



THE UNITED REPUBLIC OF TANZANIA
PRIME MINISTER'S OFFICE



NATIONAL ECONOMIC
EMPOWERMENT COUNCIL

**NEEC STRATEGIC PLAN
2018/19 – 2022/23**

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FOREWORD



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

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

The Third Five Year Strategic Plan 2018/19-2022/23 is an important instrument for NEEC to sustain its activities which are consistently being guided by national frameworks including Tanzania's Development Vision 2025 and the Second Five-Year Development Plan 2016/17 - 2020/21. Vision and Plan in particular are important for NEEC's activities as they are putting emphasis on industrialization which shall provide economic opportunities to be utilized by Tanzanians hence transformation of the Nation into a middle-income economy. It is important to broaden and popularize ongoing NEEC's programs among others include financial inclusion, research and development, Local Content, as well as Micro, Small and Medium Scale Enterprises (MSMEs) in the context of the industrialization strategy.

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

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

ACKNOWLEDGEMENT



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

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

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

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

This Plan has background information, vision and mission, five (5) objectives of the 3rd NEEC Strategic Plan, their targets and matching strategies for ease of implementation.

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

LIST OF ABBREVIATIONS AND ACRONYMS

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

ABBREVIATIONS	MEANING
GS1	Global Standard One
HIV	Human Immune-deficiency Virus
ICT	Information and Communication Technology
ILO	International Labour Organization
IR-VICOBA	Inter Religious -VICOBA
LGA	Local Government Authority
M & E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MDAs	Ministries, Departments and Agencies
MEF	Mwananchi Empowerment Fund
AMDT	Agriculture Markets Development Trust
MIVARF	Marketing Infrastructure, Value Addition and Rural Finance
MKURABITA	Mpango wa Kurasimisha Rasilimali na Biashara Tanzania
MoE	Ministry of Energy
MLFD	Ministry of Livestock and Fisheries Development
MNRT	Ministry of Natural Resources and Tourism
MoFP	Ministry of Finance and Planning
MoW	Ministry of Water
MSMEs	Micro, Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
NACEE	National Advisory Committee for Economic Empowerment
NAEEF	National Annual Economic Empowerment Fund
NBC	National Bank of Commerce
NDC	National Development Corporation
NEDF	National Entrepreneurship Development Fund
NEEC	National Economic Empowerment Council
NEEP	National Economic Empowerment Policy
NEMC	National Environment Management Council
NETF	National Entrepreneurship Training Framework
NHIF	National Health Insurance Fund
NMB	National Microfinance Bank
NGOs	Non-Governmental Organizations
NSA	Non State Actors
NSSF	National Social Security Fund
OC	Other Charges
O&OD	Opportunities and Obstacles for Development
PASS	Private Agricultural Sector Support Trust
PBG	Planning and Budget Guidelines
PMO	Prime Minister's Office
PO-PSM	President's Office Public Service Management
PO-RALG	President's Office Regional Administration and Local Government

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

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

PART ONE: INTRODUCTION

1.1. Background Information

This is the third five-year Strategic Plan to be formulated by the National Economic Empowerment Council (NEEC). The previous Plan preceding this one was implemented between 2013/14 to 2017/18. The 2018/19 – 2022/23 Strategic Plan is built on the successes achieved, challenges encountered and lessons learnt from the implementation of the earlier plans. It is also guided by the broad NEEC's statutory mandates, policy directive as well as the current country's strategic vision as prescribed under national policies such as the National Five-Year Development Plan II 2016/17 - 2020/21 (FYDPII), which seeks to nurture industrialization for economic transformation and human development; and Tanzania Development Vision 2025.

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

1.2. Mandates, Functions and Duties of NEEC

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

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

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

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

1.3.Institutional and Administrative Structure of NEEC

The governance structure of NEEC is stipulated under Act No 16 of 2004. The supreme organ is the Council which is headed by the Chairperson. Chairperson is appointed by the President of the United Republic of Tanzania while Council members are appointed by the Minister responsible for Economic Empowerment. Then there is the Executive Secretary, who is also a presidential appointee and reports to the Council. The duties of the Executive Secretary are generally to oversee day to day administration and management of the Council's affairs. The Council was established by the Act of Parliament and it is constituted under the Prime Minister's Office, section 4(2).

