery	Annual	VPO

Annex VC: Evaluation Focus (Impact, Sustainability, and Learning)

Evaluation Theme	Key Evaluation Questions	Timing
Employment Quality	Are jobs productive, decent, and sustainable?	Mid-term & End-term
Poverty & Inequality	Is growth reducing poverty and inequality structurally?	Mid-term & End-term
Human Capital Payoff	Are education and skills translating into productivity gains?	Biennial
Health & Productivity	Are health gains supporting economic participation?	Mid-term
Inclusion Dynamics	Who is benefiting and who is being left behind?	Biennial
Environmental Sustainability	Are growth pathways environmentally sustainable?	Mid-term & End-term
Resilience	Are socio-economic gains resilient to shocks?	End-term

Annex VI: National Flagship Programme Matrices – Delivery and Transformation Pathway

Annex VIA: Flagship Results Matrix – Delivery Trajectory

Flagship Domain	Dira 2050 Strategic Aspiration	Year 1 (Foundations & Milestones)	Year 2–3 (Early Outputs & Responses)	Year 5 (Transformational Outcomes)	Accountability Lead
Bagamoyo Eco–Maritime City and intermodal transport (BEMCIT)	Integrated maritime–industrial gateway for export-led growth	PPP closure, land acquisition, SGR link, and port construction initiated	Operational terminals, SEZ occupancy, logistics cost reductions	Export expansion, manufacturing jobs, trade diversification	MoW / TISEZA / NPC
Liganga–Mchuchuma (LAMI-STEEL)	Domestic steel value chain and energy security	Mine & plant financing, power, research centre setup, & SGR spur works	Steel production, supplier industries, SME metal cluster	Import substitution, SME linkages, skills upgrading, and construction input security	MEM / MIT / NDC/ NPC
Lindi LNG (LIN-GAP)	Gas-based industrial transformation	Contracts finalised, pipeline & terminal works, site works, regulatory framework	LNG exports commence, petrochemical cluster	Fiscal revenues, energy reliability, Petrochemical exports, fertiliser industry	MEM / TPDC / NPC
Dodoma critical Minerals & Tech innovations Hub	Critical minerals innovation ecosystem, Clean-tech manufacturing centre	Processing parks design, AI hub setup, Technology Park launch, precursor lines installed	Battery materials production, R&D services, PV assembly, beneficiation	High-tech exports, youth employment, Electronics exports, innovation ecosystem	MEM / COSTECH / NPC

Annex VIA: Flagship Results Matrix – Delivery Trajectory

Flagship Domain	Dira 2050 Strategic Aspiration	Year 1 (Foundations & Milestones)	Year 2–3 (Early Outputs & Responses)	Year 5 (Transformational Outcomes)	Accountability Lead
NAGITA Irrigation	Commercialised agriculture and food security	Dams & schemes construction, Irrigation schemes, cold chain, digital agro	Irrigated hectares, agro-processing uptake, agro-parks operational	Rural incomes, nutrition gains, agro-exports	MoA / PO-RALG / NPC
Great Lakes Smart Hub	AfCFTA regional trade integration, Lake-zone industrial & blue hub	SGR/inland ports upgrades, vessel procurement, Digital corridor, fish & agro-pharma processing, air carrier reform	Industrial clusters, fisheries value chains, regional trade, tourism industries	Lake-zone employment & inclusion	MoW / MoT / NPC
TUGeN 2050	Productive smart cities	smart systems, materials hub	urban food & creative zones	urban jobs & ICT services	PO-RALG / NPC

Annex VIIB: Flagship Monitoring Focus

Monitoring Domain	What Shall Be Monitored	Core Metrics / Signals	Frequency	Primary Source
Delivery Progress	Milestones, contracts, safeguards	Completion rates, disbursement, permits	Quarterly	Lead MDAs / PMO
Economic Response	Investment, firms, trade	FDI, productivity, logistics cost, exports	Annual	NBS / TISEZA / TRA
Territorial Impact	Local benefits	Jobs, SMEs, land value, inclusion	Annual	PO-RALG / LGAs
Environmental	Safeguards & resilience	EIA compliance, emissions, water	Annual	VPO / NEMC
Value Chain	Linkages & local content	Domestic sourcing, skills	Annual	MIT / MoA

Annex VIC: Flagship Evaluation Focus

Evaluation Theme	Key Questions	Timing
Effectiveness	Are planned outputs delivered to specification and schedule?	Annual
Attribution	Are Tier II investment and productivity responses linked to the flagship?	Mid-term
Impact	Are Tier III socio-economic and environmental outcomes emerging?	End-term
Sustainability	Are the benefits financially, institutionally and environmentally resilient?	End-term
Distribution	Are local communities and SMEs benefiting equitably?	Mid-term

Annex VII: Key Results Areas Including Flagship Programmes

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Priority Area I: Governance and Civil Services Reforms (Tracks Governance Quality and Civil Services Reforms)								
Political stability, absence of violence and terrorism index	- 0.05 (2023)	-0.02	0.01	0.04	0.07	0.10	World Bank WGI	NPC / Relevant Lead MDA
Government effectiveness index	- 0.46 (2023)	-0.43	-0.4	-0.36	-0.33	- 0.30	World Bank WGI	NPC / Relevant Lead MDA
Regulatory quality index (points): (Range +2.5 to -2.5 i.e. Strong to Weak)	-0.59 (2023)	0.10	0.33	0.56	0.79	1.0 (Strong Regulatory Quality)	World Bank	NPC / Relevant Lead MDA
Rule of Law Index in Lower Middle-Income Countries	15/37 (2024)	13	12	12	11	Top 10	World Justice Project	PCCB, Police Force, DPP
Corruption Perception Index (CPI) East African Community Ranking (Least Corrupt Country)	2nd (2024)	1.8	1.6	1.4	1.2	1st	Transparency International	PCCB, TRA, NPC
Public satisfaction index (with LGAs)	40% (2024)	46%	52%	58%	64%	≥70%	NBS Governance Survey, Afrobarometer, PO-RALG	RS, LGAs and NBS
Proportion of LGAs with clean audit opinions (unqualified)	<40% (2024)	48%	56%	64%	72%	≥80%	CAG Reports, PO-RALG	NAOT (CAG), LGAs

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Percentage of services digitised at LGA level	25% (2024)	36%	47%	58%	69%	≥80%	e-Government Authority (eGA), PO-RALG	NPC, LGAs, Relevant Lead MDA
Percentage of population with a functional digital ID linked to public e-services, disaggregated by urban	40% (2025)	50	60	70	80	90%	NIDA, eGA, NBS Household ICT & Governance Surveys	NIDA, eGA, and NBS
Percentage of population with a functional digital ID linked to public e-services, disaggregated by rural	25%) (2025)	35	45	55	65	75%	NIDA, eGA, NBS Household ICT & Governance Surveys	NIDA, eGA, and NBS
Percentage of sectors using interoperable data systems	20% (2025)	34	48	62	76	90%	eGA, NBS, PO-PSMGG	eGA, PO-PSMGG
Proportion of MDAs and LGAs with interoperable ICT systems	20% (2024)	20	20	20	20	20%	eGA, PO-RALG, NBS	eGA, PO-RALG
Large projects complying with approved Environmental and Social Impact Assessment (EIA) and audit regulations	128 (2023/24)	136.53	145.07	153.6	162.14	170.67	FYDP III Evaluation Report	NPC/ Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Priority Area II: Structural Transformation for Investment, Infusion and Productivity (Tracks Investment Response, Productivity and Structual Change)								
Finance and Macro-Economic Indicators								
GDP current (USD Billion)	81.537 (2024)	88.84	96.14	103.45	110.75	118.052	NBS, MACMOD-Projections	MoF, BoT, POPI, and NBS
Real GDP Growth (mp)	5.5% (2024)	7.2	8.0	8.8	9.7	10.5%	NBS, MACMOD-Projections	MoF, BoT, POPI, and NBS
GDP Per Capita (USD)	1,343.91 (2025)	1,346.70	1,482.26	1,590.97	1,594.21	1,688.15	NBS, MACMOD-Projections	MoF, BoT, POPI, and NBS
Fiscal Deficit	-3.0% (2025)	-3.0%	-2.7%	-2.6%	-2.5%	-2.4%	NBS-Projections	MoF, BoT, POPI, and NBS
Fiscal Deficit percent GDP	-3.1% (2024)	-3.04	-2.98	-2.92	-2.86	-2.8%	Economic Survey, MACMOD Projections	MoF, BoT, POPI, and NBS
Public debt to GDP ratio (bechmarked to DSA targets)	48.9% (2025)	50.12	51.34	52.56	53.78	<55%	NBS-Projections	MoF, BoT, POPI, and NBS
Public Debt-to-GDP Ratio	47.0% (2024/25)	47.60%	48.20%	48.80%	49.40%	<50.0%	MoF, MACMOD Projections	MoF, BoT, POPI, and NBS

