THE UNITED REPUBLIC OF TANZANIA

PRIME MINISTER'S OFFICE

NATIONAL ECONOMIC EMPOWERNMENT COUNCIL

STRATEGIC PLAN 2026/27 – 2030/31

National Economic Empowerment Council (NEEC)

P.O. Box 792,

41220- Dodoma

barua@uwezeshaji.go.tz

Telephone: +255262962561

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LIST OF ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
ANSAF	Agricultural Non-State Actors Forum
AU	African Union
BDS	Business Development Service(s) provider(s)
BO	Beneficial Ownership
BRELA	Business Registrations and Licensing Agency
CAG	Controller and Auditor General
CBMS	Central Budget Management System *(as referenced in budgeting/reporting systems)*
CCM	Chama Cha Mapinduzi
CGAP	Consultative Group to Assist the Poor
CSR	Corporate Social Responsibility
DED	District Executive Director
Dira 2050	Tanzania Development Vision 2050
DO	Development Objective
DR	Disaster Recovery
EAC	East African Community
EACOP	East African Crude Oil Pipeline
eGA	e-Government Authority
ESS	Employee's Self Service
FY	Financial Year
GAMIS	Government Asset Management Information System
GDP	Gross Domestic Product
GGML	Geita Gold Mining Limited
GS1	Global Standard One
GSD	Government Service Directory
HACCP	Hazard Analysis and Critical Control Points
HCMIS	Human Capital Management Information System
HIV	Human Immunodeficiency Virus
HR	Human Resources
ICT	Information and Communication Technology
IPSAS	International Public Sector Accounting Standards
IRDP	Institute of Rural Development Planning
ISO	International Organization for Standard
IWD	International Women Day
JV	Joint Venture
KPI	Key Performance Indicator(s)

KPIs	Key Performance Indicator
LAN	Local Area Network
LGA	Local Government Authority(ies)
LTPP	Long-Term Perspective Plan
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MEL	Monitoring, Evaluation and Learning
MoF	Ministry of Finance (Treasury)
MoU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
MTEF	Medium-Term Expenditure Framework
MTSP	Medium-Term Strategic Plan
MUSE	Mfumo wa Uhasibu Serikalini
NCD	Non-Communicable Diseases
NEEC	National Economic Empowerment Council
NEEP	National Economic Empowerment Policy
NEMC	National Environment Management Council
NeMIS	National Empowerment Management Information System
NeST	National e-Procurement System
NHIF	National Health Insurance Fund
NPG	National Planning Guidelines
NRGI	Natural Resource Governance Institute
NSSF	National Social Security Fund
OC	Others Charge
OSHA	Occupational Safety and Health Authority
OSR	Own Source Revenue
PE	Personnel Enrolment
PESTEL	Political, Economic, Social, Technology, Environment legal
PMO	Prime Minister’s Office
PO-PSMGG	President's Office Public Service Management and Good Governance's
PPA	Public Procurement Act
PPRA	Public Procurement Regulatory Authority
PWD	Persons with Disabilities
PWDs	People With Disability
RBM	Result- Based Management
REPOA	Research on Poverty Alleviation
RISDP	Regional Indicative Strategic Development Plan

RS	Regional Secretariat(s)
SADC	Southern African Development Community
SANVN	SIDO, AZANIA, NSSF, VETA and NEEC
SGDs	Sustainable Development Goals
SIDO	Small Industries Development Organization
SLA	Service Level Agreement(s)
SME	Small and Medium Enterprise(s)
SMT	Senior Management Team
SOP	Standard Operating Procedure(s)
SP	Strategic Plan
SRR	Staff Rules and Regulations
STPs	Sector Transformation Plans
SWOC	Strength, Weakness, Opportunity, Challenge
TACAIDS	Tanzania Commission for AIDS
TAYOA	Tanzania Youth Alliance
TBS	Tanzania Bureau of Standards
TIN	Taxpayer Identification Number
TRA	Tanzania Revenue Authority
TYC	Tanzania Youth Coalition
TZS	Tanzania Shillings
UDSM	University of Dar Es Salaam
UMIC	Upper-Middle Income Country
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
USSD	Unstructured Supplementary Service Data
WAN	Wide Area Network

STATEMENT OF THE CHAIRPERSON

I am delighted to present the National Economic Empowerment Council (NEEC) Medium-Term Strategic Plan (MTSP) 2026/27–2030/31, which will guide the Council in advancing inclusive economic growth during a pivotal period in Tanzania's development. As the country implements the National Development Vision 2050 (Dira 2050), economic empowerment must strengthen competitiveness, expand ownership, and increase value retention for Tanzanians.

This Strategic Plan provides the framework for implementing NEEC's mandate under the National Economic Empowerment Act, Cap. 386, as amended in 2025. The amendments strengthen the Council's role in regulating, coordinating, facilitating, monitoring and evaluating economic empowerment initiatives while reinforcing compliance, transparency, and accountability. The Plan marks NEEC's transition into a modern, evidence-based regulatory institution committed to measurable results.

This SP has been prepared in accordance with the National Planning Guidelines and aligned with the Dira 2050 and relevant Sector Transformation Plans, the MTSP emphasizes collaboration with Ministries, Departments and Agencies, Regional Secretariats, Local Government Authorities, the private sector, and development partners to enhance coordination and maximize national impact.

On behalf of the Council, I reaffirm our commitment to implementing this Plan with integrity, professionalism, and accountability. I call upon all stakeholders to support its implementation as we work together to build a competitive and inclusive economy owned and controlled by the majority of Tanzanians.

PROF. AURELIA N. KAMUZORA

CHAIRPERSON

NATIONAL ECONOMIC EMPOWERMENTCOUNCIL#

STATEMENT OF THE EXECUTIVE SECRETARY

I am pleased to present the National Economic Empowerment Council (NEEC) Medium-Term Strategic Plan (MTSP) 2026/27–2030/31, developed through a comprehensive assessment of the Council's performance, institutional capacity, and strategic priorities. The Plan provides a clear roadmap for implementing NEEC's expanded mandate and strengthening the delivery of economic empowerment in Tanzania. The MTSP responds to key institutional challenges by prioritizing sustainable financing, specialized regulatory capacity, digital transformation, and stronger governance. It positions NEEC to regulate, coordinate, facilitate, monitor and evaluate economic empowerment and Local Content initiatives more effectively under the National Economic Empowerment Act, Cap. 386, as amended in 2025.

The Plan promotes productive enterprise growth, credible implementation of Local Content, and greater participation of women, youth, and persons with disabilities in economic opportunities. It also strengthens evidence-based decision-making through NeMIS and enhanced collaboration with Government institutions, the private sector, development partners, Regional Secretariats and Local Government Authorities. Successful implementation will depend on the commitment of NEEC staff and the continued support of our stakeholders. I am confident that, through our collective efforts, this Strategic Plan will strengthen NEEC as a trusted and effective regulator, contributing to a competitive and inclusive economy owned and controlled by the majority of Tanzanians.

I sincerely thank the Council, Management, the Strategic Planning Task Force, and all stakeholders for their valuable contributions to the preparation of this Plan.

GWAKISA A. BAPALA
Ag: EXECUTIVE SECRETARY
NATIONAL ECONOMIC EMPOWERMENT COUNCIL

EXECUTIVE SUMMARY

CHAPTER ONE – INTRODUCTION

Chapter One sets out the institutional, legal, and strategic foundation for the National Economic Empowerment Council (NEEC) Medium-Term Strategic Plan (MTSP) 2026/27–2030/31. It positions the Council as the apex regulatory and coordinating body responsible for advancing citizens' economic participation, including supporting enterprises' transition from informal activity to formal, productive, higher-value participation in the economy.

The Plan is developed at a critical juncture as Tanzania advances *Dira 2050* implementation and strengthens Results-Based Management under the National Planning Guidelines (NPG) 2025. Building on achievements from the 2018/19–2024/25 cycle and addressing gaps in sub-national level service delivery, inclusion, and monitoring systems, the MTSP reflects a mandate shift under the National Economic Empowerment Act, 2004 (as amended in 2025), which expands NEEC's role from facilitation to stronger regulatory and supervisory functions. Prepared through mixed-methods analysis (SWOC, PESTEL, and stakeholder analysis), the Plan is organised into five chapters: Introduction; Situational Analysis; Objectives, Strategies, Targets, and Key Performance Indicators; Resource Requirements; and the MEL Framework for Results and Accountability.

CHAPTER TWO – SITUATIONAL ANALYSIS

Chapter Two provides the diagnostic evidence base for the MTSP by assessing (i) the external empowerment and market environment and (ii) NEEC's internal readiness to deliver an expanded regulatory mandate. The analysis confirms that recent legal strengthening has positioned NEEC to regulate economic empowerment and the funds/programmes, Business Development Support (BDS) providers, and economic empowerment centres, and to supervise the implementation of local content. However, the Council's ability to operationalise this role at scale is constrained by a mandate–resource mismatch and gaps in specialised regulatory capability.

Externally, the situational analysis highlights structural barriers that hinder enterprise upgrading and inclusion. Low levels of formalisation and digital literacy limit beneficiaries' ability to meet digital-first requirements, such as BRELA registration, TRA tax identification, quality standards, and basic business governance, creating a risk that those least prepared are excluded as services shift online. The analysis also identifies integrity and market-function constraints, including fronting and weak verification of genuine participation in local content arrangements, as well as the "missing middle" financing gap that prevents growth-oriented SMEs from accessing suitable capital.

Internally, NEEC demonstrates strong coordination potential and has achieved at least one major systemic reform by integrating local content parameters into the National e-Procurement System (NeST) in collaboration with PPRA, creating an enforceable "system leverage" pathway compared with voluntary reporting. Yet implementation effectiveness remains vulnerable to an "assurance gap" driven by resource volatility and staffing constraints. FY 2024/25 performance shows a persistent budget shortfall (TZS 7.45 billion approved vs TZS 5.27 billion received; 70.7% released, 29.3% gap), indicating that execution is often driven by cash availability rather than strategic priorities. The staffing profile also reflects capacity risk: the Council reports 83.1% establishment coverage (54 staff in post out of 65 approved), alongside critical deficits in high-control functions such as Internal Audit (1 of 3 staff in post).

Performance review findings from the previous cycle reinforce this diagnosis. Delivery performed better where interventions had clear products and channels (e.g., structured schemes) and lagged where implementation required capital-intensive infrastructure. In particular, the plan's ambition of 186 empowerment centres did not materialise due to reliance on decentralised co-financing and the recurrent cost burden of the centre model. By FY 2024/25, NEEC reported a total of 29 Economic Empowerment Centres established and operational—an improvement, but still far below the earlier national ambition and indicative of delivery constraints in infrastructure-heavy interventions. The analysis also notes a measurement weakness: monitoring has historically favoured volume indicators (amounts disbursed, numbers reached) while under- reporting transformation indicators (formalisation rates, procurement participation rates) due to missing external denominators and weak standardised reporting routines.

Finally, Chapter Two synthesises the evidence into twelve Critical Issues, grouped into four areas that directly justify the Strategic Objectives, strategies, targets, and KPIs in Chapter Three: **(A)** Institutional, Human Capacity and Resource Viability; **(B)** Systemic Governance and Operational Backbone; **(C)** Market Functionality and Beneficiary Impact; and **(D)** Enabling Environment and Cross-Cutting Constraints (including inclusion, environmental safeguards, workforce health, and integrity controls).

CHAPTER THREE – THE STRATEGIC FRAMEWORK (THE PLAN)

Chapter Three presents the Strategic Framework for the NEEC MTSP 2026/27–2030/31, translating the diagnostic findings from Chapter Two into a clear, results-oriented implementation direction. It sets out the Council's guiding philosophy: Vision, Mission, and Core Values, and defines the Development Objective and Strategic Objectives that will drive the transition from "paper regulation" to enforceable, systems-based oversight and measurable empowerment outcomes.

Vision, Mission and Core Values: The Chapter modernises NEEC's strategic posture in line with the Amended National Economic Empowerment Act (2025) and the competitiveness ambitions of *Dira 2050*. **The Vision** is articulated as: "*A competitive and inclusive economy owned and controlled by the majority of Tanzanians*." **The Mission** is standardised to reflect NEEC's strengthened regulatory role: **"***To regulate, coordinate, facilitate, monitor and evaluate economic empowerment and local content initiatives through enforceable standards and an integrated information management system, thereby expanding Tanzanians' participation in the national economy."* To support this shift, the Plan adopts six "regulatory" **Core Values**: *Regulatory Integrity; Accountability and Transparency; Inclusiveness and People-Centredness; Innovation; Collaborative Synergy and Teamwork; and Impact-Driven with Due Process*, as practical behavioural standards for credible supervision and defensible enforcement.

Development Objective, Strategic Objectives, and the Results Architecture: Chapter Three reaffirms the Plan's Development Objective as NEEC's contribution to national outcomes under *Dira 2050* and the rolling Five-Year Development Plan cycle: "*A competitive and inclusive economy established in which the majority of citizens own and control the factors of production."*

The Strategic Objectives (A–E) and **cross-cutting safeguards (X–Y)** constitute a coherent response to the four Critical Issue Areas identified in Chapter Two (Institutional/Resource Viability; Governance and Operational Backbone; Market Functionality and Beneficiary Impact; and Cross-Cutting Constraints). The framework deliberately separates *institutional enablers* (Objectives A–C), the *regulatory backbone* (Objective D), and *market/beneficiary outcomes* (Objective E), ensuring that each strategy and target is linked to measurable Outcome KPIs. Further details are provided in Chapter Five, which outlines definitions of indicators, baselines, reporting arrangements, and evaluation protocols to maintain a clear separation between strategic direction and the MEL system.

CHAPTER FOUR – RESOURCES

Chapter Four sets out the resource requirements and financing logic needed to deliver the MTSP's shift from coordination to enforceable regulation. It confirms a persistent financing constraint as the Plan's baseline risk: in FY 2024/25, NEEC operated under an approved budget of TZS 7,446,143,325 but received TZS 5,265,009,508 (70.7%), leaving a TZS 2,183,036,507(29.3%) shortfall. Actual expenditure was TZS 4,902,264,398, underscoring that implementation has largely been determined by cash releases rather than strategic priorities. In response, the Chapter reframes resources as the operational foundation for credible oversight and sets three priorities: (i) specialised human capital (audit, law/enforcement, data/ICT), (ii) financial sustainability through improved predictability (including progressively strengthened OSR within procedures and time-bound strategic partnerships), and (iii) a technological backbone anchored on NeMIS, supported by standard Government systems and the infrastructure required to run them. The Chapter further shows that the staffing gap is not only numerical but also concentrated in high-control functions that underpin regulatory credibility. Against an approved establishment of 65 staff, the Plan records a current staffing strength of 40 (36 permanent and pensionable staff plus 4 seconded staff), representing a shortfall of 25 staff (39%). The critical deficit is in Internal Audit (1 of 3 posts filled; 67% gap), with additional weaknesses in procurement and other core regulatory competencies required for inspection, verification, and enforcement. These gaps risk creating a "thin regulatory line" and reinforcing the "paper regulator" problem unless closed through risk-based recruitment and retooling. The Chapter also treats infrastructure and systems investments as key enablers, including the headquarters project at Mtumba (approved at TZS 21 billion) and the ICT environment needed to operationalise NeMIS at scale.

CHAPTER FIVE – RESULTS, MONITORING, EVALUATION AND LEARNING (MEL) FRAMEWORK

Chapter Five sets out the MTSP's MEL Framework in line with the National Planning Guidelines (NPG) 2025, anchoring NEEC's shift from activity-based reporting to Results-Based Management (RBM). The framework establishes standardised protocols for data generation, quality assurance, analysis, and reporting, ensuring performance is assessed through measurable results and verified evidence, with clear roles and accountability for each indicator. Routine monitoring will primarily draw on interoperable Government systems—PlanRep (planning and reporting), NeST (procurement compliance), and CBMS (budget execution)—and, where applicable, be complemented by administrative systems, including NeMIS, MUSE/GAMIS, HCMIS/ESS, and e-Office. To validate performance and improvement over time, the chapter sets out a structured cycle of reviews, evaluations, reporting, and learning. It provides for baseline/diagnostic confirmation in FY 2026/27, an independent Mid-Term Evaluation in FY 2028/29, and an End-Term Evaluation in FY 2030/31, supported by thematic evaluations as prioritised (e.g., NeMIS effectiveness, guarantee scheme results, and local content verification integrity). Reporting will follow standardised products and schedules: monthly progress reports; quarterly performance reports to SMT/Council structures; annual performance reports to oversight stakeholders; statutory/audit-related reports; and stakeholder service and feedback reports. This aims to ensure that evidence is translated into decisions and corrective actions. To institutionalise continuous improvement, NEEC will operate a quarterly learning cycle supported by defined learning products, a knowledge repository, and a decision-and-action tracker to ensure agreed actions are assigned, time-bound, and closed with evidence.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background Information

The National Economic Empowerment Council (NEEC) is a government institution established under the National Economic Empowerment Act, Cap. 386, to coordinate, facilitate, monitor, evaluate and regulate economic empowerment initiatives in Tanzania. The Council serves as the apex body responsible for implementing the National Economic Empowerment Policy (NEEP) of 2004 and promoting broad-based participation of Tanzanians in economic activities. The establishment of NEEC was informed by the need to address structural constraints that limited the participation of Tanzanians in ownership and control of the economy. Since its establishment, the Council has undertaken various interventions aimed at promoting enterprise development, business formalisation, access to finance, business development services, local content participation, employment creation, skills development and investment promotion.

During the implementation of the Strategic Plan 2018/19–2025/26, NEEC recorded significant achievements in strengthening economic empowerment coordination mechanisms, facilitating access to economic opportunities, enhancing stakeholder collaboration, promoting local content initiatives, supporting micro, small and medium enterprises, and strengthening institutional systems and processes. However, implementation experience revealed a number of challenges including inadequate financial resources, low levels of business formalisation, limited access to markets and finance, weak coordination among actors, technological changes, climate-related risks and increasing demand for evidence-based decision-making.