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

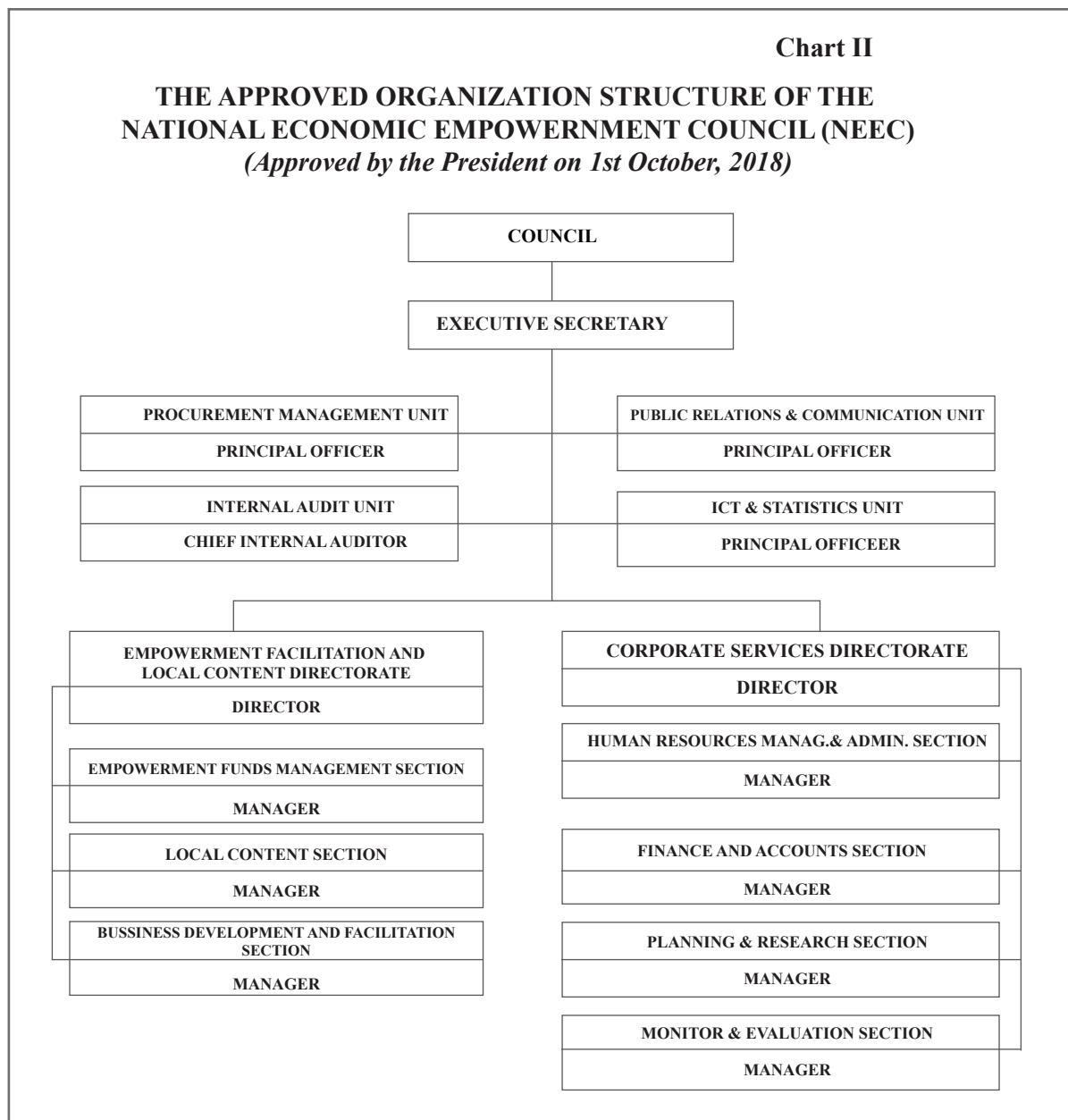


Figure 1: Approved Organization Structure of NEEC

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

Empowerment (NACEE) chaired by the Permanent Secretary – Prime Minister’s Office. The setup has RECOs and DECOs to ensure smooth and efficient operations of NEEC.