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Current Account Balance (% to GDP)	-2.6% (2024)	-2.50	-2.40	-2.30	-2.20	-2.1%	BOT	MoF, BoT, POPI, and NBS
Foreign reserves (months of imports)	4.5 (2024)	4.60	4.70	4.80	4.90	5.0	BoT	MoF, BoT, POPI, and NBS
Foreign exchange official reserves (months of imports)	4.5 (2024)	4.60	4.70	4.80	4.90	5	BOT	MoF, BoT, POPI, and NBS
FDI (Million USD)	1,717.6 (2024)	3,047.34	4,377.07	5,706.81	7,036.54	8,366.28	NBS-Projections	MoF, BoT, POPI, and NBS
CPI Inflation (Period Average)	3.1% (2024)					3–5%	Economic Survey, MoF (2024)	MoF, BoT, POPI, and NBS
Annual Headline Inflation Rate (end of period)	3.1% (2024)					3–5%	Economic Survey, MoF (2024)	MoF, BoT, POPI, and NBS
Annual Core inflation rate	3.4% (2024)					3–5%	NBS, BoT	MoF, BoT, POPI, and NBS
Exchange rate (TZS/USD) Annual average	2,597.4 (2024)	2,574.12	2,550.84	2,527.56	2,504.28	2,481	BoT	MoF, BoT, POPI, and NBS
Private Sector Credit (% of GDP)	15.9 (2024)	17.20	18.50	19.80	21.10	22.4	BoT	MoF, BoT, POPI, and NBS
Domestic credit to private sector (Share to GDP)	0.163 (2025)	18.04	19.78	21.52	23.26	25%	World Bank (FD.AST.PRVT. GD.ZS), IMF Country Report 2025	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Financial inclusion (adults)	72% (2023)	74.65	77.30	79.96	82.61	85.26		NPC / Relevant Lead MDA
Adults with transactional accounts	% 72% (2023)	74.60	77.20	79.80	82.40	85%%	FinScope Tanzania 2023	MoF, BoT, POPI, and NBS
Adults using digital payments (%)	0.13 (2023)	18.40	23.80	29.20	34.60	40%	BOT National Payment System Report 2023; FinScope Tanzania 2023	MoF, BoT, POPI, eGA and NBS
Domestic revenue to GDP ratio	14.9% (2024/25)	15.92%	16.94%	17.96%	18.98%	20.0%	MoF, MACMOD Projections	MoF, BoT, POPI, and NBS
Tax revenue to GDP ratio	13.3% (2024/25)	14.24%	15.18%	16.12%	17.06%	18.0%	MoF, MACMOD Projections	MoF, BoT, POPI, and NBS
Non-Tax to GDP ratio	2.7% (2024/25)	3.16%	3.62%	4.08%	4.54%	5.0%	MoF, MACMOD Projections	MoF, BoT, POPI, and NBS
PV of Public Debt to GDP	40.3 (2024/25)	36.16	32.02	27.88	23.74	19.6	Economic Survey, MACMOD Projections	MoF, BoT, POPI, and NBS
PV of Public Debt to Domestic Revenue	251.1 (2024/25)					TBD	Economic Survey, MACMOD Projections	MoF, BoT, POPI, and NBS
PV of Public Debt Service to Domestic Revenue	44.3 (2023/24)	38.44	32.58	26.72	20.86	15	MoF, MACMOD Projections	MoF, BoT, POPI, and NBS

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
PV of Public External Debt to Export	123.8 (2024/25)	119.10	114.40	109.70	105.00	100.3	Economic Survey, MACMOD Projections	MoF, BoT, POPI, and NBS
Interest payment to total revenue ratio (annual)	11% (2023)					⩽8%	World Bank GFS, IMF ECF Review	MoF, BoT, POPI, and NBS
Gross financing needs (% of GDP)	7% (2024)	6.80	6.60	6.40	6.20	⩽6%	IMF Debt Sustainability Analysis 2024	MoF, BoT, POPI, and NBS
Average debt maturity (years)	9 (2023)	9.60	10.20	10.80	11.40	12	Tanzania DSA 2023	MoF, BoT, POPI, and NBS
PSCs net dividends (% of GDP)	<0.2% (2023)					0.5–1%	BOT Economic Bulletin 2023	MoF, BoT, POPI, and NBS
Stock guarantees (% of GDP)	2.8% (2023)					⩽3%	Tanzania DSA 2023	MoF, BoT, POPI
Capital Adequacy Ratio (CAR)	19.3% (2024)	18.74	18.18	17.62	17.06	⩾16.5%	BoT Financial Stability Report; IMF FSI Database	Bank of Tanzania
Deposit-to-GDP Ratio	27.3% (2024)	29.84	32.38	34.92	37.46	⩾40%	BoT; NBS National Accounts; IMF FSI	Bank of Tanzania
Non-Performing Loans (NPL) Ratio	3.3% (2024)					⩽5%	BoT Banking Supervision Report	Bank of Tanzania

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Digital deposits as % of GDP	27.2% (2024)	31.76	36.32	40.88	45.44	⩾50%	BoT (Mobile Money & Agency Banking Data); FSDT	Bank of Tanzania
Percentage adults with formal financial access	50% (2024)	53.60	57.20	60.80	64.40	⩾68%	Finscope Tanzania Survey (FSDT); World Bank Global Findex; BoT	Bank of Tanzania
DFIs' capital base (% GDP)	0.4% (2024)	0.57	0.74	0.91	1.08	⩾1.25%	BoT Financial Stability Reports; Ministry of Finance; TIB Development Bank; NBS	Bank of Tanzania
NPL ratio of DFIs	11.4% (2025)	10.44	9.48	8.52	7.56	⩽6.6%	BoT Supervision of Financial Institutions; TIB Development Bank	Bank of Tanzania
DFI Credit-to-GDP ratio	22.5% (2024)	25.00	27.50	30.00	32.50	⩾35%	BoT; IMF Article IV Reports; NBS National Accounts	Bank of Tanzania
Percentage of MFIs digitised	55% (2024)	51.20	47.40	43.60	39.80	⩾36%	BoT (Microfinance Directorate), eGA, FSDT–FinScope	Bank of Tanzania

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Capital funding diversification (share of MFIs with ⩾3 funding sources)	~10% (2023)					25–30%	BoT, SSRA, TIRA, MoF	Bank of Tanzania
Percentage of rural population with access to microfinance services	19% (2023)	31.20	43.40	55.60	67.80	⩾80%	NBS Household Surveys, FSDT–FinScope, PO-RALG	NBS
Percentage of MSMEs with active loans from formal providers	19% (2023)	23.20	27.40	31.60	35.80	⩾40%	NBS Business/ MSME Surveys, BoT, TPSF	Bank of Tanzania
Number of Mobile Money Accounts (in Million)	38.3 (2022)	40.84	43.38	45.92	48.46	51.0	Economic Survey, MoF	Ministry of Finance
DSE Total Market Capitalisation (In Trillion TZS)	17.87 (2024)	20.50	23.12	25.75	28.37	31.00	Economic Survey, MoF	Ministry of Finance
DSE Market Capitalisation for Domestic Companies (In Trillion TZS)	12.24 (2024)	14.09	15.94	17.80	19.65	21.50	Economic Survey, MoF	Ministry of Finance
DSE Market Index for Domestic Companies' Shares (Points)	4,618.78 (2024)	4,980.70	5,342.63	5,704.55	6,066.48	6,428.40	Economic Survey, MoF	Ministry of Finance
DSE Market Index (Domestic and Foreign Companies)	2,139.73 (2024)	2,326.30	2,512.88	2,699.45	2,886.03	3,072.60	Economic Survey, MoF	Ministry of Finance
Value of Collective Investment Schemes (In Trillion TZS)	2.61 (2024)	3.29	3.97	4.66	5.34	6.02	Economic Survey, MoF	Ministry of Finance

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Value of Social Security Investment Fund (In Trillion TZS)	10.63 (2024)	11.46	12.28	13.11	13.93	14.76	Economic Survey, MoF	Ministry of Finance
Development expenditure percent of the total budget	31% (2024/25)					35%–40%	MoF, MACMOD Projections	MoF, BoT, POPI, and NBS
Sector Indicators (Agriculture, Industry, Mining, Tourism, Sports and Culture)								
Agriculture								
Agriculture share of GDP at current prices (%)	26.3% (2024)	26.16	26.02	25.88	25.74	25.6%	Economic Survey, MoF, NBS, MACMOD Projections	MoF, BoT, POPI, MoA, and NBS
Agriculture Sector GDP real Growth of (%)	4.1% (2024)	5.28	6.46	7.64	8.82	10%	Economic Survey, MACMOD	MoF, BoT, POPI, MoA, and NBS
Food Self Sufficient Ratio	128 (2024)	128.40	128.80	129.20	129.60	130	Ministry of Agriculture	MoF, BoT, POPI, MoA, and NBS
Ranking (Food Affordability in Africa)	5th (2024)	4.60	4.20	3.80	3.40	3rd	World Bank	MoF, BoT, POPI, MoA, and NBS
Agriculture export value (USD in Billions)	3.54 (2024)	3.83	4.12	4.42	4.71	5	Ministry of Agriculture	MoF, BoT, POPI, MoA, and NBS

