



**THE UNITED REPUBLIC OF TANZANIA
PRIME MINISTER'S OFFICE**



NATIONAL ECONOMIC EMPOWERMENT COUNCIL

**NEEC STRATEGIC PLAN
2018/19 – 2025/26**

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FOREWORD



The Government of United Republic of Tanzania not only recognize but also believe that economic empowerment of Tanzanian women, men, youth and people with disability is very critical. This is being indicated through its concerted efforts of not only putting in place but also operationalization of institutional; policies, legal and regulatory frameworks. The frameworks aim at ensuring that Tanzanians have the capacity to participate in, contribute to and benefit from a resource-rich country in ways that recognize the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth.

Basically, there is a common understanding of why each MDA and the private sector at large should engage actively in economic empowerment of Tanzanians, the controversy is its Multisectoral nature and which institutions should do what, when and how. In filling these gaps the government enacted the National Economic Empowerment Act, number 4 of 2004, which established the National Economic Empowerment Council. The Council is mandated to guide, coordinate, monitor and evaluate economic empowerment initiatives in a manner that broad based economic development will lead into prosperity of Tanzanians. This arrangement made potential economic empowerment opportunities in various sectors of the economy to be identified, shared and linked to the appropriate beneficiaries. Potential economic empowerment opportunities among others include source of capital; market of locally produced commodities; business and entrepreneurship knowledge and skill; appropriate technology; and employment.

The Third Five Year Strategic Plan 2018/19-2025/26 is an important instrument for NEEC to sustain its activities which are consistently being guided by national frameworks including Tanzania's Development Vision 2025 and the Second Five-Year Development Plan 2016/17 - 2020/21. Vision and Plan in particular are important for NEEC's activities as they are putting emphasis on industrialization which shall provide economic opportunities to be utilized by Tanzanians hence transformation of the Nation into a middle-income economy. It is important to broaden and popularize ongoing NEEC's programs among others include financial inclusion, research and development, Local Content, as well as Micro, Small and Medium Scale Enterprises (MSMEs) in the context of the industrialization strategy.

This Strategic Plan will facilitate putting in place friendly policies, legal and regulatory frameworks; local content in investments; sufficient economic infrastructural; appropriate skill and knowledge; and financial inclusion. These are precursors for smooth, effective and efficient realization of economic and social wellbeing.

Dr. Festus B. Limbu,
Chairman of the National Economic Empowerment Council

ACKNOWLEDGEMENT



I would like to take this opportunity to inform the general public that, the Third Strategic Plan is essentially a continuation of the successes achieved, strategies to meet challenges encountered and lessons learnt from the implementation of the previous plans.

Preparation of this Plan has incorporated and integrated views and experiences of stakeholders' right from the commencement to the finalization. These stakeholders among others include Ministries, Departments and Agencies (MDAs), the private sector, Non-Governmental Organizations (NGOs), Development Partners, Youths, Women and People with Disabilities (YWPD). Therefore, we are indebted to our external stakeholders hoping that the participatory approach used will lead into realization of intended objectives.

NEEC wishes to acknowledge the Prime Minister's Office (PMO) for their policy directives relating to economic empowerment and local content mandates. In the other hand NEEC is highly indebted to the United Nations Development Program (UNDP) Tanzania Office for their technical and financial support from the review of the previous plan to realization of the new Plan. This is a continuation of their contribution towards economic empowerment initiatives aiming at eradicating poverty and reducing inequalities and exclusion. Likewise, we highly appreciate the guidance and oversight role of the Councilors in ensuring that NEEC focus firmly on its mandate. They contributed valuable inputs in shaping the current Plan but have also broadened the understanding of the concept of economic empowerment.

Finally, NEEC is indebted to the leadership of ESRF who assembled and coordinated a team of consultants to write a draft strategic plan which Management and Council of NEEC used as an input in coming up with the current Strategic Plan. It may not be practical to acknowledge each and every individual who contributed in the completion of this important document, however, suffice is to mention that various contributions and inputs we received from institutions and individuals in shaping this Strategic Plan are highly appreciated.

This Plan has background information, vision and mission, seven (7) objectives of the 3rd NEEC Strategic Plan, their targets and matching strategies for ease of implementation.

Mrs. Beng'i M. Issa
Executive Secretary
National Economic Empowerment Council

LIST OF ABBREVIATIONS AND ACRONYMS

ABBREVIATIONS	MEANING
AfDB	African Development Bank
AGOA	African Growth and Opportunity Act
AI	Artificial Intelligence
AIDS	Acquired Immune Deficiency Syndrome
ANSAF	Agricultural Non State Actors Forum
AU	African Union
AGITF	Agricultural Inputs Trust Fund
ARIS	African Risk and Insurance Services Ltd
BDSP	Business Development Services Provider
BOT	Bank of Tanzania
BRELA	Business Registrations and Licensing Agency
CAG	Controller and Auditor General
CMG	Community Microfinance Groups
CMSA	Capital Markets and Securities Authority
CRDB	CRDB Bank PLC
CSOs	Civil Society Organizations
DADP	District Agricultural Development Plan
DCS	Directorate Corporate Services
DECOs	District Empowerment Coordinators
DELIC	Directorate of Empowerment and Local Content
DPs	Development Partners
EAC	East Africa Community
EBA	European Banking Authority
EACOP	East Africa Crude Oil Pipeline
EIA	Environmental Impact Assessment
EPOCA	The Electronic and Postal Communication Act
EPZA	Export Processing Zone Authority
ESRF	Economic and Social Research Foundation
EU	European Union
EWURA	Energy and Water Utility Regulatory Authority
FCC	Fair Competition Commission
FDI	Foreign Direct Investment
FI	Financial Institutions
FSDT	Financial Sector Deepening Trust
FYDPII	Five Year Development Plan- Phase II
GCU	Government Communications Unit
GDP	Gross Domestic Product
GFA	Government Flight Agency
GFA	Guarantee Framework Agreement
GS1	Global Standard One

ABBREVIATIONS	MEANING
HIV	Human Immune-deficiency Virus
ICT	Information and Communication Technology
ILO	International Labour Organization
IR-VICOBA	Inter Religious -VICOBA
LGA	Local Government Authority
M & E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MDAs	Ministries, Departments and Agencies
MEF	Mwananchi Empowerment Fund
AMDT	Agriculture Markets Development Trust
MIVARF	Marketing Infrastructure, Value Addition and Rural Finance
MKURABITA	Mpango wa Kurasimisha Rasilimali na Biashara Tanzania
MoE	Ministry of Energy
MLFD	Ministry of Livestock and Fisheries Development
MNRT	Ministry of Natural Resources and Tourism
MoFP	Ministry of Finance and Planning
MoW	Ministry of Water
MSMEs	Micro, Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
NACEE	National Advisory Committee for Economic Empowerment
NAEEF	National Annual Economic Empowerment Fund
NBC	National Bank of Commerce
NDC	National Development Corporation
NEDF	National Entrepreneurship Development Fund
NEEC	National Economic Empowerment Council
NEEP	National Economic Empowerment Policy
NEMC	National Environment Management Council
NETF	National Entrepreneurship Training Framework
NHIF	National Health Insurance Fund
NMB	National Microfinance Bank
NGOs	Non-Governmental Organizations
NSA	Non State Actors
NSSF	National Social Security Fund
OC	Other Charges
O&OD	Opportunities and Obstacles for Development
PASS	Private Agricultural Sector Support Trust
PBG	Planning and Budget Guidelines
PMO	Prime Minister's Office
PO-PSM	President's Office Public Service Management
PO-RALG	President's Office Regional Administration and Local Government
PPRA	Public Procurement Regulatory Authority

ABBREVIATIONS	MEANING
PSC	Parliamentary Sectoral Committees
RECOs	Regional Empowerment Coordinators
REPOA	Research on Poverty Alleviation
RS	Regional Secretariat
SACCOS	Savings and Credit Cooperatives Societies
SADC	Southern Africa Development Community
SBAS	Strategic Budget Allocation System
SDGs	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SEAP	Sector Environmental Action Plan
SELF	Small Entrepreneurs Loan Facility
SIDO	Small Industries Development Organization
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TAA	Tanzania Airport Authority
TAMFI	Tanzania Microfinance Institutions
TANESCO	Tanzania Electric Supply Company Limited
TANTRADE	Tanzania Trade Development Authority
TANROAD	Tanzania National Roads Agency
TASAF	Tanzania Social Action Fund
TBS	Tanzania Bureau of Standards
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TCDC	Tanzania Cooperatives Development Commission
TCRA	Tanzania Communications Regulatory Authority
TDV 2025	2025 Tanzania Development Vision of
TECC	Tanzania Entrepreneurship Competitiveness Centre
TGNP	Tanzania Gender Networking Program
TIC	Tanzania Investment Centre
TIE	Tanzania Institute of Education
TIMAP	Tanzania Informal Microfinance Association of Practitioners
TIRDO	Tanzania Industrial Research and Development Organization
TIRP	Tanzania Intermodal Railway Development Project
TPSF	Tanzania Private Sector Foundation
TMB	Tanzania Meat Board
TPB	Tanzania Postal Bank
TR	Treasury Registrar
TRA	Tanzania Revenue Authority
TSED	Tanzania Socio Economic Database
UCSAF	Universal Communications Services Access Fund
UNDP	United Nation Development Program
UN Women	United Nations for Women
UNCDF	United Nations Capital Development Fund

ABBREVIATIONS	MEANING
USAID	United States Department of AID
VICOBA	Village Community Bank
VICOBA FETA	The Federation of VICOBA Implementers in Tanzania
WDF	Women Development Fund
WTO	World Trade Organization
IR-VICOBA Bank	Inter-Religious Village Community
YBI	Youth Business International
YDF	Youth Development Fund
YGEP	Young Graduate Entrepreneurship Program
YWPD	Youth, Women and People with Disabilities

PART ONE: INTRODUCTION

1.1. Background Information

This is the third five-year Strategic Plan to be formulated by the National Economic Empowerment Council (NEEC). The previous Plan preceding this one was implemented between 2013/14 to 2017/18. The 2018/19 – 2025/26 Strategic Plan is built on the successes achieved, challenges encountered and lessons learnt from the implementation of the earlier plans. It is also guided by the broad NEEC's statutory mandates, policy directive as well as the current country's strategic vision as prescribed under national policies such as the National Five-Year Development Plan II 2016/17 - 2020/21 (FYDPII), which seeks to nurture industrialization for economic transformation and human development; and Tanzania Development Vision 2025.

The preparation of this plan was done in a participatory and consultative approach as the process involved a broad range of stakeholders from the Government, Private Sector, Non-Governmental Organizations and Development Partners. The process also included consultations with internal stakeholders such as Council members of the NEEC's, management, staff and its key partners. Prior to the preparation of the Plan, there was a performance review of the implementation status of the previous NEEC Five Year Strategic Plan 2013/14 – 2017/18. The outcome of the evaluation has, to a large extent guided the content of this Strategic Plan.

1.2. Mandates, Functions and Duties of NEEC

The NEEC is a statutory organization with the mandate to guide, coordinate, monitor and facilitate the national economic empowerment agenda in Tanzania. The Council is established under Section 4 of the National Economic Empowerment Act 2004 (Act No. 16 of 2004) as a body corporate with perpetual succession (an independent public entity).

Its primary function according to Section 5(1) of the said Act is to implement the National Economic Empowerment Policy of 2004. The specific statutory functions of this Council (as provided for under the Act) are as follows: -

- 1) Subject to other written laws which provide for the manner in which certain business or transactions are to be carried out, designate types of business which may be done by Tanzanians jointly or in partnership;
- 2) Develop and facilitate implementation of sector and multi-sector strategies for mobilization and utilization of resources for economic empowerment activities;
- 3) Develop and facilitate implementation of national multi-sector strategies for advocacy of all matters and activities relating to economic empowerment;

- 4) Advise on the establishment and strengthening of individual or communal groups, cooperative or partnerships or joint ventures in economic activities;
- 5) Provide advice to the government, public and private sector institutions on specific issues and measures aimed at the promotion of economic empowerment of Tanzanians;
- 6) Promote research on economic activities and foster linkage with research institutions;
- 7) Make recommendations relating to any existing or proposed business or investment opportunities;
- 8) Recommend on the modalities and measures to be taken that will ensure that micro-credit facilities are available for exploitation by or the gaining of access to such credit facilities;
- 9) Establish and maintain sector and multi-sector economic empowerment information dissemination;
- 10) Develop and supervise effective mechanism for monitoring trends of economic empowerment activities and for evaluating the impact or results;
- 11) Identify training opportunities on economic and investment issues and to coordinate the relevant training programs;
- 12) Collaborate with institutions and organizations for the purposes of promoting access to services relating to economic opportunities;
- 13) In collaboration with relevant sectors, perform such other activities and functions ancillary or incidental to the promotion and enhancement of economic empowerment of Tanzanians;
- 14) Study and review existing laws with a view to making recommendations for amendments as may be necessary for the purpose of facilitating or realization of the objectives of this Act; and
- 15) Advance and lend money to any person, company, corporation, association or institutions, either with or without security and upon such terms and conditions regarding repayment or otherwise as the Council may decide.

1.3. Institutional and Administrative Structure of NEEC

The governance structure of NEEC is stipulated under Act No 16 of 2004. The supreme organ is the Council which is headed by the Chairperson. Chairperson is appointed by the President of the United Republic of Tanzania while Council members are appointed by the Minister responsible for Economic Empowerment. Then there is the Executive Secretary, who is also a presidential appointee and reports to the Council. The duties of the Executive Secretary are generally to oversee day to day administration and management of the Council's affairs. The Council was

established by the Act of Parliament and it is constituted under the Prime Minister’s Office, section 4(2).

Section 13 of the Act No 16 of 2004 allows the Council to employ such members of staff as it may deem fit for the purpose of smooth execution of the functions and objectives of the same. Through this, the Council has established a number of positions to form the Management team assisting the Executive Secretary. *Figure 1* summarizes the current layout of NEEC administration and governance as approved by the President of the United Republic of Tanzania on 1st October, 2018.

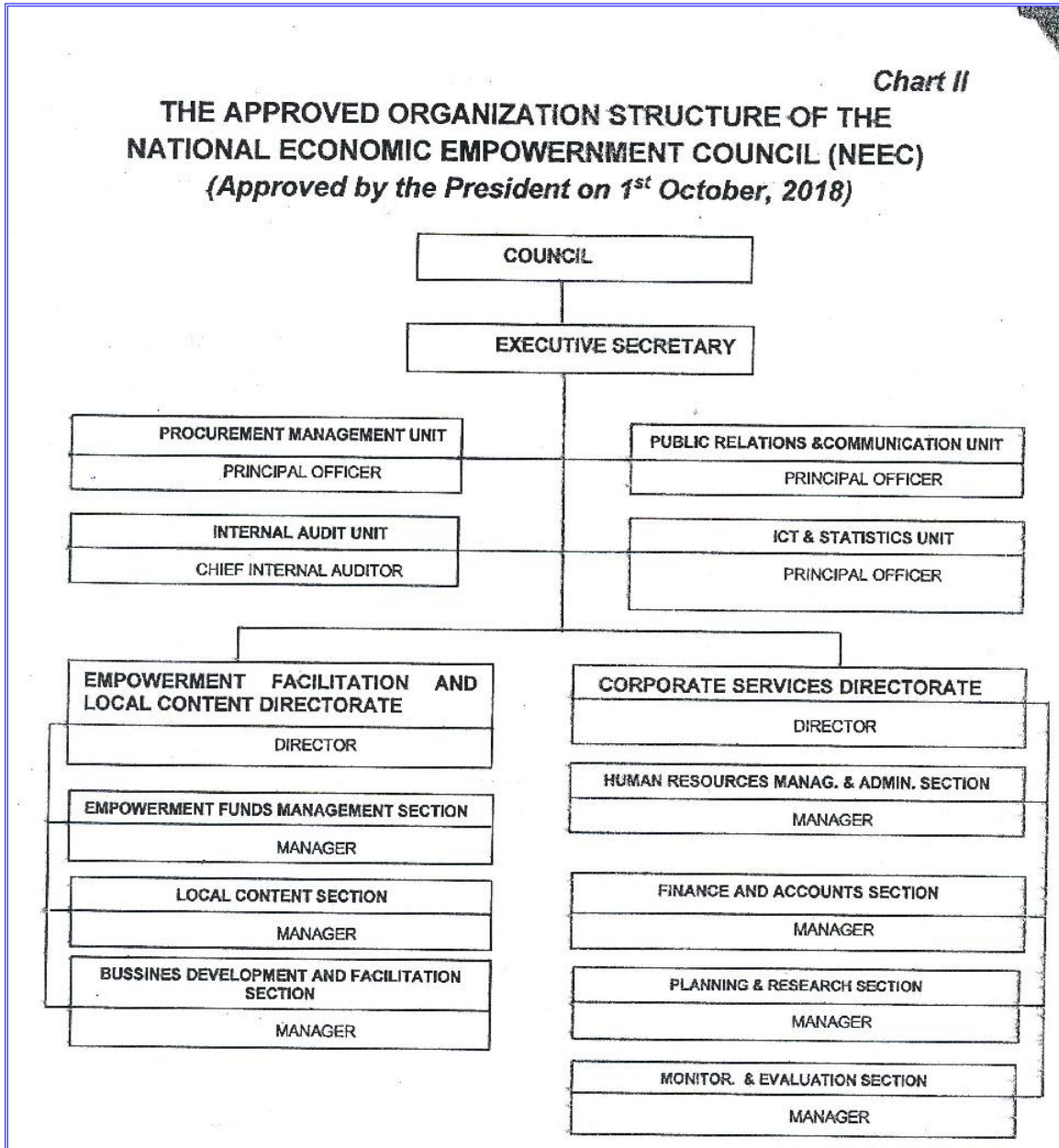


Figure 1: Approved Organization Structure of NEEC

Besides, NEEC has innovatively extended its coverage to the grassroots levels and created a mechanism of widening its engagement with stakeholders by establishing the empowerment coordination mechanism from national to district level through Regional Empowerment Coordinators (RECOs) and District Empowerment Coordinators (DECOs). Under this mechanism, there is a National Annual Economic Empowerment Forum (NAEEF) which is chaired by the Prime Minister; and the National Advisory Committee for Economic Empowerment (NACEE) chaired by the Permanent Secretary – Prime Minister’s Office. The setup has RECOs and DECOs to ensure smooth and efficient operations of NEEC.