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



Figure 2: National Coordination Structure

The Third, NEEC Five Year Strategic Plan 2018/19 – 2022/23 will be implemented through the new existing structures and coordination mechanisms. However, NEEC will continue to strengthen all these structures to ensure smooth and effective implementation of the Plan.

1.4.Purpose and rationale of the Strategic Plan

The NEEC is mandated under Section 5(1) of the National Economic Empowerment Act of 2004 to develop strategic institutional framework and national guidelines that will support planning of its interventions. Therefore, the Strategic Plan is one of the key document for guiding the Council to perform its functions in a systematic, standardized and logical manner. The core focus of NEEC under this plan includes an enhancement of its institutional capacity that is facilitating Tanzanians to not only take advantage and utilize the available economic and productive resources and opportunities, but also to ultimately participate adequately, inclusively, and effectively in building and owning a large part of their growing economy to raise their standard of living and general well-being.

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

1.5. Structure of the Strategic Plan

Part One comprises background information, covering among other things, the mandate, functions and the rationale of preparing the strategic plan. **Part Two** is on Situation Analysis and reviews, albeit briefly, the status of implementation of the previous strategic plan 2013/14-2017/18 and a presentation of the Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis. **Part Three** presents the five strategic objectives, their strategies to be implemented and targets to be achieved in the next five years of implementing the NEEC Strategic Plan 2018/19-2022/23. It is the central chapter in the plan since it also presents the key activities which need to be implemented in the course of five years to attain the intended outputs and outcomes. **Part Four** presents the Monitoring and Evaluation Frameworks and the kind of reviews and evaluations to be carried out in order to measure and gauge the efficacy of the plan and whether or not the intended results have been achieved. **Part Five** presents Fraud, Risks and Assumptions to be carried out in order to achieve the intended results.

PART TWO: SITUATION ANALYSIS

2.1.Past Interventions and Achievements

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

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

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

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

Some of the specific and notable results includes: -

- (a) Formation of the national coordination structure epitomised by the technical committees namely National Local Content Committee, National Entrepreneurship Committee, Empowerment Funds Committee, Community Micro-finance Groups and National Research Committee on Economic Empowerment. These committees bring together stakeholders from public and private sector including development partners.

- (b) As a result of good coordination, the NEEC is coordinating a total of 46 empowerment funds and programs whereby 14 of the funds are issuing direct loans to beneficiaries, 9 funds are issuing loans to beneficiaries through guarantees, 11 funds are issuing grants, 3 funds are increasing liquidity through commercial banks and 4 empowerment programs facilitate empowerment of people economically. These empowerment funds are serving the following sectors; Agriculture, Housing, Social Protection, Entrepreneurship, Communication, Roads, Construction, Export Trade, Conservation, Wildlife, Forest Development, Business Formalization, Financial Inclusion, Education, Livestock and Fisheries, Electricity, Renewable Energy, Water and Minerals.
- (c) The economic empowerment coordination mechanisms from national to district levels have been established. The mechanisms are comprised of the National Annual Economic Empowerment Forum (NAEEF); and, the National Advisory Committee for Economic Empowerment (NACEE). The NAEEF is chaired by the Prime Minister while the NACEE is chaired by the Permanent Secretary – Prime Minister’s Office (PMO). The Regional and District Council economic empowerment coordinators are part of said mechanisms. They were appointed during that phase to aid the operation of NEEC at grassroots levels. The outcome of these structures are integration of economic empowerment issues into plans, programs and projects which are being designed and operationalized at MDAs, RALG and private sector such that through effective monitoring and evaluation they will result into wellbeing of Tanzanian women, men, youth and PWDs.
- (d) Increased efficiency and effectiveness of the public and private economic empowerment funds. This is also a direct result of improved Council’s coordination where the duplication of beneficiaries have been reduced appreciably.
- (e) A number of guidelines were developed in order to facilitate guidance and strategic economic empowerment in Tanzania. The key guiding documents developed include:
- National Multisectoral Strategic Framework for Economic Empowerment
 - Guidelines for National Multisectoral Strategic Framework for Economic Empowerment
 - The Inclusive National Entrepreneurship Strategy, which has, to a certain extent, facilitated and stimulated entrepreneurship initiatives in the country.
 - The National Entrepreneurship Training Framework, which have standardized and systemized training based on the actual demands of the trainees.
 - The Multi-Sectoral Local Content Guidelines, which direct local investments to add value in the local economy through local procurement, employment, technology transfer and host community engagement.
 - The guidelines for the establishment and operationalization of Community Financial Groups in Tanzania are in place.
- (f) Legal and policy frameworks on economic empowerment were reviewed as a result of NEEC’s influence. The Council managed to pursue such reforms including an enactment of the Microfinance Act in 2018 and the review of Procurement Act to include local participation including being inclusive; Insurance Act for considering all insurance activities by foreign companies to link with local insurance companies; EPOCA – Electronic and Postal Communication Act - Finance Act (2016), for Tanzanians to own telecommunication companies through equity; and amendment of the Petroleum Act. Review of the following policies were done Microfinance