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Agriculture shares to merchandise export earnings	24% (2023/24)	25.20	26.40	27.60	28.80	30%	World Bank Trade Data; Tanzania Ministry of Agriculture Annual Report 2023/24	MoF, BoT, POPI, MoA, and NBS
Agriculture credit (% to total credit)	14.9% (2023)	15.92	16.94	17.96	18.98	20%	Bank of Tanzania Monthly Economic Review July 2023; FSDT Agriculture Financing Report	MoF, BoT, POPI, MoA, and NBS
Post-Harvest Losses	35% (2024)	30.00	25.00	20.00	15.00	10	Ministry of Agriculture	MoF, BoT, POPI, MoA, and NBS
Area under irrigation (Thousand Ha)	983 (2024)	1,787	2,590	3,393	4,197	5,000	Ministry of Agriculture	MoF, BoT, POPI, MoA, and NBS
Livestock Dipping rate (%)	0.85 (2024)	86.00	87.00	88.00	89.00	90	Ministry of Livestock and Fisheries	MoF, BoT, POPI, MoLF, and NBS
Livestock vaccination coverage rate (%)	0.5 (2024)	56.00	62.00	68.00	74.00	80	Ministry of Livestock and Fisheries	MoF, BoT, POPI, MoLF, and NBS
Share of Traditional Exports to Total Value of Exports	16.2% (2024)	15.17	14.14	13.11	12.08	11.05%	Economic Survey, MoF	MoF, BoT, POPI, and NBS

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Share of Non-Traditional Exports to Total Value of Exports	79.2% (2024)	80.19	81.18	82.17	83.16	84.15%	Economic Survey, MoF	MoF, BoT, POPI, and NBS
Share of Export Value of Manufactured Goods to Total Non-Traditional Exports	18.6% (2024)	20.80%	23.00%	25.19%	27.39%	29.59%	Economic Survey, MoF	MoF, BoT, POPI, and NBS
Sector Annual Growth Rate	17.7% (2024)	18.16	18.62	19.08	19.54	≥20%	NBS, MoCT	NBS
Industry and Construction								
Overall industrial sector share of GDP at current prices (%)	30.4% (2024)	31.62	32.84	34.06	35.28	36.5%	NBS, MACMOD Projections	MoF, BoT, POPI and NBS
Overall industrial sector GDP real growth	5.5% (2024)	6.00	6.50	7.00	7.50	8%		MoF, BoT, MoI and NBS
Manufacturing GDP share (%)	7.3% (2024)	7.44	7.58	7.72	7.86	8%	Economic Survey, MACMOD Projections	MoF, BoT, MoI and NBS
Manufacturing GDP Growth (%)	4.8% (2024)	5.82	6.84	7.86	8.88	9.9%	Economic Survey, MACMOD Projections	MoF, BoT, MoI and NBS
Manufacturing share of total goods export earnings	22% (2024)	23.60	25.20	26.80	28.40	30%	Growth Diagnostics Manufacturing Study 2023	MoF, BoT, MoI and NBS

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Manufacturing share of total export earnings	9% (2024)	10.20	11.40	12.60	13.80	15%	NBS National Accounts 2023	MoF, BoT, MoI and NBS
Construction share of GDP	12.8% (2024)	13.34	13.88	14.42	14.96	15.5%	Economic Survey, MACMOD Projections	NPC / Relevant Lead MDA
Construction GDP Growth	4.1% (2024)	4.98	5.86	6.74	7.62	8.5%	Economic Survey, MACMOD Projections	NPC / Relevant Lead MDA
Percent of market share of domestic companies	40% (2023)	42.00	44.00	46.00	48.00	50%	BOT Financial Stability Report 2023; NBS Business Survey 2023	Bank of Tanzania
Industry and Construction share of GDP	30.8% (2024)	31.96	33.12	34.28	35.44	36.6%	NBS, MACMOD-Projections	MoF, BoT, POPI, and NBS
Mining And Energy								
Mining GDP Share (%)	10.1% (2024)	10.58	11.06	11.54	12.02	12.5%	Economic Survey, MACMOD Projections	NPC / Relevant Lead MDA
Mining GDP Growth (%)	8.3% (2024)	8.44	8.58	8.72	8.86	9%	Economic Survey, MACMOD Projections	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Mining exports (percent to total export earnings)	46% (2024)	47.80	49.60	51.40	53.20	55%	Ministry of Minerals Report 2024	NPC / Relevant Lead MDA
Mining exports (percent to merchindise export earnings	55% (2024)	56.00	57.00	58.00	59.00	60%	Ministry of Minerals Report 2024	NPC / Relevant Lead MDA
Natural Gas Production (in million cubic feet)	68,620 (2025)	73,630.64	77,722.98	81,815.32	85,907.66	90,000	Ministry of Energy Natural Gas Sub-Sector Report	Ministry of Energy
Share of natural gas to total electricity supply mix (%)	28.69% (2025)	59.4%	55.8%	52.2%	48.6%	45.0%	Ministry of Energy Natural Gas Sub-Sector Report	Ministry of Energy
Natural Gas Transmission Network (Kms)-Pipeline-Page 35	551 (2024/25)	615.2	645.2	699	709	709	Ministry of Energy Natural Gas Sub-Sector Report	Ministry of Energy
Natural Gas Distribution Network (Kms)-Pipeline	249.57 (2024/25)	269.57	289.57	309.57	329.57	349.57	Ministry of Energy Natural Gas Sub-Sector Report	Ministry of Energy
Security of supply Petroleum Products(MT)	3,345,629	4,424,737	4,645,974	4,878,273	5,122,187	5,378,296	MoE; PBPA Importation Report	Ministry of Energy

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Strategic reserve tanks(Metric Tonnes for 30 days)	0(2025)	-	-	-	-	345,051	MoE;TPDC	Ministry of Energy
Tourism								
Global Travel & Tourism Development Index ranking	81/119 (2021)					60/119	World Economic Forum (WEF)	NPC / Relevant Lead MDA
Tourism Export Revenue (In Billion USD)	373.8 (2023)	300.00	226.20	152.41	78.61	4.81	BOT, MNRT	Bank of Tanzania
Tourism export earnings (% share to total exports earnings)	27 (2024)	28.60	30.20	31.80	33.40	35	UNWTO Tourism Statistics	TIC
Share of accommodation to GDP	1.1% (2024)	1.16	1.22	1.28	1.34	1.4%	Economic Survey, MACMOD Projections	NPC / Relevant Lead MDA
Accommodation GDP growth	6% (2024)	6.54	7.08	7.62	8.16	8.7%	Economic Survey, MACMOD Projections	NPC / Relevant Lead MDA
Sports and Arts								

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Tanzania FIFA Ranking – Men	112th (2025)					Top 80	FIFA Men's World Ranking (Nov 2025)	NPC / Relevant Lead MDA
Tanzania FIFA Ranking – Women	145th (2025)					Top 100	FIFA Men's World Ranking (Nov 2025)	NPC / Relevant Lead MDA
Tanzania CAF Ranking - Men	25th (2025)					Top 15	FIFA Women's World Ranking (Mar 2025)	NPC / Relevant Lead MDA
Tanzania CAF Ranking – Women	30th (2025)					Top 20	FIFA Women's World Ranking (Mar 2025)	NPC / Relevant Lead MDA
Number of Players Engaging in Professional Sports - Men	1,200 (2025)	1,560	1,920	2,280	2,640	⩾3,000	National Sports Council Survey 2025	NPC / Relevant Lead MDA
Number of Players Engaging in Professional Sports – Women	250 (2025)	400	550	700	850	1,000	National Sports Council Survey 2025	NPC / Relevant Lead MDA
Number of Tanzania Music Artists Receiving International Awards	10 (2023/24)	11.00	12.00	13.00	14.00	⩾15	Economic Survey, MoF	Ministry of Finance
Number of Film Stakeholders Receiving International Awards	86 (2024)	95	105	114	124	133	Economic Survey, MoF	Ministry of Finance
Film Projects Received Loans	152 (2024)	167	182	198	213	228	Economic Survey, MoF	Ministry of Finance

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Creative Industries and Digital Content								
Share of Content Accessible via Global Digital Platforms	<20% (2024)					≥10%	TCRA, MoCT	TCRA
Proportion of Creatives and Sports Organisations Receiving Royalties	<20% (2024)					≥20%	COSOTA, BRELA, WIPO	NPC / Relevant Lead MDA
Real Estate, Land, Urban Development								
Contribution of real estate sector to GDP (%)	2.6% (2024)	2.76	2.92	3.08	3.24	3.4%	NBS, MoF, MLHHSD, MACMOD Projections	Ministry of Finance
Ratio of mortgage to GDP (%)	0.5% (2025)	0.80	1.10	1.40	1.70	2%	BoT, MoF	Bank of Tanzania
Investment in SEZs, Smart Cities, business parks & logistics hubs (USD billion)	1 (2025)	1.40	1.80	2.20	2.60	3	TISEZA, MoF, MLHHSD	Ministry of Finance
Share of real estate transactions conducted digitally (%)	10% (2025)	18.00	26.00	34.00	42.00	50%	MLHHSD, BRELA, BoT	Bank of Tanzania
Percentage of land surveyed	36% (2025)	39.46	42.92	46.38	49.84	53.3%	MLHHSD	MLHHSD
Number of regularized properties in unplanned settlements	3,347,275 (2025)	3,794,665	4,242,055	4,689,444	5,136,834	5,584,224	MLHHSD	MLHHSD