There also technical committees namely National Local Content Committee, National Entrepreneurship Committee, Empowerment Funds Committee, Community Micro-finance Groups and National Research Committee on Economic Empowerment. These committees bring together stakeholders from public and private sector including development partners such as donors and Civil Society Organizations and form the sources of agenda in the National Advisory Committee on Economic Empowerment. Figure 2 below shows the chart that describes coordination of Economic Empowerment in Tanzania.

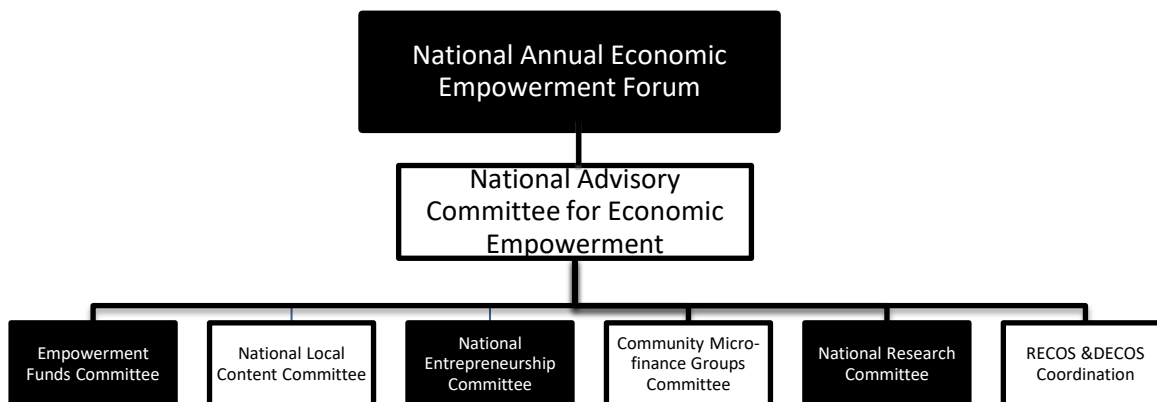


Figure 2: National Coordination Structure

The Third, NEEC Five Year Strategic Plan 2018/19 – 2025/26 will be implemented through the new existing structures and coordination mechanisms. However, NEEC will continue to strengthen all these structures to ensure smooth and effective implementation of the Plan.

1.4.Purpose and rationale of the Strategic Plan

The NEEC is mandated under Section 5(1) of the National Economic Empowerment Act of 2004 to develop strategic institutional framework and national guidelines that will support planning of

its interventions. Therefore, the Strategic Plan is one of the key document for guiding the Council to perform its functions in a systematic, standardized and logical manner. The core focus of NEEC under this plan includes an enhancement of its institutional capacity that is facilitating Tanzanians to not only take advantage and utilize the available economic and productive resources and opportunities, but also to ultimately participate adequately, inclusively, and effectively in building and owning a large part of their growing economy to raise their standard of living and general well-being.

On the other hand, the current plan is also formulated as a way of bridging continuity of previous activities and interventions in the previous Strategic Plan by scaling up the performance and results achieved. Moreover, the plan takes cognizance of the current and emerging developments in the empowerment arena as well as policy and legislation changes, and the globalization process. It accommodates also the economic liberalization, and protectionist tendencies taking place across the globe. Previous Plans were formulated under the environment of enhanced economic integration. This has given way to tendencies towards protectionism as shown by some western countries like the United States and others like the United Kingdom's desire to exit from the European Union, a phrase dubbed as "Brexit". Even in the East African region, the current Plan has to recognize the increased competition for trade and foreign direct investment as advocated by the World Trade Organization and the African Continental Free Trade Area.

1.5. Structure of the Strategic Plan

Part One comprises background is on the background information, covering among other things, the mandate, functions and the rationale of preparing the strategic plan. **Part Two** is on Situation Analysis and reviews, albeit briefly, the status of implementation of the previous strategic plan 2013/14-2017/18 and a presentation of the Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis. **Part Three** presents the five strategic objectives, their strategies to be implemented and targets to be achieved in the next five years of implementing the NEEC Strategic Plan 2018/19-2025/26. It is the central chapter in the plan since it also presents the key activities which need to be implemented in the course of five years to attain the intended outputs and outcomes. **Part Four** presents the Monitoring and Evaluation Frameworks and the kind of reviews and evaluations to be carried out in order to measure and gauge the efficacy of the plan and whether or not the intended results have been achieved. **Part Five** presents Fraud, Risks and Assumptions to be carried out in order to achieve the intended results.

PART TWO: SITUATION ANALYSIS

2.1.Past Interventions and Achievements

The previous Strategic Plan was incepted during the 2013/2014 financial year. It was a time when NEEC had less than a decade of its existence. Therefore, the implementation of the National Economic Empowerment Policy of 2004 was moderately lower than the achievements recorded years after the completion of the said plan in 2018/19. Numerous challenges prevailed at the time when the previous plan was incepted. The challenges included institutional capacity of NEEC especially with regards to coordination and financial resources.

Such challenges were addressed in the previous plan through a number of intervention strategies, which included; development of guidelines, conducting capacity building initiatives; offering financial support to economic groups through its Mwananchi Empowerment Fund; media engagement especially for sensitization purposes; advocacy for review of legal policy and frameworks on economic empowerment; partnership and networking with development partners; and establishment of coordination structure for MDAs and regional and district empowerment coordination mechanisms through economic forum.

The challenges notwithstanding, NEEC managed to achieve a number of notable results from the previous strategic plan. The NEEC's vintage position at the Prime Minister's Office (PMO) has enabled it to have a broader overview of government policies, strategies as well as initiatives and their linkage to poverty eradication and the importance of the economic empowerment agenda.

The existence of an experienced, committed and a strong Board of Directors drawn from high ranking civil service, academia, and Non-Governmental Organizations (NGOs) has also contributed significantly to NEECs achievements. This rich and highly diversified composition of the Board was not only essential to guide NEEC towards the achievement of desired goals but in the necessary oversight for the sustainability of the organization. The Management led by the Executive Secretary, Directors and Managers possessed the necessary capacity in terms of academic qualifications and experience to steer NEEC towards the achievement of the stated goals during the period under review.

Some of the specific and notable results includes: -

- (a) Formation of the national coordination structure epitomised by the technical committees namely National Local Content Committee, National Entrepreneurship Committee, Empowerment Funds Committee, Community Micro-finance Groups and National Research Committee on Economic Empowerment. These committees bring together stakeholders from public and private sector including development partners.
- (b) As a result of good coordination, the NEEC is coordinating a total of 46 empowerment funds and programs whereby 14 of the funds are issuing direct loans to beneficiaries, 9

funds are issuing loans to beneficiaries through guarantees, 11 funds are issuing grants, 3 funds are increasing liquidity through commercial banks and 4 empowerment programs facilitate empowerment of people economically. These empowerment funds are serving the following sectors; Agriculture, Housing, Social Protection, Entrepreneurship, Communication, Roads, Construction, Export Trade, Conservation, Wildlife, Forest Development, Business Formalization, Financial Inclusion, Education, Livestock and Fisheries, Electricity, Renewable Energy, Water and Minerals.

- (c) The economic empowerment coordination mechanisms from national to district levels have been established. The mechanisms are comprised of the National Annual Economic Empowerment Forum (NAEEF); and, the National Advisory Committee for Economic Empowerment (NACEE). The NAEEF is chaired by the Prime Minister while the NACEE is chaired by the Permanent Secretary – Prime Minister’s Office (PMO). The Regional and District Council economic empowerment coordinators are part of said mechanisms. They were appointed during that phase to aid the operation of NEEC at grassroots levels. The outcome of these structures are integration of economic empowerment issues into plans, programs and projects which are being designed and operationalized at MDAs, RALG and private sector such that through effective monitoring and evaluation they will result into wellbeing of Tanzanian women, men, youth and PWDs.
- (d) Increased efficiency and effectiveness of the public and private economic empowerment funds. This is also a direct result of improved Council’s coordination were the duplication of beneficiaries have been reduced appreciably.
- (e) A number of guidelines were developed in order to facilitate guidance and strategic economic empowerment in Tanzania. The key guiding documents developed include:
 - i. National Multisectoral Strategic Framework for Economic Empowerment
 - ii. Guidelines for National Multisectoral Strategic Framework for Economic Empowerment
 - iii. The Inclusive National Entrepreneurship Strategy, which has, to a certain extent, facilitated and stimulated entrepreneurship initiatives in the country.
 - iv. The National Entrepreneurship Training Framework, which have standardized and systemized training based on the actual demands of the trainees.
 - v. The Multi-Sectoral Local Content Guidelines, which direct local investments to add value in the local economy through local procurement, employment, technology transfer and host community engagement.
 - vi. The guidelines for the establishment and operationalization of Community Financial Groups in Tanzania are in place.
- (f) Legal and policy frameworks on economic empowerment were reviewed as a result of NEEC’s influence. The Council managed to pursue such reforms including an enactment of the Microfinance Act in 2018 and the review of Procurement Act to include local participation including being inclusive; Insurance Act for considering all insurance activities by foreign companies to link with local insurance companies; EPOCA – Electronic and Postal Communication Act - Finance Act (2016), for Tanzanians to own telecommunication companies through equity; and amendment of the Petroleum Act. Review of the following policies were done Microfinance Policy;

Small and Medium Enterprise Policy; and Land and Human Settlement Policy (1997); Construction Industry Policy (2003); and Employment Policy (2008)

- (g) NEEC mobilized, attracted and solicited support from various stakeholders to contribute to its economic empowerment mission. In this case, stakeholders included Development Partners such as the United Nations Agencies (UNDP, UN Women, UNCTAD, ILO, etc.); the World Bank; European Union; African Development Bank; MIVARF; FSDT; Government, YBI; and, local institutions like ESRF, REPOA, Universities, private sector and the public at large. As a result, NEEC has been able to accomplish most of its planned activities under these partnerships.
- (h) Through NEEC activities, some groups in Tanzania including women, men, youths and people with disabilities have been guaranteed access to commercial loans. The council has guaranteed Tanzanian women, men, youth and people with disabilities (PWDs) to access loans from local commercial banks such as NMB, CRDB and TPB Bank.
- (i) A number of beneficiaries have been empowered through the capacity building and training sessions organized by NEEC. The beneficiaries included all gender groups such as women, men, youth and PWDs. The training packages were comprehensive and styled in different ways including 'Kijana Jiajiri; AjiraYangu; Young Graduate Entrepreneurship Clinic; JKT Trainers and Empowerment Coordinators.
- (j) Review of various acts to include the local content component. Procurement Act to include local participation. Insurance Act for considering all insurance activities by foreign companies to link with local insurance companies, EPOCA – Electronic and Postal Communication Act - Finance Act (2016), for Tanzanians to own telecommunication companies through equity. Review of the following policies were done; Land and Human Settlement Policy (1997); Construction Industry Policy (2003); National Microfinance Policy 2017 and its Act 2018 and Employment Policy (2008)
- (k) Local Content: Tanzania has reaped a lot of achievements on implementation of Local Content in Tanzania. This is due to facilitation by the NEEC by involving various stakeholders. East Africa Crude Oil Project from Uganda to Tanzania has employed 200 Tanzanians in early works and Tanzanians Companies have participated in early works by 100%. Mfugale Flyover project employed total of 616 of which 589 were Tanzanians, equals to 95%, total of 28 companies were employed for sub contracts and out of that 24 were Tanzanian companies and 3 foreign companies. Ubungu Flyover Project, which is at the beginning stages, has employed total of 449 Tanzanians, equals to 89% of total employed. The project has 53 foreign employees, on sub contracts out of 8 companies 7 are Tanzanian companies, equals to 87%. Standard Gauge Railways project has employed total of 3,526 Tanzanians, equals to 93% compared to 225 foreigners. The sub project of SGR, TIRP (Tanzania Inter Modal and Rail Development Project) has employed 1,129 Tanzanians compared to 152 foreigners. The project has also Sub contracted to Tanzanians companies' total of 22, equals to 75% of the total companies. Expansion of Julius Nyerere International Airport, Dar es Salaam has employed total 997 Tanzanians, equals to 94% compared to 59 foreigners. New Salender Bridge which is at the beginning stages has employed 33 Tanzanians, equals to 78% compared to 9 foreigners.

- (l) Establishment of the empowerment centers (One Stop Centre). NEEC has come up with the innovation of empowerment centers in every Region. To start with, NEEC has launched an empowerment centre in Shinyanga Region located at Kahama District. The centre bring together total of 22 government institutions and are facilitating trade and economic services to Tanzanians. The centre provides services in business formalization, cheap loans, business education, vocational skills, taxpayer education, social protection, community micro finance groups' services, cooperatives, and market information. An average of 80 people visits the centre per day. Institutions operating at the centre include: NEEC, TRA, TBS, SIDO, NHIF, NSSF, BRELA, TCCIA, MKURABITA, TANTRADE, GS1, Women Development Fund, Youth Development Fund, Open University, National Bank of Commerce, VETA, VICOBA FETA, TIMAP, AGITF and SELF Microfinance. Also, NEEC has developed Economic Empowerment Centers Guideline, to enable Regions and Local Government Authorities to establish the centres in their respective areas of jurisdiction. The guideline was officially launched on 15th June, 2019.
- (m) Umbrella organizations for VICOBA in Tanzania, namely, IR-VICOBA, VICOBA-FETA and TIMAP were established under NEEC's facilitation. Similar to those were regional and district women economic empowerment forums – also established during the same time.
- (n) Improved NEEC's outreach coverage, visibility and presence through annual conferences.
- (o) The council organized competitions of young entrepreneurs that have ended up with financial awards for the top three best competitors
- (p) NEEC provided loans guarantee worth TZS 13.1billion to 58 SACCOS, 194 VICOBA groups and 2 private companies. The guaranteed loans benefitted a total of 20,832 people from 16 regions with a proportion of 47% (9,716) women and 53% (11,116) men.
- (q) Competitive mode and awards catalyzed/stimulated establishment of various economic empowerment programs.

2.2.Major challenges encountered during past interventions

NEEC encountered a number of challenges during the previous strategic plan phase. Such challenges are grouped into three, namely; institutional; operational and those relating to current policy and legal frameworks.

2.2.1. Institutional Challenges

The institutional or internal challenges are mostly relating to institutional capacity of NEEC in terms of availability of resources to support implementation of its planned activities. The identified challenges included: -

- (a) The institution faced shortage of staff especially in the operations category which is essential for the execution of the Council's mandate.
- (b) The Mwananchi Empowerment Fund faced inadequate Development Funds to operate effectively. The shortage of funds impeded the implementation of some of the planned

empowerment activities and hence affected the overall performance of the Council especially in reaching the beneficiaries

- (c) Cooperatives, SACCOS, VICOBA and other economic groups have inadequate management capability to realize economic empowerment outcomes.
- (d) Mismatch between research findings and practical solutions to solve economic empowerment related problems.
- (e) Inadequate coordination of research on economic empowerment.