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

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

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

2.2. Major challenges encountered during past interventions

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

2.2.1. Institutional Challenges

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

- (a) The institution faced shortage of staff especially in the operations category which is essential for the execution of the Council's mandate.
- (b) The Mwananchi Empowerment Fund faced inadequate Development Funds to operate effectively. The shortage of funds impeded the implementation of some of the planned empowerment activities and hence affected the overall performance of the Council especially in reaching the beneficiaries
- (c) Cooperatives, SACCOS, VICOBIA and other economic groups have inadequate management capability to realize economic empowerment outcomes.

- (d) Mismatch between research findings and practical solutions to solve economic empowerment related problems.
- (e) Inadequate coordination of research on economic empowerment.

2.2.2. Operational Challenges

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

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

2.2.3. Challenges Associated with Policy and Legal Framework

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

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

2.3.Lessons Learnt From the Second NEEC Strategic Plan

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

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

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

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

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

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

The above lessons have been picked up and addressed in this newly formulated plan. NEEC expects to utilize this experience in scaling up its intervention in the next five years of the plan's implementation. This Strategic Plan seeks to build on all these and other shortfalls during the coming five years (2018/19 – 2022/23). The proposed inputs, interventions, approaches and deliverable results at all levels are designed to make a huge difference as it is indicated in the subsequent parts of this document.

2.4.The Way Forward

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

- a) Strengthening the institutional capacity of NEEC and its outreach operating structures especially the NAEF; NACEE; and, the Regional and District Economic Empowerment Coordinators. The Council will specifically focus extensively on the following: -
 - i. Mobilize or solicit more financial resources to meet the higher demand of the targeted needy;
 - ii. Recruit more staff and grassroots coordinators in order to improve further its service delivery;
 - iii. Effective operationalization of guidelines and manuals it has formulated during the previous Strategic Plan;
 - iv. Demystifying the notion by some MDAs' that NEEC is doing their duties rather than complementing; and
 - v. Finally without forgetting other plans as indicated in the subsequent chapters and the logical framework of this plan.
- b) Intensifying NEEC's interventions at grassroots' levels in order to reach out more prospective beneficiaries as the National Economic Empowerment Policy of 2004 directs. To achieve this, NEEC will carry out the following:-
 - i. NEEC will need to work with organization to recruit and deploy more district and regional economic empowerment coordinators; and, also to ensure that they operate effectively and sustainably.
 - ii. The Council plans during this phase to strengthen its work relationship with the MDAs' and local government authorities (LGAs); private sector organizations including economic groups and financial institutions; and, civil society sector.
- c) Improving research, capacity building and sensitization programs on the effect of new and emerging technologies in economic empowerment of Tanzanians. Research is highly needed for advocacy purposes – to continue pursuing more reforms of the policy and legal frameworks on economic empowerment in Tanzania. Also, potential economic empowerment opportunities can be identified and emulated from research results. The capacity building is vital for NEEC's beneficiaries specially to guide

them opting for more useful economic empowerment opportunities. The sensitization will impart saving practices amongst the Tanzanians.