The National Economic Empowerment Act, Cap. 386, as amended in 2025, expanded the mandate of NEEC by strengthening its regulatory, supervisory, monitoring and enforcement functions in economic empowerment and local content initiatives. The amendments require the Council to regulate, coordinate, facilitate, monitor and evaluate institutions and organisations implementing economic empowerment programmes and local content initiatives across all sectors of the economy.

The Medium-Term Strategic Plan (2026/27–2030/31) has been prepared to guide the implementation of the Council’s mandate during the planning period. The Plan is aligned with the Tanzania Development Vision 2050, the Fourth Five-Year Development Plan (2026/27–2030/31), the CCM Election Manifesto 2025–2030, the National Planning Guidelines (2025), and relevant national, regional and international development agendas and frameworks, including the African Union Agenda 2063, the Sustainable Development Goals (SDGs), the East African Community (EAC) Vision 2050 and the Southern African Development Community (SADC) Regional Indicative Strategic Development Plan (RISDP 2020–2030). Against this background, the Plan provides the strategic direction for implementing the Council's expanded mandate and contributing to inclusive, resilient and sustainable socio-economic development.

1.2 Mandate of NEEC

The National Economic Empowerment Council is established under Section 4 of the National Economic Empowerment Act, Cap. 386, as amended in 2025. The Council is mandated to implement the National Economic Empowerment Policy of 2004 and to regulate, coordinate, facilitate, monitor and evaluate institutions and organisations implementing economic empowerment activities and local content initiatives in all sectors of the economy. In executing its mandate, the Council is responsible for providing Tanzanians with opportunities to participate in economic activities; encouraging savings, investment and economic participation; promoting and supporting business ventures pioneered and operated by Tanzanians; coordinating and supervising local content initiatives; facilitating access to economic opportunities and resources; promoting entrepreneurship and enterprise development; undertaking research and advocacy on economic empowerment matters; strengthening institutional and stakeholder capacities; establishing and maintaining economic empowerment information systems; and monitoring and evaluating the implementation and impact of economic empowerment interventions.

The Council is also responsible for advising the Government on economic empowerment matters, promoting strategic partnerships, facilitating access to finance, supporting the establishment and strengthening of economic groups and enterprises, reviewing policies and laws related to economic empowerment and coordinating multi-sectoral initiatives aimed at enhancing Tanzanians’ ownership and control of the economy.

1.3 Methodology

The preparation of the Medium-Term Strategic Plan (2026/27–2030/31) adopted a participatory and consultative approach involving management, staff and key stakeholders. The process commenced with a review of the implementation performance of the Strategic Plan 2018/19–2024/25 to assess achievements, challenges and lessons learnt. The review process involved analysis of institutional performance reports, annual reports, audit reports, monitoring and evaluation reports and other relevant documents. Consultations were conducted with management, staff and stakeholders to obtain views and recommendations for improving institutional performance and service delivery.

The strategic planning process further involved assessment of the internal and external operating environment through Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis, Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis and stakeholder analysis. The findings informed the identification of critical issues requiring strategic interventions during the planning period. The preparation of the Plan was guided by relevant national frameworks and planning instruments, including the Tanzania Development Vision 2050, Fourth Five-Year Development Plan (2026/27–2030/31), CCM Election Manifesto 2025–2030, National Planning Guidelines 2025 and other sector policies, strategies, laws and regulations. The preparation of this Strategic Plan was undertaken in accordance with the National Planning Guidelines (2025).

1.4 Purpose of the Strategic Plan

The purpose of the Medium-Term Strategic Plan (2026/27–2030/31) is to provide strategic direction for the implementation of the mandate and functions of the National Economic Empowerment Council. Specifically, the Plan aims to:

i. guide implementation of the National Economic Empowerment Act and the National Economic Empowerment Policy;
ii. strengthen institutional performance and service delivery;
iii. enhance coordination, regulation, monitoring and evaluation of economic empowerment and local content initiatives;
iv. provide a framework for resource allocation and utilisation;

v. strengthen accountability, transparency and results-based management;

vi. establish a framework for results-based monitoring, evaluation, learning and reporting; and

vii. contribute to the implementation of national development priorities and the attainment of Tanzania Development Vision 2050.

The Strategic Plan will be operationalised through the Medium-Term Expenditure Framework (MTEF), annual plans and budgets of the Council.

1.5 Layout of the Plan

This Strategic Plan is organised into five chapters. Chapter One provides the Introduction, including background information, mandate, methodology, purpose and layout of the Plan. Chapter Two presents the Situation Analysis comprising assessment of the internal and external operating environment, performance review, stakeholder analysis and critical issues. Chapter Three presents the Plan, including the Vision, Mission, Core Values, Development Objective, Strategic Objectives, Targets and Strategies. Chapter Four outlines the resources required for implementation of the Plan. Chapter Five presents the Results Framework, Results Chain, Monitoring Plan, Planned Reviews, Evaluation Plan, Reporting Plan and the Performance Management Framework for implementation of the Plan

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

This chapter presents situational analysis that serves as the diagnostic core of the Strategic Plan. In compliance with the National Planning Guidelines, it conducts a rigorous assessment of the macro-environment (exogenous factors) and the Council's internal capacity (endogenous factors). The chapter reviews past performance against the 2018–2025 objectives, validates these findings with stakeholder feedback, and aligns institutional direction with national frameworks such as the Sector Transformation Plans.

2.1 Assessment of Exogenous Factors

2.1.1 Market Access and Competitiveness Constraints

Market access challenges affecting economic empowerment in Tanzania include inconsistent adherence to product and quality standards, higher production and logistics costs, inadequate packaging and branding, and limited access to reliable market intelligence. These issues are further intensified by inadequate financial capacity, as evidenced by poor record-keeping, low creditworthiness, and the lack of formal financial management systems, thereby undermining transparency and stakeholder confidence. Together, these factors weaken enterprise competitiveness, particularly for SMEs, and constrain effective participation in domestic, regional, and international value chains. In external markets, the challenge is compounded by tariffs, non-tariff barriers, and subsidies in developed economies, which reduce export opportunities for Tanzanian products.

2.1.2 Global, Regional, and National Market Dynamics

Economic empowerment outcomes in Tanzania depend on NEEC's ability to support enterprises across **three nested market tiers**—from domestic formalisation, to regional integration, to global value chains.

Global Market Dynamics: Global markets reward firms that meet rigorous technical and sustainability requirements. For Tanzanian enterprises to compete beyond commodities, they must obtain recognised certifications (e.g., ISO, HACCP), strengthen quality assurance, and build credible brands. The main constraint is the compliance gap, exacerbated by non-tariff measures and subsidy effects that can disadvantage producers in emerging markets.

Regional Market Dynamics (EAC, SADC, AfCFTA): Regional frameworks expand market potential, but success depends on practical alignment of standards, smoother cross-border processes, and reduced logistics bottlenecks. NEEC's role is to prepare local enterprises to scale to meet regional demand and to coordinate institutional actions that improve standards implementation and ensure fair competitiveness.

National Market Dynamics: The domestic market is the primary incubator. Priorities include formalising the "missing middle," strengthening local content participation in strategic projects, and transitioning informal SMEs into the formal tax and regulatory ecosystem. A shift in competitiveness is underway, with buyers increasingly favouring formal, quality-assured suppliers—making compliance and financial discipline essential.

2.1.3 Compliance as a Market Entry Measure

Field evidence from NEEC's strategic projects indicates that SMEs are often excluded from supply chains not only because of product quality but also because they lack the compliance and operational readiness buyers require. In the Geita Enterprise Development Programme, entrepreneurs reported that supply-chain opportunities became accessible only after strengthening tax compliance, business ethics, and contract readiness, including the ability to meet client expectations.

2.1.4 Digital Transformation and the Digital Divide

The external market environment is rapidly digitising, requiring empowerment systems to adapt. For instance, the 6th National Exhibition (2023) in Kigoma was explicitly themed *"Uwezeshaji Kiuchumi kupitia Mabadiliko ya Kidigitali"* (Economic Empowerment through Digital Transformation), signalling a strategic intent to leverage digital systems to improve service delivery. This event demonstrated that empowerment support is now inextricably linked to formalisation compliance, as evidenced by integrated training provided by regulatory and support institutions, including the Occupational Safety and Health Authority (OSHA), GS1 Tanzania (Global Standards One), the Small Industries Development Organization (SIDO), the Business Registrations and Licensing Agency (BRELA), the Tanzania Bureau of Standards (TBS), the Tanzania Revenue Authority (TRA), and the National Social Security Fund (NSSF).

However, the exhibition evaluation highlights critical structural barriers to this digital transition. Despite the push for digitalisation, foundational formalisation remains a significant challenge: 47% of surveyed entrepreneurs were still operating informally, 62% lacked Taxpayer Identification Numbers (TIN), and 54% operated without TBS quality marks. Furthermore, the report noted that low ICT literacy among entrepreneurs has made online business registration costly and difficult, forcing many to rely on intermediaries. This evidence suggests that digital transformation strategies will be ineffective unless they are paired with interventions to bridge the basic formalisation and digital literacy gaps

2.1.5 Fiscal Volatility and Funding Unpredictability

Funding volatility remains a significant external risk to NEEC's ability to plan and deliver multi-year interventions. In 2024/25, NEEC received **70.7%** of its approved budget, approximately **TZS 5.27** billion of **TZS 7.45** billion, leaving a shortfall of about **TZS 2.18** billion.

2.2 Assessment of Endogenous Factors

2.2.1 Strong Legal Mandate and Authority

The National Economic Empowerment Act, Cap. 386, as amended in 2025, strengthens NEEC's authority to oversee institutions and organisations implementing economic empowerment activities under a rules-based regulatory framework. The Act provides for the establishment and maintenance of a national Register, mandatory registration, and the issuance of a certificate of registration to qualifying institutions or organisations. It also provides enforcement mechanisms, including compliance notices and the power to cancel certificates where entities fail to comply with Council directives or registration conditions, subject to defined procedures and the right of appeal. Registered entities must also submit performance reports and provide relevant information to support monitoring and evaluation.

2.2.2 Strong Coordination Capacity Nationally

NEEC has demonstrated the capacity to coordinate and report on large-scale empowerment financing at the national level. In FY 2021/22, NEEC reported TZS 903.0 billion in disbursements to 5,932,668 SMEs, disaggregated by gender, disability, and job creation. In FY 2023/24, empowerment funds totalled TZS 743.7 billion, reaching 6,064,957 entrepreneurs. This shows that national aggregation and reporting are achievable when data flows are available.

However, coordination and reporting remain uneven at the sub-national level and among ecosystem actors. Field-level bottlenecks, including delayed communication and inconsistent participation, reduce programme reach and implementation effectiveness. More critically, stakeholder reporting is often delayed, incomplete, or non-standardised, and the absence of an integrated data aggregation system limits the timeliness, comparability, and verification of empowerment statistics.

2.2.3 Inadequacy of Funding for Development and Own Source Revenue

Audited financial reports for the past three fiscal years (2022/23–2024/25) indicate a persistent gap between approved budgets and actual releases. While exchequer subventions largely cover personnel and basic operating costs, releases for development expenditures, together with Own Source Revenue (OSR) performance, have remained inadequate. This has led to partial implementation of strategic activities, particularly those requiring capital investment in systems and sustained field-based monitoring.

2.2.4 Human Resource Capacity Gap

A review of NEEC's human capital profile for FY 2024/25 reveals a staffing gap between the approved establishment and the capacity required to deliver the Council's expanded regulatory mandate. According to the Human Resource Assessment Report, NEEC had 54 staff out of an approved 65, representing 83.1% coverage and a shortfall of 11 staff (16.9%). Although this overall deficit appears moderate, the concentration of vacancies in assurance and operational support functions, together with limited specialised skills, poses a significant strategic risk beyond the headline figure.

2.2.5 Institutional Systems

NEEC is working on digital systems for monitoring and reporting. The 2023/24 CAG report states that NEEC's plan to create a national electronic monitoring and reporting system (NeMIS) was reviewed and approved by the e-Government Authority. A Business Requirements Document has been completed, and resources are being organised for its implementation. Additionally, NEEC has reported previous successes, including the development of an online monitoring and evaluation (M&E) tool to track local content performance.

2.2.6 Strategic Communication & Stakeholder Engagement

NEEC's Communication Strategy plans to spend TZS 1,000,000,000 on media communications and public engagement from July 2025 to June 2030. This includes activities on social media, broadcasting and internet services. The strategy also intends to address challenges, including low public awareness of NEEC's role and a limited budget for communication efforts.

2.3 Analysis of the Current Vision, Mission, Goal and Core Values

This section examines whether NEEC's current guiding philosophy remains effective. It compares the Vision, Mission, and Values with three key standards: the foundational goals of the 2004 National Economic Empowerment Policy, the expanded regulatory authority granted by the 2025 Amended NEEC Act, and the new planning environment shaped by Dira 2050 and the 2025 National Planning Guideline.

2.3.1 Previous Vision Statement

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

Analytical assessment.

Strategic Continuity (Strength): The vision upholds the core mandate of the 2004 Policy: broad-based citizen ownership. It remains relevant in the post-2025 era.

Need for Precision (Gap): The phrase "large share" is directionally useful but not readily interpretable for performance monitoring. In the context of *Dira 2050*, ownership alone is insufficient; it must be *competitive* ownership. The NPG requires visions to be future-centred. Therefore, "control" must be interpreted not merely as holding shares but as having the resilience, skills, and digital capacity to retain value in a globalised market.

Sector Transformation Alignment: The NPG describes STPs as tools that help sectors become more productive, sustainable, and competitive. It also recognises digital transformation as a key driver of sector progress. This underscores the importance of a vision that clearly conveys ownership, particularly in competitive and digital environments.

2.3.2 Previous Mission Statement

"To guide, facilitate and coordinate economic empowerment initiatives in Tanzania".

Analytical Assessment:

Strategic and Legal Coherence: The Policy's mission framework sets out a broad empowerment agenda—private-sector development and fair participation; recognition and strengthening of the informal sector; sector prioritisation; and enhanced competitiveness through quality improvement, cost reduction, and skills development—implemented through multi-stakeholder action and good governance. Within this policy scope, the Amended Act positions NEEC as a system-governing institution by explicitly requiring it to regulate, coordinate, facilitate, monitor, and evaluate empowerment institutions and initiatives, establish a sector- and multi-sector information management system and coordinate oversight of local content initiatives across all industries.

Consistency Issue (Institutional Signalling): Although NEEC's formal mission includes "monitor and regulate", some institutional reporting retains a shorter formulation focused on guidance, facilitation, and coordination. This inconsistency risks diluting the Council's intended posture under the amended law—particularly where compliance and reporting discipline are required from empowerment actors.

Planning Quality Expectations: The NPG emphasises that mission statements should be derived from the legal mandate, action-oriented, and specific enough to guide objectives and performance management. In this context, NEEC's mission is directionally sound. Still, it should be applied and interpreted to clearly convey NEEC's distinct delivery model enforceable governance of empowerment actors, cross-sector coordination (including local content), and evidence-based oversight anchored in national information systems.

2.3.3 The Institutional Goal

Current Goal: ***"****To enable the country to have an inclusive economy in which women, men, youth, and PWDs participate equitably, substantially contributing to the national Gross Domestic Product and making Tanzania a middle-income country.*

Analytical Assessment:

Inclusivity as the Defining Strength: The goal explicitly prioritises inclusion by referencing women, youth, and PWDs. This aligns with NEEC's people-centred orientation and supports the targeting, service design, and performance measurement for groups that are often structurally excluded from finance and markets.

Economic Ambition and National-Horizon Alignment (Refinement Required): While the goal's economic thrust is valid (contribution to GDP and national transformation), the phrase "make Tanzania a middle-income country" is no longer the best anchor for the current planning horizon. The national planning framework under Dira 2050 (as reflected in the NPG) positions Tanzania's long-term trajectory towards Upper-Middle-Income Country (UMIC) status. NEEC's own Communication Strategy similarly frames the goal as supporting Tanzania's transformation into an upper-middle-income country.

This indicates that the term "middle-income" should be standardised to prevent a perceived mismatch between NEEC's strategic focus and the national vision framework, while maintaining the primary goal of inclusive participation leading to measurable economic impact.

Analysis of Previous Core Values

An audit of NEEC's core values: **Accountability, Creativity, Integrity, People-Centredness, Teamwork, Partnership, Transparency, and Result Orientation**, reveals an institutional culture that has been effective for advocacy, stakeholder mobilisation, and "soft coordination. These values are evident in key instruments, including the Council's communication tools and accountability disclosures, and they provide a solid ethical and service-oriented foundation.

The current context and the Amended National Economic Empowerment Act (2025) create a markedly different operating environment. NEEC is expected to move further towards a regulatory role, emphasising enforceable compliance, effective supervision, and evidence-based decision-making. In this setting, some value definitions—particularly those related to "partnership," "creativity," and "results focus"—may be seen as too informal or operationally vague for a regulator responsible for managing conflicts of interest, issuing sanctions, enforcing reporting requirements, and making decisions that can be appealed. This creates a gap between culture and strategy: values that once supported coordination now need to be realigned to better support regulation and scalable oversight.

The Strategic Plan aligns its core values, viewed as clear behavioural standards for a regulator, and consolidates related concepts to enhance clarity, focus, and memorability for the 2026/27–2030/31 cycle.

2.4 Performance Review of the Strategic Plan (2018/19–2024/25)

This performance review assesses progress against the seven Strategic Objectives of the NEEC Strategic Plan (initially 2018/19–2022/23 and later extended to 2025):

A. HIV/AIDS infections and Non-communicable Diseases services at the workplace *improved;*
B. Accountability, transparency and good governance at the workplace enhanced.
C. Adherence to implementing cross-cutting issues in economic empowerment undertakings enhanced.
D. Development of potential economic empowerment opportunities and linking them to targeted beneficiaries facilitated.
E. Multi-sectoral strategies for local content and economic empowerment, and for coordinating the unlocking of potential economic opportunities.
F. Public awareness on the role of NEEC in coordinating Economic Empowerment initiatives in Tanzania raised, and
G. NEEC's capability to coordinate Economic Empowerment processes strengthened.