2.2.2. Operational Challenges

The operational challenges largely related to the actual implementation of the plan including engagement with various stakeholders and their willingness or capacities to support or partner with NEEC's interventions. Such challenges included: -

- (a) Sometimes both public as well as private institutions have insufficient data on economic empowerment initiatives going on in the country. Under such an environment, it is difficult for these institutions to accurately report on the interventions needed for the economic empowerment of Tanzanians;
- (b) The Council faced inadequate funds for Other Charges and Development Budget which impeded the implementation of some of the planned activities thus affecting the overall performance of the organization as well as reaching the beneficiaries. This applied to other Funds coordinated by NEEC;
- (c) Some stakeholders and partners e.g. investors are not willing to provide key information relating not only to their operations but also the extent to which the local community participate in their operations. NEEC does not work with investors directly. The Council works with supervisors, regulators, authorities or just public institution. This makes it difficult to assess the local content of the respective investments;
- (d) There was, and still is a problem of inadequate skills and knowledge related to economic empowerment among Tanzanians. Some of the skills and knowledge gaps which continue to exist among Tanzanians include entrepreneurship, soft skills, employability skills and managerial skills;
- (e) Most of the Tanzanians are not bankable. They face the problem because they lack collateral and other conditionalities or requirements demanded by financial institutions while issuing loans;
- (f) Perception that NEEC is interfering or doing roles and responsibilities which are mandated to other institutions;
- (g) Insufficient capital to finance and guarantee schemes for entrepreneurs;
- (h) Delays in submission or none submission of economic empowerment reports;
- (i) Loss of information relating to beneficiaries; and
- (j) Lack of standardization in mode of operation, training, training materials and evaluation of VICOBA and others.
- (k) Mindset towards economic empowerment

2.2.3. Challenges Associated with Policy and Legal Framework

It has been in NEEC's plan to work towards harmonizing or advocating policy reforms and institutional frameworks on economic empowerment. Some challenges relating to such frameworks were as follows: -

- (a) Limited sectoral policies, legal and regulatory frameworks that incorporated economic empowerment issues;
- (b) Some financial institutions are hesitant to co-operate in implementing the Guarantee Framework Agreements (GFA) which would have enabled some Tanzanians to access funds for empowerment;
- (c) There are insufficient programs and projects which accelerate economic empowerment initiatives among Tanzanians;
- (d) Women marginalization in potential economic empowerment opportunities;
- (e) Inadequate mainstreaming of economic empowerment interventions; and
- (f) There were cases where beneficiaries breached contracts.

2.3. Lessons Learnt From the Second NEEC Strategic Plan

There are four major lessons learnt from the implementation of the 2013/14-2018/19 NEEC's previous Strategic Plan especially by considering the nature of intervention and strategies used; and, the results achieved. The Four key lessons are:

Firstly, it is important to establish a baseline data prior to the implementation of the Strategic Plan. This is vital for assessing the achievements of the Plan because the performance indicators of the impact, outcomes and outputs are evaluated based on the baseline information.

Secondly, an effective and efficient realization of the Plan of this nature needs holistic approach and a broad spectrum of stakeholders. For instance, NEEC relied on the clear networks or operational mechanisms which extended down to the grassroots levels. In this way, it managed to not only increase its visibility and proximity of services, but also, it managed to mobilize communities and stakeholders to achieve the results in an efficient manner.

Thirdly, programs of this nature, if supported and owned by high profile Government leaders, are easily mainstreamed within the government systems. This was only possible by (i) creating a sense of sustainability; and, (ii) win attention from both public and private sector. The way in which different stakeholders showed interest to work and support NEEC during the said period, could be used as best practice.

The fourth lesson was the fact that, effective achievement of the NEEC results in accordance with the plan and its statutory mandates depended, to a large extent, on the institutional capacity to enable others to do their work to realize their mileage. The most important is the ability to influence other institutions with resources to utilize them effectively for economic empowerment. NEEC developed models and tested them before being used by others such as

JKT. Therefore, it addresses critical challenges such as absence of sufficient financial and human resources to support NEEC operations and plans.

Some of the programs initiated by NEEC are showing some success, these include the JKT program; economic empowerment initiatives; entrepreneurship program; and financial and economic groups.

The above lessons have been picked up and addressed in this newly formulated plan. NEEC expects to utilize this experience in scaling up its intervention in the next five years of the plan's implementation. This Strategic Plan seeks to build on all these and other shortfalls during the coming five years (2018/19 – 2025/26). The proposed inputs, interventions, approaches and deliverable results at all levels are designed to make a huge difference as it is indicated in the subsequent parts of this document.

2.4.The Way Forward

Based on the major challenges, success stories, best practices (intervention strategies of the previous Strategic Plan of 2013/14 – 2017/18), the lessons learnt as explained earlier, it is obvious that a lot of what was implemented before would be scaled up under this Strategic Plan. The proposed scale-up strategies under this new Plan includes the following:-

- a) Strengthening the institutional capacity of NEEC and its outreach operating structures especially the NAEFF; NACEE; and, the Regional and District Economic Empowerment Coordinators. The Council will specifically focus extensively on the following: -
 - i. Mobilize or solicit more financial resources to meet the higher demand of the targeted needy;
 - ii. Recruit more staff and grassroots coordinators in order to improve further its service delivery;
 - iii. Effective operationalization of guidelines and manuals it has formulated during the previous Strategic Plan;
 - iv. Demystifying the notion by some MDAs' that NEEC is doing their duties rather than complementing; and
 - v. Finally without forgetting other plans as indicated in the subsequent chapters and the logical framework of this plan.

- b) Intensifying NEEC's interventions at grassroots' levels in order to reach out more prospective beneficiaries as the National Economic Empowerment Policy of 2004 directs. To achieve this, NEEC will carry out the following:-
 - i. NEEC will need to work with organization to recruit and deploy more district and regional economic empowerment coordinators; and, also to ensure that they operate effectively and sustainably.

- ii. The Council plans during this phase to strengthen its work relationship with the MDAs’ and local government authorities (LGAs); private sector organizations including economic groups and financial institutions; and, civil society sector.
- c) Improving research, capacity building and sensitization programs on the effect of new and emerging technologies in economic empowerment of Tanzanians. Research is highly needed for advocacy purposes – to continue pursuing more reforms of the policy and legal frameworks on economic empowerment in Tanzania. Also, potential economic empowerment opportunities can be identified and emulated from research results. The capacity building is vital for NEEC’s beneficiaries specially to guide them opting for more useful economic empowerment opportunities. The sensitization will impart saving practices amongst the Tanzanians.

2.5. Analysis of Internal and External Operating Environments

According to information sourced from literature review, interviews focus group discussions and through stakeholders’ workshops, the Strengths, Weaknesses, Opportunities and Challenges (SWOC) for NEEC were as follows;

2.5.1. NEEC’s Internal Operating Environments

The internal factors consider both strengths and weaknesses of NEEC. They are largely relating to institutional development or affairs of the Council as follows: -

Table 1: NEEC’s Internal Strengths and Weaknesses

Internal Strengths	Internal Weaknesses
1) Availability of committed, skilled and experienced staff,	1) Inadequate funds to support and implement developmental and operational economic empowerment initiatives,
2) Capacity to develop economic empowerment proposals, guidelines and frameworks,	2) Frequent changes of economic empowerment coordinators in MDAs and Regional and Local Government Authority,
3) Well established National Empowerment Coordination structure,	3) Insufficient number of staff to support and implement economic empowerment initiatives,
4) Good leadership provided by a diverse and experienced governing council members,	4) Inadequate Coordination; entrepreneurship; community microfinance, local content, financial inclusion, research on economic empowerment and organization management,
5) Availability and growing of community financial groups,	5) Lack of office space and working tools,
6) Availability of National Inclusive entrepreneurship strategy,	6) Insufficient publicity, information, education and awareness issues on Economic,
7) Strong linkage with other stakeholders such as academia, private sector, MDA and development partners,	
8) Availability of economic empowerment and local content strategy and guidelines,	

9) Solely source of information on economic empowerment initiatives and local content in Tanzania,	empowerment.
10) Public awareness on economic empowerment and local content outcomes and impact.	7) Inadequate capacity to respond to rapid technological changes, 8) Gender gaps in distribution of staff in lower cadre.

NEEC intends to continue its mandates as a spring board to address challenges and will need to pursue some reforms in order to have more capacity as suggested before.

2.5.2. NEEC's External Operating Environments

The opportunities and challenges are the external factors which would, positively or adversely, influence the implementation of this plan. Such factors could be political (governance), economic, social, technological or legal situations. They include the following: -

Table 2: Opportunities and Challenges for NEEC

Opportunities	Challenges
1) Recognition of economic empowerment in the Ruling Party Manifesto, 2) Established by Act No 16 of 2004, 3) Political will and strong government support, 4) stakeholders supporting implementation of economic empowerment initiatives, 5) NEEC's strategic position under PMO gives it authority to execute its duties, 6) Readiness of stakeholders to collaborate with NEEC, 7) Existence of SDGs supporting economic empowerment, 8) Existence of population that is readily available to be economically empowered, 9) Existence of other strategies and frameworks supporting the economic empowerment initiative, 10) Availability of research findings which are geared toward economic empowerment, 11) Existing and newly designed Strategic projects, 12) Presence of peace, security and political stability, 13) Presence of Empowerment funds in various sectors of the economy, 14) Private sector participation in economic empowerment initiatives.	1) Inadequate sector legislative Acts on economic empowerment and local content, 2) Act that established NEEC does not give NEEC policing power to lead, direct on economic empowerment initiatives, 3) Uncertainty originating from change of government policies and priorities, 4) Uncertainty due to technological changes which may lead to disempowerment of Tanzanians, 5) Limited development and operational funds from government subventions. affecting plans, 6) Unfavorable business environment for business start-ups, 7) Existence of an un-inclusive economy, 8) Some development partners priorities not being in line with economic empowerment priorities.

NEEC has considered most of these opportunities and challenges by translating them into intervention strategies, actions and deliverable results under this plan.

2.6. Analysis of Stakeholders

Overtime, NEEC in collaboration with partner institutions has implemented a number of programs intended to enhance economic empowerment in Tanzania. As part of the Stakeholders analysis which was composed of NEEC Management and Staff, views and opinions were collected to determine their key stakeholders in empowerment activities. The stakeholders identified included the government itself, private sector, Civil Society Organization (CSOs), and Development Partners (donors). The following is a summary of stakeholders' perspectives about NEEC activities:

2.6.1. The Ministries, Departments and Agencies (MDAs)

The NEEC which is under the Prime Minister's Office (PMO) has been working closely with MDAs among others include, TBS, TIC, TCDC, CMSA, EWURA, NDC, Tanzania Meat Board, NSSF, TPDC, COSTECH, BOT, TRC, TANESCO, TANROAD, CRB, PMO, SIDO, UCSAF, TCRA, TAA, TAMISEMI, Ministry of Agriculture, Livestock and Fisheries Development, Energy, and Finance and Planning but to mention few. Deliberate efforts have been directed towards empowering the local citizens through its multi-sectoral economic empowerment policies. The instrumental role of the MDAs in the previous Strategic Plan of NEEC has been to integrate economic empowerment issues during formulation, review, implementation, monitoring and evaluation of their sector policies; programs and projects; and legal and regulatory frameworks. Strategically the Council depends largely on MDAs to effectively execute its coordination role so that it brings its intended impact. In order for NEEC to realize the impact of economic empowerment and local content undertakings MDAs are required to formulate policies which are pro economic empowerment. The Council has played effective role in coordination of policy and Acts reviews, bringing sense of patriotism in Government operations. The Council's close interaction with different government ministries, departments and agencies has normally been intended to effectively implement the Economic Empowerment and Local Content issues in their frameworks and systems.

2.6.2. The Private Sector

It is required to create and strengthen collaborations with private institutions and organizations which are undertaking economic empowerment and local content initiatives directly. The private institutions are among the active players in implementing the National Economic Empowerment Policy of 2004. They are those which are engaging actively in raising Tanzanians skills and knowledge such that they are able to develop businesses and utilize potential economic opportunities. These includes, National Beekeeping Supplies Limited, Coca cola, Halotel, GS1, Heifer International, ASAS Dairy, Tanga Fresh, Aga khan Foundation to mention a few. They are also private entities which are implementing other pillars of the policy such as investment capital, economic infrastructure, cooperatives, market, land and local content in investments. These institutions among other they need to work with NEEC in one way or another particularly

in availing information of their economic empowerment undertakings and these institutions among others include PASS, Shell, Equinor, Stanbic, Vodacom, NMB, NBC, CRDB, , Tigo, Airtel, Kamal Steel, ARIS, to mention but a few. NEEC has a very strong relationship with the Private Sector apex bodies especially the Tanzania Private Sector Foundation. In all the Committees established by NEEC, TPSF is a member and TPSF has appointed a coordinator who works very closely with the NEEC. NEEC sits in some of the boards of the associations of the TPSF.

Recently, the Council in collaboration with the Youth Business International, UK, and the Tanzania Entrepreneurship Competitiveness Centre (TECC), implemented Kijana Jiajiri program which will empower Youths with entrepreneurial skills to start their own businesses which will have a multiplier effect on the reduction of unemployment rate and consequently improving the livelihoods of youths. In particular, the program will involve training in entrepreneurship and business skills, mentoring and linkage to financial services.

2.6.3. Civil Society Organizations

Like the government and private sector, CSOs in Tanzania have a significant role to play in economic empowerment activities executed by NEEC. They include the Non Governmental Organizations, Community-based organizations and the general public. NEEC has established a cordial and sustainable relationship with various CSOs in Tanzania. The CSOs participate in most of the NEEC's economic empowerment activities such as training programs and skills development; advocating for economic empowerment initiatives; creating awareness on the effect of new and emerging technologies in economic empowerment initiatives. They also collaborate with NEEC to execute economic empowerment programs, among these programs are the National Entrepreneurship Training Framework (NETF); Youth Entrepreneurship and Young Graduate Entrepreneurship Program (YGEP); Mwananchi Empowerment Fund (MEF); and National Multi Sectoral Strategic Framework for Economic Empowerment (NMSFEE). Working closely with these organizations, improved the Council's image on economic empowerment activities from the national level to the ward level represented by RECOs (Regional Empowerment Coordinators) and DECOs (District Empowerment Coordinators). NEEC has worked with CSOs which most of them are implementing economic empowerment and local content initiatives among others include ANSAF, HakiRaslimali, Policy forum, VSAO, MDT, Sahara Sparks, Agricultural Council of Tanzania, HDIF, Plan International, Care International, World Vision and TGNP .

2.6.4. Development Partners

The Development Partners recognize the empowerment activities and local content in investments coordinated, facilitated and monitored by the Council. The Council will continue availing itself to meeting the needs of the development partners for advisory services on pertinent issues of economic empowerment consistent with the SDGs and the current FYDPII. In addition, the Council expects continued and beneficial technical and financial support from the development partner's community in scaling up empowerment activities within the borders of

the country. Such development partners which have worked with NEEC in various economic empowerment and local content in investment capacities include but not limited to UNDP, UN-WOMEN, UNCTAD, UNCDF, UNIDO and ILO,

2.6.5. Media

The role of the print and electronic media in communication is very important. Among other things, the media will be very important in informing and educating the public on various matters related to local content in investment and economic empowerment. These will include making the National Empowerment Policy and Act known to the public and making NEEC and its roles and functions known. The media will also play the role of informing the public on the key aspects and especially the specific strategies and activities in the strategic plan and roles of other stakeholders. Various kinds of media (including but not limited to audio, visual, print as well as various social media) will be used accordingly depending on the nature of communication to be made and targeted audience.

2.6.6. Training, research and consulting institutions

Training, research and consulting institutions will play the roles of implementing various training, research and consultancy-related activities in the strategic plan. These will be the actual doers and implementers of a number of activities identified in the strategic plan. Both public and private institutions will be engaged accordingly depending on the context. Some of the key institutions already earmarked by NEEC for these undertakings include private and government universities, higher learning institutions and Research and Development among others include TCU, NACTE, COSTECH, TIE, CBE, UDSM, Mzumbe University, SUA, REPOA, ESRF, DIT, VETA, MUST, MUCO, UDOM, TWLB, TBS, VETA, Daima Associate and Uongozi Institute.

2.7.Environmental Scan

2.7.1. Political Trends

The fifth phase administration has all intentions to industrialize Tanzania and ensure the economic main stay is in the hands of Tanzanians. This is a commendable step and provides a very friendly environment for the Council to fulfill its mandate. It's envisaged that the Council will enjoy more support from the Government hence more financial allocations to carry out its operations.

2.7.2. Social - Economic Trends

The implementation of the 2018/19-2025/26 NEEC Strategic Plan has to recognize developments in the global arena which might have a bearing on its performance. As stated earlier, NEEC is mandated to supervise, coordinate and monitor all economic empowerment activities implemented in the country with the ultimate goal of ensuring that Tanzanians are participating in, own and benefit from the existing economic opportunities. Besides taking care of the local environment NEEC has to seek timely and accurate information on the global economic trends in order to make more accurate and effective plans and strategies. In this regard, NEEC has to pay attention to global trends including sustainable development goals, progress in

women empowerment, youth unemployment, financial inclusion, world trade trends particularly commodity prices for goods from developing countries, the environment skills and knowledge gaps and the role of foreign direct investment (FDI) in development. These are briefly elaborated below.

a) Sustainable development goals (SDGs) and Women Economic Empowerment

NEEC will need to work closely with the UNDP in order to achieve the SDGs. According to UNDP, SDGs are “a call to action to end poverty, protect the environment, and ensure peace and prosperity everywhere”. There are SDGs which are directly linked to economic empowerment. Others may be a cause toward attaining economic empowerment milestones yet others can be the effect of implementing economic empowerment interventions. Poverty will not be reduced on a large scale, without tapping into the energy, skills, and motivation of the millions of poor people around the world. Therefore, empowerment is highly needed to increase poor people's freedom of choice, and action to shape their own lives. Empowerment may be through a change in the mindset, from viewing poor people as the problem to viewing them as essential partners in reducing poverty; a change in the relationship between poor people, and formal systems, enabling them to participate in decisions that affect their lives.