2.5. Analysis of Internal and External Operating Environments

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

2.5.1. NEEC's Internal Operating Environments

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

Table 1: NEEC's Internal Strengths and Weaknesses

Internal Strengths	Internal Weaknesses
<ol style="list-style-type: none"> 1) Availability of committed, skilled and experienced staff, 2) Capacity to develop economic empowerment proposals, guidelines and frameworks, 3) Well established National Empowerment Coordination structure, 4) Good leadership provided by a diverse and experienced governing council members, 5) Availability and growing of community financial groups, 6) Availability of National Inclusive entrepreneurship strategy, 7) Strong linkage with other stakeholders such as academia, private sector, MDA and development partners, 8) Availability of economic empowerment and local content strategy and guidelines, 9) Solely source of information on economic empowerment initiatives and local content in Tanzania, 10) Public awareness on economic empowerment and local content outcomes and impact. 	<ol style="list-style-type: none"> 1) Inadequate funds to support and implement developmental and operational economic empowerment initiatives, 2) Frequent changes of economic empowerment coordinators in MDAs and Regional and Local Government Authority, 3) Insufficient number of staff to support and implement economic empowerment initiatives, 4) Inadequate Coordination; entrepreneurship; community microfinance, local content, financial inclusion, research on economic empowerment and organization management, 5) Lack of office space and working tools, 6) Insufficient publicity, information, education and awareness issues on Economic, empowerment. 7) Inadequate capacity to respond to rapid technological changes, 8) Gender gaps in distribution of staff in lower cadre.

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

2.5.2. NEEC's External Operating Environments

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

Table 2: Opportunities and Challenges for NEEC

Opportunities	Challenges
<ul style="list-style-type: none"> 1) Recognition of economic empowerment in the Ruling Party Manifesto, 2) Established by Act No 16 of 2004, 3) Political will and strong government support, 4) Stakeholders supporting implementation of economic empowerment initiatives, 5) NEEC's strategic position under PMO gives it authority to execute its duties, 6) Readiness of stakeholders to collaborate with NEEC, 7) Existence of SDGs supporting economic empowerment, 8) Existence of population that is readily available to be economically empowered, 9) Existence of other strategies and frameworks supporting the economic empowerment initiative, 10) Availability of research findings which are geared toward economic empowerment, 11) Existing and newly designed Strategic projects, 12) Presence of peace, security and political stability, 13) Presence of Empowerment funds in various sectors of the economy, 14) Private sector participation in economic empowerment initiatives. 	<ul style="list-style-type: none"> 1) Inadequate sector legislative Acts on economic empowerment and local content, 2) Act that established NEEC does not give NEEC policing power to lead, direct on economic empowerment initiatives, 3) Uncertainty originating from change of government policies and priorities, 4) Uncertainty due to technological changes which may lead to disempowerment of Tanzanians, 5) Limited development and operational funds from government subventions affecting plans, 6) Unfavorable business environment for business start-ups, 7) Existence of an un-inclusive economy, 8) Some development partners priorities not being in line with economic empowerment priorities.

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

2.6. Analysis of Stakeholders

Overtime, NEEC in collaboration with partner institutions has implemented a number of programs intended to enhance economic empowerment in Tanzania. As part of the Stakeholders analysis which was composed of NEEC Management and Staff, views and

opinions were collected to determine their key stakeholders in empowerment activities. The stakeholders identified included the government itself, private sector, Civil Society Organization (CSOs), and Development Partners (donors). The following is a summary of stakeholders' perspectives about NEEC activities:

2.6.1. The Ministries, Departments and Agencies (MDAs)

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

2.6.2. The Private Sector

It is required to create and strengthen collaborations with private institutions and organizations which are undertaking economic empowerment and local content initiatives directly. The private institutions are among the active players in implementing the National Economic Empowerment Policy of 2004. They are those which are engaging actively in raising Tanzanians skills and knowledge such that they are able to develop businesses and utilize potential economic opportunities. These includes, National Beekeeping Supplies Limited, Coca cola, Halotel, GS1, Heifer International, ASAS Dairy, Tanga Fresh, Aga khan Foundation to mention a few. They are also private entities which are implementing other pillars of the policy such as investment capital, economic infrastructure, cooperatives, market, land and local content in investments. These institutions among other they need to work with NEEC in one way or another particularly in availing information of their economic empowerment undertakings and these institutions among others include PASS, Shell, Equinor, Stanbic, Vodacom, NMB, NBC, CRDB, , Tigo, Airtel, Kamal Steel, ARIS, to mention but a few. NEEC has a very strong relationship with the Private Sector apex bodies especially the Tanzania Private Sector Foundation. In all the Committees established by NEEC, TPSF is a member and TPSF has appointed a coordinator who works very closely with the NEEC. NEEC sits in some of the boards of the associations of the TPSF.