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Number of residential licences issued to property owners in unplanned settlements	25,748 (2025)	79,857	133,967	188,076	242,186	296,295	MLHHSD	MLHHSD
Percentage of general land covered by informal settlements	59% (2025)	51.40	43.80	36.20	28.60	21.0%	MLHHSD	MLHHSD
Area of land (acres) allocated and protected for public uses	988,790 (2023/24)	1,125,535.8	1,262,281.6	1,399,027.4	1,535,773.2	1,672,519	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Proportions of regions with Master Plan and Land Use Plan	81% (2025)	84.80	88.60	92.40	96.20	100%	MLHHSD	MLHHSD
Number of updated base maps for region	23 (2023/24)	23.60	24.20	24.80	25.40	26	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of allocated plots	3,951,890 (2023/24)	5,225,283	6,498,677	7,772,070	9,045,464	10,318,857	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of Towns with up-to-date general planning schemes (Master Plans)	26 (2023/24)	32.60	39.20	45.80	52.40	59	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Trade, Private Sector, Investment								
Export value as percentage of GDP	17% (2023)	18.60	20.20	21.80	23.40	25%	NBS, BoT	Bank of Tanzania
Tanzania's share in intra-African trade	13% (2023)	15.40	17.80	20.20	22.60	25%	AfCFTA Secretariat, TRA	TRA
Private sector share to GDP at current prices	75% (2024)	76.26	77.52	78.78	80.04	81.3%		NPC / Relevant Lead MDA
Private sector share to fixed capital formation	70% (2024)	73.50	77.00	80.50	84.00	87.5%		NPC / Relevant Lead MDA
Percentage Share of Informal Sector to GDP	55 (2023)	49.80	44.60	39.40	34.20	29	LTPP2050	NPC / Relevant Lead MDA
MSMEs using e-commerce platforms	15% (2023)	24.00	33.00	42.00	51.00	60%	MIT, TCRA, TPSF	TCRA
Credit to the Private Sector (In billion TZS)	32,057.6 (2023)	35,915.69	39,773.77	43,631.86	47,489.94	51,348.03	MoF	Ministry of Finance
Credit to Private Sector (annual growth)	15.9% (2024)	17.20	18.50	19.80	21.10	22.4%		NPC / Relevant Lead MDA
Number of Commercial PSCs Reporting Profits	65% (2023)	68.00	71.00	74.00	77.00	80%	CAG Report 2022/23	NAOT (CAG)

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Stock of Foreign Private Investment (In Million USD)	23,042.5 (2023)	26,151.60	29,260.70	32,369.80	35,478.90	38,588.00	Economic Survey, MoF	Ministry of Finance
Stock of Foreign Direct Investment (In Million USD)	19,139.6 (2023)	21,062.19	22,984.77	24,907.36	26,829.94	28,752.53	Economic Survey, MoF	Ministry of Finance
Stock of Foreign Portfolio Investment (In Million USD)	204.3 (2023)	295.24	386.18	477.12	568.06	659.00	Economic Survey, MoF	Ministry of Finance
Education (Basic, Secondary, Higher, Technical, Vocational)								
Gross Enrolment Ratio	89.5% (2024)	91.60	93.70	95.80	97.90	100.0%	GPR, PMO	NPC / Relevant Lead MDA
Gross School Enrolment Ratio	98.2% (2023)	98.56	98.92	99.28	99.64	100.0%	ESDP, MEST	MoEST
Net Enrolment Ratio (Percentage of Eligible)	81.7% (2022)	85.36	89.02	92.68	96.34	100.0%	PHC, NBS	NBS
Completion rate	80% (2024)	83.00	86.00	89.00	92.00	95.0%	ESDP, MEST	MoEST
Dropout rate	6.2% (2024)	5.22	4.24	3.26	2.28	1.3%	ESDP, MEST	MoEST
Transition Rate from Std VII to Form I	73.3% (2024)	78.64	83.98	89.32	94.66	100.0%	ESDP, MEST	MoEST

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Gross Enrolment Ratio (Percent)	51.7% (2024)	57.18	62.66	68.14	73.62	79.1%	ESDP, MEST	MoEST
Net Enrolment Ratio (Percent of Eligible)	43.2% (2022)	44.56	45.92	47.28	48.64	50.0%	PHC, NBS	NBS
Percentage of Student Passing Form IV Examination	92.37% (2024)	93.90	95.42	96.95	98.47	100.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Transition Rate from Form IV to Form V (Percent)	24.4% (2024)	25.32	26.24	27.16	28.08	29.0%	ESDP, MEST	MoEST
Gross Enrolment Ratio (Percent)	9.1% (2024)	9.88	10.66	11.44	12.22	13.0%	ESDP, MEST	MoEST
Net Enrolment Ratio (Percent of Eligible)	7.7% (2022)	9.76	11.82	13.88	15.94	18.0%	PHC, NBS	NBS
Percentage of Students Passing Form VI Examinations	7.2% (2022)	25.76	44.32	62.88	81.44	100.0%		NPC / Relevant Lead MDA
Percentage of Science and Mathematics Graduates among all University Graduates	19.6% (2024)	19.88	20.16	20.44	20.72	21.0%	GPR, MEST	MoEST
Youth Literacy Rate (15-35 years)	87.5% (2022)	90.00	92.50	95.00	97.50	100%	PHC, 2022	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Proportion of workforce with high skills	3.0% (2011)	4.80	6.60	8.40	10.20	12.0%	LTPP 2011/12-2025/26)	NPC / Relevant Lead MDA
Proportion of workforce with medium skills	13.0% (2011)	17.00	21.00	25.00	29.00	33.0%	LTPP 2011/12-2025/26)	NPC / Relevant Lead MDA
Proportion of workforce with low skills	84.0% (2011)	78.20	72.40	66.60	60.80	55.0%	LTPP 2011/12-2025/26)	NPC / Relevant Lead MDA
Pupil/Qualified Teacher Ratio (PTR)	105:1 (2024)					40:1	GPR, PMO	NPC / Relevant Lead MDA
Pupil/Teacher Ratio (PTR)	61:1 (2024)					53:1	ESDP, MEST	MoEST
Pupil/Textbook Ratio (PBR)	3:1 (2024)					1:1	ESDP, MEST	MoEST
Pupil/Classroom Ratio (PCR)	63:1 (2024)					50:1		NPC / Relevant Lead MDA
Pupil/Latrine Ratio (Boys)	42:1 (2023/24)					25:1	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Pupil/Latrine Ratio (Girls)	39:1 (2023/24)					20:1	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Pupil/desk Ratio	4:1 (2023/24)					2:1	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Percentage of Schools with electricity	48 (2023/24)	51.60	55.20	58.80	62.40	66.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Proportion of children with disability attending primary school (percent)	78.6% (2022)	82.48	86.36	90.24	94.12	98.0%	TPHC, NBS	NBS
Student/Teacher Ratio by Subject	26:1 (2024)					23:1	GPR, PM	NPC / Relevant Lead MDA
Student/Classroom Ratio	63:1 (2024)					40:1	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Student/Latrine Ratio	28:1 (2023/24)					20:1	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Percentage of Schools with electricity	69% (2023/24)	75.20	81.40	87.60	93.80	100.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Improvement in Maths Examination Pass Rate (Percent)	25.4% (2024)	26.72	28.04	29.36	30.68	32.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Improvement in Science Examination Pass Rate (Percent)	79.37% (2024)	80.50	81.62	82.75	83.87	85.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Number of students with Disabilities in HEIs	1,498 (2023)	2,420	3,342	4,264	5,186	6,108	GPR, MEST	MoEST
Loan/Grant to Science Subjects (Percent)	64% (2021)	65.20	66.40	67.60	68.80	70.0%	GPR, MEST	MoEST
Number of academic staff	6,009 (2023)	7,178	8,347	9,516	10,685	11,854	GPR, MEST	MoEST
Percentage of female staff	30% (2024)	34.00	38.00	42.00	46.00	50.0%	GPR, MEST	MoEST
Number of graduates	56,520 (2024)	58,216	59,911	61,607	63,302	64,998	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of male graduates	27,574 (2024)	28,401	29,228	30,056	30,883	31,710	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of Female graduates	28,946 (2024)	32,949	36,952	40,955	44,958	48,961	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of students enrolled in technical institutions	217,204 (2024)	231,684	246,164	260,645	275,125	289,605	GPR, MEST	MoEST
Proportion of students (women/girls) enrolled in technical institutions (percent)	49% (2024)	49.20	49.40	49.60	49.80	50.0%	GPR, MEST	MoEST

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Proportion of students (with disabilities) enrolled in technical institutions (percent)	0.04% (2023/24)	0.05	0.06	0.08	0.09	0.1%	GPR, MEST	MoEST
Of whom science and engineering students (%)	17.2% (2023/24)	19.36	21.52	23.68	25.84	28.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Of whom women/girls (%)	35.7% (2023/24)	36.56	37.42	38.28	39.14	40.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of teaching staff	10,948 (2023)	11,870	12,792	13,715	14,637	15,559	GPR, MEST	MoEST
Of whom female teaching staff (%)	39.5% (2023/24)	41.60	43.70	45.80	47.90	50.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Average annual number of students enrolled in vocational training centres	415,131 (2023/24)	591,446	767,761	944,075	1,120,390	1,296,705	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Of whom women/girls (%)	56.80% (2023/24)	57.44	58.08	58.72	59.36	60.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Of whom are students with disabilities (%)	0.2% (2023/24)	0.23	0.25	0.28	0.30	0.33%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of teaching staff	2,723 (2023)	2,842	2,961	3,080	3,199	3,318	GPR, MEST	MoEST