In implementing SDGs, the NEEC will have to continue to place special emphasis on the need for including more women in value chain of potential economic activities under its agenda “to leave no one behind”. It is NEEC’s goal to increase the number, size and scope of women in value chain in sectors with multiplier effect economically, namely agriculture; extractive sector; tourism; manufacturing and trade; construction and enabling sector. Women are required to have better access to markets of their products, knowledge on their undertakings, and networks through various mechanisms particularly the ICT. Research from the World Economic Forum shows that with adequate deskilling and job transition opportunities, 95% of the most immediately at-risk workers could find good-quality, higher-wage work in growing job families and the wage gap could close by 30% through such redeployment. These efforts could have particularly salient implications for hard-wiring gender parity in the future of work. There is a need to set up women economic empowerment programs to serve as platforms of learning which will contribute to the global body of knowledge on accelerating the closure of gender gaps.

b) Engagement in productive sectors of the economy

In Tanzania the agricultural sector which is the mainstay of 65% of Tanzanians is affected globally through imports and exports of inputs and/or output. Inputs can be in the form of goods and services while outputs are in most cases raw or semi-finished products. Global prices on agricultural inputs and outputs affect tremendously Tanzanians who are participating in agricultural value chains. Developing countries including Tanzania cannot influence the output price instead there has been a move towards finding a niche that will benefit Tanzania. Such a move among others includes organic farming, commercialization of the high-value food production sector including poultry, pork and fish. In the case of poultry and fish, trade

expansion has easily outpaced domestic consumption. The aggregate value of net fishery exports of developing countries now often exceeds the combined value of net exports of coffee, tea, cocoa, banana and sugars the traditional mainstay of developing country agricultural export earnings. The potential of some developing countries to emerge as net exporters of certain products (meat, but also palm oil, soybeans and sugar) and to compete with industrial countries in a more globalized trading environment may eventually attenuate the broader trend of developing countries as a whole becoming growing net importers of food and agricultural products. Developing countries' traditionally large trade surplus of agricultural produces diminished quickly after the early 1990s, as several of them became major importers. The shrinkage also reflects the effects of the heavy domestic support and trade protection in major agricultural products importing countries like the United States of America and Japan, or in formerly net importing countries like the European Union (EU), which lowered its dependence on imports as a result of these policies.

c) World Trade Organization and Commodity Prices for LDCs' Commodities

Global commodity market as spearheaded by the WTO has shaped and will continue to shape prices producers receive, and ultimately, farm cash receipts. Those forces have the potential to create a bumpy ride this year. The role of commodity exchange markets is increasing of which innovative approach are vital so as Tanzanians can be empowered. In order to access the global market, it needs to be innovative in production, processing, distribution and marketing to the final consumer. In order to access the global commodity market there is a need to be accurately informed on the available marketing opportunities globally, their requirements. Such markets among others include AGOA, EBA, Middle East, China and the multilateral such as EAC, SADC, AU etc.

d) Skills and knowledge relevant to economic empowerment

The Fourth Industrial Revolution is interacting with other socio-economic and demographic factors to create a perfect storm of business model change in all industries, resulting in major disruptions to labor markets. New categories of jobs will emerge, partly or wholly displacing others. The skill sets required in both old and new occupations will change in most industries and transform how and where people work. It may also affect female and male workers differently and transform the dynamics of the industry gender gap. About 42% of core skills in expected to change by 2022 across all industries. Sizeable skills gaps already emerging across regions including Tanzania, therefore public-private partnership is very critical for rapid deployment of reskilling and up skilling across current workforces. All these developments will need to be factored in the plan.

2.7.3. The New and Emerging Technology and its effect to the Tanzania Economy

The trend in technology innovation is expected to present many opportunities but also possible pitfalls. But not all new tech ends up catching on, so it's important to be careful with investment in new equipment. The following are some anticipated technological innovations to pave a way to various impacts in Tanzania Economy.

(a) Increased Automation/Autonomous things.

With the tech innovation it is expected that more tools and apps that do the work for consumers and business owners are going to take place. Automating lives in many ways leads to more mindless, time-consuming tasks to be passed off. Technology is now sharing its hand with the human. The complexity may vary between device to device but all of them use artificial Intelligence (AI) to interact and behave more naturally with the environment. Up-to-date, autonomous things exist across 5 types of devices, namely: robots, drones, appliances, Self-driving cars and agents. These five types of devices cover our 4 environments, land, air, sea and digital. They all can operate with different capabilities, intelligence, and coordination. Suppose, we can use a drone which is operated by human intelligence can be used in farming autonomously. We can use them to cover and monitor a large farm. Artificial Intelligence (AI) will cross the chasm into the mainstream, solving real problems for people in a variety of industries, not just ads, search and self-driving cars.

We must have to know and understand that AI is artificial. They totally don't have the capabilities as a human brain has in decision making, self-learning and God gifted intelligence. Thus, we can predict the possibilities of the capabilities of AI-driven autonomous things. We can use AI-driven autonomous things in the place of any physical object of any organization. Effects of automation in economic empowerment among others include:-

(i) Transport sector

The transport sector faces a massive shake-up with the development of self-driving cars. Google subsidiary Waymo is the first firm to offer a self-driving taxi service. Other firms are ready to jump in – carmakers, components suppliers, ride-sharing outfits like UBER and other less well-known startups

(ii) Unemployment

By combining digital and physical world, it creates a technologically engaging world. Meshing a bunch of people, devices, services, and content it creates an exploiting connection between Silicon Chips and Human Cells. AI is used, for example, to improve photos, to fine-tune search-engine results or to suggest merchandise for potential purchase from online shops. Voice recognition is an example of complex artificial intelligence, as the software must be capable of analyzing sound, sentence structure and context.

(iii) An Artificial Intelligence (AI)-driven rise in "mental obesity"

The influence of AI is, well, everywhere, and we consumers are increasingly relying on chatty AI-driven digital assistants in our homes and elsewhere. A global online survey conducted by Ericsson makes the very real suggestion that by automating more of our day-to-day decisions, we are in danger of becoming mentally lazy.

(b) **5G is coming**

5G combines fast speeds with low "latency" or network responsiveness, which will be critical to the technology's long-time impact on everything from self-driving cars to remote surgery. In 2019, the 5G push will be centered around fixed wireless deployments, essentially a broadband substitute for the home, and yes, the early stages of the fast phones you'll start carrying around in your pocket. We've been hearing about the wicked fast next-generation of wireless for a few years now, and tests and early deployments of a relatively very small scale have long begun in earnest.

In summary, the future will be characterized by smart devices delivering increasingly insightful digital services everywhere. The key challenge is to develop local content apps that can address economic empowerment e.g developing local content in apps to enable use of smart phones for economic empowerment.

3. Preamble

This chapter presents NEEC Strategic Plan for the coming five years, 2018/19-2025/26, where the mission and vision statements as well as core values are presented. The chapter also presents key objectives with their respective rationale to justify their importance and relevance to the Council; strategies that will be implemented during the planning period; and targets to be achieved. Objectives stated herein are linked to stakeholders' views, internal and external environmental scanning presented in the previous chapter. The chapter also highlights activities to be undertaken in attaining the objectives.

3.1. VISION, MISSION, GOAL AND CORE VALUES

3.1.1. Vision statement

The Vision of NEEC states as follows:

“A large share of the economy is owned and controlled by the majority of Tanzanians.”

3.1.2. Mission Statement

The Mission of NEEC states as follows

“To guide, facilitate and coordinate economic empowerment initiatives in Tanzania”

3.1.3. The Goal of NEEC

The overall goal of NEEC is to enable the country to have an inclusive economy in which women, men, youth and PWDs Tanzanian participate equitably to substantially contribute to the national Gross Domestic Product and make Tanzania a middle income country.

3.1.4. Core Values and Institutional Culture

In pursuit of provision of quality service delivery under this plan, NEEC shall maintain high standards of professional values and integrity. The Council will adhere to the following values:

- (a) **Accountability:** NEEC leadership, management and staff will strengthen its credibility, take responsibility for operational delivery and be fully accountable to stakeholders.
- (b) **Creativity:** Council members and staff are committing themselves to be creative during designing, planning, and implementation of empowerment interventions embedded in this strategic plan and to deliver creative solutions and output that will be highly beneficial to targeted enablers and Tanzanians who are empowered by NEEC.
- (c) **Integrity:** NEEC staff and other internal stakeholders affirm to the mandate of NEEC as a trusted leader and coordinator of country-wide empowerment, and will apply management, operational and monitoring and evaluation approaches which are ethical in

line with NEEC values and will tackle any kind of intra-organizational and unethical behavior and corruption practices that may erode NEEC trust, as set out in the guiding national anticorruption legislation and guidelines.

- (d) **People Centered:** The NEEC staff will strive to provide its stakeholders with a positive customer experience in all its activities by continually improving its organizational culture in order to build trust and get stakeholder participation, support and feedback.
- (e) **Team work:** The Council will build effective and high performing teams to effectively implement set interventions and cross sectoral linkages.
- (f) **Partnership:** The Council will effectively implement set interventions through partnerships and cross sectoral linkages.
- (g) **Transparency:** The Council commits itself to serve Tanzanians in an honest and transparent manner according to the rules and regulations, and through annual stakeholder reporting.
- (h) **Result oriented:** The Council and Staff commits to focus on achieving end results and not the process in the discharge of our mandate

3.2.Objectives, Strategies, Targets and Activities of the Strategic Plan

In view of the NEEC broad functions, lessons learnt in the implementation of the previous Strategic Plan, recent developments in the economy, and the need to empower the majority of Tanzanians to utilize available resources optimally and equitably, this Strategic Plan (2018/19-2025/26) will be guided by five strategic objectives as listed below;

- A.** HIV/AIDS infections and Non Communicable Diseases services at the workplace improved;
- B.** Accountability, transparency and good governance at the workplace enhanced;
- C.** To enhance adherence in implementing cross cutting issues in economic empowerment undertakings;
- D.** To facilitate development of potential economic empowerment opportunities and link them to targeted beneficiaries;
- E.** To coordinate multi-sectoral strategies for local content and economic empowerment and unlocking of potential economic opportunities;
- F.** To raise public awareness on the role of NEEC in coordinating Economic Empowerment initiatives in Tanzania; and
- G.** To strengthen NEEC capability to coordinate Economic Empowerment processes.

The seven (7) strategic objectives their rationale; strategies and targets are explained below:

3.2.1. Objective A: HIV/AIDS infections and Non Communicable Diseases services at the workplace improved

Rationale

HIV prevalence in Tanzania is characterized by significant heterogeneity across age, gender, social-economic status and geographical location, implying differentials in the risk of transmission of infection. HIV prevalence has steadily declined over the past decades from 7% in 2003 to 4.6% in 2018 in adults 15 -49 years. The HIV burden is higher in urban areas than in rural areas - 7.5% versus 4.5% respectively. Njombe region has the highest prevalence estimate (11.4%) followed by Iringa (11.3%) and Mbeya (9.3%). Lindi region has the lowest HIV prevalence of less than 1%.

National Economic Empowerment Council has been facing a number of challenges in handling HIV/AIDS and NCDs. The challenges include a number of staff who do not declare their HIV and NCDs status and therefore fail to access care and supportive services. To address the challenges concerning HIV/AIDS and NCDs, NEEC will strengthen awareness programs and provide care and support services to staff who declare their health status. The expected output for the strategies to address HIV/ AIDS and NCDs is existence of healthy, educated and confident staff to perform the NEEC's functions. The key performance indicator for this objective is Percentage Change in the HIV/AIDS Infection and NCDs Rate. The strategy to address this include:-

3.2.1.1.Strengthen implementation of mitigation measures against HIV/AIDS and NCDs

Targets

- i. HIV/AIDS infections and Cancer workplace program operationalized by June 2026

3.2.2. Objective B: Accountability, transparency and good governance at the workplace enhance

Rationale

Accountability, transparency and good governance at the workplace is very critical for economic empowerment and the development of the Nation as a whole. Accountability requires that NEEC to be answerable to the public by ensuring that the vision, mission and agreed objectives set by the Council on economic empowerment are achieved for the benefit of whole nation. To be accountable goes hand in hand with the rule of law, efficiency, responsiveness, responsibility and with integrity. Accountability includes the existence of mechanisms where there is certainty that public officials are responsible for their actions, responsible for the use of public resources and

have the required competences to make and run the right public policy including the ability to deliver the service to the public efficiently. Institutions and government employees are accountable to the public and to the agencies concerned. Therefore, NEEC secretariats and the Council are required to be liable and transparency to the public and media freedom in order to attain the objectives of establishing this institution.

Good governance is a condition that guarantees the process of alignment, equality, cohesion, and balance of role. The existence of mutual control is done by the components of government, people or civil society and entrepreneurs. Good governance is required to be among NEEC priority area for implementation as it must be free from the implementation of Corruption, Collusion, and Nepotism. Strategies to be adopted include:-

3.2.2.1. Strengthen good governance and accountability

Targets

- i. Accountability, transparency and good governance at NEEC and their undertakings strengthened by June, 2026
- ii. Oversight and internal control systems improved by June, 2026
- iii. Fraud and Risks Management in NEEC undertakings institutionalized by June, 2026
- iv. Workplace intervention programs on preventing and combating corruption developed and implemented by June, 2026

3.2.3. Objective C: To enhance adherence in implementing cross cutting issues in economic empowerment undertakings

Rationale

The government has put in place various policies, legal and regulatory frameworks which are cross cutting and therefore, required to be implemented by Ministries, Departments, Agencies, Regional Administration and Local Government Authorities. They are required to be mainstreamed into plans, programs and project of each entity to increase efficiency in delivery and execution of their duties. Mainstreaming of Cross cutting issues into economic empowerment is highly important for delivering quality and sustainable services which is the basic factor for any organization to realize its objectives holistically. Attributes of adherence includes inclusion of cross cutting into Institution's Strategic and operational plans and they include Environmental issues and climate change and Gender. Therefore, to enhance adherence in implementing the rule of law adequately and efficiently in economic empowerment undertakings, the following strategy will be deployed:-

3.2.3.1. Mainstream relevant cross cutting issues into economic Empowerment plans, programs and projects;

Targets

- i. To have economic empowerment initiatives giving priority to environmental and climate change concerns by June, 2026;
- ii. Gender issues mainstreamed in the NEEC's operations and economic Empowerment initiatives by June, 2026

3.2.4. Objective D: To facilitate development of potential economic empowerment opportunities and link them to targeted beneficiaries

Rationale

Potential economic empowerment opportunities need to be not only developed deliberately but also are required to be linked to the targeted beneficiaries in order to achieve the intended outcome. Opportunities can be in the form of availability of investment and working capital; appropriate entrepreneurship training; promoting competitiveness, business networks and partnerships; empowerment funds, local content in investments; Cooperatives, SACCOS, Community Micro Finance and other economic groups; and presence of an enabling environment due to conducive policies, legal and regulatory framework. In order for these opportunities to be utilized and benefit the targeted beneficiaries it is required for policy and decision makers; regulatory authorities, service providers to create enabling environment and communicate to the targeted beneficiaries. Beneficiaries of economic empowerment opportunities, entrepreneurs and public at large are at the demand side but they need to be informed with requisite capabilities for effective and efficient utilization of the opportunity in question. In this regards facilitating linkage of all actors such that the developed opportunities are being utilized timely by intended audiences is very critical. Therefore the following Strategies are proposed to be used with their respective targets in order to realize the same:-

3.2.4.1. Coordinate available sources of investment and working capital and link them with appropriate beneficiaries

Targets

- i. Increase access and utilization of sources of investment and working capital by, June 2026
- ii. All Empowerment Funds coordinated to deepen economic empowerment milestone by June, 2026
- iii. Strengthen the capabilities of Community Microfinance Groups to be able to access investment and working capital and other factors of production by June, 2026

3.2.4.2. Enhance capabilities of Tanzanians to identify and utilize economic opportunities

Targets

- i. Coordinate entrepreneurship training, competitiveness, business networks and partnerships by June, 2026;
- ii. To Facilitate 50 LGAs to set aside designated areas for Economic Empowerment Centers by June, 2026; and
- iii. Facilitate Business Development Services networks and partnerships by June, 2026

3.2.4.3. Strengthening Cooperatives, SACCOS, CMGs and other economic groups

Targets

- i. All Cooperatives, SACCOS, CMGs and economic groups avail capital and potential economic opportunities to its members by June, 2026
- ii. Formation of 25000, formalization of 20,000 Community Financial and Economic Groups by June, 2026

3.2.4.4. Coordinate improvement of policy, legal and regulatory framework to enhance economic empowerment efforts

- i. **Targets** To facilitate review of the NEEP, 2004, its Act and Regulations by June, 2026
- ii. To facilitate review of relevant policies, laws and regulations to support economic Empowerment initiatives by, June 2026
- iii. 80% of procured goods and services in large investments, and strategic projects are originating from local suppliers by 2026
- iv. Employment rate of Tanzanians in Strategic projects, large domestic and foreign investments achieved by 75% as per Local Content Implementation Plan by 2026