The analytical assessment of these objectives draws primarily on Annual Progress Reports, CAG Audit Reports, and the Strategic Plan Monitoring Plan (Annex IV). It focuses on: (i) actual results against intended outcomes/targets; (ii) reasons for actual performance; (iii) unintended outcomes; iv) implications for NEEC's role; and (v) a way forward to inform the new SP.

2.4.1 Objective A: HIV/AIDS and NCD Services at the Workplace Improved

Intended Outcome: *A healthy, educated, and confident NEEC workforce, capable of effectively performing the Council's functions, is fostered through strengthened prevention, increased awareness, and supportive care for staff who disclose their* *status*.

This objective is pursued by implementing the workplace programme, targeted for completion by June 2026, and by monitoring progress against the specific indicators set out in the monitoring plan.

Actual Results Compared with the Intended Outcome/Targets

The current Strategic Plan assessed Objective A primarily through the workplace “zero-case” indicator, which tracks the n*umber of staff affected by HIV and cancer who receive support*, with a 2017/18 baseline of zero. The target was to maintain this at zero for the first five years. Throughout the review period, annual reports consistently showed that NEEC implemented prevention and risk-reduction measures and reported no new cases, thereby successfully achieving the “zero-case/support" objective.

There is a disconnect between the strategic intent and the monitoring mechanism. Although the KPI was defined as the 'percentage change in HIV/AIDS infection and NCD rates,' the monitoring system defaulted to the zero-case support indicator for performance assessment. As a result, success was attributed to the sustainability of prevention inputs, such as awareness campaigns, partner-supported commodities, and wellness programmes, rather than to verifiable reductions in rates.

Reasons for the Actual Performance

The annual report shows that the target of having zero staff affected and receiving support was met, largely because NEEC maintained a consistent prevention and risk-mitigation strategy rather than relying on reactive case management. The Council regularly conducted awareness activities as part of its internal measures, such as staff training facilitated by TACAIDS and HR-led sessions with health experts. Additionally, NEEC improved workplace prevention by ensuring the availability of prevention supplies through partners such as TAYOA and TACAIDS, and by encouraging physical fitness to reduce the risk of non-communicable diseases.

This approach aligns with maintaining a zero-monitoring indicator by prioritising sustained prevention and risk reduction. However, reliance on reactive case management creates a structural limitation: the system captures only those who voluntarily disclose their status. Consequently, the indicator does not distinguish between a healthy workforce and one that is simply not reporting conditions, leading to the unintended outcomes described below.

Factors Explaining Unintended Outcomes

A positive unintended consequence is that Objective A evolved into a broader workplace wellness culture beyond HIV messaging. Annual reports highlight activities that combine HIV/AIDS and NCD risk awareness with physical fitness promotion. This approach enhances overall staff well-being and productivity, even though these outcomes are not explicitly measured in the monitoring.

Keep the scope clear: This will remain an internal workplace programme focused on staff operational readiness. Any extension to entrepreneurs/SMEs will be addressed separately under the empowerment service delivery objective.

2.4.2 Objective B: Accountability, Transparency, and Good Governance at the Workplace Enhanced

Under Objective B, four (4) targets were planned to be implemented, namely, Accountability, transparency and good governance at NEEC and their undertakings strengthened by June, 2026; Oversight and internal control systems improved by June, 2026; Fraud and Risks Management in NEEC undertakings institutionalized by June, 2026 and Workplace intervention programs on preventing and combating corruption developed and implemented by June, 2026. The review indicates that all targets were implemented. Interventions implemented during the period under review include:

i. Ten (10) Anti-corruption awareness sessions were delivered to staff to reduce corruption cases;
ii. Twelve (12) committee meetings were held by Ethics and Integrity Committee during the period under review;
iii. Reviewed the NEEC council charter to guide operationalization of the Council undertakings;
iv. Facilitated signing of 35 Memoranda of Understanding and Agreements to facilitate effective implementation of economic empowerment endeavours;
v. Reviewed NEEC financial regulations for efficient and effective management of financial matters;

vi. Reviewed NEEC Incentive Schemes to create favourable working environment;
vii. Reviewed Staff Rules and Regulations (SRR) to guide employees;
viii. Conducted 14 Workers Council Meetings during the period under review.
ix. Prepared NEEC Human Resource Policy
x. Prepared NEEC succession Plan
xi. Prepared Safety Health and Environment Policy
xii. Operationalised NHIF supplementary services
xiii. Promoted NEEC eligible staffs 28
xiv. Eighty-four (84) management meetings; eighty-four (84) council committee meetings; and twenty-eight (28) were conducted.
xv. NEEC updated its risk framework and register to align with the revised Strategic Plan (FY 2020/21) and maintained quarterly internal audits and follow-up mechanisms in subsequent years (e.g., internal audits across sections/units and empowerment centres).
xvi. Obtained Unqualified Opinion for the entire reporting period; and
xvii. Two (2) complaints desk officers were appointed as the guidance from President Office-Public Service Management and Good Governance (PO-PSMGG) operate with availability of suggestion box.

2.4.3 Objective C: Cross-Cutting Issues in Economic Empowerment Undertakings Enhanced

Under Objective C, two (2) targets were planned to be implemented, namely; to have economic empowerment initiatives giving priority to environmental and climate change concerns by June, 2026; and Gender issues mainstreamed in the NEEC‟s operations and economic Empowerment initiatives by June, 2026. The review indicates that both targets were implemented. Interventions implemented during the period under review include:

i. The Council complied with environmental management good practices for instance the council used NEMC-authorised service providers to dispose of hazardous waste during the period under review;
ii. NEEC gender mainstreaming guideline was developed;
iii. Gender focal person was appointed during the period under review; and
iv. Commemorated the Internation Women Day (IWD).

2.4.4 Objective D: Economic Empowerment Opportunities Developed and Linked to Targeted Beneficiaries

Under Objective D, fourteen (14) targets were planned to be implemented. The strategic intent of Objective D was to function as the primary "bridge" between economic opportunities and the citizens who need them. The review indicates that all targets were implemented. Interventions implemented during the period under review include:

i. The council coordinated empowerment funds and programs to disburse TZS 743.7 billion to 6,064,957 entrepreneurs during the period under review;
ii. The council supported the industrialization agenda by coordinating the SANVN Viwanda Scheme to issue the total of TZS 11.95 billion allocated to 114 projects in 13 regions;
iii. NEEC facilitated establishment and operationalization of 29 economic empowerment centres in 13 regions;
iv. Conducted seven (7) economic empowerment funds and programs exhibitions in seven (7) regions reaching a total number of 43,858 participants;
v. Organized twenty (20) economic empowerment funds and programs committee meetings;
vi. A total of 75 economic empowerment funds and programs were recognized and coordinated during the period under review;
vii. Developed six (6) economic empowerment guidelines;
viii. Facilitated 180 capacity building sessions to entrepreneurs and SMEs;
ix. Organized twenty (20) business and entrepreneurship development committees;
x. Organized five (5) Annual Economic Empowerment Forums;
xi. Facilitated development of business development service providers association;
xii. Organized four (4) Local Content Forums;
xiii. Reviewed National Economic Empowerment Act Cap.386;
xiv. Developed National Economic Empowerment Act regulations;
xv. Advocated the formulation of National Local Content Policy;
xvi. Coordinated two (2) Local Content Implementation Assessment studies;
xvii. Audited four (4) strategic projects, namely EACOP; Kigongo busisi; Msalato

international airport and Standard gauge railway; and

xviii. Linked 360 beneficiaries with potential economic empowerment funds and programs.

2.4.5 Objective E: Multi-Sectoral Strategies for Local Content and Empowerment Coordinated

Intended Outcome: The strategic intent of Objective E was to move local content from a theoretical policy concept to a practical, enforceable reality across all sectors. The outcome was defined as: "multi-sectoral local content and empowerment coordination is mainstreamed and verifiable." Performance was measured against the monitoring plan's Targets, which set high standards of adherence: 90 per cent of stakeholder reports were submitted on time, 90 per cent of empowerment was mainstreamed in MDA/LGA budgets, and 65 per cent of investors complied with local content plans.

The review suggests that, the Council successfully achieved significant Structural Transformations as follows;

i. NEEC successfully integrated Local Content parameters into the National e-Procurement System (NeST), including dedicated fields for preferential treatment and Joint Venture (JV) structures;
ii. Signed MoU with the Public Procurement Regulatory Authority for increased participation of special groups and business people to access 30% of public tenders for MDAs;
iii. Advocated MDAs to incorporate Local Content issues in their policy, plan, guideline, projects and programs. For example, Strategic project negotiation;
iv. Conducted Local Content studies in collaboration with key stakeholders e.g. Uongozi Institute, IRDP, UDSM, UNDP;
v. Appointed Local Content Coordinators in MDAs;
vi. Conducted zonal capacity building in host community engagement for LGAs;
vii. Operationalised Enterprises Development program in collaboration with LGAs, example Geita Enterprise Programme, STABIC Biashara Incubator;
viii. Coordinated Local Content Sensitization in collaboration with Non-State Actor example ANSAF, REPOA, HAKI RASILIMALI, TYC, OXFAM, NRGI and policy forum;
ix. Conducted Local Content Monitoring Visits in various strategic projects such

as JNHPP, SGR, EACOP, EYASI Wembele, GGML; and

x. Collaborated with AFDB in execute institutional support program for domestic resource mobilization and natural resource governance.

2.4.6 Objective F: Public Awareness of Economic Empowerment Opportunities and NEEC Role Increased

Under Objective F, three (3) targets were planned to be implemented. The review indicates that all targets were implemented. Interventions implemented during the period under review include;

i. Developed and operationalised NEEC Communication Strategy;
ii. Updated NEEC both website and managed social media;
iii. NEEC enhanced its digital outreach efforts, with social media followers increased to 418,644;
iv. Organized 105 awareness campaigns to publicize economic empowerment initiatives through print and electronic media;
v. Utilized blended Model of Physical Events and Digital Mobilisation in publicized;
vi. Organized five (5) editors forums to raise awareness in economic empowerment;
vii. Developed and disseminated Information, Education and Communication (IEC) material for economic empowerment example documentary, brochure, Clip, banners, magazine and leaflets;
viii. Protected of NEEC image and reputation; and
ix. Appeared nine (9) times to the public to repudiate information tarnishing the image of the NEEC.

2.4.7 Objective G: NEEC Capability to Coordinate Empowerment Processes Strengthened

Objective G concentrated on the internal workings of the Council, with the strategic goal of developing a "Strong Institutional Capability" to effectively plan, implement, allocate resources for, and oversee empowerment initiatives. The performance was evaluated against targets, namely Enhance Human Resources capacity to manage economic empowerment undertakings; Develop and manage procurement plan; Strengthen leadership of the Council and secretariat; Provide timely financial, ICT and administrative services to improve productive capacities; Mechanisms to generate revenues through economic empowerment activities developed; and establish networks, linkages, collaboration and partnerships with potential to support economic empowerment initiatives in Tanzania. The review suggests that, the Council successfully achieved significant Structural Transformations as follows;

i. 93.0 per cent of planned activities were fully implemented (213 of 229), with improved quarterly execution;
ii. NEEC received 70.7 per cent of its approved budget (TZS 5.27bn out of TZS 7.45bn); and
iii. Developed National Empowerment Information Management System (**NeMIS**) in collaboration with e-GA.

2.5 The Strategic Diagnostic

While the previous sections (2.2 and 2.3) detailed the internal and external factors influencing past performance, this section provides a strategic synthesis for the 2026/27–2030/31 period. The SWOC and PESTEL analyses below are structured to assess NEEC’s organisational readiness to implement the new regulatory mandate and to identify future trends shaping the operating environment.

2.5.1 Analysis of Strengths, Weaknesses, Opportunities, and Challenges (SWOC)

Table 1: SWOC Analysis Matrix

Internal Factors (Organizational Capabilities)	**External Factors (Strategic Horizon)**
Strengths (Assets to Leverage)	**Opportunities (Future Openings)**
Statutory Authority (The Regulatory Shield): The *Amended Act (2025)* provides the legal instrument to move beyond "persuasion." Enforceable Regulatory Mandate: Statutory authority to register, certify, and enforce compliance among empowerment actors.	Recognition of economic empowerment in the Ruling Party Manifesto,
Availability of committed, skilled and experienced staff,	Established by Act No 16 of 2004,
Capacity to develop economic empowerment proposals, guidelines and frameworks,	Political will and strong government support,
Well, established National Empowerment Coordination structure,	stakeholders supporting implementation of economic empowerment initiatives,
Good leadership provided by a diverse and experienced governing council members,	NEEC"s strategic position under PMO gives it authority to execute its duties,
Availability and growing of community financial groups,	Readiness of stakeholders to collaborate with NEEC,

Availability of National Inclusive entrepreneurship strategy,	Existence of SDGs, and AU agenda SADC, EAC supporting economic empowerment,
Strong linkage with other stakeholders such as academia, private sector, MDA and development partners,	Existence of population that is readily available to be economically empowered,
Availability of economic empowerment and local content strategy and guidelines	Existence of other strategies and frameworks supporting the economic empowerment initiative,
Solely source of information on economic empowerment initiatives and local content in Tanzania,	Availability of research findings which are geared toward economic empowerment
Public awareness on economic empowerment and local content outcomes and impact.	Existing and newly designed Strategic projects,
	Presence of peace, security and political stability,
	Presence of Empowerment funds in various sectors of the economy,
	Private sector participation in economic empowerment initiatives.
	Adaption for digital transformation opportunities e.g. e-GA
	Existence of law reform commission
Weaknesses (Systemic Vulnerabilities)	**Challenges (Strategic Threats)**
inadequate funds to support and implement developmental and operational economic empowerment initiatives,	Inadequate sector legislative Acts on economic empowerment and local content,
Frequent changes of economic empowerment coordinators in MDAs and Regional and Local Government Authority	Uncertainty originating from change of government policies and priorities,
Insufficient number of staff to support and implement economic empowerment initiatives,	Uncertainty due to technological changes which may lead to disempowerment of Tanzanians,
Inadequate of office space and working tools,	Limited development and operational funds from government subventions. affecting plans,
Insufficient publicity, information, education and awareness issues on Economic, empowerment	Unfavourable business environment for business start-ups,
. Inadequate capacity to respond to rapid technological changes,	Existence of an un-inclusive economy,
	Some development partners priorities not being in line with economic empowerment priorities.

2.5.2 PESTEL Analysis Future Trends Scan 2026–2031

This section scans the macro-environment for future trends that will reshape the empowerment landscape, requiring proactive strategic responses in Chapter 3.

Political Trends: Governance, Devolution And "Localised Delivery"

Over the 2026–2031 period, national planning and implementation are increasingly anchored in regional and council-level instruments, with Regional Secretariats and LGAs positioned as core nodes for translating national priorities into implementable interventions. The NPG explicitly frames a planning system in which institutional plans are overseen and guided across Regional Secretariats and Local Government Authorities, and it introduces instruments (e.g., Regional Development Plans and Council Development Plans) to bridge national priorities and local delivery. It also outlines specific roles for RS and LGAs in coordinating regional and council planning and linking it to sector instruments.

Strategic response: NEEC's future effectiveness will depend on how effectively it "lands" its regulatory and coordination functions at the subnational level. This does not mean replicating the full regulator structure everywhere; it means designing a workable, delegated model in which regional- and council-level coordination is standardised, supervised, and supported, consistent with the NPG's integrated planning architecture.

Economic trends: From direct support to leverage and sustainability

The macro-financial environment is likely to become more demanding for public institutions: while budget releases remain uncertain, stakeholders increasingly expect efficiency, accountability, and demonstrable results. NEEC's own recent performance narratives already show the practical limits of relying on conventional financing flows and the growing importance of mobilisation and cost-effective delivery models, including challenges in realising approved own-source projections and reliance on stakeholder contributions for major events.

Strategic response: The MTSP should treat financing strategy as a core design issue rather than an administrative afterthought. The shift is toward instruments and systems that (i) reduce transaction costs, (ii) strengthen compliance, and (iii) mobilise partner contributions—supported by clear cost-recovery logic where legally permissible and operationally defensible.

Social Trends: Demographic Pressure and Expectations for "Quality Outcomes"

The empowerment landscape is shifting from a simple question of "how many were reached" to "what changed in livelihoods and productivity." Recent system-level reporting demonstrates that empowerment financing is strongly associated with job creation and that public expectations are increasingly tied to tangible outcomes (employment, stability, and household resilience).

Strategic response: NEEC's results architecture in 2026–2031 should elevate outcome metrics that reflect real economic traction (jobs sustained, productivity gains, survival rates of supported enterprises, formalisation milestones), while preserving inclusion lenses (women, youth, PWDs). This is essential for policy legitimacy and for demonstrating value in a tighter fiscal context.

Technological Trends: Digitisation Becomes the Default Gateway to Markets and Compliance

Digital transformation is no longer optional in the public service ecosystem. NEEC itself is moving toward a national digital platform: the National e-Empowerment Management Information System (NeMIS) concept was approved by e-GA and is designed to track and monitor empowerment initiatives across funds and local content, although funding has been a recurrent constraint. In parallel, local content is being embedded into procurement digitisation, with NEEC and PPRA working to integrate local content considerations into NeST and related preferential mechanisms. NEEC's own Communication Strategy also anticipates a service environment where online channels and internet-based engagement are increasingly central and resource-intensive.

Strategic response: The MTSP should treat digital capability as a core empowerment enabler:

(i) digitised registration/reporting for empowerment actors; (ii) data-driven performance monitoring; and (iii) practical support that prevents "digital compliance" from becoming a barrier for rural and low-literacy entrepreneurs.