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Of whom is female teaching staff (%)	34.0% (2023/24)	36.00	38.00	40.00	42.00	44.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of people with internship training	30,000 (2021)	54,000	78,000	102,000	126,000	150,000	GPR, MEST	MoEST
Number of People Attended Apprenticeship Programmes	46,200 (2021)	83,160	120,120	157,080	194,040	231,000	GPR, MEST	MoEST
Social Protection, Labour, Social Welfare								
Age Dependency Ratio	87.4 (2025)	85.80	84.20	82.60	81.00	79.4	PHC-Proj, NBS	MoH, NBS
Child Dependency Ratio (0–14)	80.5 (2025)	79.00	77.50	76.00	74.50	73.0	PHC-Proj, NBS	MoH, NBS
Old-Age Dependency Ratio (65+)	6.8 (2025)	6.72	6.64	6.56	6.48	6.4	PHC-Proj, NBS	MoH, NBS
Labour Force Participation Rate	73.2% (2024)	73.48	73.76	74.04	74.32	74.6%	ILFS, NBS	PMO-LER, NBS
Proportion of people with disability employed	32.5% (2024)	34.00	35.50	37.00	38.50	40.0%	ILFS, NBS	PMO-LER, NBS

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Coverage of the social security scheme (%)	10.1% (2023/24)	11.70	13.31	14.91	16.52	18.12	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Life Expectancy at Birth (years)	68.3 (2025)	68.72	69.14	69.56	69.98	70.4	PHC-Proj, NBS	NBS
Prevalence of low birth weight (LBW) at birth	3.1% (2023/24)	2.88	2.66	2.44	2.22	2.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Proportion of women aged 15–49 years with anaemia	23% (2023/24)	20.80	18.60	16.40	14.20	12.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Median urinary iodine concentration of women aged 15–49 years	100-299 (2023/24)					100-299	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Prevalence of overweight among children aged 0–59 months	2.34% (2023/24)	2.27	2.20	2.14	2.07	2.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Prevalence of overweight among adults aged 15–49 years	22% (2023/24)	20.80	19.60	18.40	17.20	16.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Proportion of households accessing adequately iodized salt	78% (2023/24)	82.40	86.80	91.20	95.60	100	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Rate of Exclusive Breastfeeding (EBF)	62% (2023/24)	69.60	77.20	84.80	92.40	100	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Prevalence of vitamin A deficiency among children aged 6–59 months (serum retinol level < 20 µg/dl)	18µg/dl (2023/24)	16.40	14.80	13.20	11.60	10µg/dl	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Food Self-Sufficiency Ratio (SSR)	128 (2023/04)	128.00	128.00	128.00	128.00	128	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Rate (%) reduction in road accidents	35.0% (2023/24)	36.00	37.00	38.00	39.00	40.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Rural Transformation Index (RTI)	0.35 (2023/24)	0.36	0.38	0.39	0.41	0.42		NPC / Relevant Lead MDA
Proportion of middle-income class population	12 percent (2025)	13.20	14.40	15.60	16.80	18 percent	LTPP 2050	NPC / Relevant Lead MDA
Proportion of children with disability attending primary school (%)	95% (2023/24)	96.00	97.00	98.00	99.00	100%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Children aged 5-17 engaging in child labour (%)	22% (2023/24)	17.60	13.20	8.80	4.40	0.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Number of Reconciled children's maintenance	39,560 (2023/24)	64,429	89,298	114,167	139,036	163,905	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of Day Care Centres registered	6,900 (2023/24)	12,228	17,556	22,883	28,211	33,539	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Beneficiary households participating in functional saving groups (%)	42% (2023/24)	44.10	46.20	48.30	50.40	52.5%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Beneficiaries receiving information on livelihood enhancement services (Thousands)	1,500 (2023/24)	1,735	1,970	2,205	2,439	2,674	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Eligible beneficiary households receiving enhanced livelihood support including appropriate basic and skill training and livelihood grant (Thousands)	155 (2023/24)	207	259	311	363	414	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Livelihood Income Generating Activities (IGAs) with approved business plans that are set up within six months of receiving livelihood grant support (%)	82.0% (2023/24)	85.60	89.20	92.80	96.40	100.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Trained members of beneficiary households reporting improved skills as a result of the training provided by the PSSN program (%)	68.0% (2023/24)	70.20	72.40	74.60	76.80	79.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Beneficiary households receiving transfer through public works (Thousands)	988 (2023/24)	1,756	2,524	3,293	4,061	4,829	FYDP III Evaluation Report	NPC / Relevant Lead MDA
PWP sub-projects/ community assets created through PSSN Program (cumulative)	21,200 (2023/24)	24,116	27,032	29,948	32,864	35,780	FYDP III Evaluation Report	NPC / Relevant Lead MDA
PW subprojects with clear maintenance plan and sustainability measures (%)	65.0% (2023/24)	67.16	69.32	71.48	73.64	75.8%	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Beneficiary households receiving Cash Transfer (both conditional + unconditional) (Thousands)	1,203 (2023/24)	1,214	1,22	1,235	1,246	1,257	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Proportion of children in beneficiary households aged 6-18 years enrolled in primary schools with more than 80% attendance a month (%)	95.0% (2023/24)	95.20	95.40	95.60	95.80	96.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Proportion of eligible children in beneficiary households linked to secondary school (%)	7.0% (2023/24)	7.20	7.40	7.60	7.80	8.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Proportion of beneficiary households receiving disability benefit (%)	5.0% (2023/24)	5.50	6.00	6.50	7.00	7.5%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Social Protection, Labour, Social Welfare								
Area under Community Plantations, forest and woodlots increases (Thousand Ha)	190 (2023/24)	203	215	228	241	253	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Percentage (%) of national land under formal land use plans	15% (2022)	18.00	21.00	24.00	27.00	30%	FYDP III Evaluation; MLHHSD; NBS	MLHHSD
Percentage (%) of wetlands under conservation frameworks	0.25 (2023)					40%	FYDP III Evaluation; MNRT; NEMC	MNRT
Percentage (%) of priority plant/ animal/forest genetic resources effectively conserved	30% (2022)	34.00	38.00	42.00	46.00	50%	FYDP III Evaluation; NPGRC; FAO	NPC / Relevant Lead MDA
Percentage reduction in GHG emissions relative to 2025 baseline	209 $MtCO_2e$ (2023)					30–35% reduction	UNFCCC NDC; VPO–Environment	VPO-Environment
Share of renewable energy in national electricity generation (%)	61.8% (2025)	64.44	67.08	69.72	72.36	75%	TANESCO; MoE; World Bank	Ministry of Energy
Land degradation reduced (%)	16 (2023/24)	15.60	15.20	14.80	14.40	14.00	FYDP III Evaluation Report	NPC / Relevant Lead MDA
CO2 sequestration capacity per annum	120 $MtCO_2$ (2023)	128.00	136.00	144.00	152.00	160 $MtCO_2$	Eastern Africa Alliance on Carbon Markets	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Percentage of Land Surveyed	36 (2024)	38.40	40.80	43.20	45.60	48	MLHS	MLHHSD
Number of regularized properties in unplanned settlements (Thousands)	3,347 (2024)	3,547	3,747	3,947	4,147	4,347	MLHS	MLHHSD
Number of residential licenses issued to property owners in unplanned settlements	25,748 (2024)	29,400	33,053	36,705	40,358	44,010	MLHS	MLHHSD
Percentage of general land covered by informal settlements	59 (2024)	52.20	45.40	38.60	31.80	25	MLHS	MLHHSD
Proportions of regions with Master Plan and Land Use Plan	81 (2024)	84.80	88.60	92.40	96.20	100	MLHS	MLHHSD
Percentage of land formally registered with secure tenure rights	0.3 (2023)					⩾50%	MLHHSD, NBS	MLHHSD
Percentage of land allocated for industrial use	0.05 (2023)					⩾7%	MLHHSD, TISEZA , NBS	MLHHSD
Consumption of alternative charcoal in urban areas (Tones)	500 (2023/24)	100,400	200,300	300,200	400,100	500,000	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Number of cities with operational DARAJA and community-based EWS platforms	2 (2023)	3.60	5.20	6.80	8.40	≥10 cities	FYDP III Evaluation; ARISE; PMO–DMD; LGAs	PMO-DMD
Blue Economy (Fisheries, Marine, Energy)								
Share of fisheries and aquaculture in GDP	1.7% (2023)	2.06	2.42	2.78	3.14	3.5%	MLF; NBS	NBS
Marine trade volume handled (million tons/ year)	21m tons (2023)	23.80	26.60	29.40	32.20	35 tons	TPA; NBS	NBS
Marine tourism revenue (TZS billion/ year)	800b (2024)	1,040.00	1,280.00	1,520.00	1,760.00	2,000	MNRT/TTB; NBS	MNRT
Installed electricity capacity	4,504.86 MW (2025)	4,655	4,804	5,281	6,281	8,281	CCM Election Manifesto, EWURA 2024/25 report	Ministry of Energy
Share of renewable energy in national electricity generation (%)	61.8%(2025)					75%	TANESCO and EWURA reports	Ministry of Energy
Per Capital Consumption	170 kWh (2025)	256	342	428	514	600 kWh	MoE	Ministry of Energy