3.2.4.5. Coordinate effective utilization of research and technological innovation geared toward Economic Empowerment

Targets

- i. Utilize potential Research results for economic empowerment issues by June, 2026
- ii. Acquisition and application of technological innovation to embrace economic empowerment by June, 2026

3.2.5. Objective E: To coordinate multi-sectoral strategies for Local Content and economic empowerment and unlocking of potential economic opportunities

Rationale

Economic empowerment is crucial for enhancing economic development. It promotes peace, tranquility and social stability in the society. Economic empowerment is Multisectoral in nature and it requires concerted efforts and collaboration with all stakeholders to attain the intended outcomes. NEEC's mandate empowers it to coordinate all economic empowerment efforts in the country. To carry out this task effectively, it has to develop a mechanism for ensuring an

effective coordination of all empowerment efforts in the country. Since the National Multisectoral Strategy for Economic Empowerment (NMSFE) is already in place efforts will be made to ensure that economic empowerment initiatives are integrated into sector plans and establishing linkages with the key stakeholders namely, line Ministries, Departments and Agencies, Regional Administrations and Local Government Authorities and the private sector. This suggests further that NEEC has to develop and operationalise a well-coordinated reporting structure for smooth feedback. This in turn, calls for coordination. In order to fulfill this strategic objective, the following strategies will be deployed:

3.2.5.1. Analysis of economic empowerment and local content gaps and opportunities in sector policies, plans, programs and projects;

Targets

- i. To integrate economic empowerment and local content issues into policies, plans and budgets in 50 MDAs, 26 regions and 186 LGAs by 2026
- ii. To Monitor and evaluate implementation of Economic Empowerment and Local Content initiatives by 2026

3.2.5.2. To establish collaborations and networks with relevant stakeholders

Targets

- i. To collaborate on economic empowerment initiatives with 186 LGAs by June, 2026 ;
- ii. To collaborate with 50 MDAs and 98 Non State Actors and 5 umbrella association in order to catalyses economic empowerment initiatives within their mandate by June, 2026
- iii. To establish and strengthen 125 economic empowerment networks and actors by June, 2026

3.2.5.3. To Operationalise Local Content in Investments in Tanzania

- i. Operationalization of Local Content as a result of Foreign Direct Investment, Strategic Projects, International Contracts and Large Domestic Investment in various sectors of the economy by June, 2026

3.2.6. Objective F: To raise public awareness on the role of NEEC in coordinating Economic Empowerment initiatives in Tanzania

Rationale

Raising public awareness and proper branding would make NEEC known across the country and beyond the border and ensure the Tanzanians are participating and controlling the national economy. Discussions with key informants and stakeholders indicated that NEEC is sometimes thought of as offering small loans, some think it is a like a SACCOS, others think it is a microfinance institution etc. To the contrary, NEEC is collaborating with several institutions to implement empowerment initiatives that enhance economic empowerment. Some of these initiatives are development and operationalization of National Entrepreneurship Training

Framework (NETF); Youth Graduate Entrepreneurship Program (YGEP), Tanzania Entrepreneurship Competitiveness Centre (TECC); Mwananchi Empowerment Fund (MEF); National Multi Sectoral Strategic Framework for Economic Empowerment and its guidelines and the Inclusive National Entrepreneurship Strategy of 2017.

Despite of the implementation of these economic empowerment initiatives, still there is not enough information to the would-be beneficiaries of these initiatives in addition to effective coordination mechanisms. Furthermore, there is no consistent and coherent message coming out of the council that coordinates all these initiatives to target a particular segment of the population. In this objective, the council will increase awareness of the general public on its functions and other public empowerment issues. The objective will be achieved through innovating its communication strategy and strengthen public relations function, improving outreach and enhancing partnerships and networking. The council will improve the system of receiving feedback from its stakeholders on services rendered by it and on empowerment in general. Strategies to be used are:-

3.2.6.1. Analyze and segment beneficiaries and other stakeholders of economic empowerment

Targets

- i. NEEC branded in the relevant segments by 2021
- ii. To sustain partnerships and cooperation with print and electronic media

3.2.6.2. Develop and operationalise NEEC Communication Strategy;

Targets

- i. To promote image of the NEEC to each segment in the public by June, 2026

3.2.7. Objective G: To strengthen NEEC capability to coordinate Economic Empowerment processes

Rationale

This intervention is in line with the task of empowering majority of Tanzanians mainly youth, women and people with disabilities who need to be capacitated to uplift themselves from poverty and deprivation. There is thus a need for the Government to set aside financial allocations to NEEC in order to enable it to carry out its activities. The council has to be internally (institutionally) empowered to enable it to function more effectively and among other things, empower the rest of the needy Tanzanians. Hand in hand with those efforts, it will need to devise effective and realistic financial resource mobilization strategies that are well coordinated and ensure that once mobilized, the funds are effectively allocated to needy Tanzanians. The council will have to come up with innovative ways of making its programs fully financed and sustained as well as achieving bigger results by applying the following strategies:-

3.2.7.1. Strengthen the human resources capabilities; physical facilities and ICT in order to enhance the organization's performance

Targets

- i. Enhance Human Resources capacity to manage economic empowerment undertakings by June, 2026;
- ii. Develop and manage procurement plan by June, 2026;
- iii. Strengthen leadership of the Council and secretariat by June, 2026; and
- iv. Provide timely financial, ICT and administrative services to improve productive capacities by June, 2026

3.2.7.2. Develop and operationalise Resources Mobilization Strategies;

Targets

- i. Mechanisms to generate revenues through economic empowerment activities developed by June, 2026
- ii. Establish networks, linkages, collaboration and partnerships with potential to support economic empowerment initiatives in Tanzania by, June, 2026

3.3. Operationalization of the Strategic Plan

In implementing this plan various innovative Financial and Economic Models will be deployed to realize the Vision and Mission of NEEC. Like in the previous Strategic Plan where various models have been implemented such as Kijana Jiajiri, Ajira Yangu, JKT, Young Graduate Entrepreneurship Clinic and overall coordination, this Plan will accommodate development of Models to complement realization of the objectives of the Strategic Plan.

This section presents the strategic objectives for the next seven (7) years and their corresponding strategies which are means to an end. To implement the targets there are set of activities that are logically aligned to the attainment of those Targets with their respective outputs and outcome performance indicators which are established to monitor and evaluate progress in implementing the strategic plan for all objectives are as presented in Annex II – the logical framework.

Implementation of this plan will require financial resources to the tune of TShs 46,027,200,000 for five years as indicated in Annex I. The Strategic Plan Matrix below elaborate activities and the responsible sections and units to ensure that implementation will be easy to follow.

Table 3: Strategic Plan Implementation Arrangement

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
	Overall Goal (IMPACT)	To have an inclusive economy in which women, men, youth and PWDs			1. Houses meeting UN Habitat standards 2. Household income 3. Ownership of

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes	
		Tanzanian participate equitably to substantially contribute to the national Gross Domestic Product			assets among men, women, youth and PWD Tanzanian 4. Increase in savings among Tanzanians 5. Welfare of Tanzanian women, men, youth and PWD 6. New jobs created	
OBJECTIVE A: HIV/AIDS infections and Non Communicable Diseases services at the workplace improved						
	Strengthen implementation of mitigation measures against HIV/AIDS and NCDs	HIV/AIDS and Cancer workplace program operationalized by, June 2026	Implement HIV/AIDS and Cancer workplace program	DCS-HR		
OBJECTIVE B: Accountability, transparency and good governance at the workplace enhanced						
	Strengthen good governance and accountability	Accountability, transparency and good governance at NEEC and their undertakings strengthened by June, 2026	Comply to all legal, regulatory, contractual and mandatory obligations	Legal Unit		
			Operationalize the Client Service Charter (CSC)	HR		
		Fraud and Risks Management in NEEC undertakings institutionalized by June, 2026	Operationalize Fraud and Risk Management Framework	DCS-HR		
			Oversight and internal control systems improved by June, 2026	Conduct periodic Council meeting	Legal Unit	
				Conduct quarterly internal audits	CIA	
		Conduct annual external audits	DCS-Chief Accountant/			

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/Outcomes
			and implement recommendation	Internal Audit Unit	
		Workplace intervention programs on preventing and combating corruption developed and implemented by June, 2026	Implement National Anti-Corruption Strategy requirements	DCS-HR	
OBJECTIVE C: To enhance adherence in implementing cross cutting issues in economic empowerment undertakings					
1.	Mainstream relevant cross cutting issues into economic Empowerment plans, programs and projects	All economic empowerment initiatives giving priority to environmental and climate change concerns by June, 2026	Ensure that economic empowerment initiatives are environmental friendly	Focal Person of Environment	Cross cutting issues have been mainstreamed in economic empowerment
		Gender issues mainstreamed in the NEEC's operations and economic Empowerment initiatives by June, 2026	operationalize Gender mainstreaming Guidelines in economic empowerment undertakings	Gender Focal Person	
OBJECTIVE: D: To facilitate development of potential economic empowerment opportunities and link them to targeted beneficiaries					
2.	Coordinate available sources of investment and working capital and link them with appropriate beneficiaries	Increase access and utilization of sources of investment and working capital by, June, 2026	Facilitate provision of guarantees of short and long-term credit to relevant stakeholders	DELC-Empowerment Fund Management	1. % increase in number of youth and women in economic groups and clusters in 2. % change of formalized businesses 3. % change of
			Facilitate design of specific	DELC-Empowerment	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
			packages to suit Tanzanian who are unable to meet FI borrowing conditions	Fund Management	entrepreneurs accessing capital
			Facilitate provision of financial literacy to relevant stakeholders	DELIC-BDS	4. Number of local companies accessing public procurement
		All Empowerment Funds coordinated to deepen economic empowerment milestone by 2026	Coordinate Empowerment Funds and programs	DELIC-Empowerment Fund Management	5. Number of MDAs that have incorporated economic empowerment in their sectoral policies
			Manage and operationalise Mwananchi Empowerment Fund	DELIC-Empowerment Fund Management	6. Research results translated into economic empowerment
		Strengthen the capabilities of Community Microfinance Groups (CMG) to be able to access investment and working capital and other factors of production by, June 2026	Develop and disseminate various guidelines to manage CMGs	DELIC-PIFO-CMG	7. SACCOS and AMCOS established Industries
			Link CMGs with Empowerment Funds and programs to access funds	DELIC-PIFO-CMG	8. 5000 existing and emerging SMEs are able to prepare and manage competitive and bankable business plans
3.	Enhance capabilities of Tanzanians to identify and utilize economic opportunities	Coordinate entrepreneurship training and competitiveness by June, 2026;	Develop specific and well-tailored training manual to enhance entrepreneurial skills	DELIC-BDS	
			Facilitate entrepreneurship training program	DELIC-BDS	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/Outcomes
			to youth, women and PWDs		
		To Facilitate 50 LGAs to set aside designated areas for market, business and Economic Empowerment Centres by June, 2026	Coordinate establishment of LGA economic empowerment centers (one stop center)	DELIC- Empowerment Fund Management	
		Facilitate Business Development Services (BDS) networks and partnerships by June, 2026	Institute capacity building of BDSP providers (TOTs)	DELIC-BDS	
4.	Strengthening Cooperatives, SACCOS, CMGs and other economic groups	All Cooperatives, SACCOS, CMGs and economic groups avail capital and potential economic opportunities to its members by June, 2026	Promote establishment of Cooperatives, SACCOS, CMGs and other economic groups	DELIC- EF/CMG	
			Facilitate capacity building programs of Cooperatives, SACCOS, CMGs and other economic groups	DELIC-BDS	
			Link Cooperatives, SACCOS, CMGs and other economic groups with economic opportunities	DELIC- EF/CMG	
			Develop database of potential	DELIC & ICT	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
			Cooperatives, SACCOS, CMGs and other economic groups		
		Facilitate formation of 25,000,	Promote formation of CMGs	DELC-CMG	
		formalization of 20,000 Community Financial and Economic Groups by June, 2026	Facilitate capacity building programs for existing and newly established CMGs	DELC-CMG	
5.	Coordinate improvement of policy, legal and regulatory framework to enhance empowerment efforts	To facilitate review of the NEEP, 2004, its Act and Regulations by June, 2026	To facilitate review of the National Economic Empowerment Policy of 2004	DCS-Planning & Research (PR)	
		To facilitate review of relevant policies, laws and regulations to support economic empowerment initiatives by, June 2026	Mainstream economic empowerment issues into Acts, Policies, Plans and budgets	DCS & DELC	
		80% of procured goods and services in large investments and strategic projects are originating from local suppliers by 2026	Ensure compliance to local content implementation plan	DELC-Local Content (LC)	
			Build capacity of local suppliers of goods and services in procurement and supply chain management	DELC-BDS & LC	
		Employment rate	Map and develop	DELC-BDS &	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
		of Tanzanians in strategic projects, large domestic and foreign investments achieved to 75% as per Local Content Implementation Plan by 2026	the database of the existing large investments	LC	
			Facilitate and follow-up of local content implementation plan	DELC-BDS & LC	
			Undertake capacity building on available employment opportunities	DELC-BDS & LC	
			Facilitate Tanzanians to acquire international standard certifications for local produced products.	DELC-BDS & LC	
6.	Coordinate effective utilization of research and technological innovation geared toward Economic Empowerment	Utilize potential Research results for economic empowerment issues by June, 2026	Map institutions conducting research on economic empowerment	DCS-PR	
			Collect, store and analyse research reports on economic empowerment for dissemination purposes	DCS-PR	
			Initiate knowledge management process on useful innovation and link them with entrepreneurs and	DCS-PR	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
			innovators		
			Organize forums to deliberate research findings on economic empowerment	DCS-PR	
			Operationalise NEEC research theme on economic empowerment	DCS-PR	
		Acquisition and application of technological innovation to embrace economic empowerment by June, 2026	Promote application of technological innovations to attain economic empowerment of Tanzanians	DCS-PR	

OBJECTIVE E: To coordinate multi-sectoral strategies for Local Content and economic empowerment and unlocking of potential economic opportunities

7.	Analysis of economic empowerment and local content gaps and opportunities in sector policies, plans, programs and projects	To integrate economic empowerment and local content issues into policies, plans and budgets in 50 MDAs, 26 regions and 186 LGAs by June, 2026	Identify prospective economic empowerment issues to be included into national budget guidelines	DCS-PR	<ol style="list-style-type: none"> 1. Number of quality reports submitted by stakeholders 2. Number of MDAs and RLGAs that incorporate economic empowerment coordination activities in their plans and budgets 3. Number of investors complying with Local Content requirements 4. Number of local companies accessing
			Ensure MDAs policies, plans, programs and budget incorporate economic empowerment issues	DCS-PR/ME	
			Develop strategic institutional framework and	DCS& DELC	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
			national guidelines to support planning and coordination of economic empowerment issues		(exploiting) procurement opportunities from large domestic and foreign investments
		To Monitor and evaluate implementation of all Economic Empowerment and Local Content initiatives by June, 2026	Develop and operationalise Economic Empowerment and Local Content initiatives M&E systems	DCS&DELC	5. Percent of local employees in large domestic and foreign investments
			Develop Annual Economic Empowerment Implementation Reports	DCS-ME	
			Prepare progress report on implementation of economic empowerment and local content initiatives	DCS-ME	
			Monitor and evaluate economic empowerment programs and project	DCS-ME	
8.	To establish collaborations and networks with relevant stakeholders	To collaborate on economic empowerment initiatives with 186 LGAs by June, 2026	Strengthen the capacity of Regional and District economic empowerment coordinators	DELC-BDS	
			Develop tailor	DELC-	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
			made economic empowerment programs depending on the need of each LGAs	EF/BDS/LC	
			Link LGAs with various economic empowerment opportunities	DELIC/EF/BD S/LC	
		To collaborate with 50 MDAs and 98 Non State Actors and 5 umbrella association in order to catalyses economic empowerment initiatives within their mandate by June, 2026	Collaborate with key stakeholders on economic empowerment	DCS&DELIC	
		To establish and strengthen of 125 economic empowerment networks and actors by June, 2026	Undertake mapping of economic empowerment initiatives/activities by key players	DELIC-BDS	
			Develop database of economic empowerment actors	DCS/DELIC/ICT	
			Create platforms for information sharing and collaboration between stakeholders	DCS&DELIC	
			Establish and maintain sector	DELIC & ICT	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/Outcomes
			and Multisectoral economic empowerment information management systems		
9.	To Operationalise Local Content in Investments in Tanzania	Operationalization of Local Content as a result of Foreign Direct Investment, Strategic Projects, International Contracts and Large Domestic Investment in various sectors of the economy by June, 2026	Develop Guidelines for Local Content in Investment	DELCLC/BDS//Legal Unit	
			Develop and disseminate local content IEC materials	GCU	
			Develop Local content media programs	GCU	

OBJECTIE F: To raise public awareness on the role of NEEC in coordinating Economic Empowerment initiatives in Tanzania