Environmental Trends: Compliance Evolves into an Access Requirement

Environmental and social safeguards are increasingly embedded in investment decisions, supply chains, and market access rules. Even where the policy motivation begins as sustainability, the practical effect is often economic: SMEs that cannot demonstrate baseline compliance are progressively excluded from higher-value markets and formal procurement channels.

Strategic response: NEEC should not treat environmental safeguards as a standalone “cross-cutting theme.” It should operationalise them as a measurable compliance requirement within empowerment financing and market-linkage mechanisms, enabled by standard reporting fields in the national digital system (so the Council can evidence compliance at scale, not only at the office-operational level).

Legal Trends: The Regulatory Expansion Toward Enforceable Compliance and Integrity Controls

The legal environment has fundamentally shifted from coordination by influence to coordination by statutory rule. The ecosystem is now characterised by mandatory formalisation, with empowered actors legally bound to strictly defined standards of operation, integrity, and reporting.

This marks the end of voluntary compliance and establishes a regulated environment in which a licence to operate is contingent on performance and adherence to national standards (Ref: Section 2.2.1).

Strategic Response: In 2026–2031, NEEC’s strategic posture will pivot to align with this compliance model. The Council will transition the Register from a static administrative list to a living governance instrument, serving as the central engine for standard-setting, real-time enforcement, and risk-based supervision of the empowerment sector.

2.5.3 Stakeholder Analysis

Objective of the Analysis: Re-calibrating Relationships for Regulation

As part of the Strategic Diagnostic, this stakeholder analysis examines the shifting power and interest dynamics that will influence the success of the new Strategic

Plan. The amended Act significantly shifts NEEC's role from "soft coordination" to statutory regulation, introducing new incentives and risks that require careful management. The main goal is to update the empowerment ecosystem by identifying which relationships need formalisation to ensure compliance, which should be managed to reduce risk, and which can be leveraged to scale. This adjustment is important because the amended legal framework introduces enforceable obligations that change NEEC's bargaining power, increase compliance expectations, and require clearer accountability relationships across the empowerment ecosystem.

Analysis of Key Stakeholder Groups

The stakeholders are categorised by their functional role within the 2026–2031 Strategic Cycle.

Category A: The Oversight and Authorisation Block (High Power / High Interest)

These actors hold significant power because they determine the legitimacy of mandates, resource allocation, and the level of scrutiny.

Prime Minister's Office (PMO):

Current Status: The parent ministry provides political legitimacy and a statutory mandate.

Strategic Shift: Under the 2025 Act, the PMO expects NEEC to manage technical regulation independently while reporting high-level outcomes. The relationship shifts from "Administrative Supervision" to "Performance Contracting."

Ministry of Finance (Treasury):

- *Current Status:* The primary financier (Subvention) and the source of the "Endogenous Weakness" (Budget Volatility).

Strategic Shift: As NEEC activates **Own Source Revenue (OSR)** mechanisms, the Treasury relationship will evolve from *dependency* to *fiscal autonomy*. The Treasury will become a regulator of NEEC's revenue collections rather than merely a provider of funds.

Category B: The "Final-stage delivery support," Execution Chain (High Power / Low Interest)

These actors have significant practical influence on the quality of implementation because they shape the final, on-the-ground reality, even when formal interests align with local incentives and budgets.

PO-RALG and Local Government Authorities (LGAs):

Analysis: This is the critical "broken link" identified in the *Morogoro Exhibition Report (2022)*. LGAs have the infrastructure (Ward Officers) but often lack the *interest* or budget to prioritise NEEC's agenda over their own revenue collection.

Strategic Implication: NEEC cannot command LGAs. The strategy must be to incentivis**e** them. The new Plan must propose that a percentage of the *Empowerment Levy* collected in a district be retained by that District Council, aligning its financial interests with NEEC's regulatory goals.

Category C: The Financial Intermediaries (High Power / Mixed Interest)

These stakeholders wield significant **power** because they control access to financing, procurement markets, and compliance channels.

Commercial Banks & Mobile Network Operators (MNOs):

Analysis: These entities hold the capital and the data. Historically, their interest was limited to Corporate Social Responsibility (CSR).

Strategic Shift: The relationship must pivot to **"Commercial Partnership."** NEEC offers them *De-risking Instruments* (Credit Guarantees) in exchange for capital provided to SMEs. For MNOs (Tigo/Vodacom), NEEC provides a verified database of millions of SMEs, enabling them to transition from "Telecoms" to "Fintech Partners" within the *NeMIS* system.

Category D: The Regulated Entities (Low Power / High Interest)

These stakeholders are **highly interested** because compliance affects operating costs and vary in their level of influence, as they can choose to comply, delay, or circumvent regulations.

Empowerment Funds & Private Sector (Investors):

Analysis: Previously, these were "partners." Under the *Amended Act 2025*, they are "subjects of regulation." They have a strong interest in compliance costs (fees/reporting).

Risk Analysis: This group poses the highest risk of **"Passive Resistance"** or "Fronting." If compliance costs are high, they may evade the system.

Strategic Implication: The relationship should be managed through **Digital Efficiency**. Compliance tasks, such as registration and reporting, must be automated in NeST and NeMIS to reduce friction and promote acceptance rather than resistance or reluctance.

Category E: The Beneficiaries (Low Power / High Needs)

This category has **limited individual influence** but holds significant collective importance because perceptions of fairness and accessibility influence political legitimacy and acceptance.

SMEs, Women, Youth, and PWDs:

Analysis: The ultimate clients. Their "Power" is low individually, but collectively they determine the Plan's political success.

Strategic Shift: Moving from "Passive Recipients" of grants to "Active Participants" in the economy. The feedback from the *Service Delivery Survey* demands that NEEC treat them as customers who require *business support services*, not just beneficiaries who require handouts.

The Stakeholder Expectation Matrix

Table 2: Stakeholder Expectation Matrix

Stakeholder Category	Primary Expectation (What they want from NEEC)	NEEC's Strategic Response (The "Give-and-Take")
Oversight (PMO, Treasury)	Value for Money; Reduced dependency on the Exchequer; Absence of corruption scandals.	**Automated Governance:** Implement real-time digital dashboards for fund transparency to satisfy PMO; Activate OSR to satisfy Treasury.
Implementers (PO-RALG)	Budget support for Coordinators; Clear guidelines that do not conflict with LGA by-laws.	**Revenue Sharing:** Propose retention schemes for Empowerment Levies; Formalize Coordinator roles via MoUs with DEDs.
Financial Partners (Banks)	De-risking of SME loans (Guarantees); Bankable projects (not just ideas).	**Project Preparation Facilities:** NEEC invests in training SMEs to be "Bankable" so Banks can lend safely.

Private Sector (Investors)	Simplified Local Content compliance; Protection from "fake" local vendors.	**Digital Verification:** Use the *Register of Institutions* to vouch for genuine local suppliers, reducing due diligence costs for investors.
Beneficiaries (SMEs)	Access to cheap finance; Market linkages; Less bureaucracy.	**Aggregation:** Use the *NeST* system to bundle small SMEs to bid for large tenders; Enforce "Collateral-Lite" policies with partner banks.

This table illustrates a clear pattern of expectations and responses, summarised as a three-part "implementation bargain" for the MTSP: formalise point-of-service delivery through binding subnational agreements, provide a digitised, low-friction compliance process in exchange for stricter enforcement, and utilise NEMIS data as a value proposition to secure large-scale partnerships with influential market intermediaries.

2.5.4 Strategic Synthesis / Pivot Point

Overall, the SWOC, PESTEL, and stakeholder analyses indicate a clear direction: NEEC is at a crucial turning point. Between 2026 and 2031, success will likely rely more on well-defined rules, systems, and enforceable compliance than on influence through coordination.

First, the institutional operating model has been updated with the Amended Act, which establishes a mandatory Register and certification system requiring institutions to submit performance reports and monitoring data. NEEC now has the authority to revoke certificates for non-compliance. This shift emphasises a new performance approach: NEEC's credibility will depend on translating legal authority into clear standards, consistent enforcement, and sector-wide reporting, moving away from informal persuasion.

Second, the evaluation indicates that effective implementation of NEEC depends on its alignment with the national planning framework. The NPG recognises Regional Secretariats and LGAs as key partners in the planning and execution process. This means NEEC's regulatory and coordination roles should be carried out through a clear subnational structure, with defined responsibilities, timelines, and reporting procedures. Without this, strong national policies may be inconsistently implemented at the local level.

Third, the pivot poses capacity and systems challenges. Recent experience shows that NEEC's ability to enforce regulations at scale depends on scalable tools and stable enablers—particularly digital reporting, monitoring, adequate staffing, and predictable funding. Budget constraints persist, with the Council receiving only 70.7% of its approved budget in FY 2024/25. Audits and reports also highlight that national systems like NeMIS are crucial for scalable oversight but are vulnerable to resource and rollout issues. Without these enablers, NEEC may have strong legal tools but lack the operational capacity to enforce effectively and to generate reliable performance data.

2.6 Service Delivery Insights: Stakeholder Perception and Core Values Alignment

This section complements the Strategic Diagnostic by synthesising feedback from service delivery and stakeholders to identify practical issues affecting access, responsiveness, and trust. It also evaluates whether daily operations reflect the Council's core values. This *qualitative assessment* supports the performance review and aligns with the NPG's focus on using implementation feedback to identify improvements and enhance future planning through monitoring and learning. Evidence is triangulated from stakeholder interactions at the Morogoro (2022) and Kigoma (2023) Empowerment Exhibitions, internal reflections in the NEEC Communication Strategy (2025–2030), and governance and control follow-up actions in Annual Progress Reports.

2.6.1 Purpose and Evidence Approach

The survey assesses how users and delivery partners experience NEEC's services in practice—particularly the *accessibility, clarity, responsiveness, and consistency* of information and coordination mechanisms. The intent is not to re-audit outputs (which are covered under the performance review), but to explain *service frictions* that affect the uptake, quality, and inclusivity of empowerment interventions. Situational analysis incorporates stakeholder perspectives and relevant information to inform critical issues and priorities, as outlined below.

2.6.2 Key Stakeholder Perception Findings

Information accessibility remains a binding constraint

The exhibition model is explicitly designed to close information gaps by increasing public awareness of empowerment funds and clarifying eligibility criteria and service requirements.

However, the Communication Strategy's situational assessment confirms that a significant proportion of grassroots beneficiaries remain *unaware of available opportunities or how to engage with NEEC systems*, despite ongoing sensitisation efforts.

Analytical implication: the challenge shifts from information *availability* to its *usability*. Where services have multiple entry points (funds, BDS, formalisation, local content), stakeholders require simplified pathways, clearer “how-to” guidance, and structured feedback mechanisms rather than relying solely on periodic awareness events.

Digital transition is necessary, but service inclusion depends on “two-way” support models

Kigoma’s exhibition theme formally positioned digitalisation as a driver of service efficiency—mobilising “mabadiliko ya kidigitali” to improve delivery quality and reach. The same report shows meaningful reach (12,673 attendees) and extensive interface with entrepreneurs and empowerment actors—including training sessions delivered by multiple service institutions (e.g., BRELA, TBS, TRA, SIDO).

At the same time, implementation feedback highlights friction points that directly undermine inclusive access:

Outreach gaps where exhibition promotions did not sufficiently reach peripheral/rural areas; and

Persistent low readiness among entrepreneurs on formalisation and compliance requirements (registration, quality marks, tax identification), which are prerequisites for many financing and market opportunities. The Communication Strategy reinforces this diagnosis by explicitly calling for two-way communication mechanisms (Adaptive Learning, Knowledge Management, and engagement forums) to improve responsiveness and service delivery, noting that weak monitoring/feedback systems have limited the effectiveness of prior communication approaches.

Analytical implication: digitisation is not only an ICT project; it is a service-design reform. Digital channels must be paired with practical user support (structured Adaptive Learning and Knowledge Management, guided assistance, and systematic follow-up) to avoid widening exclusion for low-literacy and rural constituencies.

Subnational coordination quality determines perceived service reliability

The 6th National Exhibition (2023) Report exposes specific bottlenecks in field coordination. Participation by empowerment desk coordinators was low, with only 30 attending in total (26 from Local Government Authorities). The report explicitly identifies the delayed dissemination of invitation letters as the primary cause. This highlights a persistent operational weakness: the lack of timely, standardised communication channels restricts NEEC's ability to effectively mobilise its decentralised focal points for national interventions.

Analytical implication: even when national-level programmes are well designed, stakeholder experience is shaped by predictability and timeliness at the "final-stage delivery support." Coordination delays reduce attendance, weaken local support functions, and lower confidence in the system—particularly for entrepreneurs who depend on LGA-level guidance to navigate formalisation, compliance, and fund requirements.

2.6.3 Core Values Alignment

Stakeholder experience and institutional reflections suggest that NEEC's core values are most credible when embedded in operational routines and tools:

Transparency and People-centredness: evidence points to the ongoing need for clearer, more accessible guidance on "how to engage," particularly at the grassroots level.

Accountability and responsiveness: the strategy highlights that two-way engagement and Adaptive Learning and Knowledge Management are necessary to improve service delivery and responsiveness, and that weak monitoring/feedback has been a limiting factor.

Integrity and compliance culture: institutional governance improvements are reinforced through systematic follow-up on CAG recommendations and strengthened internal controls, as reflected in progress reports on audit follow-up actions.

2.6.4 Overall Implications for the MTSP

Reframe service delivery from "awareness events" to "end-to-end guidance": Exhibitions remain valuable, but should be complemented by continuous, simplified engagement pathways grounded in the Communication Strategy's two-way model.

Treat digitalisation as a service-inclusion agenda: The "digital transformation" direction is established, but it must be implemented with **performance-monitoring frameworks**, structured feedback tools, and user-support mechanisms to reduce access barriers.

Stabilise subnational coordination as a service standard: documented coordination delays affecting participation should be treated as a systemic service risk and addressed through standard timelines, clear roles, and enforceable coordination routines in the MTSP, consistent with NPG expectations for implementation review and feedback for improvement.

2.7 Recent Initiatives for Improving Performance

Building on the findings of the performance review, NEEC has recently advanced a set of initiatives that strengthen scale, traceability, and governance within the economic empowerment ecosystem. These initiatives are highlighted here as practical reforms and system shifts that will be consolidated and institutionalised during the implementation of this MTSP, whereas NEEC has:

Strengthened Local Content regulation and compliance oversight through structured verification and learning-by-doing. Compliance audits and follow-ups in selected strategic projects have identified common gaps in procurement practices, reporting quality, and genuine participation, and have informed improvements to oversight tools, verification priorities, and coordination approaches across sectors.

Advanced the digital oversight foundation for empowerment, coordination, and compliance reporting. The Council has advanced the development and institutional readiness of digital reporting and data management systems to support registration, monitoring, and structured reporting, including stronger verification workflows and inter-institutional data sharing. The remaining constraint is primarily implementation readiness—particularly financing and execution capacity—rather than policy direction.

Pursued structural leverage through national systems, including efforts to embed empowerment incentives and Local Content considerations into Government procurement processes (e.g., through the national e-Procurement environment). This approach strengthens enforcement by shifting compliance from discretionary negotiation to more standardised, system-enabled requirements that can be monitored at scale.

Continues to strengthen organised delivery channels that can be standardised and measured more consistently. These include the empowerment service delivery infrastructure and structured enterprise support mechanisms that connect beneficiaries to finance, markets, and compliance readiness—particularly when aligned with emerging digital reporting and standardised routines.

Collectively, these initiatives provide a stronger operational foundation for the MTSP by improving system readiness, expanding enforcement levers, and establishing more structured pathways for delivery and results tracking, consistent with NEEC's strengthened regulatory mandate.

2.8 Review of Relevant Information

This situational analysis is grounded in a structured review of relevant secondary information to establish evidence, expose gaps, and identify missing information that must be verified through stakeholder input. This review follows the NPG's hierarchy, drawing on national development frameworks (Dira 2050, LTPP 2050, the Manifesto, and STPs), approved functions and organisational structure, relevant laws and regulations, policies, sectoral plans/strategies, performance reports, statutory instruments, and independent oversight reports.

2.8.1 Alignment with National Macro-Strategic Frameworks

The review focused on the national planning architecture because Tanzania's planning system is anchored in the Dira 205 and operationalised through the Long-Term Perspective Plan (LTPP). A critical review of these frameworks, together with the Ruling Party Election Manifesto, reveals a fundamental shift in the national agenda: the era of generic "broad-based sensitisation" has ended, replaced by a mandate for "competitive economic participation". This shift has clear strategic implications for NEEC: the Strategic Plan must not treat empowerment as a stand-alone programme. Instead, it must position empowerment as a practical tool for Sector Transformation, by designing interventions that integrate Tanzanians into the priority sectors and wealth-creation drivers defined by these national frameworks.

2.8.2 Sector Transformation Plans and the "Competitiveness" Requirement

The National Planning Guidelines (NPG) defines the Sector Transformation Plan (STP) as a medium-term instrument intended to shift sectors toward productivity, sustainability, competitiveness, and inclusive growth. Analytically, this framework dictates that NEEC cannot aim for "inclusion" in the abstract; the strategy must shift from general to targeted interventions aligned with the STPs. Evidence from these plans confirms that future empowerment will be defined by value retention in productive sectors rather than passive funding. Furthermore, the NPG highlights national "drivers," including digital transformation, as essential accelerators for this shift. The strategic implication is that empowerment support must increasingly be designed as sector-linked capability building—focusing on quality, compliance, and market readiness—to ensure Tanzanians can successfully compete in liberalised, standards-driven value chains.

2.8.3 Mandate and Institutional Positioning

The NEEC's governing instrument, notably the National Economic Empowerment Act (Cap 386), clarifies what the law currently requires the Council to deliver. The analysis distinguishes between mandatory statutory functions and legacy activities that are no longer applicable, ensuring the Strategic Plan is grounded in enforceable obligations rather than past practice.