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

2.6.3. Civil Society Organizations

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

2.6.4. Development Partners

The Development Partners recognize the empowerment activities and local content in investments coordinated, facilitated and monitored by the Council. The Council will continue availing itself to meeting the needs of the development partners for advisory services on pertinent issues of economic empowerment consistent with the SDGs and the current FYDPII. In addition, the Council expects continued and beneficial technical and financial support from the development partner's community in scaling up empowerment activities within the borders of the country. Such development partners which have worked with NEEC in various economic empowerment and local content in investment capacities include but not limited to UNDP, UN- WOMEN, UNCTAD, UNCDF, UNIDO and ILO,

2.6.5. Media

The role of the print and electronic media in communication is very important. Among other things, the media will be very important in informing and educating the public on various matters related to local content in investment and economic empowerment. These will include making the National Empowerment Policy and Act known to the public and making NEEC and its roles and functions known. The media will also play the role of informing the

public on the key aspects and especially the specific strategies and activities in the strategic plan and roles of other stakeholders. Various kinds of media (including but not limited to audio, visual, print as well as various social media) will be used accordingly depending on the nature of communication to be made and targeted audience.

2.6.6. Training, research and consulting institutions

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

2.7. Environmental Scan

2.7.1. Political Trends

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

2.7.2. Social - Economic Trends

The implementation of the 2018/19-2022/23 NEEC Strategic Plan has to recognize developments in the global arena which might have a bearing on its performance. As stated earlier, NEEC is mandated to supervise, coordinate and monitor all economic empowerment activities implemented in the country with the ultimate goal of ensuring that Tanzanians are participating in, own and benefit from the existing economic opportunities. Besides taking care of the local environment NEEC has to seek timely and accurate information on the global economic trends in order to make more accurate and effective plans and strategies. In this regard, NEEC has to pay attention to global trends including sustainable development goals, progress in women empowerment, youth unemployment, financial inclusion, world trade trends particularly commodity prices for goods from developing countries, the environment skills and knowledge gaps and the role of foreign direct investment (FDI) in development. These are briefly elaborated below.

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

NEEC will need to work closely with the UNDP in order to achieve the SDGs. According to UNDP, SDGs are “a call to action to end poverty, protect the environment, and ensure peace and prosperity everywhere”. There are SDGs which are directly linked to economic empowerment. Others may be a cause toward attaining economic empowerment milestones yet others can be the effect of implementing economic empowerment interventions. Poverty

will not be reduced on a large scale, without tapping into the energy, skills, and motivation of the millions of poor people around the world. Therefore, empowerment is highly needed to increase poor people's freedom of choice, and action to shape their own lives. Empowerment may be through a change in the mindset, from viewing poor people as the problem to viewing them as essential partners in reducing poverty; a change in the relationship between poor people, and formal systems, enabling them to participate in decisions that affect their lives.

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

b) Engagement in productive sectors of the economy

In Tanzania the agricultural sector which is the mainstay of 65% of Tanzanians is affected globally through imports and exports of inputs and/or output. Inputs can be in the form of goods and services while outputs are in most cases raw or semi-finished products. Global prices on agricultural inputs and outputs affect tremendously Tanzanians who are participating in agricultural value chains. Developing countries including Tanzania cannot influence the output price instead there has been a move towards finding a niche that will benefit Tanzania. Such a move among others includes organic farming, commercialization of the high-value food production sector including poultry, pork and fish. In the case of poultry and fish, trade expansion has easily outpaced domestic consumption. The aggregate value of net fishery exports of developing countries now often exceeds the combined value of net exports of coffee, tea, cocoa, banana and sugars the traditional mainstay of developing country agricultural export earnings. The potential of some developing countries to emerge as net exporters of certain products (meat, but also palm oil, soybeans and sugar) and to compete with industrial countries in a more globalized trading environment may eventually attenuate the broader trend of developing countries as a whole becoming growing net importers of food and agricultural products. Developing countries’ traditionally large trade surplus of agricultural produces diminished quickly after the early 1990s, as several of them became major importers. The shrinkage also reflects the effects of the heavy domestic support and trade protection in major agricultural products importing countries like the United States of America and Japan, or in formerly net importing countries like the European Union (EU), which lowered its dependence on imports as a result of these policies.