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Electricity system losses	14.2% (2025)	13.84	13.48	13.12	12.76	12.40%	TANESCO annual reports, EWURA Performance Reports, MoE	Ministry of Energy
Percentage of connectivity	52.1 (2025)	57.8	63.6	69.4	73	0.75	MoE; REA and TANESCO	Ministry of Energy
Percentage of electricity Access	78.1%(2025)	82.50%	86.90%	91.30%	95.70%	100%	MoE; REA and TANESCO	Ministry of Energy
Number of Hamlets electrified	30,702(2025)	3,060	12,069	18,817	25,817	31,352	MoE; REA and TANESCO	Ministry of Energy
Percentage of transmission system availability	92%(2025)	⩾95%	⩾95%	⩾95%	⩾95%	⩾95%	TANESCO SCADA reports, MoE	Ministry of Energy
Transport share to GDP at current prices (%)	7.5% (2024)	7.54	7.58	7.62	7.66	7.7%	MACMOD Projections	NPC / Relevant Lead MDA
Transport GDP real growth (%)	4.2% (2024)	5.08	5.96	6.84	7.72	8.6%	MACMOD Projections	NPC / Relevant Lead MDA
Percentage of households connected to conventional public sewer systems in the Regional Centre's	26.0% (2023/24)	32.80	39.60	46.40	53.20	60.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Percentage of households connected to conventional public sewer systems in Dar es Salaam	22.0% (2023/24)	27.76	33.52	39.28	45.04	50.8%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of Industries owned by Cooperatives	328 (2023/24)	368	409	449	490	530	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Cooperative using formal market system increased	4,279 (2023/24)	4,575	4,871	5,167	5,463	5,759		NPC / Relevant Lead MDA
Members in Cooperatives Societies (Thousands)	8,358 (2023/24)	10,795	13,231	15,668	18,104	20,541	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Science, Technology, Innovation, Digital Economy								
Position of Global Innovation Index (GII) Ranking for Tanzania	120/133 (2024)					50th	WIPO GII, COSTECH	NPC / Relevant Lead MDA
Gross Domestic Expenditure on R&D (GERD) as % of GDP	0.58 (2023)	0.62	0.67	0.71	0.76	>0.8	MoE, COSTECH, UNESCO UIS	MoEST
National R&D expenditure as % of GDP	0.58 (2023)	0.62	0.67	0.71	0.76	0.8	COSTECH Annual STI Reports; UNESCO UIS; MoE	MoEST

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Percentage of government policies informed by local research evidence	<30% (2024)	44.00	58.00	72.00	86.00	100%	MoEST Policy Reviews; COSTECH Research Uptake Reports; Parliament Hansards.	Ministry of Energy
Statistical Performance Indicator (SPI)	103/186 (2023/24)					50th	World Bank	NPC / Relevant Lead MDA
Open Data Inventory (ODIN)/Global Open Data Index	96/198 (2024/25)					42nd	Open Data Inventory	NPC / Relevant Lead MDA
Percentage of Population using broadband internet	40% (2025)	46.00	52.00	58.00	64.00	>70%	TCRA, GSMA Mobile Connectivity Index	TCRA
ICT Share to national GDP.	14.3% (2023)	13.44	12.58	11.72	10.86	10%	TCRA, MACMOD Projections	TCRA
Penetration of smartphones (% of population)	37% (2025)	43.60	50.20	56.80	63.40	>70%	TCRA	TCRA
Percentage of key sectors using emerging technologies (AI, IoT, blockchain, green ICT).	<15% (2024)	17.00	19.00	21.00	23.00	> 25%	TCRA, World Bank Digital Adoption Index.	TCRA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Incidence of Major Cyber-Attacks	1,200 (2024)	1,010.00	820.00	630.00	440.00	<250	TZ-CERT Annual Reports, MoDANS	NPC / Relevant Lead MDA
Global Innovation Index Rank	120/133 (2024)					60th	COSTECH, WIPO	NPC / Relevant Lead MDA
National Digital literacy level (%)	30% (2024)	36.00	42.00	48.00	54.00	>60%	MoEST, NBS, TCRA	TCRA
Global Cybersecurity Index ranking in Africa	5th (2024)	4.60	4.20	3.80	3.40	3rd	TCRA	TCRA
Internet penetration rate	79.3% (2025)	83.04	86.78	90.52	94.26	98%	TCRA, NBS, World Bank ICT Indicators	TCRA
Proportion of rural population with internet access	<25% (2024)	33.00	41.00	49.00	57.00	⩾65%	TCRA, NBS Household Surveys	TCRA
Average cost of 1GB mobile data as Percentage of monthly income	3.5% (2024)	3.00	2.50	2.00	1.50	⩽1%	TCRA, World Bank, ITU	TCRA
Percentage of population with access to postal services within 5 km	75% (2023)	79.00	83.00	87.00	91.00	⩾95%	TPC	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Value of e-commerce transactions as % of GDP	1.5% (2022)	2.20	2.90	3.60	4.30	≥5%	BoT, TRA, WB Digital Economy Reports.	Bank of Tanzania
Percentage of population covered by mobile broadband (4G)	90% (2024)	91.60	93.20	94.80	96.40	98%	TCRA	TCRA
Percentage of population covered by mobile broadband (5G)	26% (2024)	34.80	43.60	52.40	61.20	70%	TCRA	TCRA
National Digital Competitiveness Index Score (0–100 scale)	32% (2023)	35.60	39.20	42.80	46.40	≥50%	ITU ICT Development Index & World Economic Forum Digital Readiness Index	NPC / Relevant Lead MDA
Percentage of core government services accessible online	45% (2025)	55.00	65.00	75.00	85.00	95%	eGA, PO-PSM; CAG	NAOT (CAG)
Social Progress Index (Score)	57.74 (2024)	59.19	60.64	62.10	63.55	65+	World Population Review SPI Rankings 2025	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Priority Area III: Socio-Economic and Environmental Outcomes								
Agriculture shares to total employment (%)	54.2% (2024)	53.36	52.52	51.68	50.84	50%		NPC / Relevant Lead MDA
Industrial sector share to total employment	9% (2024)	10.2	11.4	12.6	13.8	15%	ILO/World Bank Employment Data 2023	NPC / Relevant Lead MDA
Manufacturing sector share to total employment	6% (2024)	6.8	7.6	8.4	9.2	10%	NBS Employment & Earnings Survey 2023/24	NBS
Construction sector share to total employment	4% (2023)	4.4	4.8	5.2	5.6	6%	ILO/World Bank Employment Data 2023; NBS Labour Force Survey	NBS
Insurance penetration (% GDP)	2.08% (2023)	2.18	2.29	2.39	2.5	≥2.6%	Tanzania Insurance Regulatory Authority (TIRA); BoT; NBS	Bank of Tanzania

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Number of housing units (Thousands)	13,908 (2022)	14,658	15,408	16,159	16,909	17,659	PHC, NBS	MoLHHSD, NBS
Value of assets under REITs and Tanzania Affordable Housing Fund (USD billion)	1 (2025)	1.1	1.2	1.3	1.4	1.5	CMSA, BoT, MLHHSD	MoLHHSD, Bank of Tanzania
Number of Functional DLHTs (district land housing tribunals)	117 (2025)	121.4	125.8	130.2	134.6	139	MLHHSD	MoLHHSD
Percentage of employment in the informal economy	94.2% (2024)	91.56	88.92	86.28	83.64	81.0	ILFS, NBS	PMO-LER, NBS
Net Enrolment Ratio (Percentage of 5-year-olds in Pre-Primary Education)	51.2% (2024)	60.96	70.72	80.48	90.24	100.0%	GPR, PMO and ESDP, MEST	MoEST
Percentage of Schools with clean water	54 (2023/24)	56.4	58.8	61.2	63.6	66.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Percentage of Schools with clean water	85% (2023/24)	88	91	94	97	100.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Higher Education Enrolment Rate (Percent)	5.8% (2023/24)	6.04	6.28	6.52	6.76	7.0%		NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Access to Higher Education (Percent)	91.7% (2024)	91.9	92.1	92.3	92.5	92.7%	GPR, MEST	MoEST
Number of Students Facilitated with Higher Education Loans	229,652 (2024)	246,169	262,685	279,202	295,718	312,235	Government Performance Report (GPR), MEST	MoEST
Technical Education gross enrolment rate (%)	5.8% (2023/24)	6.04	6.28	6.52	6.76	7.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Annual number of students graduating from Technical Education	89,967 (2023/24)	11,0531	131,095	151,658	172,222	192,786	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Technical Education students with access to student loans (percent)	1.3% (2024)	1.44	1.58	1.72	1.86	2.0%	GPR, MEST	MoEST
Employment to Population Ratio	68.7% (2024)	69.22	69.74	70.26	70.78	71.3%	ILFS, NBS	NBS
Unemployment Rate (15+)	6.2% (2024)	5.84	5.48	5.12	4.76	4.4%	ILFS, NBS	NBS
Youth Unemployment Rate (15–35)	8.3% (2024)	7.84	7.38	6.92	6.46	6.0%	ILFS, NBS	NBS