NEEC's institutional positioning is further defined by the **statutory objects of the Economic Empowerment Fund under Act Cap 386, Section 17**, which require the Council to:

i. Promote universal understanding of equity ownership of property among Tanzanians;
ii. Contribute to the creation of employment opportunities;
iii. Provide a formal link with registered institutions and organisations, monitor their economic activities, and provide technical support or facilities where necessary;
iv. Employ business and enterprise schemes needed to achieve the Act's objectives;
v. Collectively, these objects shift NEEC from a largely facilitative role to a rules-based regulatory mandate. Accordingly, the Plan prioritises governance,

coordination, monitoring, and enforcement mechanisms—supported by clear standards and evidence systems—to ensure consistent compliance and accountable service delivery.

2.8.4 Performance and Audited Oversight Evidence

To ground the strategy in operational reality, Annual Progress Reports and audited financial statements were reviewed. This analysis goes beyond simple reporting; it distinguishes reforms that can be stabilised through embedded national systems from those that are fragile due to uncertain resources or inconsistent routines. The NPG emphasises the use of government planning and accountability platforms, PlanRep, NeST, and CBMS, to improve execution discipline. For NEEC, this means prioritising interoperable digital systems to ensure compliance, reporting, and verification, replacing manual submissions and ad hoc follow-ups with automated governance.

2.8.5 Stakeholder Verification and Service Evidence

The evidence review has been validated through stakeholder input, aligning with the NPG stance that service delivery surveys serve as the primary source of data for verifying secondary findings and evaluating adherence to core values. This process acts as a crucial reality check, identifying where institutional design assumptions may not hold under real-world conditions—particularly regarding usability barriers, last-mile/point-of-service delivery challenges, and compliance burdens. This approach ensures that the strategies outlined in Chapter 3 target actual service bottlenecks observed in practice, rather than perceived issues, thereby closing the gap between policy objectives and beneficiary experiences.

Overall conclusion: This review outlines the strategic rationale for the new Plan. It focusses on strengthening enforceable governance and sector competitiveness, with implementation choices based on scalable systems, validated gaps, and realistic delivery conditions.

2.9 Critical Issues

Based on the situation analysis, the NEEC has identified critical issues that require focused attention to ensure effective and efficient service delivery. These issues represent key areas that must be addressed, safeguarded, sustained, and continuously enhanced to strengthen institutional performance, uphold accountability, and promote the delivery of quality services in line with the council mandate and national development priorities. The following critical issues were identified.

i. Institutional and human resource development;
ii. Financial capacity development;
iii. HIV/AIDS and NCDs prevalence;
iv. Anti-Corruption Strategies;
v. Use of ICT in service delivery;
vi. Sustainability – (Environment, Social and Governance);
vii. Local Content Participation and Market Access;
viii. Nutrition service improvement;
ix. National Economic Empowerment Coordination and Regulatory Governance; and
x. NEEC Visibility.

CHAPTER THREE

3.0 THE PLAN

3.1 Introduction

This chapter presents the strategic direction of the NEEC, outlining its vision, mission, strategic objectives, strategies, and key targets for the planning period. The Strategic Plan is designed to address the critical issues identified in the situational analysis and to align the Office’s operations with its core mandates and functions. Through this alignment, the Plan seeks to ensure the effective execution of NEEC responsibilities and the realization of national development priorities, as articulated in the Tanzania Development Vision 2050 and other national policy frameworks

3.2 Vision

A competitive and inclusive economy owned and controlled by the majority of Tanzanians

3.3 Mission

To regulate, coordinate, facilitate, monitor and evaluate economic empowerment and local content initiatives through enforceable standards and an integrated information management system, to expand Tanzanians’ participation in the national economy.

3.4 Core Values

To drive the transition to a Regulatory Authority, the following six Core Values serve as the Council's 'Ethical Compass' for the 2026–2031 cycles. These are redefined not as abstract aspirations but as binding behavioural standards required to build public trust, ensure impartial compliance, and deliver the Dira 2050 vision of a competitive economy.

Regulatory Integrity:

We exercise our mandate through impartial, rule-based enforcement and robust conflict-of-interest safeguards in certification and supervision.

Accountability and Transparency:

We demonstrate stewardship through timely, accurate reporting and verifiable, documented decisions, supported by digital disclosure.

Inclusiveness and People-Centeredness:

We design accessible services that remove sub national level barriers for marginalised groups and informal actors.

Innovation:

We apply digitisation and risk-based regulation to enable scalable oversight and reduce compliance costs.

Collaborative Synergy and Teamwork:

We work across functional disciplines and coordinate with MDAs, LGAs, and financial institutions to reduce duplication and improve outcomes.

Impact-Driven with Due Process:

We prioritise measurable citizen outcomes while applying fair, lawful and consistent regulatory procedures.

3.5 Strategic Objectives, Strategies, Outcome and Outcome Indicators

3.5.1 Objective A: Intervention and Prevention of HIV/AIDS and Non-Communicable Diseases Programmes at the Workplace Strengthened

Rationale:

Effective oversight of registered institutions and the delivery of technical support depend on stable, specialised human capital. HIV/AIDS and NCDs can undermine productivity, continuity, and retention of specialist staff, increase operational risk and weaken service consistency. Strengthening workplace prevention and intervention measures reduces service disruptions and supports the reliable implementation of NEEC's mandate.

Strategy

Strengthen workplace health and organizational resilience

Outcome

A healthy and productive workforce sustained.

Outcome Indicators

i. Level of staff awareness of NCDs and HIV/AIDS;
ii. HIV prevalence rate; and
iii. Wellness Service Coverage (%).
iv. % staff covered by health/wellness programmes (target ≥80%

Targets

i. Fifteen (15) HIV/AIDS Interventions implemented to 65 NEEC staff by June

2031; and

ii. Twenty-five (25) Non-Communicable Diseases interventions implemented to 65 NEEC staff by June 2031.

3.5.2 Objective B: Implementation of the National Anti-Corruption Strategy Enhanced

Rationale:

Delivering the Council's functions, including administering and managing the Economic Employment Fund, requires robust integrity controls. When oversight relies on manual processes and high levels of discretion, the risks of leakage, fronting, and unfair decisions increase. Internalising the National Anti-Corruption Strategy strengthens transparency and safeguards the credibility of the regulatory model.

Strategy

Embed integrity and anti-corruption controls in regulatory routines.

Outcome

Zero prevalence of corruption incidents.

Outcome Indicator

Prevalence rate of corruption at the NEEC

Targets

i. Twenty (20) ethics committee meetings to NEEC staff by June 2031; and
ii. Ten (10) Capacity building on Ant- corruption conducted to NEEC staff by June 2031.

3.5.3 Objective C: Institutional, Human Capacity and Financial Sustainability Strengthened

Rationale:

These objective addresses constraints identified under Critical Issue Area A, notably: (i) the mandate–resource mismatch and (ii) gaps in specialised regulatory capacity. These constraints directly affect NEEC's ability to fulfil the Fund's statutory objects under Section 17 of the Act Cap 386, particularly Object (c) (linking and monitoring registered organisations and providing technical support and facilities where necessary) and Object (d) (employing business and enterprise schemes to achieve the Act's objectives), both of which advance empowerment. With unpredictable financing and limited specialist capacity, NEEC cannot reliably safeguard core regulatory functions or maintain credible oversight of the empowerment ecosystem. Accordingly, the Plan shifts from revenue collection alone to broader Resource Mobilisation— combining OSR, Government funding, and strategic partnerships and grants—to improve the financing resilience and predictability of priority regulatory functions. In parallel, the objective addresses institutional capability risks by strengthening financial management and procurement compliance, improving audit responsiveness, and establishing the ICT governance, security, and continuity measures required for trusted, digitally enabled regulation.

Strategies

i. Strengthen resource mobilisation and financial sustainability;
ii. Retool and strengthen specialised regulatory human capital;
iii. Strengthen internal assurance and control systems;
iv. Improve institutional infrastructure and working environment;
v. Strengthen ICT governance, data environment, and statistical framework;
vi. Strengthen legal services, procurement and regulatory compliance;
vii. Enhance corporate communication and stakeholder engagement; and
viii. Institutionalise results-based monitoring, evaluation and learning (MEL).

Outcome

A sustainably financed, digitally secure, and technically capable NEEC with the specialist capacity, infrastructure, and internal controls.

Outcome Indicators

i. % grievances resolved within 30 days (target ≥95%);
ii. Staff productivity index

    Output per Full-Time-Employee measured against annual departmental targets
iii. Employee satisfaction score (%)

    % of staff rating overall job satisfaction as satisfactory or above in standardized annual survey. Disaggregated by gender and departmen
iv. % critical positions with identified successors. % of positions classified as critical (specialist or senior leadership) that have at least one identified and partially developed successor
v. Rate of financial resources mobilized;
vi. Rate of vacant Posts (%);
vii. % Board decisions implemented on schedule

% of Board resolutions for which Management has completed implementation within the agreed/stipulated timeframe as recorded in Board minutes

viii. % CAG audit findings resolved by deadline

ix. Quality of external audit opinion/Unqualified and Clean Audit Opinion;

x. % of Board members who meet the minimum 75% attendance threshold across all scheduled Board and committee meetings during the year

xi. ERM Maturity Assessment Level. Measures how consistently and proactively an organization identifies, evaluates, and manages risks across all department

xii. ICT Maturity Assessment Level. Measures how effectively an organization uses and governs its ICT resources to support its objectives.

xiii. Rate of staff welfare satisfaction. Staff welfare index (composite score)

xiv.

xv. Beneficiary satisfaction score (%)

% of beneficiaries rating NEEC's services as satisfactory or above in standardised annual survey. Disaggregated by service type, gender, and rural/urban.;

xvi. % complaints resolved within 14 working days. % of formally lodged complaints resolved (response communicated to complainant) within 14 working days of receipt. Escalated complaints tracked separately

xvii. Outreach reach density (beneficiaries per outreach event)

xviii. Increased visibility rate of NEEC image to the public;

Targets

i. Resource mobilisation strategies operationalised by June 2031;

ii. Financial management strengthened by June 2031;

iii. Procurement compliance strengthened by June 2031;

iv. Integrated Human Capital Strategy and welfare by June 2031;

v. Performance management systems operationalised by June 2031;

vi. Risk-based Internal Audit Plan implemented by June 2031;

vii. NEEC head office building constructed and handed over by June 2031;

viii. ICT governance framework, data standards, and statistical framework established by June 2031;

ix. ICT security, resilience, service continuity operationalised and maintained by June 2031;

x. Routine corporate legal services delivered by June 2031;
xi. Regulatory framework (Act/Regulations/Guidelines) reviewed by June 2031;
xii. Corporate communication strategy and annual visibility programme operationalised by June 2031;
xiii. Stakeholder feedback and Client Service Charter integrated in Government Service Directory (GSD) by June 2031;
xiv. Integrated MEL result Framework and digital performance dashboard operationalised by June 2031;
xv. NEEC performance reviews and statutory evaluations conducted by June 2031; and
xvi. Research strategy for Economic Empowerment developed and operationalise by June 2031.

3.5.4 Objective D: National Economic Empowerment Coordination and Regulatory Governance and Enforcement Strengthened

Rationale:

This objective responds to the systemic constraints identified under Issue 3 (manual oversight), Issue 4 (fragmented sub-national execution), Issue 5 (absence of enforceable reporting), and Issue 12 (governance risks). Crucially, it serves as the primary vehicle for operationalizing Object (c) of the Economic Empowerment Fund, which requires the Council to provide a formal link between registered organisations and to monitor their economic activities. A credible regulatory model requires standard indicators and interoperable systems that shift oversight away from "activity narratives" toward verifiable results. Without a central digital repository and clear data-sharing protocols, the legal duty to "link and monitor" remains aspirational rather than enforceable, leaving national empowerment statistics vulnerable to inconsistency.

Strategies

i. Digitalise registration, reporting and compliance oversight;
ii. Institutionalise delegated coordination and sub-national delivery support;
iii. Coordinate multi-sectoral empowerment training and capacity building; and
iv. Enforce reporting obligations and service accountability.

Outcome

A compliant national economic empowerment ecosystem enhanced.

Outcome Indicators

i. Number of economic empowerment beneficiaries (disaggregated). Total number of individuals/enterprises directly benefiting from NEEC programmes in the year. Disaggregated by: gender, age group (youth 18–35), region, and. programme type.
ii. Amount of empowerment funds disbursed (TZS billions). Total value of empowerment loans/grants disbursed to beneficiaries in the year. Paired with loan repayment/recovery rate (target ≥80%) to assess fund sustainability
iii. Business survival rate of NEEC supported enterprises at 12 months (%).% of enterprises that received NEEC support (training, linkage, or financing) that are still operational and economically active 12 months after the intervention ended.
iv. Value of local procurement generated through NEEC interventions (TZS billions). Total value of contracts/procurement opportunities won by local Tanzanian businesses facilitated through NEEC's local content and supplier linkage programmes annually.
v. % growth in total capitalisation of empowerment funds
vi. Regulatory Reporting Compliance Rate (%);
vii. Data Quality/ Integrity Score (%);
viii. Functional Coordination Compliance Rate (%);
ix. Stakeholder Satisfaction Score; and
x. Grievance Resolution Efficiency (%)
xi. % Tanzanian businesses accessing international markets (annual growth). % increase in number of Tanzanian business persons/entities facilitated by NEEC to access international markets through trade missions, AfCFTA facilitation, or export promotion

Targets

i. An integrated digital reporting for Economic Empowerment institutionalised by June 2031;
ii. 1200 capacity building programs for economic empowerment beneficiaries

conducted by June 2031;

iii. National Economic Empowerment Training Framework coordinated and implemented by June 2031;
iv. Programmatic grievance handling and service accountability reporting institutionalised by June 2031;
v. 50 coordination platforms of Economic Empowerment conducted by June 2031;
vi. 75 coordination platforms of Economic Empowerment Funds held by June 2031;
vii. 3000 beneficiaries linked with potential Economic Empowerment opportunities by June 2031;
viii. 10 strategic institutional frameworks and National guidelines for Economic Empowerment developed and reviewed by June 2031;
ix. National Economic Empowerment Fund established and operationalised by June 2031;
x. Compliance incubation programme and formalisation support operationalised Nationally by June 2031; and
xi. Increase Access to and Utilization of Investment and Working Capital Sources by June 2031.

3.5.5 Objective E: Productive Empowerment, Local Content Participation and Market Access Enhanced

Rationale:

These objective addresses three practical constraints that limit economic transformation and the fulfilment of the Fund's statutory objects.

First, many enterprises, especially MSMEs, are excluded by compliance requirements, creating a "compliance–exclusion" challenge (Issue 6) that hinders the universal understanding of equity ownership (Object a). This is increasingly amplified by digital literacy gaps and the entry friction of online platforms.

Second, the credibility of empowerment and local content is undermined by fronting and limited verification (Issue 7), in resulting to value leakage rather than the domestic retention required for employment creation (Object b).

Third, a persistent financing gap affects the "missing middle" (Issue 8), enterprises that are often the primary targets for the business and enterprise schemes (Object d) mentioned in the Act. Without stronger support for digital formalisation, credible verification, and access to growth finance, empowerment risks remaining aspirational rather than producing the measurable redistribution of economic opportunity required by law.

Strategies

i. Implement compliance incubation and supplier readiness to reduce exclusion;
ii. Strengthen local content credibility and prevent fronting;
iii. Crowd in finance and strengthen market access for growth SMEs; and
iv. Strengthen policy leadership, research linkages, and participation capability.

Outcome

Enhanced participation and competitiveness of Tanzanian enterprises by gaining better access to finance and markets, delivering credible local content, and following structured pathways that address economic inequality.

Outcome Indicators

i. % investors complying with local content requirements. % of large domestic and foreign investors (above defined threshold) who meet NEEC's local content requirements for procurement, employment, and skills transfer
ii. Increase in registered enterprises;
iii. Verified Tanzanians enterprises participation in strategic projects and investments;
iv. Prevented fronting practices; and
v. Increase in SMEs Integration into formal value chains.
vi. % of total workforce in NEEC monitored large strategic projects and investments that is Tanzanian nationals. Disaggregated by gender, skill level, and region. 3% Establish from current investor reports ≥70% Tanzanian workforce
vii. Number of economic empowerment beneficiaries (disaggregated) Total number of individuals/enterprises directly benefiting from NEEC programmes in the year. Disaggregated by: gender, age group (youth 18–35), region, and programme type.

Targets

i. Beneficial Ownership (BO) verification and anti-fronting protocols developed and fully Implemented by June 2031;
ii. Ten (10) Sector local content compliance monitoring routines institutionalised

by June 2031;

iii. Appraisal standards and risk-sharing arrangements for missing-middle SMEs operationalised by June 2031;
iv. 3000 Local SMEs and Investors linkages scaled by June 2031;
v. Gazetting of Reserved Economic Activities (Section 5(3)) operationalised and updated by June 2031;
vi. 35 coordination platforms of Local Content conducted by June 2031; and
vii. National multi-sectoral local content guidelines and National local content strategy developed and reviewed by June 2031.

3.5.6 Objective X: Management of the Environment and Ecosystems Enhanced and Sustained

Rationale:

NEEC monitors the economic activities of registered institutions, and these activities must remain viable over time. Environmental risks can disrupt enterprises, weaken livelihoods, and reduce the durability of employment outcomes. Integrating environmental safeguards ensures empowerment initiatives do not create short-term gains that undermine long-term economic resilience.

Strategy

Integrate environmental and climate risk screening into empowerment support

Outcome

Empowerment-related economic activities implemented in an environmentally sustainable and climate-resilient manner.

Outcome Indicators

i. Environmental/Climate Screening Coverage (%); and
ii. Safeguard Compliance Rate (%).

Targets

i. Screening checklist embedded in all appraisal and monitoring standards by June 2031; and
ii. Safeguard compliance monitoring and corrective follow-up routine operationalised by June 2031.