10.	Analyze and segment beneficiaries and other stakeholders of economic empowerment	NEEC branded in the relevant segments by June, 2026	Design and develop a study for segmentation and needs assessment	DELCDCS/GCU	<ol style="list-style-type: none"> Increase number of visitors enquiring about NEEC services Increase number of collaborations from Empowerment Partners % of Tanzanians reached by NEEC programs are aware of NEEC services (number of outreach programs) Increase in number of satisfied customers for NEEC services
			Develop positioning strategies	GCU	
			Develop an Integrated Communication and Marketing Strategy	GCU	
		Sustain partnership and cooperation with print and electronic media	GCU	Create and maintain partnerships and cooperation with print and electronic media	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
			Publicize and document emerging and successful empowerment initiatives for scaling up and replication	DELC/DCS/GCU	
11.	Develop and operationalise NEEC Communication Strategy;	To promote image of the NEEC to each segment in the public by June, 2026	Develop communication and branding plan including top line messages	GCU	
			Carry out advocacy campaign and Sensitization meetings on economic empowerment	DELC/DCS/GCU	
			Operationalise Communication and promotion Strategies	GCU	
OBJECTIVE G: To strengthen NEEC capability to coordinate Economic Empowerment processes					
12.	Strengthen the human resources capabilities; physical facilities and ICT in order to enhance the organization's performance	Enhance Human Resources capacity to manage economic empowerment undertakings by June, 2026	Hold bi-annual workers' council	DCS-HR	1. Percentage change of Tanzanians empowered 2. Annual increase in funds disbursed to NEEC 3. annual increased in DP for projects and programs on economic empowerment 4. number of vacant positions filled 5. percentage of implemented
			operationalise NEEC Organization structure	DCS-HR	
			Conduct annual staff review of NEEC activities	DCS-HR	
			Operationalise staff training plans	DCS-HR	
			Recruit competent and skilled staff	DCS-HR	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
			Develop and operationalise succession plan	DCS-HR	planned activities 6. Rate of retention 7. Labour Turn Over
			Design and operationalise staff retention incentive package	DCS-HR	
			Pay attractive personal emolument benefits	DCS-HR	
		Develop and manage procurement plan by June, 2026	Lead procurement practices and logistics	PMU	
			Repair and maintain All NEEC assets	DCS/PMU	
		Strengthen leadership of the Council and secretariat by June, 2026	To prepare and file legal documents/court pleadings by	Legal Unit	
			To draft, sign and file agreements and Memorandums of Understanding	Legal Unit	
		Provide timely financial, ICT and administrative services to improve productive capacities by June, 2026	Construct NEEC own building for office use	DCS-HR	
			Implement and monitor the ICT Policy	ICT-Unit	
			Update the existing Information Systems	ICT-Unit	
			Conduct ICT training to NEEC technical officers	ICT-Unit	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/Outcomes
			To facilitate Youths' ICT projects	ICT-Unit	
			Rent a suitable office space	DCS-HR	
13.	Develop and operationalise Resources Mobilization Strategies;	Mechanisms to generate revenues through economic empowerment activities developed by June, 2026	Develop funding proposals and submit to relevant partners	DCS/DLC	
			Engage parliament on opportunity and solicit for funds	DCS/DELDC	
			Organize fundraising events and activities	DCS/DELDC/GCU/Legal Unit	
			Develop plans, and MTEF budgets	DCS-PR	
			Develop a specific regulatory framework for NEEC to collect revenues	DCS/DELDC Legal Unit	
		Establish networks, linkages, collaboration and partnerships to support economic empowerment initiatives in Tanzania by June, 2026	Enter into partnership and collaboration in implementing economic empowerment initiatives	DCS/DELDC/GCU/Legal Unit	
			Develop networks and linkages that support economic empowerment initiatives	DCS/DELDC/ICT	
			Establish Special	DCS	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/Outcomes
			Purpose Vehicle (SPV) to give room for private sector involvement in economic empowerment	DELC/LU	
			Design projects and programs which will attract external funding	DCS/DELC/LU	

PART FOUR: MONITORING AND EVALUATION

4.1 Introduction

This chapter intends to show how results envisioned in the NEEC Strategic Plan will be measured. There is a general rule that says, “*What gets measured gets done*” and this is the essence of putting together a results framework chapter as part of the long-term strategic plan. This chapter provides a basis on how various interventions will be undertaken in this planning cycle and how achievement of NEEC strategic objectives will be measured. It shows Monitoring, Review, Evaluation and Reporting Plans, all measuring progress, recording achievements and information sharing of results within NEEC and external stakeholders. This chapter shows interventions to be monitored, reviewed and type of evidence-based evaluation studies to be undertaken over the planned period. Specifically, it highlights if these interventions will lead to achievement of intended outcomes. Finally, the chapter presents how indicators and progress of various interventions will be reported to stakeholders.

4.2 Development Objective

The National Economic Empowerment Initiatives are meant to enable Tanzania attaining national agenda which emphasizes on the need for Tanzania to industrialize in order to attain a middle-income economy status by 2026. Empowering Tanzanians economically to effectively participate in the potential economic opportunities ensures transformation of the economy and sustainable growth in addition to reduction of poverty and ultimately, leading to economic development. This will be achieved by improving, harmonizing and coordinating all initiatives including the interplay of institutions responsible for investments, financial sector, women and children including all vulnerable groups into becoming players in the nation building through economic activities. Achievement of this high-level result will also depend on contribution of other players namely; MDAs, Development Partners, research institutions, professional associations, politicians, Government oversight institutions, economic operators, non-state actors, media and the general public.

4.3 Logical Framework Matrix (LFM)

The Logical Framework Matrix Find as Annex II, contains NEEC overall development objective, strategic objectives, outputs, and activities at the left hand side with their narratives which are required to be filled with Objective Verifiable Indicators (OVI), Means of Verification and the Assumption which are external and once fulfilled the higher level of the log frame will be achieved. It envisions how the development objective will be achieved and how results will be measured. The indicators in the matrix will be used to track progress towards achieving Intermediate Outcomes and Objectives; output and activities. It should be noted that achievement of NEEC overall objectives will be contributed by several other players as well, and may not completely be attributed under this Strategic Plan.

4.4 Monitoring Plan

The monitoring plan consists of indicators and their descriptions, baseline data for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequencies and the officers who will be responsible for data collection, analysis and reporting – see Annex III. Though the outcome indicators will be reported on an annual basis, tracking of the indicators will be made on quarterly basis.

4.5 Evaluation Plan

The Evaluation Plan consists of evaluation studies to be conducted during the Strategic Planning cycle. A total of five evaluation studies will be conducted over the period of five years. The evaluation studies intend to obtain evidence as to whether interventions and outputs achieved have led to achievement of outcomes as envisioned in the Strategic Plan. The evaluation plan matrix is detailed in Table 4 below.

Table 4: Evaluation Plan

S/	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible
1	Status of economic empowerment	These surveys are done to measure the impact of economic empowerment interventions. Among other things, it will consider access to finance, business development services, business formalization, skills development, business networks, innovation and technology, market accessibility, service delivery, legal and regulatory	<p>Do you have access to;</p> <p>(a) Finance</p> <p>(b) Land</p> <p>(c) Markets</p> <p>(d) Business services (TRA, BRELA)</p> <p>(e) Service delivery, Legal and Regulatory Environment</p> <ul style="list-style-type: none"> • What is the extent of business formalization? • What is the extent of capacity building done to external stakeholders? 	<ul style="list-style-type: none"> • Interviews, • Focus group discussions, • Controlled studies, Literature reviews etc. 	June 2023	Management

S/	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible
		environment, access to land etc.				
2	Effect of economic empowerment in sector policies, programs and projects	These surveys measure the extent of inclusion of economic empowerment and local content in sector policies and programs and how they have contributed to the standard of living, housing, literacy level, life expectancy, access to basic utilities (clean and safe water, power, etc.)	<ul style="list-style-type: none"> To what extent economic empowerment and local content have been included in sector policies and programs? How they have contributed to the standard of living, housing, literacy level, life expectancy, access to basic utilities 	<ul style="list-style-type: none"> Interviews, Focus group discussions, Controlled studies, Literature reviews 	June 2023	Management
3	Local Content	These surveys are done to measure the extent to which domestic and foreign investment have complied to local content consumption (procurement of local goods and services, employment and technology transfer and support to host community (local content)	<ul style="list-style-type: none"> To what extent did local content in all domestic and foreign investments have been complied? 	<ul style="list-style-type: none"> Interviews, Focus group discussions, Controlled studies, Literature reviews 	June 2026	Management
2.	Mid-Term Evaluation	This evaluation aims to measure the realization of intermediate	<ul style="list-style-type: none"> What has been achieved so far in terms of intermediate 	<ul style="list-style-type: none"> Interviews, Focus group discussions, Controlled 	June, 2023	Management

S/	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible
		outcomes.	outcomes? • What were the challenges and lessons learnt?	studies, • Literature reviews		
3.	Terminal Evaluation Study	This evaluation aims to measure the achievement of planned Strategic Objectives. This evaluation also measures the impact that NEEC has on the public	• To what extent have the planned targets been achieved? • Has target achievement led to realization of the intended outcomes? • What policy, legal and regulatory framework changes can be done to improve the outcomes? • What is the percentage of stakeholders' awareness of NEEC and the use of NEEC services? • To what extent has NEEC contributed to the economic development of the country?	• Interviews, • Focus group discussions • Controlled randomized studies, • Literature reviews, • Surveys	Sept-Dec, 2026	Management

4.6 Review Plan

Reviews will be conducted to monitor and assess performance on a continuous basis. Five reviews will be conducted, three being annual reviews, mid-term review and final outcome review. These are presented in Table 4 below:

Table 5: Review Plan

No	Years	Planned Review	Time Frame	Responsible
1.	Year 1: 2018/19	Annual Performance review	June 2019	Management
2.	Year 2: 2019/20	Annual Performance Review	June, 2020	Management
3.	Year 3: 2020/21	Annual Performance Review	June, 2021	Management
4.	Year 4: 2021/22	Mid-term review	June, 2022	Management
5.	Year 5: 2022/23	Annual Performance Review	June, 2023	Management
6.	Year 6: 2023/24	Annual Performance Review	June, 2024	Management
7.	Year 7: 2024/24	Final SP Outcome Review	June, 2026	External Evaluator

4.7 Internal Reporting Plan

Internal reporting for accountability and a record of achievements and milestones reached is good practice in a well-functioning Monitoring and Evaluation system. NEEC intends to have internal reporting of progress on the implementation of its strategic plan and Table 6 below outlines the internal reporting plan.

Table 6: Internal Reporting Plan

SN	Type of report	Recipient	Frequency	Content of the report	Responsible person
1.	Activities/Event Reports	Management	frequent	Follow up	All technical staff
2.	M&E Reports	Management & Council	Quarterly	Implementation status	DCS-MEM
3.	Progress Reports	Management & Council	Quarterly Annually	Implementation & Indicators	DCS-MEM
4.	SP Mid-Term Review Reports	Management & Council	Once	Full Plan	DCS-MEM
5.	Internal Audit Reports	Management & Council	Quarterly	Financial & Operational Compliance	Internal Auditor
6.	Risk Management Reports	Management & Council	Quarterly	Risk & Fraud Issues	Risk Coordinator
7.	Empowerment Fund's Reports	Management & Council	Semi-Annually	Disbursements & Recoveries	DEL- Fund Management

4.8 External Reporting Plan

Progress reports and milestones will need to be reported to external stakeholders who have been in one way or the other assisting NEEC to implement its vision and mission. They will need to be kept informed. Below in Table 7 is External reporting plan.

Table 7: External Reporting Plan

SN	Type of report	Recipient	Frequency	Responsibilities
1.	M&E reports	PMO, TR	Annually	DCS-MEM
2.	Audited Financial Statements	CAG, PMO, TR	Annually	DCS-MEM
3.	Progress Reports	PMO,DPs & TR	Annually	DCS-MEM
4.	Manpower Strength Reports	PO-PSM	Quarterly	DCS-MEM
5.	Internal audit reports	IAG	Quarterly	Internal Auditor
6.	Procurement Reports	PPRA	Quarterly	PPO
7.	Risk Management Reports	IAG	Quarterly	Risk Coordinator
8	Annual Local content and Economic Empowerment Report	Stakeholders & public	Annually	DCS-MEM

PART FIVE: RISKS AND ASSUMPTIONS

5.1 Overview of the Assumptions and Risks

The successful implementation of the NEEC Strategic Plan 2018/19-2025/26 will depend on the management's ability to address various risks including operational and financial risks. Operational risks are associated with inefficiencies including ineffective time management and indecisions in implementing the plan. Financial risks are associated with either shortage of funds for implementing strategic activities or lack of effective cost control. NEEC Management needs to ensure that these risks are addressed prior to negative influence on the Plan.

5.1.1 Assumptions

The following are considered as assumptions for NEEC to take into consideration while implementing this plan: -

- It is assumed that the Government and other stakeholders will take interest in the NEEC SP and provide resources for its implementation.
- The Government priorities towards economic empowerment will not change in the span of five years.
- The beneficiaries will embrace the SP and from the development of their capacities, sustainability of the SP is ensured at the end of the SP period and will be reviewed in year 2024.

5.2 Risks and Fraud Management

Risk and Fraud Management is an integral part of good corporate governance. It has gained popularity due to amendment in the Public Finance of 2010 and the unveiling of the Guidelines for Developing and Implementing Institutional Risk Management Frameworks in public sector organizations. The Guidelines to this respect, requires public sector organizations to develop and maintain effective risk management framework with Risk Register, which is a result of a risk assessment exercise (i.e. the process of identifying analyzing risks, and planning mitigation controls).

NEEC Risks and Fraud Management Framework and Register will be developed as a separate document to influence the implementation of the Strategic Plan and the compliance with the Amendments in the Public Finance of 2010. The Framework will be as per Guidelines for Developing and Implementing Institutional Risk Management.

ANNEX II: NEEC STRATEGIC PLAN LOGICAL FRAME WORK

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
	Goal	To have an inclusive economy in which women, men, youth and PWDs Tanzanian participate equitably to substantially contribute to the national Gross Domestic Product	<ol style="list-style-type: none"> 1. Number of beneficiaries with increased in household income 2. Number of beneficiaries with houses meeting UN Habitat standards 3. % increase in assets among Tanzanians 4. % increase in savings among Tanzanians 5. Number of businesses created 6. Number of jobs created 	<ol style="list-style-type: none"> 1. Beneficiaries household surveys 2. Evaluation report (SP) 3. Budget speeches 4. NBS surveys 	<ol style="list-style-type: none"> 1. Macro-economic stability 2. Favorable climate 3. Political stability
1.	Purpose/ Objectives	To enhance adherence in implementing cross cutting issues in economic empowerment undertakings	<ol style="list-style-type: none"> 1. Unqualified Audit reports 2. Number of staff affected by HIV and Cancer receiving supports 3. National Anti-Corruption Strategies operationalized 4. Risk and Fraud Management in place 5. Economic empowerment initiatives 	<ol style="list-style-type: none"> 1. Control and Auditor General reports 2. HIV and Cancer Committee reports 3. Client service Charter in place 4. Risk and Fraud Management reports 5. Environment Management Systems in economic empowerment programs 6. Signed Minutes 	<p>Frequent Capacity building programs for cross cutting issues</p> <p>Updates on new and emerging technologies (software's, systems and packages) applicable in operationalization of each cross cutting issues</p>

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
			complied with Environmental management requirements	of the Council's meetings 7. Presence of Complain Handling Desk and Suggestion Box	Information sharing with competent authorities
1.1.	Outputs	HIV/AIDS and Cancer workplace program in place	% of HIV/AIDS and Cancer affected staff receiving support Number awareness programs to staff on HIV/AIDS	HIV/AIDS and Cancer reports	Information on available services
		National Anti-Corruption Strategy in place	Number of Corruption cases	Anti-Corruption reports	Updates and information sharing
		Legal, regulatory, contractual and mandatory obligations complied	% of required statutory requirements in each category Vs implementation	Statutory reports, Minutes, Contracts, Circulars and Systems	Establish standards of compliance and award giving
		Number of Council and Committees meetings held	Proportion of Strategic plan implementation	Quarterly and Mid-year progress report	Economic sectors commitment
			Approved MTEF budget	Annual approved Budget	Political will
			Number of Council approval and policy directives	Council resolutions and approved documents	
		Client Service Charter in place	Proportional of Satisfied customers	Customer Satisfaction Survey	Client support
1.2.	Activities	Implement HIV/AIDS and Cancer workplace program	1. Number of HIV and Cancer committee meetings 2. HIV and Cancer support services	1. Minutes of the HIV and Cancer committee 2. HIV/AIDS and Cancer reports	
		Comply to all	1. Circulars and	1. Distribution lists	

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
		legal, regulatory, contractual and mandatory obligations	Directives distribution lists signed by staff 2. Developed service Contracts 3. All legal, regulatory and mandatory obligations distributed to Staff	of Government Circulars and directives signed by staff 2. Signed service contracts 3. List of staff signed Circulars and mandatory obligations	
		Implement requirements of National Anti-Corruption Strategy	National Anti-Corruption Strategy disseminated to all Staff	Dissemination reports	
		Operationalise the Client Service Charter (CSC)	CSC dissemination Seminar to Staff held	Reports of the Seminar	
			CSC distributed to staff	Signed list of staff received CSC	
			CSC awareness Programs to staff held	CSC awareness report	
		Conduct periodic Council meetings	4 Council; 12 Committee meetings conducted	Council meetings reports and minutes	
			Council Charter operationalized	Council and Committee Charters	
			Proportional of Council members attending meetings	Council members attendance Register	
		Develop and operationalise M&E and reporting plans	M&E Framework and reporting plans operationalized	M&E reports	
		Conduct Baseline	1. Baseline	1. Baseline report	