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Percentage Increase in social protection coverage	28.4% (2023/24)	31.24	34.08	36.92	39.76	42.60%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Coverage of health insurance scheme (%)	67.8% (2023/24)	74.24	80.68	87.12	93.56	100%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Youth in vulnerable employment (%)	42.4% (2023/24)	39.68	36.96	34.24	31.52	28.8%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of destitute elders with health insurance cards for free medical services (‘000)	268 (2023/24)	375	482	589	696	803	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Percentage Increase in social protection coverage	28.0% (2023/24)	31	34	37	40	43.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Coverage of health insurance scheme (%)	15.3% (2023)	23.84	32.38	40.92	49.46	58.0%	AHSPP, MoH	NPC / Relevant Lead MDA
Youth in vulnerable employment (%)	42.4% (2023/24)	39.69	36.98	34.26	31.55	28.84	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Proportion of children in beneficiary households aged 0-24 months old attending health facilities regularly (%)	95.0% (2023/24)	95.2	95.4	95.6	95.8	96.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Infant Mortality Rate (per 1,000 live births)	33 (2022)	31.8	30.6	29.4	28.2	27	TDHS, NBS	MoH, NBS
Under-five Mortality Rate (per 1,000 live births)	43 (2022)	41.2	39.4	37.6	35.8	34	TDHS, NBS	MoH, NBS
Total fertility rate (total number of children per woman of a reproductive age)	4.8 (2022)	4.66	4.52	4.38	4.24	4.1	TDHS, NBS	MoH, NBS
Births attended by a skilled health worker (%)	84% (2023/04)	85.06	86.12	87.18	88.24	89.3%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Maternal Mortality Ratio (per 100,000 live births)	104 (2022)	100.2	96.4	92.6	88.8	85	TDHS, NBS	MoH, NBS
Health expenditure, public (percentage of Government expenditure)	11.6% (2023/24)	12.12	12.64	13.16	13.68	14.2%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Prevalence of stunting in children aged 0–59 months	26.5% (2023/24)	25.2	23.9	22.6	21.3	20.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Prevalence of wasting in children aged 0–59 months	2.6% (2023/24)	2.6	2.6	2.6	2.6	2.6%	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Prevalence of global acute malnutrition among children 0–59 months	2.7% (2023/24)	2.56	2.42	2.28	2.14	2.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Proportion of Households Using Improved Sources of Drinking Water	69.5% (2022)	75.6	81.7	87.8	93.9	100%	PHC, NBS	MoW, NBS
Access to clean water in rural areas (% of total)	79.6% (2023/24)	81.26	82.92	84.58	86.24	87.9%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Access to clean water in urban areas (% of total)	90.0% (2023/24)	91.44	92.88	94.32	95.76	97.2%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Percentage of rural population with access to piped or protected water as their main source	78.0% (2023/24)	81.34	84.68	88.02	91.36	94.7%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Percentage of Regional Centre's population with access to piped or protected water as their main source	92.0% (2023/24)	93.6	95.2	96.8	98.4	100.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Proportion of the households in Rural areas with improved sanitation facilities	72.0% (2023/24)	77.6	83.2	88.8	94.4	100.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Percentage of Non-Revenue Water (NRW) for Regional Centres	14.0% (2023/24)	13.06	12.12	11.18	10.24	9.3%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Percentage of district capitals and areas' small towns population with access to piped or protected water as their primary source	81.0% (2023/24)	84.48	87.96	91.44	94.92	98.4%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Percentage of the Dar es Salaam population with access to piped or protected water as their main source	90.0% (2023/24)	92	94	96	98	100%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Percentage of Non-Revenue Water (NRW) for Dar es Salaam	28.0% (2023/24)	25.6	23.2	20.8	18.4	16.0%	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Number of water sources demarcated and gazetted for protection and conservation	180 (2023/24)	544	908	1272	1636	2,000	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Average Crime Index Score	53.2 (2025)	52.12	51.04	49.96	48.88	47.8	World Population Review – Crime Rate by Country 2025	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Prevalence of gender-based-violence	38.9% (2022)	35.12	31.34	27.56	23.78	≤20%	DHS, NBS	NBS
Violence against children (VAC) - (Girls): Sexual	11% (2024)	9.9	8.8	7.7	6.6	≤5.50 %	GBV, NBS	NBS
Violence against children (VAC) - (Girls): Physical	24% (2024)	22	20	18	16	≤14.00 %	VACS, NBS	NBS
Violence against children (VAC) - (Girls): Emotion	22% (2024)	20.24	18.48	16.72	14.96	≤13.20 %	VACS, NBS	NBS
Violence against children (VAC) - (Boys): Sexual	5% (2024)	4.54	4.08	3.61	3.15	≤2.69 %	VACS, NBS	NBS
Violence against children (VAC) - (Boys): Physical	21% (2024)	19.2	17.4	15.6	13.8	≤12.00 %	VACS, NBS	NBS
Violence against children (VAC) - (Boys): Emotion	16% (2024)	14.4	12.8	11.2	9.6	≤8.00 %	VACS, NBS	NBS
Percentage share of GDP from sustainable utilisation of forest, water and marine resources	0.043 (2024)	4.95	5.59	6.24	6.88	7.53	FYDP III Evaluation Report	NPC / Relevant Lead MDA

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Percentage share of GDP from sustainable utilisation of forest, water and marine resources	0.043 (2023/24)	4.95	5.59	6.24	6.88	7.53	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Annual Deforestation rate reduced (Ha/year)	469,420 (2023/24)	422,478	375,536	328,594	281,652	234,710.00	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Loss of biodiversity reduced (%)	0.3 (2023/24)	28	26	24	22	20.00	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Share of national ecosystems (land, ocean, freshwaters) under effective conservation and management (of 32% protected ecosystems)	45% (2022)	3637.6	2743.2	1848.8	954.4	≥60%	MNRT; CBD	MNRT
Environmental Performance Index (Africa ranking)	19th (2022)	18.2	17.4	16.6	15.8	Top 15	Yale EPI	NPC / Relevant Lead MDA
Climate Adaptation/ ND-GAIN Index (Africa ranking)	18th (2022)	17.4	16.8	16.2	15.6	Top 15	ND-GAIN Index; VPO–Environment	VPO-Environment
Number of Functional DLHTs (district land housing tribunals)	117 (2024)	121.4	125.8	130.2	134.6	139	MLHS	MoLHHSD

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
The cost incurred due to climate impact reduced (%)	0.01 (2023/24)	0.98	0.96	0.94	0.92	0.90	FYDP III Evaluation Report	NPC / Relevant Lead MDA
Proportion of households using clean cooking solutions (%)	23.2% (2025)	32.6%	42.0%	51.4%	60.8%	70.0%	FYDP III Evaluation; Ministry of Energy; NBS	MoE, NBS
Access to Clean Cooking	28.6% (2025)	37.90%	47.20%	56.50%	65.80%	75%	National Energy Compact for Tanzania	MoE, NBS
Percentage reduction in GHG emissions relative to 2025 baseline	209 $MtCO_2e$ (2023)					30–35% reduction	MoE, VPO	VPO
Percentage of GDP allocated annually to disaster risk reduction and early warning systems	<0.05–0.1% (2024)					⩾0.2%	FYDP III Evaluation; MoF; PMO–DMD	MoF, NBS, BOT
Coverage of population with access to timely, inclusive early warning alerts (%)	2% (2023)	7.6	13.2	18.8	24.4	⩾30%	FYDP III Evaluation; NBS; TMA; PMO–DMD	PMO-DMD

Indicator Name	Baseline Data (Baseline Year)	FY2026 /27	FY2027 /28	FY2028 /29	FY2029 /30	Target (FY2030 /31)	Data Source	Responsible Entity
Community and local investor participation in certified carbon projects (%)	<5% (2025)					≥10–15%	FYDP III Evaluation; NCMC; LGAs	NPC / Relevant Lead MDA
Annual revenue from certified carbon credit exports (USD Billion Vs >USD 20 trillion global market)	1 (2024)					USD 3 billion annually	FYDP III Evaluation; NCMC; BoT; DSE	BoT
Percentage increase of territorial waters under MPAs	2.6% (2023)					5–6%	MNRT; VPO; NBS	MNRT

Annex VIII: List of Tools and Templates for Framework Delivery Mechanism

i. Monthly implementation progress tracking;

ii. Quarterly performance scorecards aligned with FYDP IV outcomes and programmes;

iii. Milestone and KPI tracking frameworks; and

iv. Structured risk, issue, and bottleneck logs.

Annex IX: Methodology for Performance Scoring, Weighting, Aggregation, And Scorecard Generation

IX.1 Purpose and Application

This Annex sets out the operational methodology used to generate performance scores and national scorecards under the Framework, ensuring that performance results are measured consistently, aligned with national priorities, and used to support timely decision-making, accountability, and resource allocation. The methodology applies across all Priority Areas and institutional levels and is embedded within e-Delivery, where performance data are processed, analysed, and presented through dashboards, thereby establishing a clear and continuous link between data capture, performance measurement, reporting, and decision-making, in alignment with Sections 3.7.

IX.2 Results Hierarchy and Indicator Structure

Performance scoring is applied through a structured results hierarchy to ensure consistency and comparability across the national system.

Box 1: *Results Hierarchy*

Level	Description
Tier 1	National Key Performance Indicators (NKPIs)
Tier 2	Sector Outcomes (NKRAs / MKRAs)
Tier 3	Outputs (Institutional / Programme Level)

Each indicator shall be clearly defined and recorded within e-Delivery with the following minimum attributes:

Box 2: *Indicator Requirements for Framework Performance Measurement*

Each indicator should be defined and managed using the following standard requirements:

i. **Baseline Value:** starting point against which progress is measured

ii. **Target Value:** expected level of achievement within a defined period

iii. **Actual Value:** observed performance recorded during implementation

iv. **Data Source:** origin of data used for measurement and verification

v. **Reporting Frequency:** interval at which data is collected and reported

vi. **Responsible Institution:** entity accountable for data generation and reporting.