3.5.7 Objective Y: Multi-sectoral Nutritional Services Improved

Rationale:

NEEC's regulatory effectiveness depends on the health, energy, and cognitive performance of its staff, including specialist cadres. Poor nutrition and related conditions can reduce concentration, productivity, and attendance, while increasing health-related disruptions. Strengthening staff nutrition awareness supports workforce resilience and protects institutional continuity, ensuring that the human capital required to manage the economic empowerment functions.

Strategy

Integrate nutrition promotion into staff welfare and development

Outcome

A healthier, more productive workforce supported by better nutrition awareness and workplace wellness practices improved.

Outcome Indicators

i. Staff Nutrition Awareness Index (%); and
ii. Workplace Nutrition Compliance Rate.

Targets

i. Annual nutrition awareness and lifestyle guidance routine operationalised by June 2031; and
ii. Healthy workplace food standards adopted and tracked by June 2031.

3.6 Strategic Plan Matrix

The strategic plan matrix presents strategic objectives, strategies, targets, and Key Performance Indicators (KPIs), which show how the predicted results in the strategic plan will be measured. The strategic plan matrix for each department and units is indicated in Appendix I.

CHAPTER FOUR

4.0 RESOURCES FOR THE PLAN

4.1 Introduction

This chapter presents the resources required to implement this strategic plan. It provides an analysis of human, financial and technological requirements. Resource planning is the strategic bridge between the Council's statutory ambitions and its operational reality. It involves not only identifying and allocating human, financial, and technological assets but also ensuring their resilience to external shocks. This chapter is critical because the Situational Analysis (Chapter 2) identified a persistent gap between the Council's expanding regulatory mandate and its available capacity.

This MTSP shifts the resource paradigm. It moves beyond treating resources merely as administrative inputs (salaries and overheads) to treating them as the operational foundation for enforceable regulation. Specifically, this chapter outlines the requirements to secure:

Specialised Human Capital: To shift from general administration to technical regulation (audit, law, data/ICT).

Financial Sustainability: To improve predictability by strengthening Government funding discipline, progressively strengthening OSR within approved procedures, and mobilising targeted strategic partnerships for time-bound institutional and system investments.

Technological Backbone: To transition from manual reporting to the NeMIS digital ecosystem (supported by standard Government systems and the infrastructure required to run them).

4.2 Human Resource (number, skills and expertise)

4.2.1 Staffing Position and Capacity Gap

Effective human resource planning aligns staffing and competence needs with NEEC's evolving regulatory and coordinating functions. It involves defining staffing requirements, timing recruitment, providing training and upskilling, and using performance management systems. NEEC's current staff levels reveal both numerical and skill gaps, particularly given the expanded mandate under the 2025 Act.

As detailed in Table 9, the Council has an approved establishment of **65** staff. Currently, the staffing strength is **40** (comprising **36** permanent and pensionable staff and **4** seconded staff). This results in a critical shortfall of **25 staff (39%)**. Although the absolute number appears moderate, the distribution of these vacancies poses a significant strategic risk, as they are concentrated in high-control areas, specifically, Internal Audit and Procurement.

Table 3: Staffing and Skills Gap Analysis (FY 2024/25 Baseline)

Staffing Category	Approved Posts	Staff In-Position	Variance (Gap)	Critical Skill/Competency Deficits
Assurance & Control (Internal Audit)	3	1	-2 (67% Gap)	**Forensic & Financial Audit:** Lack of capacity to supervise funds and verify beneficial ownership.
Operational Support (Procurement & Corporate Services)	*	*	-3	**Procurement & Contract Mgmt:** Delays in infrastructure projects (e.g., HQ Mtumba) and system acquisition.
Operational Support (Procurement & Corporate Services)	*	*	-3	**Procurement & Contract Mgmt:** Delays in infrastructure projects (e.g., HQ Mtumba) and system acquisition.

4.2.2 Priority Skills and Expertise for a Regulatory Authority

The situational analysis indicates that the current workforce is well-suited to coordination and advocacy. However, the revised mandate requires greater regulatory depth—particularly in forensic auditing, data science/ICT, and legal enforcement. Accordingly, the MTSP prioritises the following skill clusters, aligned with the Strategic Objectives:

i. **Regulatory Compliance and Inspection (Supports Objectives D and E):** Risk-based inspection protocols, certification workflows, issuance of compliance notices, and follow-up discipline. This is critical for enforcing the National Register requirements (**Objective D**) and verifying Local Content compliance (**Objective E**).

ii. **Forensic/Financial Audit and Assurance (Supports Objectives C and E):** Fund supervision, beneficial ownership verification (**Objective E**), audit readiness, and strengthening internal controls (**Objective C**). This expertise shifts the Council from "receiving reports" to "verifying integrity”.

iii. **Legal Enforcement and Due Process (Supports Objectives C and D):** Drafting sanctions, managing appeals, and maintaining defensible decision documentation. This ensures that the Council’s regulatory actions under

Objective D are legally sound and supported by robust corporate legal services (**Objective C**).

iv. **Data Governance and Digital Regulation (Supports Objectives C and D):** NeMIS administration, data standards, validation rules, analytics, and information security (**Objective C**). This expertise enables the transition from manual coordination to scalable, system-based oversight (**Objective D**).

v. **Monitoring, Evaluation, and Learning (MEL) (Supports Objective C):** Results-based reporting, verification procedures, and performance tracking to ensure the Council's reported achievements are measurable, consistent, and audit-ready under the new MEL Framework.

vi. **Banking and Credit Portfolio Management (Supports Objective E):** Technical evaluation of loan applications, credit risk assessment, loan structuring, and management of empowerment fund portfolios. This competency is required to operationalise the Credit Committee and ensure the sustainability of the Council's financial facilitation schemes.

Strategic Implications: These competencies are prioritised because evidence indicates that mandate expansion without stronger specialised staffing, digitisation, and reliable resourcing will widen the gap between statutory expectations and operational capacity. The Recruitment and Training Plan in **Chapter 4** is directly structured to close these specific skill gaps.

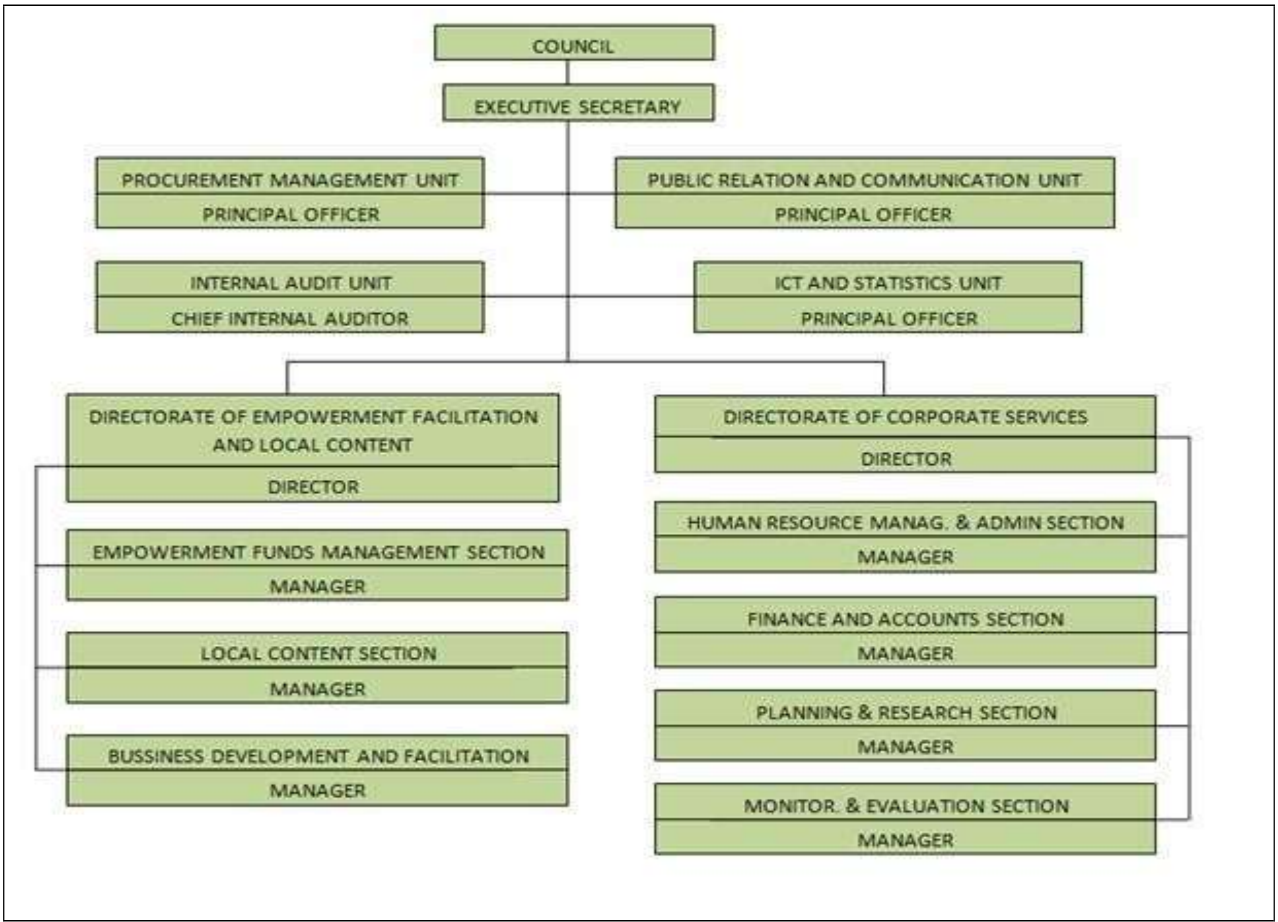
4.2.3 Staffing Approach and Structural Safeguards

NEEC will apply a risk-based approach to recruiting and retooling. This approach will focus on critical regulatory positions that support enforcement, assurance, and system operations, consistent with the Objective C targets.

The Plan will also improve the separation of duties within technical roles to reduce conflicts between support tasks and regulatory responsibilities, including issues of the ministry and council. When structural changes require formal approval, the Plan will create clear internal divisions using standard procedures, defined roles, and workflow controls, such as separating advisory support from inspection approvals. These safeguards are expected to strengthen transparency and accountability and reduce compliance risks.

4.2.4 Organisational Structure and Functional Safeguards

To deliver Strategic Objective D (regulatory governance and enforcement),



NEEC will strengthen its organisational arrangements (**Figure 2**) to clearly.

The Council will review internal functions to clarify regulatory workflows and reporting lines. Compliance roles and decision points will be standardised through SOPs, role definitions, and documented approval controls. Where formal restructuring requires external approval, interim safeguards will be implemented to preserve the independence of inspection and certification processes. These measures will include separate inspection teams, documented decision trails, and conflict-of-interest controls for staff involved in high-discretion decisions.

4.3 Financial Resource (source, expenditure and budget estimates)

4.3.1 Financing Context and Implications

Effective implementation of this MTSP requires addressing the recurring gap between approved budgets and actual cash releases. The FY 2024/25 baseline indicates a structural funding constraint:

i. Approved Budget: TZS 7.45 billion
ii. Actual Receipts: TZS 5.27 billion (70.7%)
iii. Funding Gap: TZS 2.18 billion (29.3% shortfall)

This pattern creates a persistent implementation risk: when releases fall below plan, delivery tends to prioritise recurrent obligations and postpone higher-impact reforms, especially digitisation, compliance supervision, and sector-wide monitoring, which are essential to NEEC's strengthened regulatory role.

i. **Priority regulatory functions** (registration, certification, compliance monitoring, reporting oversight, enforcement follow-up, and audit responsiveness) will be treated as **first-charge commitments** in annual budgeting and quarterly cash planning.
ii. **Strategic system investments** will be prioritised to strengthen oversight capacity at scale and reduce long-run operating costs, including the digitisation backbone (NeMIS and related integration) that enables timely reporting, automated validation, and auditable supervision.

4.3.2 Sources of Funds

In line with NPG requirements to assess the current financial situation, forecast resource needs, develop budgets consistent with the annual Budget Guideline, and identify funding sources using Government systems (**PlanRep, NeST and CBMS**), the Plan will be financed through the following channels:

i. **Government subvention (Recurrent and Development):** The principal source for statutory operations (PE and essential OC) and priority development funds throughout the MTEF process.

ii. **Own Source Revenue (OSR):** Fundraising, interest from investments, and approved fees/levies/service charges implemented transparently within applicable Government procedures (and supported by enabling legal instruments where required). OSR is positioned as a financing instrument to strengthen predictability for priority regulatory operations under **Objective C**.
iii. **Development Partner / Programme Support:** Targeted, time-bound support for system investments (e.g., digitisation), specialist capacity building, and implementation readiness—treated as catalytic rather than a substitute for core Government financing.

iv. **Strategic Partnerships / Collaborative Financing:** Co-financing for specific delivery platforms (e.g., compliance incubation delivery, subnational support to RS & LGAs, system roll-out and data integration) with clearly defined roles, deliverables, reporting, and accountability.

Government subvention will remain the primary source throughout the Plan period, while OSR and partnership financing will be progressively strengthened, in line with approved Government procedures and annual ceilings, to improve funding predictability for core regulatory functions, in line with **Objective C (C-O1 and C-O2).**

4.3.3 Budget Estimates and Costing Approach

Budget estimates for the MTSP will be prepared using an activity-based costing approach derived from the approved strategies, targets, and implementation arrangements in Chapter Three, and aligned annually through the Government MTEF and Budget Guideline process. Budget preparation, execution tracking, and performance reporting will be strengthened through Government systems (PlanRep, NeST, and CBMS) to improve traceability, procurement efficiency, and reporting discipline.

Table 4: MTSP Indicative Budget Estimates Summary

Budget category	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Recurrent (DEV + OC+OSR) — regulatory operations and service delivery (TZS, Billion)	*7.5*	11.1	16.8	25.2	37.8	98.4
Development — HQ Mtumba (TZS 21bn approved)	4.0	8.0	6.5	2.0	05	21.0
PE						

***Note**: The Mtumba headquarters budget is confirmed from FY 2024/25 performance reporting. All other multi-year estimates (including NeMIS and programme scaling) will be finalised through the detailed costing annex and validated against annual Government ceilings. PE will be costed in Form No.9 according to the Guideline*

4.3.4 Funding Structure and Gap

In line with NPG expectations, the MTSP will present (i) the planned funding structure by source and (ii) the anticipated resource gap between the Plan's requirements and confirmed ceilings. This enables the Council to distinguish between reforms that are fully financed and those that will require sequencing, OSR scaling, or targeted partner support.

Table 15 summarises the intended financing structure for the Plan and provides a standard template for annual updates within the Government planning and budgeting cycle. Building on this, **Table 16 (**Resource Gap Analysis) quantifies the gap between the total MTSP resource requirement and the projected financing envelope (MTEF, OSR, and partnerships). This ensures that financing decisions remain transparent, realistic, and aligned with agreed priorities.

Table 5: Financing Structure (Template for Annual Updating)

Source of funds	Description	Use focus
Government subvention	Recurrent and Development allocations	Core statutory operations; priority capital projects
OSR	Fundraising, interest from investment, Fees/levies/service charges (within Government procedures)	Supplement regulatory operations and system sustainment
Development partners	Catalytic programme and systems support	Digitisation, capacity building, implementation readiness
Strategic partnerships	Co-financed delivery platforms	Sub-national level support, incubation delivery, system roll-out

Implementation control. All figures will be integrated into PlanRep and linked to output and outcome targets to strengthen traceability and performance-based reporting. Annual revisions will be made within the planning and budgeting cycle to reflect approved ceilings, procurement schedules and implementation readiness, while safeguarding critical regulatory functions from disruption. Where gaps arise, the Council will prioritise and implement in phases, supported by OSR mobilisation and targeted partnership financing for time-bound reforms.

Table 16 summarises the MTSP's financing outlook by comparing the total five-year resource requirement with the projected financing envelope. The resulting gap is presented to support transparent prioritisation, phased implementation, and targeted resource mobilisation for activities where funding is not yet secured.

Table 6: Resource Gap Analysis, TZS Billion

Item	Total Plan Requirement	Projected Revenue (MTEF)	Funding Gap	Gap %
Recurrent (PE + OC)	43,50	5.80	37.70	87

Development (Capital/Projects)	8.25	2.50	5.65	70
Total (5 Years)	51.75	8.30	43.45	84

Financing gap management: Given the significant funding gap of 84%, particularly in recurrent expenditure, the Council will adopt a 'Core Mandate First' financing strategy. This entails prioritising the available funds strictly for statutory personnel emoluments and essential regulatory systems (NeMIS), while aggressively pursuing strategic partnerships and Development Partner support to bridge the deficit in development projects and capacity building.

4.4 Technological Resource (focuses on software and systems)

4.4.1 Technology as the Regulatory Backbone and Operational Enabler

In line with the National Planning Guidelines, technological resources include information systems, data governance capabilities, cybersecurity controls, and the hardware and connectivity infrastructure required for effective service delivery. For public institutions, the acquisition, integration, hosting, and management of these resources shall comply with the standards and procedures of the e-Government Authority (e-GA) and applicable Government ICT frameworks.

i. **Core Business Systems (NeMIS) – the Regulatory Backbone**

Digitisation is central to NEEC's regulatory effectiveness. The MTSP prioritises the transition from manual submissions to system-based regulation anchored in the National Economic Empowerment Management Information System (NeMIS). NeMIS will provide the platform to support NEEC's mandate to register and track institutions, verify participation and local content, monitor compliance reporting, and generate credible regulatory statistics for oversight and decision-making. Building on e-GA compliance processes already undertaken, the Plan prioritises resources to move NeMIS from design to full deployment, sustained use, and data-driven reporting.

ii. **Operational Support Systems (Government Standard Systems) – compliance and administrative efficiency**

Beyond NeMIS, NEEC's auditability and administrative performance depend on the full use of standard Government systems. The Plan prioritises the adoption and effective use of:

i. **MUSE / GAMIS:** financial management, accounting control, and Government asset tracking;
ii. **HCMIS (Lawson) / ESS:** human capital management and employee self-service;
iii. **e-Office:** paperless workflows, records management, and internal routing/approvals; and
iv. **NeST:** procurement planning and compliance.