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
		studies on indicators for the Strategic Plan	Indicators for the Strategic Plan developed	2. List of indicators	
		Conduct internal audits	4 internal audits conducted annually	Internal audit reports	
		Conduct external audits and implement their recommendations	One external audit conducted	External audit report per annum	
		Operationalise Fraud and Risk Management Framework	<ol style="list-style-type: none"> 1. Fraud and Risk Management Framework developed 2. Risk Register developed 3. Quarterly audit of Risk and Fraud conducted 4. Committees meeting 	<ol style="list-style-type: none"> 1. Fraud and Risk Management Framework document 2. Risk Register reports 3. Quarterly audit report for Risk and Fraud 	
		Prepare Risk mitigations reports	Risk mitigations reports developed	Risk mitigations reports	
		Ensure that empowerment initiatives are environmental friendly	Environmental Management System for each initiatives	Environmental Management System reports	
2.	Objective/purpose	To facilitate development of potential economic empowerment opportunities and link them to targeted beneficiaries	<ol style="list-style-type: none"> 1. Number of potential economic empowerment opportunities identified and linked to targeted beneficiaries 2. Number of economic empowerment 	<ol style="list-style-type: none"> 1. Guidelines and Frameworks for utilization of the potential economic opportunities 2. Reports of beneficiaries of opportunities 3. Annual Economic Empowerment 	<p>Sector policies, legal and regulatory frameworks mainstreamed economic empowerment</p> <p>Regional and Local Government</p>

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
			centers 3. Proportional of utilized Regional economic profiles 4. Number of BDSP 5. Proportional of local participating in foreign direct investment and strategic projects 6. Enterprises Development Centers in place 7. Number of acquired and utilized new and emerging technologies 8. Number of research reports geared towards economic empowerment of Tanzanians	Forums reports 4. Database of available economic empowerment opportunities 5. Exhibitions reports 6. Outreach program 7. CMGs reports 8. Packages of opportunities 9. Economic empowerment Programs 10. Empowerment Funds reports 11. Entrepreneurship training reports 12. Empowerment centers 13. Reviewed policies on empowerment 14. research reports on economic empowerment	Authorities pursued establishment of Economic Empowerment Centre Capability and willingness of targeted beneficiaries to utilize identified opportunities Appropriate technologies for economic empowerment Presence of Research results which are potential for economic empowerment
2.1.	Outputs	Number of Sources of investment and working capital linked to appropriate beneficiaries	Number of beneficiaries linked to Empowerment Funds to access capital through Guarantee	1. Empowerment Funds reports 2. Guarantee Funds Reports 3. Annual Empowerment Reports	Willingness of beneficiaries to access capital through Guarantee Availability of guarantee funds
			Number of beneficiaries linked to Empowerment Funds to access capital through direct loan	1. Empowerment Funds reports 2. Annual Empowerment Reports	Empowerment funds are available and ready

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
			Proportional of CMGs members accessed capital from Banks and financial institutions	1. CMGs annual reports 2. BOT reports 3. Annual Empowerment Reports	Readiness of Banks and financial institutions to avail capital to CMGs
			Number of Cooperatives linked to financial institutions	1. TCDC reports	Financial literacy of Cooperatives is required
		Number of identified and utilize potential economic opportunities	% of potential economic opportunities utilized	Annual Economic Empowerment Reports	Knowledge and skills to pick up economic opportunities is key
		Number of Business Development Services (BDS) networks and partnerships	% of BDS coverage in Tanzania	Information and reports from the BDS Monitoring and Evaluation framework	Capacity of BDS is required to network and partner
		Capacity of SACCOS, CMGs and other economic groups enhanced	Number of Capacity Building programs organized for and SACCOS and CMG	1. Capacity Building Reports 2. Training manuals and guidelines	BDS are ready to asses capacity needs and execute training
		NEEP, 2004, its Act and Regulations reviewed	1. Mandated to drive Local content in investments in all sectors of the economy 2. Updated new and emerging economic empowerment issues	Policy and Acts	Understanding of Multisectoral nature of the economic empowerment and local content concepts by higher level decision makers
		Relevant policies, laws and	Number of policies, Laws and	Sector polices and Acts	Economic sectors are aware of

No	Item	Narrative description	Objectively Verifiable Indicators	Means Verification	Assumptions of external factors
		regulations incorporated economic empowerment issues	Regulations with economic empowerment		Economic empowerment concepts and their roles
		Utilization of research and technological innovation geared toward Economic Empowerment coordinated	1. Number of research platforms on economic empowerment 2. Number of exhibitions on empowerment	3. NEEC Annual implementation Reports 4. Innovation reports on economic empowerment	Players are aware with the role of research and development in economic empowerment
2.2.	Activities	Facilitate provision of guarantees of short and long-term credit to relevant stakeholders	Guarantees of short and long-term credit coordinated	Reports of coordination meetings	Simplified conditions
			Beneficiaries of guarantees identified	Report of beneficiaries	
			Provide linkage	Data base of Guarantee Funds	
		Facilitate design of specific packages to suit Tanzanian who are unable to meet FI borrowing conditions	Packages to suit Tanzanian who are unable to meet FI borrowing conditions developed	Financial Packages	Financial institutions perception
		Facilitate provision of financial literacy to relevant stakeholders	Database of BDS providers developed	Database of Financial literacy BDS P	Widen geographical coverage
			Need of financial literacy assessed	Need assessment report	
			Financial literacy training provided	Training reports	
			Tanzanians sensitized to buy Shares in the Stock Exchange	Report of sensitization sessions	

No	Item	Narrative description	Objectively Verifiable Indicators	Means Verification	Assumptions of external factors
			Information of source of finances availed	Brochures, flyers and clips on sources of finances	
		Coordinate Empowerment Funds and programs	Database of Empowerment Funds and programs operationalized	Web based data base	Updated information in the database
			Empowerment funds and programs publicized	Publicity reports	Efficiency and effectiveness
			Number of Beneficiaries of Empowerment funds and programs	Annual Empowerment funds and programs report	Availability and affordability of empowerment funds
			Empowerment Funds and programs coordinated	Economic Empowerment Framework	
			Monitor and evaluate the outcomes and impacts of Empowerment Funds	M&E reports	
			Manage and operationalise Mwananchi Empowerment Fund	Number of loan Disbursement Reduced bad debts Loan repayment rate Portfolio at risks	Mwananchi Empowerment Reports
		Develop and disseminate various guidelines to manage CMGs	Guidelines on CMGs management disseminated	Guidelines on CMGs	Identify the role of promoters
		Link CMGs with Empowerment Funds and	CMGs linked with Empowerment funds and programs	CMGs reports	Simplified terms and conditions of the

No	Item	Narrative description	Objectively Verifiable Indicators	Means Verification	Assumptions of external factors
		programs to access funds			Empowerment Funds
		Develop specific and well-tailored training manual to enhance entrepreneurial skills	Specific and tailored training manual developed	Manual	Tailored Entrepreneurial skills
		Facilitate entrepreneurship training program to youth, women and PWDs	National Entrepreneurship Training Framework (NETF) operationalized	Entrepreneurship Training Framework	Engagement of Higher learning and other training providers
			Inclusive National Entrepreneurship Strategy (INES) operationalized	National Entrepreneurship Strategy	Involvement of financial sector
		Coordinate establishment of LGA economic empowerment centers (one stop center)	186 economic empowerment centers established in LGAs	Economic empowerment centers	Active participation of the partners at the centre
			Guideline in place for operationalization of empowerment Centers		
			LGAs which have set aside empowerment centers recognized		
		Institute capacity building of BDS providers (TOTs)	BDS providers coordinated	Coordination reports	Institution arrangement
			BDS M&E framework developed	M&E Framework	Inclusiveness
			Number of Capacity building programs for BDS	Capacity building reports	Commitment of BDS

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
			conducted		
			5000 existing and emerging SMEs are able to prepare and manage competitive Business plans	Financial Institution reports	Facilitation by relevant stakeholders is key
		Promote establishment of Cooperatives, SACCOS, CMGs and other economic groups	% increase in number of youth and women in Cooperatives, SACCOS, CMGs and economic groups and clusters in place	TCDC and CMG reports	Involvement in the value chain
		Facilitate capacity building programs of Cooperatives, SACCOS, CMGs and other economic groups	Number of capacity building programs of Cooperatives, SACCOS, CMGs and other economic groups	Capacity building programs report	Demand driven Delivery mode
		Link Cooperatives, SACCOS, CMGs and other economic groups with economic opportunities	Number of Cooperatives, SACCOS, CMGs and other economic groups linked with economic opportunities	1. TCDC reports 2. Annual Economic Empowerment report	Capability to utilize opportunities
			Database of potential Cooperatives, SACCOS, CMGs and other economic groups developed	Database	Comprehensive and updated
			Number of CMGs formed	Annual Economic Empowerment report	Implement Microfinance Acts, 2017
		Incorporate	Review of the	Reviewed Policy	Gave mandate to

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
		Economic Empowerment and local content into sector polices, laws and regulations	National Economic Empowerment Policy of 2004 and its regulations facilitated	and regulations	enforce local content and economic empowerment
			List of existing laws to be reviewed to accommodate new trends on economic empowerment issues	Reviewed sector policies, laws and regulations	Fast track review
		Mainstream economic empowerment issues into Acts, Policies, Plans and budgets	Number of MDAs that have incorporated economic empowerment in their sectoral policies	Sector policies, plans, laws and regulations	Penalty for not doing
		Ensure compliance to local content implementation plan on procurement	Investors and large projects complying to local content procurement plans	Local Content investment report	
			Multisectoral suppliers' database developed	A multi-sector supplier data base	Regular updates
		Build capacity of local suppliers of goods and services in procurement and supply chain management	Capacity building on procurement and supply value chain management to local suppliers conducted	Capacity building reports	Skill matching with requirements
			Enterprise Development Centre operationalized	Enterprise Development Centre	Appropriate skills
		Map and develop the database of the existing large	A web based data base of large investors	Web based data base of large investors	Updated information

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
		investments	developed		
		Facilitate and follow-up of local content implementation plan on employment;	Local content implementation plan in place	Local Content Implementation Plan	Capacity of sectors and regulatory authorities
		Undertake capacity building on available employment opportunities to relevant stakeholders	Number of participants to the Capacity building on opportunities in investments	Capacity building reports	Capacity of Local training institutions
		Facilitate Tanzanians to acquire international standard certifications	Number of Tanzanians in each category with International certification	Training reports of International certification	
		Map institutions conducting research on economic empowerment issues	Research Institutions conducting economic empowerment identified	Research Agenda of identified institutions	Finding and allocating resources to research
			Tanzanians linked with economic empowerment Research institutions	Research on economic empowerment reports	Awareness of economic empowerment
		Collect, store and manage research reports on economic empowerment	Research reports on economic empowerment managed	Dissemination reports	Publicity of the reports
		Initiate knowledge management	Knowledge management on useful innovation	Report of useful innovations	Accessibility of useful innovation

No	Item	Narrative description	Objectively Verifiable Indicators	Means Verification	Assumptions of external factors
		process on useful innovation and link them with entrepreneurs and innovators	established and linked with entrepreneurs		
		Organize forums to deliberate research findings on economic empowerment;	Stakeholders forums for deliberation of research findings conducted	Stakeholders forums Reports	Appropriate selection of research findings and targeted beneficiaries
		Operationalise NEEC research theme on economic empowerment	Research on economic empowerment conducted	R&D Research themes	Perception of partners on economic empowerment
		Promote application of technological innovations to attain economic empowerment of Tanzanians	Technology requirements for economic empowerment Forecasted	Technology Forecasted report	There is Capacity for technology forecast
			Innovations embracing economic empowerment disseminated	Dissemination report	Tanzanians are early adopters
			Number of Platforms to disseminate technologies supporting economic empowerment	Disseminated technologies	Commercialization of technologies
			Number of Capacity building program on new and emerging technologies in economic empowerment	Capacity building program report	Adoption of new and emerging technologies

No	Item	Narrative description	Objectively Verifiable Indicators	Means Verification	Assumptions of external factors
			Number of Business clusters using technologies to empower Tanzanians	Business clusters	Availability of appropriate technologies
			Number of Incubators with potential for empowerment	Incubators	Available in all geographical zones
			Number of linkages between technological institutions, private sector and the public	Institution reports	
3.	Objectives	To coordinate multi-sectoral strategies for Local Content and economic empowerment and unlocking of potential economic opportunities	Number of MDAs and RLGAs that incorporated economic empowerment issues in their plans, programs and budgets	MDAs and RLGAs policies, plans, programs and budgets	Economic empowerment inclusion in sector policies, plans and programs
3.1.	Outputs,	Economic empowerment and local content gaps and opportunities in sector policies, plans, programs and projects analyzed	Economic empowerment and local content gaps and opportunities in sector policies identified	Sector policies	Implementation of legal and regulatory framework
		Collaborations and networks with relevant authorities established	Number of network	Report of network	Verification by partners

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
		Local Content in Investments, large local and strategic projects operationalized	Number of investors complying with Local Content requirements	Local Content reports	Compliance with local content guidelines
	Number of local companies accessing procurement opportunities from large domestic and foreign investments		Annual Economic empowerment report	Monitoring by sector ministries and regulatory authority	
	% of local employees in large domestic and foreign investments		Local Content reports	Enforcement of local content clauses	
3.2.	Activities,	Identify prospective economic empowerment issues to be included into national budget guidelines	Number of prospective economic empowerment issues included into national budget guidelines	National budget guidelines	Understanding that economic empowerment is Multi sectoral
		Ensure MDAs policies, plans, programs and budget incorporate economic empowerment issues	MDAs policies, plans, programs and budget incorporated economic empowerment issues	MDAs policies, plans, programs and budget	Awareness of economic empowerment concept
		Develop strategic institutional framework and national guidelines to support planning and coordination	Strategic institutional framework and national guidelines to support empowerment issues developed	Strategic institutional framework and national guidelines	Decision and Policy makers conceptualization of economic empowerment issues

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
		of economic empowerment issues.			
		Develop and operationalise Economic Empowerment and Local Content M&E systems	Economic Empowerment and Local Content M&E systems operationalized	Economic Empowerment and Local Content M&E systems	Accurately and Timely reporting
		Develop annual economic empowerment implementation reports	annual economic empowerment implementation reports developed	Annual Economic Empowerment Implementation Reports	Accurate Information from economic empowerment players
		Prepare progress reports on implementation of economic empowerment and local content initiatives	Quarterly progress report prepared and submitted to relevant authorities	Progress reports	Timely information delivery
		Monitor and evaluate economic empowerment programs and project	Economic empowerment programs and project Monitored and evaluated	Empowerment programs and project reports	Availability of data
		Strengthen the capacity of Regional and District economic empowerment coordinators	% of Regional and District economic empowerment coordinators exposed to capacity building programs	Capacity building reports	Support from key partners including funders and BDS
		Develop tailor made economic empowerment programs to fit the need of each	Specific economic empowerment programs tailored to each LGA	Economic empowerment programs reports	

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
		LGAs			
		Link LGAs with various economic empowerment opportunities	% of opportunities' in the economic profiles and Regional and District investment guides utilized	Economic Profiles and Regional Investment Guides	Allocation of resources to utilize potential economic opportunities
			Number of Economic empowerment exhibitions held at LGAs level	Economic empowerment exhibitions reports	
			Number of Economic empowerment forums held	Economic empowerment forum reports	Effective implementation of deliberation
		Collaborate with key stakeholders on economic empowerment	Areas for collaboration on economic empowerment identified	Annual Economic Empowerment Reports	Active participation in economic empowerment issues
			50 MDAs, 98 Non State Actors and 5 umbrella associations entered into collaboration with NEEC	Annual Economic Empowerment Reports	
			collaboration on economic empowerment Managed and monitored	Monitoring reports	
		Undertake mapping of economic empowerment initiatives/activities by key players	Economic empowerment initiatives/activities mapped	Economic empowerment actors reports	

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
		Develop database of economic empowerment actors	Database of economic empowerment actors developed	Database of economic empowerment actors	
		Create platforms for information sharing and collaboration between stakeholders	Information sharing platforms created	Information portal	
		Establish and maintain sector and Multisectoral economic empowerment information management systems	Multisectoral economic empowerment information management systems developed	Economic empowerment Information Management Systems	
		Develop Guidelines for Local Content in Investment	Guidelines for Local Content in Investment operationalized	Guidelines for Local Content	Investors support
		Develop and disseminate local content IEC materials	Local content IEC materials developed and disseminated	IEC materials	
		Develop Local content media programs	Local content media programs developed	Media reports	
4.	Objectives	To raise public awareness on the role of NEEC in coordinating Economic Empowerment initiatives in Tanzania	<ol style="list-style-type: none"> Increase number of visitors enquiring about NEEC services Increase number of collaborations from Empowerment Partners 	<ol style="list-style-type: none"> NEEC administrative routine information NEEC Annual Reports Surveys and evaluations reports Perception surveys 	<p>Stakeholders are aware of economic empowerment concepts and institutional arrangement to execute the same</p> <p>Other</p>