This structure ensures that all performance data are standardised, verifiable, and traceable across the Framework system, supporting consistent measurement, reporting, and decision-making.

IX.3 Indicator Scoring Methodology

Performance is measured by converting each indicator into a standardised score ranging from 0 to 100, allowing comparison across sectors and institutions.

IX.4: Scoring Formulas

For positive indicators (higher is better): Score = (Actual ÷ Target) × 100

For negative indicators (lower is better): Score = (Target ÷ Actual) × 100

IX.5: Score Normalisation Rules

i. Scores shall be capped at **120** to recognise over-performance

ii. Scores below 0 shall be set to **0**

iii. Missing data shall be flagged and excluded unless validated

Box 3: *Performance Bands (Traffic-Light System)*

Score Range	Rating	Interpretation
100–120	Exceeding	Target surpassed
80–99	On Track	Acceptable performance
60–79	Needs Improvement	Moderate underperformance
<60	Off Track	Significant underperformance

These ratings guide performance dialogue, corrective action, and escalation.

IX.6 Application of Weights Aligned with National Priorities

Weights are applied to ensure that performance results reflect national priorities and the relative importance of sectors and interventions.

IX .7: Purpose of Weighting

i. Reflect national priorities

ii. Emphasise high-impact sectors

iii. Support balanced performance assessment

Box 4: *Levels of Weighting*

a. Priority Area Weights (Indicative)

Priority Area	Weight (%)
Governance & Reforms	20
Structural Transformation	40
Socio-economic Outcomes	40

b. Sector Weights shall reflect:

i. Contribution to GDP

ii. Employment impact

iii. Strategic importance

iv. Investment scale

c. Indicator Weights shall reflect:

i. Relative importance of results
ii. Priority interventions
iii. Linkages to flagship programmes

IX.8: Weighting Formula

Weighted Score = Indicator Score × Indicator Weight

IX.9 Aggregation Methodology

Performance scores are aggregated progressively to generate institutional, sectoral, and national results.

IX.10: Aggregation Levels

i. Indicator → Output level
ii. Output → Outcome level
iii. Outcome → Sector level
iv. Sector → National level

Aggregate Score = Σ (Score$_i$ × Weight$_i$)

Where weights sum to 1 (or 100%).

IX.11: Handling Missing Data

i. If ≤20% missing → reweight remaining indicators
ii. If >20% missing → flag as provisional
iii. Persistent gaps → trigger data quality review

Box 5: *Scorecard Generation*

Scorecards are generated automatically within e-Delivery using aggregated and weighted scores.

Scorecard Outputs	i. Institutional Scorecards ii. Sector Scorecards iii. National Scorecard
Scorecards present	i. Scores and ratings ii. Traffic-light classifications iii. Trends over time iv. Performance comparisons
Note: *These outputs are used in all reporting cycles under Section 3.7*	

IX.7 Integration with e-Delivery and Data Flow

All perfomance, data will be captured and processed within e-Delivery. E-Delivery shall automatically calculate, weight, aggregate, and present performance scores through dashboards. Performance results shall incorporate:

i. Government administrative data
ii. Annex VI Flagship Programme matrices
iii. Private sector reporting (PSPI, investment, production, services)

The resulting performance data shall feed directly into e-Delivery for scoring, aggregation, and reporting, ensuring a seamless link between data capture, performance measurement, and decision-making.

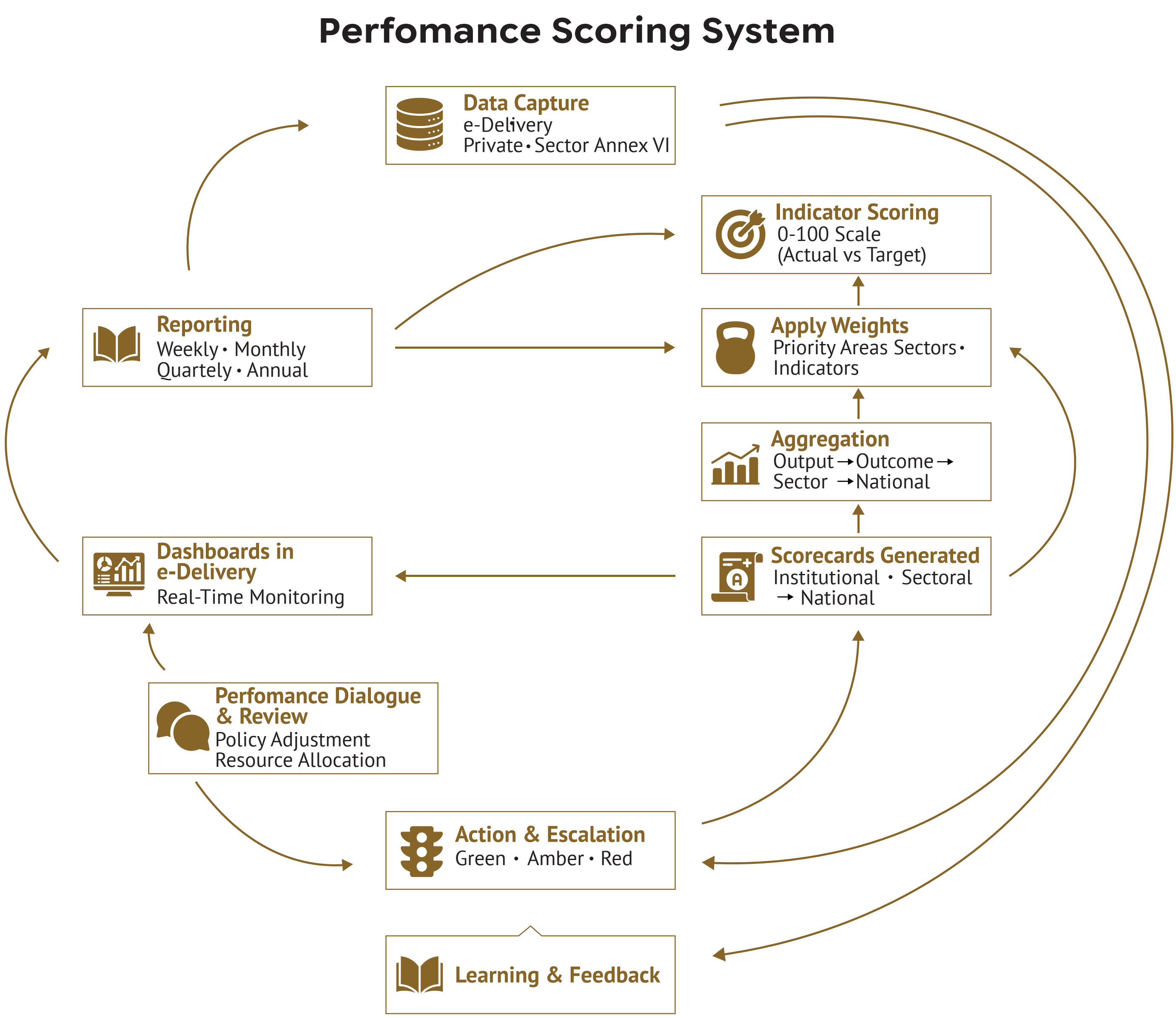
IX.8 Link to Reporting, Escalation, and Budgeting

Performance scores and scorecards serve as the core evidence base for:

i. Reporting under Section 3.7
ii. Performance reviews and dialogue
iii. Escalation (Green / Amber / Red)
iv. Resource allocation and reprioritisation

Note: *Institutional plans, budgets, and performance contracts shall be aligned with scorecard results, ensuring that performance-based budgeting is directly linked to measured outcomes.*

X.10 Visual Flow of the Scoring System



Box 6: Performance Scoring System Flow Description

The diagram presents the Framework Performance Scoring System as a continuous, circular delivery and decision-making cycle. This cycle begins with data capture from multiple sources, including e-Delivery, administrative systems, private sector inputs, and Annex VI. The captured data then undergo validation and standardisation before being converted into indicator scores (on a 0–100 scale), Subsequently, weights are applied to reflect national priorities across Priority Areas, sectors, and indicators. The weighted results are then aggregated from output to outcome, sector, and national levels, culminating in the generation of institutional, sectoral, and national scorecards.

These results are displayed through e-Delivery dashboards, enabling real-time monitoring, reporting, and analysis. The system feeds into structured reporting cycles that support performance dialogue, policy adjustments, and resource allocation decisions. Based on performance ratings (Green, Amber, Red), corrective actions and escalation measures are triggered where necessary. The cycle concludes with learning and feedback, which informs subsequent implementation and ensures continuous improvement. Overall, the diagram illustrates an integrated performance management loop linking data, measurement, reporting, decision-making, and adaptive management within the Framework.

National Planning Commission,
Kambarage Building 9th Floor,
Kambarage 1 Street
P.O. Box. 1324
41104 Tambukareli, Dodoma

www.planning.go.tz

Tume ya Mipango Tanzania @planning_tz @planning_tz @planningtz