A key focus is interoperability, where justified for regulatory assurance and efficiency, enabling controlled linkages between NeMIS and relevant operational datasets (such as procurement/asset registers or approved HR structures), in accordance with e-GA standards and data protection requirements.

iii. Digital Infrastructure and Working Tools – the "hardware layer" that makes systems usable

System effectiveness is constrained without adequate end-user tools, connectivity, and secure hosting. A critical bottleneck is the shortage of modern working tools and resilient infrastructure. Accordingly, the Plan budgets for institutional retooling, including:

i. **End-user devices:** laptops for HQ staff and secure tablets/mobile devices for field verification officers.
ii. **Connectivity and secure hosting:** LAN/WAN upgrades, secure hosting environments (including Government Cloud where applicable), and secure remote access controls for field work.
iii. **Cybersecurity and continuity:** baseline security controls and annual testing of Business Continuity and Disaster Recovery (BCP/DR) arrangements to safeguard sensitive empowerment data and maintain system availability.

Collectively, this technology approach strengthens NEEC's ability to regulate credibly and operate efficiently, thereby directly supporting Objectives D (digital regulation through NeMIS) and C (ICT governance, resilience, and institutional retooling). These commitments are operationalised through Table 6 targets C-T9, C-T11, and C-T12, and the Objective D implementation matrix targets for NeMIS deployment and interoperability.

4.4.2 Priority Systems and Functionality

The MTSP focuses on systems that allow for enforceable regulation and clear accountability, including:

i. **NeMIS core regulatory functions:** registration, reporting, compliance monitoring, certification tracking, and audit trails (to reduce manual reporting and visibility gaps).
ii. **Operating model tools:** standard datasets, validation rules, automated reminders/escalations, and compliance workflow automation (to institutionalise enforceable reporting routines).
iii. **Procurement leverage systems:** strengthening the linkage of local content objectives into **NeST** in collaboration with relevant institutions, to scale market access through high-volume public procurement systems.
iv. **Service accountability tools:** a digital help desk/USSD or feedback loop and grievance case tracking to close evidence gaps in customer satisfaction and complaint resolution reporting.

4.4.3 Infrastructure, Support Tools and Rollout Requirements

To facilitate sub-national level verification and encourage system adoption, the plan will offer supporting infrastructure such as:

i. User devices and connectivity support for field supervision, where required;
ii. Structured training and onboarding for MDAs/LGAs and registered institutions; and
iii. Phased rollout support (including user support routines) to ensure digitisation improves inclusion rather than creating access barriers.

4.4.4 Data Governance, Cybersecurity and Continuity

To maintain the system's credibility and reliability, NEEC will enhance:

i. **Data governance** (roles, permissions, audit trails and documented decision trails);
ii. **Cybersecurity and compliance** in line with e-GA procedures as required by the NPG; and
iii. **Business continuity** (backup routines and service agreements for system maintenance), recognising that a national compliance system must be dependable to support enforceable regulation.

CHAPTER FIVE

5.0 RESULTS FRAMEWORK

5.1 Introduction

This chapter presents the Results Framework for implementation of the National Economic Empowerment Council (NEEC) Strategic Plan 2026/27–2030/31. The Results Framework establishes the basis for measuring performance and assessing progress towards achievement of the Development Objective and Strategic Objectives set out in Chapter Three. It further provides the Results Chain, Results Framework Matrix, Monitoring Plan, Planned Reviews, Evaluation Plan, Reporting Plan, and the relationship between the Results Framework, Results Chain, Monitoring and Evaluation, and Reporting. The Framework shall guide performance monitoring, facilitate evidence-based decision-making, strengthen accountability, and support timely reporting on implementation of the Strategic Plan.

5.2 Development Objectives

The Development Objective of the National Economic Empowerment Council (NEEC) Strategic Plan 2026/27–2030/31 is:

A competitive and inclusive economy established in which the majority of citizens own and control the factors of production.

The implementation of this Strategic Plan shall contribute to the attainment of this Development Objective through the achievement of the Strategic Objectives, strategies, targets and performance indicators presented in Chapter Three and measured through the Results Framework contained in this Chapter.

5.3 Beneficiaries of NEEC Services

The implementation of this Strategic Plan is expected to benefit a wide range of stakeholders through enhanced economic empowerment coordination, regulatory oversight, compliance, local content promotion, enterprise development and improved access to economic opportunities. The beneficiaries are categorized into direct and indirect beneficiaries as presented in Table 5.1.

Table 7: Beneficiaries of NEEC Services

Category	Beneficiary	Expected Benefits
Direct	Micro, Small and Medium Enterprises (MSMEs)	Improved access to business development services, financing opportunities, market linkages, technology adoption and enterprise competitiveness.
Direct	Youth	Increased access to entrepreneurship support, skills development, productive employment and business opportunities.
Direct	Women	Enhanced participation in productive economic activities, access to financing, markets and enterprise development services.
Direct	Persons with Disabilities	Increased participation in economic empowerment programme through inclusive interventions and improved access to business support services.
Direct	Local Enterprises	Increased participation in strategic investments, public procurement and local content opportunities.
Direct	Economic Empowerment Funds and Programme	Improved governance, coordination, compliance, monitoring and performance of empowerment interventions.
Direct	Business Development Service Providers and Enterprise Development Centers	Strengthened institutional capacity, service delivery standards and outreach to entrepreneurs.
Direct	Ministries, Departments and Agencies implementing Economic Empowerment Programme	Improved coordination, harmonization, compliance and performance of economic empowerment initiatives.
Indirect	Regional Secretariats and Local Government Authorities	Enhanced coordination, implementation and monitoring of economic empowerment interventions at sub-national level.
Indirect	Financial Institutions and Development Partners	Increased availability of credible empowerment programme, investment-ready enterprises and coordinated financing initiatives.
Indirect	Private Sector	Improved business environment, stronger local participation and enhanced competitiveness of Tanzanian enterprises.
Indirect	The Government of the United Republic of Tanzania	Improved policy coordination, evidence-based decision-making and achievement of national economic empowerment objectives.
Indirect	Tanzanian Citizens	Increased employment opportunities, household

		incomes, business growth and inclusive national economic development.

5.4 Linkage of the NEEC Strategic Plan with National, Regional and International Development Frameworks

The National Economic Empowerment Council (NEEC) Strategic Plan 2026/27–2030/31 is aligned with the national, regional and international development frameworks that guide Tanzania's socio-economic transformation agenda. The Strategic Plan contributes to the attainment of the aspirations and priorities articulated in the Tanzania Development Vision 2050 (Dira 2050), the Fourth Five-Year Development Plan (FYDP IV) 2026/27–2030/31, the National Economic Empowerment Policy, the National Economic Empowerment Act, Cap. 386 (as amended), the Sector Transformation Plans (STPs), the Ruling Party Election Manifesto (2025–2030), the East African Community (EAC) Vision 2050, the Southern African Development Community (SADC) Regional Indicative Strategic Development Plan (RISDP 2020–2030), the African Union Agenda 2063, and the United Nations Sustainable Development Goals (SDGs). The alignment of the Strategic Plan with these frameworks is presented in Table 5.2.

Table 8: Linkage of the NEEC Strategic Plan with National, Regional and International Development Frameworks

National/Regional Framework	Strategic Focus	NEEC Strategic Plan Contribution
Tanzania Development Vision 2050 (Dira 2050)	Competitive, inclusive and resilient economy owned and controlled by Tanzanians	Promotes broad-based economic empowerment, local ownership, enterprise competitiveness, productive participation and inclusive economic growth.
Fourth Five-Year Development Plan (FYDP IV) 2026/27–2030/31	Private sector development, industrial competitiveness, job creation, local participation and economic transformation	Coordinates and regulates economic empowerment interventions, promotes local content, facilitates enterprise development and strengthens institutional coordination.
National Economic Empowerment Policy	Economic empowerment of Tanzanians through coordinated interventions	Implements the Policy through regulatory oversight, coordination, monitoring and evaluation of Economic Empowerment Programme and institutions.
National Economic Empowerment Act, Cap. 386 (as amended)	Regulation, coordination, facilitation, monitoring and evaluation of economic empowerment activities	Provides the legal framework for implementation of all Strategic Objectives under this Plan.

Sector Transformation Plans (STPs)	Sector competitiveness, value addition and increased local participation	Supports implementation of empowerment and local content interventions across strategic sectors.
Ruling Party Election Manifesto (2025–2030)	Inclusive economic growth, industrialization, employment creation and citizens' economic participation	Supports implementation of Government priorities through coordinated economic empowerment Programme and increased participation of Tanzanians in strategic investments.
East African Community (EAC) Vision 2050	Regional industrialization, competitive private sector development, value addition, trade integration and inclusive socio-economic transformation	Supports regional economic integration by strengthening the competitiveness of Tanzanian enterprises, promoting local content participation, facilitating MSME growth and enhancing regional market access.
Southern African Development Community (SADC) Regional Indicative Strategic Development Plan (RISDP 2020–2030)	Industrialization, regional value chains, trade facilitation, private sector development and inclusive economic growth	Contributes to regional economic integration through enterprise competitiveness, productive participation of Tanzanians in regional value chains, promotion of local content and sustainable private sector development.
African Union Agenda 2063	Inclusive growth, industrialization, economic transformation and Africa's economic integration	Promotes competitive local enterprises, productive participation, entrepreneurship, innovation and sustainable economic development.
United Nations Sustainable Development Goals (SDGs)	Inclusive economic growth, decent work, reduced inequalities, innovation and partnerships	Contributes to the achievement of relevant SDGs through economic empowerment, entrepreneurship development, institutional partnerships and improved livelihoods.

5.5 Result chain

The Results Chain for the National Economic Empowerment Council Strategic Plan 2026/27–2030/31 illustrates the logical sequence through which the resources committed for implementation are transformed into measurable results. It demonstrates the relationship between inputs, activities, outputs, outcomes and the Development Objective. The achievement of the Development Objective will result from the combined attainment of the Strategic Objectives and their respective targets as presented in Chapter Three.

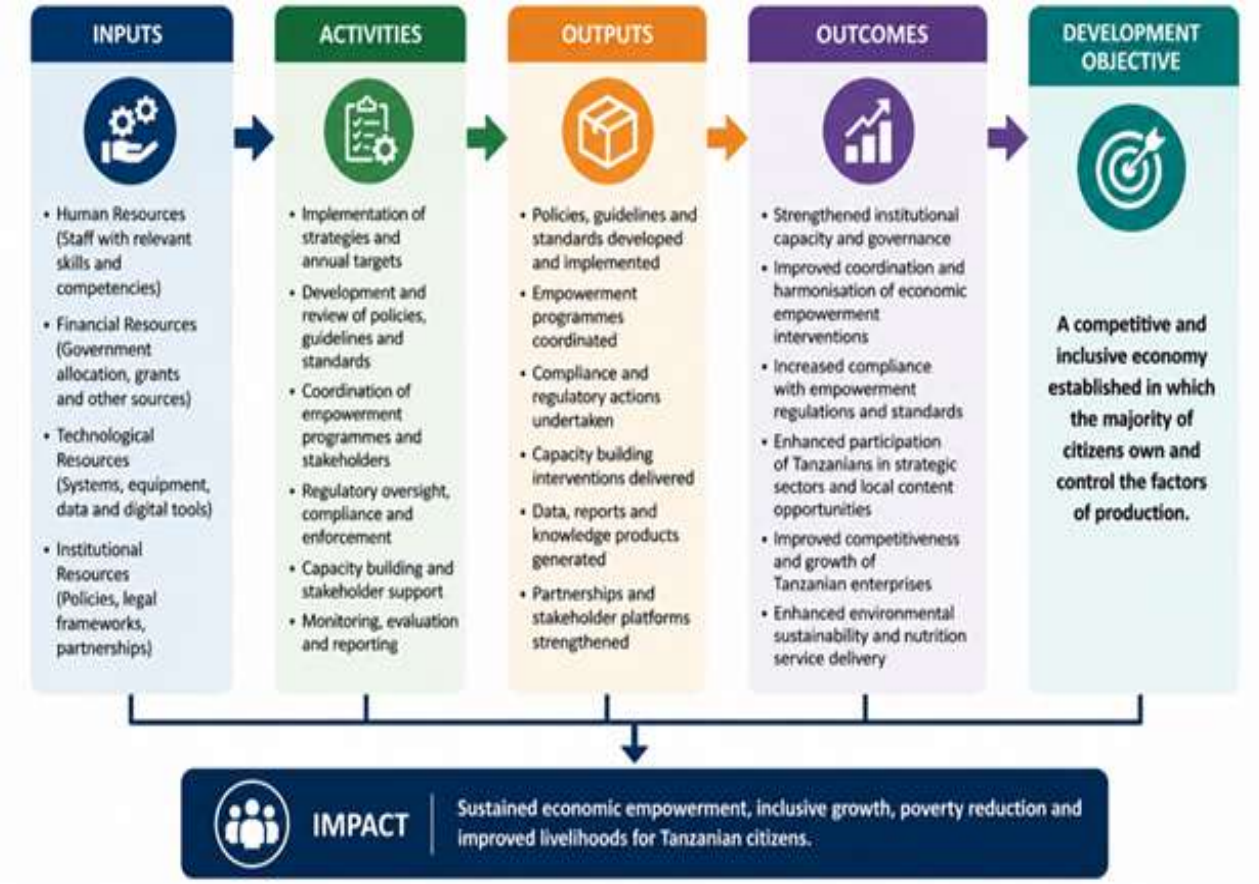


Figure 1: NEEC Result chain

5.6 Result framework matrix

The Results Framework Matrix in Table 5.6 presents the outcome-level indicators for the Development Objective and each Strategic Objective. The indicators, baselines and targets are drawn directly from Chapter three to ensure consistency and a clear line of sight for performance measurement.

Table 5.6: Result Framework Matrix

Development Objective	Objective Code	Objective Description	Intermediate Outcomes	Outcome Indicators
A competitive and inclusive economy owned and controlled by the majority of Tanzanians.	**A**	Intervention and Prevention of HIV/AIDS and Non-Communicable Diseases Programmes at the Workplace Strengthened	A healthy and productive workforce sustained.	i. Level of staff awareness of NCDs and HIV/AIDS; ii. HIV prevalence rate; and iii. Wellness Service Coverage (%).
	B	Implementation of the National Anti-Corruption Strategy Enhanced	Zero prevalence of corruption incidents.	i. Prevalence rate of corruption at the NEEC.
	C	Institutional, Human Capacity and Financial Sustainability Strengthened	A sustainably financed, digitally secure, and technically capable NEEC with the specialist capacity, infrastructure, and internal controls.	i. Rate of financial resources mobilized; ii. Funding Predictability (%); iii. Rate of vacant Posts (%); iv. Unqualified and Clean Audit Opinion; v. Rate of staff welfare satisfaction; vi. Effectiveness and relevancy of NEEC Strategic Plan performance;

				vii. Legal and regulatory compliance rate; viii. Increased visibility rate of NEEC image to the public; ix. Robust ICT governance; and x. Value for money.
	D	National Economic Empowerment Coordination and Regulatory Governance and Enforcement Strengthened	A compliant national economic empowerment ecosystem enhanced.	i. Regulatory Reporting Compliance Rate (%); ii. Data Quality/Integrity Score (%); iii. Functional Coordination Compliance Rate (%); iv. Stakeholder Satisfaction Score; and v. Grievance Resolution Efficiency (%).
	E	Productive Empowerment, Local Content Participation and Market Access Enhanced	Enhanced participation and competitiveness of Tanzanian enterprises by gaining better access to finance and markets, delivering credible local content, and following structured pathways that address economic inequality.	i. Increase in registered enterprises; ii. Verified Tanzanian enterprises participation in strategic projects and investments; iii. Prevented fronting practices; and iv. Increase in SMEs integration into formal value chains.
	X	Management of the Environment and Ecosystems Enhanced and Sustained	Empowerment-related economic activities implemented in an environmentally sustainable and climate-resilient manner.	i. Environmental/Climate Screening Coverage (%); and ii. Safeguard Compliance Rate (%).

	Y	Multi-sectoral Nutritional Services Improved	A healthier, more productive workforce supported by better nutrition awareness and workplace wellness practices improved.	

5.7 Monitoring Plan

The Monitoring Plan provides the mechanism for tracking the implementation of the Strategic Plan and measuring progress towards the achievement of the Development Objective and Strategic Objectives. Monitoring shall focus on the collection, analysis and use of performance information to facilitate evidence-based decision-making, enhance accountability and support timely implementation of corrective actions. Table 9 presents the Monitoring Plan for the Strategic Plan.

Table 9: Monitoring Plan

Strategic Objective	Performance Indicator	Data Source	Data Collection Method	Frequency	Responsible Unit
Development Objective	Development Objective Indicators	National surveys, administrative data and sector reports	Compilation and analysis of secondary data	Mid-Term and End-Term	Planning, Monitoring and Evaluation Unit
Objective A	Outcome Indicators	Administrative records, Programme reports and compliance reports	Routine administrative data collection and verification	Quarterly	Responsible Directorate/Unit
Objective B	Outcome Indicators	Administrative records, surveys and Programme reports	Routine monitoring, field verification and data analysis	Quarterly	Responsible Directorate/Unit
Objective C	Outcome Indicators	Human resource, financial and administrative records	Administrative data collection and analysis	Quarterly	Responsible Directorate/Unit
Objective D	Outcome Indicators	Compliance reports, regulatory reports, NeMIS and administrative records	Compliance monitoring, inspections and data verification	Quarterly	Responsible Directorate/Unit
Objective E	Outcome Indicators	Programme reports, surveys, NeMIS and stakeholder reports	Routine monitoring, field verification and data analysis	Quarterly	Responsible Directorate/Unit
Objective X	Outcome Indicators	Environmental reports and administrative records	Administrative reporting and compliance monitoring	Semi-Annual	Responsible Directorate/Unit
Objective Y	Outcome Indicators	Health, nutrition and administrative reports	Administrative reporting and data verification	Semi-Annual	Responsible Directorate/Unit

5.8 Planned Reviews and Plan and Plan Review Meetings

The implementation of this Strategic Plan shall be reviewed periodically to assess progress, identify implementation challenges, recommend corrective measures and inform decision-making. The reviews shall be undertaken at different levels in accordance with the Government planning and reporting framework.