No	Item	Narrative description	Objectively Verifiable Indicators	Means Verification	Assumptions of external factors
			3. % of Tanzanians who are aware of NEEC services 4. Increase in number of satisfied customers for NEEC service		stakeholders to advocate for policy changes to support economic empowerment Tanzanians are aware of available economic opportunities
4.1.	Outputs,	Number of outreach programs on economic empowerment issues	% of coverage of outreach programs on economic empowerment issues	Outreach programs report	
		Beneficiaries and other stakeholders of economic empowerment analyzed and segmented	Number of economic empowerment beneficiaries analyzed and segmented	Analysis reports	
		NEEC Communication Strategy operationalized	% of awareness creation among Tanzanians	Customer Survey	
4.2.	Activities,	Design and develop a study for segmentation and needs assessment	Needs assessment, strategies and segmentation report developed	Segmentation report	
		Develop positioning strategies	Specific focus area identified	Report	
		Develop an integrated communication	An integrated communication and marketing strategy	Communication and Marketing strategy	

No	Item	Narrative description	Objectively Verifiable Indicators	Means Verification	Assumptions of external factors
		and marketing strategy;	developed		
		Create and maintain partnerships and cooperation with print and electronic media	MoU with print and electronic media operationalized	MoU	Readiness of print and electronic media
		Publicize and document emerging and successful empowerment initiatives for scaling up and replication	1. Economic empowerment initiatives documented and publicized 2. Successful empowerment initiatives scaled up and replicated	1. Document of successful empowerment initiatives 2. Replications	Availability of emerging and successful empowerment issues
		Develop communication and branding plan including top line messages	1. Communication and branding plan developed 2. Top line messages developed	1. Branding plan 2. Top line messages	Stakeholders perception
		Operationalise Communication and promotion strategies	Strategies implemented, monitored and evaluated	Implementation reports	Availability of funds
		Sensitize and carry out advocacy campaign on economic empowerment	Number of advocacy campaign and economic empowerment Sensitization meetings	Campaign and Meetings reports	
			Participation in the Local and National events	Local and National events, forums and exhibitions reports	
5.	Purpose/ Objectives	To strengthen NEEC capability to coordinate	Improved performance of NEEC staff	1. OPRAS 2. Clients Satisfaction Survey reports	Availability of resources

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
		Economic Empowerment processes		3. Audit reports	Presence of legislative and regulatory Environment supporting economic empowerment
5.1.	Outputs,	Human resources; physical facilities and ICT capabilities strengthened	<ol style="list-style-type: none"> 1. Number of Human Resources Systems in operation 2. Physical facilities and ICT capabilities modernized 3. Remuneration system established 4. Number of mandatory meetings held 5. Operationalized Plans 6. Working facilities and premises improved 	<ol style="list-style-type: none"> 1. Human Resources Systems 2. Stock taking reports 3. Incentive packages 	Existence of social, political and economic stability in the country
		Resources Mobilization Strategies developed and operationalized	<ol style="list-style-type: none"> 1. Number of Resources Mobilization events and institutions approached 2. Amount of Resources Mobilized 3. Institutional plans implemented 4. Number of programs and 	Resources Mobilization reports	Economic empowerment becomes a priority to key partners including development partners, private and public at large

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
			projects implemented		
5.2.	Activities,	Hold bi-annual workers' council	2 Workers Council conducted per annum	Reports and Minutes	Availability of funds
		Operationalise NEEC Organization structure	1. Job list Developed 2. Filled Vacancies 3. Performance Management system operationalized 4. Scheme of services operationalized	1. Job list 2. HR reports 3. OPRAS 4. Client Service Charter 5. Scheme of services	Changes of the national focus
		Conduct annual staff review of NEEC activities	Number of review meetings held	1. Review report 2. Strategic Plan 3. Action Plan	Higher authority directives
		Develop and operationalise Staff training plans	1. % of Staff trained	Staff training plans	Flexibility of the training institutions
		Recruit competent and skilled staff	Number of qualified staff recruited	Letter of appointment	Recruitment permits
		Develop and operationalise succession plan	Succession plan operationalised	Succession plan	
		Design and operationalise staff retention incentive package	1. % of staff exit 2. % of application for placement 3. Labour Turn Over	Quarterly HR reports	Competing employers
		Pay personal emolument benefits	Attractive personal emolument benefits paid	1. Payment Voucher 2. Payroll list 3. Employment contracts	Political will
		Lead	Number of	Minutes of the	Suppliers and

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
		procurement practices and logistics	statutory Tender board meeting held	Tender board meetings	Consultancy support
			Procurement practices and logistics operationalized	1. Government Procurement Notice 2. Procurement reports and audits	PPRA professional support
		Repair and maintain All NEEC assets	Proportion of assets in good condition	Records of Assets	Favourable weather condition
		To prepare and file legal documents/court pleadings	Number of legal documents/court pleadings prepared	legal documents/court pleadings	No fire accidents
		To draft, sign and file agreements and Memorandums of Understanding	Number of Agreements and Memorandums of Understanding	Agreements and Memorandums of Understanding	No breach of contract
		Construct NEEC building for office use	NEEC building for office use constructed	NEEC building	Availability of funds
		Operationalise NEEC ICT Policy	ICT Policy operationalized	ICT Systems	Support from e - Government
		Update the existing information systems	Information Systems updated	Information Systems	
		Conduct ICT training to NEEC technical officers	ICT training conducted	Training Report	
		To facilitate Youths' ICT innovation projects	Innovation Projects for Youth	Project report	
		Rent a suitable office space	A suitable office space	Office space	Favorable location

No	Item	Narrative description	Objectively Verifiable Indicators	Means Verification	Assumptions of external factors
			rented/provided		
		Develop funding proposals and submit to relevant partners	Number of Funding proposal for capacity building programs for CMGs submitted	Submission letters	Partners have sense of purpose
		Engage parliamentary Committees on every opportunity and solicit for funds	% Increase of budgetary allocations and approval for empowerment activities	Progress reports	Political will
		Organize fundraising events and activities	Three fundraising events conducted annually	Fundraising reports	Ownership of empowerment agenda by Potential funders
		Develop institutional annual plans, MTEF budgets and action plans	Institutional annual plans, MTEF budgets and action plans developed	MTEF budgets and action plans	Allocation of finances by external sources
		Develop a specific regulatory framework allowing NEEC to collect revenues	A specific revenue collection framework allowing NEEC to collect revenues formulated	Revenue Collection Frameworks	Buy in of policy and decision makers
		Enter into partnership and collaboration in implementing economic empowerment initiatives	Number of Partners to implement economic empowerment initiatives identified	Partnership Agreements	Partners intension to support empowerment issues
			Memorandum of Understanding with partners entered	MoU	
		Develop networks and	Number of networks and	Networks and linkages	Support by economic

No	Item	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions external factors
		linkages that support economic empowerment initiatives	linkages that support economic empowerment initiatives		empowerment partners
		Establish Special Purpose Vehicle (SPV) to engage private sector in economic empowerment	Number of Special Purpose Vehicle established	Special Purpose Vehicle (SPV)	Willingness of private sector to participate in economic empowerment
		Design projects and programs which will attract external funding	Number of programs and projects to attract external funding developed	Programs and projects documents	Fit in external funders priorities

ANNEX III MONITORING PLAN

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
Objective A HIV/AIDS and Non Communicable Diseases services at the workplace improved	Number of staff affected by HIV and Cancer receiving supports	2017/18	0	0	0	0	0	0	HIV and Cancer Committee reports	Interview Questionnaire	Quarterly	HR reports	Quarterly	Coordinator
Objective B Accountability, transparency and good governance at the workplace enhanced	% of required statutory requirements in each category Vs implementation	2017/18	60%	80	90	90	100	100	Circular list	Monitoring report forms/template	Quarterly	HR reports	Quarterly	DCS
	National Anti-Corruption Strategies operationalized	2017/18	NO	YES	YES	YS	YES	YES	National Anti-Corruption Strategies reports	Monitoring report forms/template	Quarterly	National Anti-Corruption Strategies reports	Quarterly	Coordinator
	Risk and Fraud Management	2017/18	YES	YES	YES	YES	YES	YES	Risk and Fraud Manage	Monitoring report forms/temp	Quarterly	Audit reports	Quarterly	Risk coordinator

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
	in place								ment reports	late				
	Unqualified audit reports in place	2017/18	YES	YES	YES	YES	YES	YES	Control and Auditor General reports	Internal and External Auditing	Quarterly	Audit reports	Quarterly	DCS & Internal Auditor
	Proportion of satisfied customers	2017/18	40%	60%	90%	100%	100%	100%	Customer survey report	Customer satisfaction survey	Quarterly	HR reports	Quarterly	DCS
	Number of Corruption cases	2017/18	0	0	0	0	0	0	Anti Corruption reports	Case report	Quarterly	HR reports	Quarterly	
Objective C To enhance adherence in implementing cross cutting issues in economic empowerment undertakings	Proportion of Economic empowerment initiatives which are environmental sensitive	2017/18	60%	70%	80%	90%	100%	100%	Program reports	review	biannual	Implementation reports	biannual	DELDC
Objective D: To facilitate	# of youth and women	2017/18	100,000	105000	110000	115000	120000	125,000	-Reports from LGAs and TCDC	Monitoring report form/template	Quarterly	Review of Annual Economic	Annually	DCS

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
development of potential economic empowerment opportunities and link them to targeted beneficiaries	supported to establish economic groups and clusters											Empowerment reports		
	Percentage of formalized businesses	2017/18	10%	30%	40%	50%	60%	75%	Reports from LGAs, NBS	Monitoring report forms/template	Quarterly	Review of Annual Economic Empowerment reports	Annually	DELDC, DCS
	% of entrepreneurs accessing capital from Gov Empowerment Funds	2017/18	10%	20%	30%	40%	50%	60%	Empowerment Funds reports	Monitoring report forms/template	Quarterly	Review annual Empowerment Funds reports, Review of Annual Economic Empowerment reports	Quarterly	DELDC/DCS
	% of local companies participating in public procurements	2017/18	10%	25%	40%	55%	70%	85%	Reports from LGAs and MDAs	Monitoring report forms/template	Quarterly	Review of Annual Economic Empowerment reports	Quarterly	DCS
	# of potential	2017/18	18	26	37	48	59	98	Reports	Monitoring	Annually	Review of	Annually	DELDC

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
	economic empowerment opportunities identified and linked to targeted beneficiaries								of beneficiaries of opportunities	report forms/template		Annual Economic Empowerment reports		
	# of economic empowerment centers	2017/18	01	05	40	70	100	186	AEEF reports	Monitoring report forms/template	Annually	Review of Annual Economic Empowerment reports	Annually	DELDC
	Proportion of utilized Regional economic profiles	2017/18	20	50	80	95	98	99	AEEF reports	Monitoring report forms/template	Annually	Review of Annual Economic Empowerment reports	Annually	DELDC
	Number of BDSP	2017/18	558	1860	3720	5580	8300	8690	BDSP reports	Monitoring report forms/template	Annually	Review of Annual Economic Empowerment reports	Annually	DELDC
	Proportion of locals	2017/18	60%	70%	80%	85%	85%	90%	Local Content	Monitoring report	Annually	Review of Annual	Annually	DELDC

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
	participating in foreign direct investment and strategic projects								Reports	forms/template		Economic Empowerment reports		
	Number of acquired and utilized new and emerging technologies from FDI	2017/18	4	12	14	15	16	19	Local Content Report	Monitoring report forms/template	Annually	Review of Annual Economic Empowerment reports	Annually	DELIC
	Number of research reports geared towards economic empowerment of Tanzanians	2017/18	05	17	27	32	38	45	AEEF reports	Monitoring report forms/template	Annually	Review of Annual Economic Empowerment reports	Annually	DCS
	Number of beneficiaries linked to Empowerment Funds to	2017/18							Empowerment Funds reports	Monitoring report forms/template	Annually	Review of Annual Economic Empowerment reports	Annually	DELIC

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
	access capital though Guarantee													
	Proportion of CMGs members accessed capital from Banks and financial institutions	2017/18	4,500,000	6,500,000	7,500,000	9,600,000	12,800,000	15,000,000	CMG's reports	Monitoring report form/template	Annually	Review of Annual Economic Empowerment reports	Annually	DELDC
	Number of Cooperatives linked to financial institutions	2017/18							TCDC report	Monitoring report forms/template	Annually	Review of Annual Economic Empowerment reports	Annually	DELDC
	Number of policies, Laws and Regulations with economic empowerment	2017/18	12	18	28	32	48	90	AEEF reports	Monitoring report forms/template	Annually	Review of Annual Economic Empowerment reports	Annually	DELDC
Objective E:	# of quality	2017/18	40%	50	60	70	80	90	Reports	Monitoring	Quarterly	Review	Quarterly	D CS

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
To coordinate multi-sectoral strategies for Local Content and economic empowerment and unlocking of potential economic opportunities	reports submitted by stakeholders timely			%	%	%	%	%	from MDAs and LGAs	report forms/temp late		quarterly Empowerment MDAs and LGAs reports, Review of Annual Economic Empowerment reports		
	# of MDAs and RLGAs that have incorporated economic empowerment coordination activities in their plans and budgets	2017/18	15%	20%	30%	45%	65%	90%	Reports from MDAs and LGAs	Monitoring report forms/temp late	Quarterly	Review quarterly Empowerment MDAs and LGAs reports, Review of Annual Economic Empowerment reports	Quarterly	DCS
	# of investors complying with Local Content	2017/18	40%	45%	50%	55%	60%	65%	Reports from MDAs and	Monitoring report forms/temp late	Quarterly	Review quarterly Local Content	Quarterly	DELCC

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
	requirements								LGAs			Reports, Annual Economic Empowerment reports		
	# of local companies accessing (exploiting) procurement opportunities from large domestic and foreign investments	2017/18	40%	45 %	50 %	55 %	60 %	65 %	Reports from MDAs and LGAs	Monitoring report forms/template	Quarterly	Review quarterly Local Content Reports, Annual Economic Empowerment reports	Quarterly	DELCC
	% of local employees in large domestic and foreign investments	2017/18	50%	55 %	60 %	65 %	70 %	75 %	Reports from MDAs and LGAs	Monitoring report forms/template	Quarterly	Review quarterly Local Content Reports, Annual Economic Empowerment reports	Quarterly	DELCC
Objective F:	# of visitors	2017/18	1,00	2,0	4,0	6,0	8,0	10,	Visitors'	Register	Daily/We	Visitors'	Daily/W	GCU

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
To raise public awareness on the role of NEEC in coordinating Economic Empowerment initiatives in Tanzania	enquiring about NEEC services		0	00	00	00	00	00	Register book, Website	book, website visitor count page	ekly	Register book and Website	ekly	
	# of collaborations between NEEC and economic empowerment partners	2018/17	2	3	4	5	6	7	Internal Reports	Reviews of projects reports	Quarterly	Number of programs	Quarterly	DCS
	% of Tanzanians reached by NEEC programs that are aware of NEEC services (number of outreach programs)	2018/17	5%	10%	20%	30%	40%	50%	Survey	Interviews,	Annually	Mindset of Tanzanians towards Economic empowerment	Annually	DCS/ DELC/ GCU
								Focus group discussions						
							Controlled studies, Literature							
% of NEEC Clients indicating	2018/17	15%	35%	45%	55%	75%	95%	Survey	Interviews,	Annually	Increase number of Visitors,	Annually	DCS	
								Focus group						

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
	satisfaction with NEEC services									discussions , Controlled studies, Reports/Literature Review				
Objective G: To strengthen NEEC capability to coordinate Economic Empowerment processes	% of funds disbursed to NEEC, MDAs and RLGAs annually against approved budgets	2018/17	85%	90 %	90 %	95 %	10 0%	10 0%	Annual internal budget reports Budget speeches	Technical meeting Literature reviews	Quarterly	Implementation report Disbursement reports	Quarterly	DCS
	# of projects and programs supported by DPs	2018/17	2	3	4	5	6	7	Internal Reports	Reviews of projects reports	Quarterly	Program reports	Quarterly	DCS
	# of vacant positions filled	2017/18	29	35	41	47	53	57	HR reports	HR reports review	Quarterly	Increase staff	Quarterly	DCS
	% change of	2018/17	3%	5%	10	15	20	25	Surveys	Interviews	Annually	Literacy level	Quarterly	DELDC

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
	Tanzanians empowered				%	%	%	%		Focus group discussions		Good housing		
										Controlled studies,		Improved infrastructure		
										Literature review		Household food security		
												Low Mortality rate		
	% of planned activities implemented	2017/18	50%	60%	70%	80%	90%	95%	Progress reports	Review of progress reports	Quarterly	Implemented activities	Quarterly	DCS
	Unqualified Audit reports	2017/18							Audited reports	Review Audited reports	Annually	Clean reports	Annually	DCS
	% of staff with average and above average performance score annually	2017/18	85	88	95	95	100	100	HR Reports	Review HR Report	Quarterly	Improved staff performance	Quarterly	DCS
												Quality of activities		
												Customer satisfaction		