5.8.1 Planned Reviews

Table 10: Planned Reviews

Review Type	Purpose	Frequency	Responsible Officer	Expected Output
Monthly Progress Review	Assess implementation progress against annual work plans and budgets	Monthly	Heads of Divisions and Units	Monthly Progress Report
Quarterly Performance Review	Assess implementation of Strategic Plan targets and KPIs	Quarterly	Director responsible for Planning, Monitoring and Evaluation	Quarterly Performance Report
Mid-Year Performance Review	Assess progress towards annual targets and recommend corrective actions	Semi-Annual	Management	Mid-Year Performance Report
Annual Performance Review	Assess annual achievements against Strategic Plan targets and Annual Action Plan	Annually	Management	Annual Performance Report
Mid-Term Review	Assess implementation progress, relevance and effectiveness of the Strategic Plan	Once (Mid-Term)	Management and External Stakeholders	Mid-Term Review Report
End-Term Review	Assess overall implementation performance and achievement of the Development Objective	Once (End-Term)	Management and External Evaluators	End-Term Review Report

5.8.2 Plan Review Meetings

Table 11: Plan Review Meetings

Review Meeting	Participants	Frequency	Chairperson	Expected Output
Directorate Review Meeting	Directorate Staff	Monthly	Director	Directorate Performance Report
Management Meeting	Directors, Managers and Heads of Units	Quarterly	Director General	Management Resolutions and Action Plan
Senior Management Strategic Review	Director General and Senior Management	Semi-Annual	Director General	Strategic Decisions and Corrective Measures
Council Committee Review	Relevant Council Committee	Semi-Annual	Committee Chairperson	Committee Recommendations
Council Review Meeting	Council Members	Annually	Chairperson of the Council	Council Resolutions on Strategic Plan Implementation

5.9 Evaluation Plan

Evaluation of the Strategic Plan shall be undertaken to assess the relevance, efficiency, effectiveness, sustainability and impact of the interventions implemented during the Plan period. The evaluations shall provide evidence for strategic decision-making, institutional learning and future planning. Thematic evaluations shall be undertaken whenever Management considers it necessary to assess the performance of specific interventions, programs or emerging strategic issues. Additional evaluations may be undertaken where required by the Government, the Council, Management, development partners, or emerging policy and implementation priorities. Table 12 presents the Evaluation Plan.

Table 12: Evaluation Plan

Evaluation Type	Evaluation Focus	Timing	Responsible	Expected Output
Mid-Term Evaluation	Assess implementation progress, relevance, efficiency and effectiveness of the Strategic Plan	Mid-Term (2028/29)	Director General in collaboration with the Planning, Monitoring and Evaluation Function and External Evaluators	Mid-Term Evaluation Report
End-Term	Assess achievement of the	End of	Director General in	End-Term

Evaluation	Development Objective, Strategic Objectives, outcomes and overall impact of the Strategic Plan	Plan (2030/31)	collaboration with the Planning, Monitoring and Evaluation Function and External Evaluators	Evaluation Report
Thematic Evaluation*	Assess performance of selected strategic interventions, programs or cross-cutting issues where necessary	As Required	Responsible Directorate/Unit in collaboration with the Planning, Monitoring and Evaluation Function	Thematic Evaluation Report

5.10 Reporting Plan

The implementation of the Strategic Plan shall be supported by a structured reporting system to facilitate performance monitoring, decision-making, accountability and compliance with Government reporting requirements. Reporting shall be undertaken through internal and external reporting mechanisms as presented in Tables 13 and 14.

5.10.1 Internal Reporting Plan

Table 13: Internal Reporting Plan

Report	Purpose	Frequency	Responsible Officer	Recipient
Monthly Progress Report	Report implementation progress against approved annual work plans	Monthly	Heads of Divisions and Units	Directors
Quarterly Performance Report	Report progress on implementation of Strategic Plan targets and KPIs	Quarterly	Directors	Director General
Mid-Year Performance Report	Assess progress towards annual targets and recommend corrective actions	Semi-Annual	Director responsible for Planning, Monitoring and Evaluation	Management
Annual Performance Report	Report annual implementation performance of the Strategic Plan	Annually	Director General	Management and Council
Mid-Term Review Report	Present findings of the Mid-Term Review	Once	Director General	Management and Council
End-Term Evaluation Report	Present findings of the End-Term Evaluation	Once	Director General	Council

5.10.2 External Reporting Plan

Table 14: External Reporting Plan

Report	Purpose	Frequency	Responsible Officer	Recipient
Annual Performance Report	Report implementation of the Strategic Plan	Annually	Director General	President's Office – Public Service Management and Good Governance; Prime Minister's Office; National Planning Commission; Ministry responsible for Finance and other relevant Government Authorities
Mid-Term Review Report	Report progress on implementation of the Strategic Plan	Once	Director General	Prime Minister's Office; National Planning Commission and other relevant Government Authorities
End-Term Evaluation Report	Report overall implementation performance and achievement of the Development Objective	Once	Director General	Prime Minister's Office; National Planning Commission and other relevant Government Authorities
Statutory and Special Reports	Report on specific statutory, policy or management requirements	As Required	Director General	Relevant Government Authorities and Stakeholders

5.11 Relationship between Results Framework, Results Chain, Monitoring, Evaluation and Reporting

The implementation of the Strategic Plan follows an integrated Results-Based Management approach in which resources are utilized to implement planned interventions that generate outputs, contribute to the achievement of Strategic Objectives and ultimately realize the Development Objective. Progress at each level of the Results Chain shall be monitored through the Results Framework, assessed through periodic monitoring and evaluation, and communicated through the reporting arrangements established under this Chapter.

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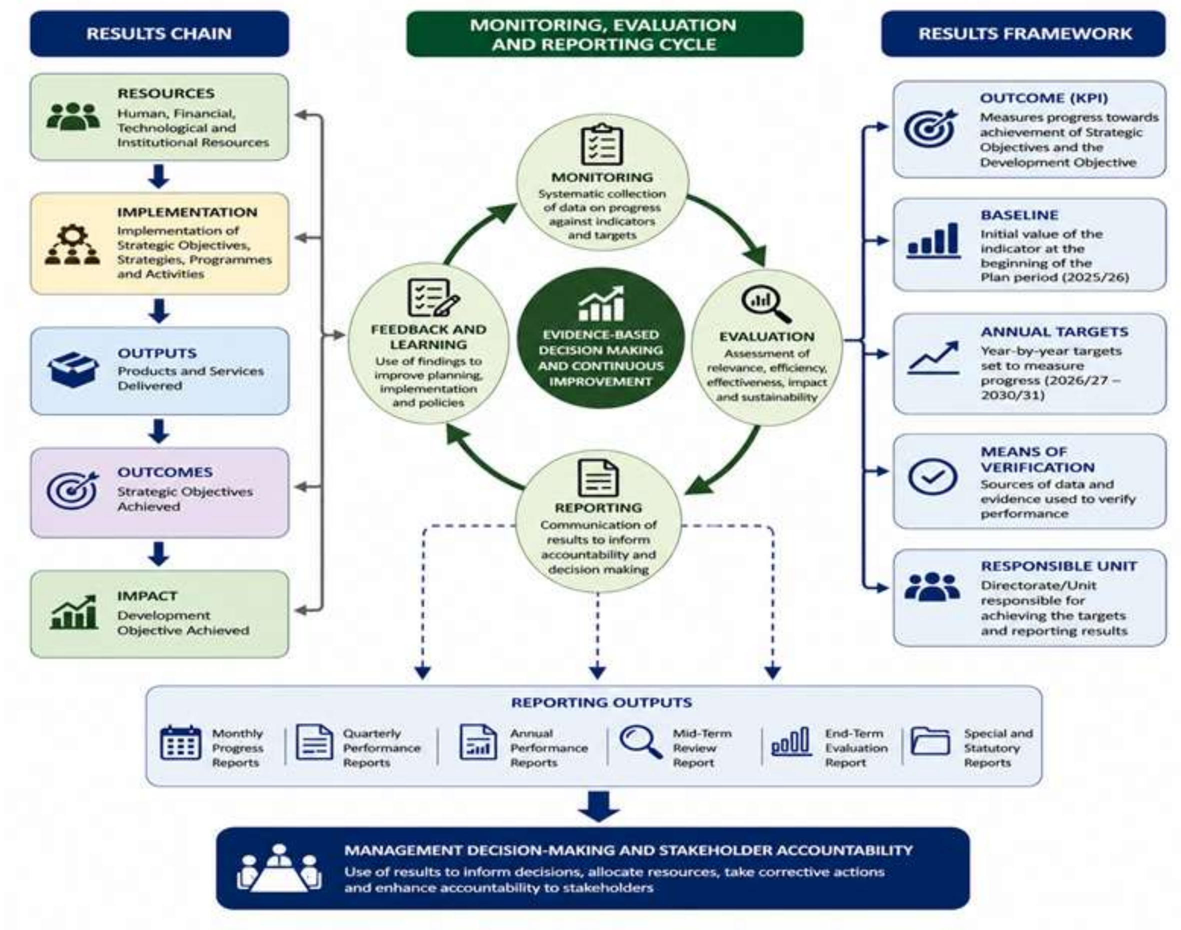

Figure 2: Relationship between Results Framework, Results Chain, Monitoring, Evaluation and Reporting

ANNEXES

Annex 1 The strategic plan matrix presents strategic objectives, strategies, targets, and Key Performance Indicators (KPIs),

Strategies	Target Type	Targets By June 2031	Output Indicators	Outcome KPIs
A-S1: Strengthen workplace health and organizational resilience	C	**A-T1**: 15 HIV/AIDS interventions implemented for 65 NEEC staff	Number of HIV/AIDS interventions conducted	**A-O1**
	S	**A-T2:** 25 NCD interventions implemented for 65 NEEC staff	Number of NCD interventions conducted	**A-O2**
B-S1: Embed integrity and anti-corruption controls in regulatory routines	C	**B-T1:** 20 Ethics Committee meetings conducted	Number of Ethics Committee meetings held	**B-O1**
	S	**B-T2:** 10 Anti-corruption capacity building sessions conducted	Number of anti-corruption capacity-building sessions conducted	**B-O2**
C-S1: Strengthen resource mobilisation and financial sustainability	C	**C-T1:** Resource mobilisation strategies operationalised	Resource mobilisation strategy operational	**C-O1**
	S	**C-T2:** Financial management strengthened	Financial management system improved	**C-O1, C-O2**
C-S2: Retool and strengthen specialised regulatory human capital	C	**C-T3: Integrated Human Capital Strategy and welfare**	Integrated Human Capital Strategy and Staff Welfare Framework operationalised	**C-O3**
C-S3: Strengthen internal assurance and control systems	C	**C-T4**: Performance management systems operationalised	Performance management system operational	**C-O4**

C-S4: Improve institutional infrastructure and working environment	D/S	**C-T5:** Head office building constructed and handed over	Head office building completed and handed over	**C-O2**
C-S5: Strengthen ICT governance, data environment, and statistical framework	C	**C-T6**: ICT governance framework, data standards, and statistical framework established	ICT governance framework, data standards and statistical framework established	**C-O5**
	S/C	**C-T7**: ICT security, resilience, service continuity operationalised and maintained	ICT security and business continuity framework operational	**C-O5**
C-S6: Strengthen legal services and regulatory compliance	S	**C-T8:** Procurement compliance strengthened	Procurement compliance system strengthened	**C-O5**
	C	**C-T9:** Regulatory framework (Act/Regulations/Guidelines) reviewed	Number of Acts, Regulations and Guidelines reviewed	**C-O5**
	C	**C-T10:** Routine corporate legal services delivered	Number of legal advisory services provided	**C-O5**
	C	**C-T11:** Risk-based internal audit plan implemented	Risk-based internal audit plan implemented	**C-O5**
C-S7: Enhance corporate communication and stakeholder engagement	S	**C-T12:** corporate communication strategy and annual visibility programme operationalised	Corporate Communication Strategy implemented	**C-O2**
	S	**C-T13:** Stakeholder feedback and Client Service Charter integrated in Government Service Directory (GSD)	Client Service Charter integrated into Government Service Directory (GSD)	**C-O2**
C-S8: Institutionalise results-based monitoring, evaluation and learning (MEL)	C	**C-T14**: Integrated MEL result Framework and digital performance dashboard	Integrated MEL Framework and digital performance dashboard operational	**C-O5**

		operationalised		
	S	**C-T15:** NEEC performance reviews and statutory evaluations conducted	Number of performance reviews and statutory evaluations conducted	**C-O2**
	S	**C-T16:** Research strategy for Economic Empowerment developed and operationalise	Research Strategy for Economic Empowerment operational	
D-S1: Digitise registration, reporting and compliance oversight	C	**D-T1:** An integrated digital reporting for Economic Empowerment institutionalised	Integrated digital reporting system operational	**D-O1**
	S	**D-T2:** Compliance incubation programme and formalisation support operationalised Nationally	Compliance incubation and formalisation support programme operational	**D-1**
D-S2: Institutionalise delegated coordination and sub-national delivery support	S	**D-T3**: 50 coordination platforms of Economic Empowerment conducted	Number of coordination platforms held	**D-O3**
	C	**D-T4**: 75 coordination platforms of Economic Empowerment Funds	Number of Economic Empowerment Fund coordination platforms conducted	**D-O3**
	C	**D-T5**: 3000 beneficiaries linked with potential Economic Empowerment opportunities	Number of beneficiaries linked to Economic Empowerment opportunities	**D-O3**
	C	**D-T6**: 10 strategic institutional frameworks and National guidelines for	Number of strategic institutional frameworks and national guidelines developed/reviewed	**D-O3**

		Economic Empowerment developed and reviewed		
	C	**D-T7**: National Economic Empowerment Fund established and operationalised	Fund operational	**D-O3**
D-S3: Coordinate multi-sectoral empowerment training and capacity building	S	**D-T8**: 1200 capacity building programs for economic empowerment beneficiaries conducted	Number of capacity-building programmes conducted	**D-03**
	S	**D-T9**: National Economic Empowerment Training Framework coordinated and implemented	National Economic Empowerment Training Framework implemented	**D-O4**
D-S4: Enforce reporting obligations and service accountability	S	**D-T10:** Programmatic grievance handling and service accountability reporting institutionalised	Grievance handling and service accountability reporting system operational	**D-O4**
	S	**D-T11:** Increase Access to and Utilization of Investment and Working Capital Sources	Percentage increase in beneficiaries accessing investment and working capital sources	**D-O4**
E-S1: Implement compliance incubation and supplier readiness to reduce exclusion	S	**E-T1**: Appraisal standards and risk-sharing arrangements for missing-middle SMEs operationalised	Appraisal standards and risk-sharing arrangements operational	**E-O2**
	S	**E-T2**: 3000 Local SMEs and Investors linkages scaled	Number of Local SMEs and Investors linked to markets and investment opportunities	**E-O2**

E-S2: Strengthen local content credibility and prevent fronting	S	**E-T3:** Beneficial Ownership (BO) verification and anti-fronting protocols developed and fully Implemented	Beneficial Ownership (BO) verification and anti-fronting protocol operational	**E-O3, E-O4**
	S	**E-T4**: Ten (10) Sector local content compliance monitoring routines institutionalised by June 2031;	Number of sector local content compliance monitoring routines institutionalised	**E-O3**
	S	**E-T5:** Gazetting of Reserved Economic Activities (Section 5(3)) operationalised and updated	Reserved Economic Activities gazetted and updated	**E-O3**
E-S3: Crowd in finance and strengthen market access for growth SMEs	C	**E-T1**: Appraisal standards and risk-sharing arrangements for missing-middle SMEs operationalised	Appraisal standards and risk-sharing arrangements operational	**E-O1**
	S	**E-T2**: 3000 Local SMEs and Investors linkages scaled	Number of Local SMEs and Investors linked to markets and investment opportunities	**E-O5**
E-S4: Strengthen policy leadership, research linkages, and participation capability	S	E-T6: 35 coordination platforms of Local Content conducted	Number of Local Content coordination platforms conducted	**E-O5**
	S	**E-T7**: National multi-sectoral local content guidelines and National local content strategy developed and reviewed by June 2031.	National Local Content Strategy and Guidelines developed/reviewed	**E-O2, E-O5**
X-S1: Integrate environmental and climate risk screening into empowerment support	C	**X-T1:** ESS screening checklist embedded in all appraisal and monitoring standards	i. Revised ESS checklist/manual approved (Yes/No) ii. No. of staff trained on	**X-O1**

			environmental/climate safeguards	
	S	**X-T2**: Safeguard compliance monitoring and corrective follow-up routine operationalised	i. No. of safeguard compliance reports produced via NeMIS ii. No. of corrective action follow-ups verified on-site	**X-O2**
Y-S1: Integrate nutrition promotion into staff welfare and development	**C**	**Y-T1:** Annual nutrition awareness and lifestyle guidance routine operationalised	i. No. of nutrition awareness sessions conducted ii. % of staff participating in nutrition guidance activities	**Y-O1**
	S	**Y-T2:** Healthy workplace food standards adopted and tracked	i. Healthy food guidelines for meetings/vendors issued (Yes/No) ii. No. of compliance checks conducted on food service providers	**Y-O2**