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

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

d) Skills and knowledge relevant to economic empowerment

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

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

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

(a) Increased Automation/Autonomous things.

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

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

object of any organization. Effects of automation in economic empowerment among others include:-

(i) Transport sector

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

(ii) Unemployment

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

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

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

(b) 5G is coming

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

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

PART THREE: INSTRUMENTS OF FOCUS AND KEY RESULT AREAS

3. Preamble

This chapter presents NEEC Strategic Plan for the coming five years, 2018/19-2022/23, where the mission and vision statements as well as core values are presented. The chapter also presents key objectives with their respective rationale to justify their importance and relevance to the Council; strategies that will be implemented during the planning period; and targets to be achieved. Objectives stated herein are linked to stakeholders' views, internal and external environmental scanning presented in the previous chapter. The chapter also highlights activities to be undertaken in attaining the objectives.

3.1. VISION, MISSION, GOAL AND CORE VALUES

3.1.1. Vision statement

The Vision of NEEC states as follows:

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

3.1.2. Mission Statement

The Mission of NEEC states as follows

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

3.1.3. The Goal of NEEC

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

3.1.4. Core Values and Institutional Culture

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

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

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

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

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

In view of the NEEC broad functions, lessons learnt in the implementation of the previous Strategic Plan, recent developments in the economy, and the need to empower the majority of Tanzanians to utilize available resources optimally and equitably, this Strategic Plan (2018/19-2022/23) will be guided by five strategic objectives as listed below;

- A. To enhance adherence in implementing cross cutting issues in economic empowerment undertakings;
- B. To facilitate development of potential economic empowerment opportunities and link them to targeted beneficiaries;
- C. To coordinate multi-sectoral strategies for local content and economic empowerment and unlocking of potential economic opportunities;
- D. To raise public awareness on the role of NEEC in coordinating Economic Empowerment initiatives in Tanzania; and
- E. To strengthen NEEC capability to coordinate Economic Empowerment processes.

The Five (5) strategic objectives their rationale; strategies and targets are explained below:

3.2.1. Objective A: To enhance adherence in implementing cross cutting issues in economic empowerment undertakings

Rationale

The government has put in place various policies, legal and regulatory frameworks which are cross cutting and therefore, required to be implemented by Ministries, Departments,

Agencies, Regional Administration and Local Government Authorities. They are required to be mainstreamed into plans, programs and project of each entity to increase efficiency in delivery and execution of their duties. Mainstreaming of Cross cutting issues into economic empowerment is highly important for delivering quality and sustainable services which is the basic factor for any organization to realize its objectives holistically. Attributes of adherence includes inclusion of cross cutting into Institution's Strategic and operational plans and they include Anti Corruption, Good Governance and Accountability; Environmental issues and climate change; Risk and Fraud Management; HIV/AIDS and Cancer; and Gender. Therefore, to enhance adherence in implementing the rule of law adequately and efficiently in economic empowerment undertakings, the following strategy will be deployed:-

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

Targets

- i. HIV/AIDS and Cancer workplace program operationalized by June 2023;
- ii. Accountability, transparency and good governance at NEEC and their undertakings strengthened by June, 2023;
- iii. Improve oversight and internal control system by June, 2023;
- iv. Institutionalize Fraud and Risks Management in NEEC undertakings by June, 2023;
- v. To have economic empowerment initiatives giving priority to environmental and climate change concerns by June, 2023;
- vi. Gender issues and women economic empowerment mainstreamed in the Councils operations and economic Empowerment initiatives by June, 2023

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

Rationale

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

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

Targets

- i. Increase access and utilization of sources of investment and working capital by, June 2023
- ii. All Empowerment Funds coordinated to deepen economic empowerment milestone by June, 2023
- iii. Strengthen the capabilities of Community Microfinance Groups to be able to access investment and working capital and other factors of production by June, 2023

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

Targets

- i. Coordinate entrepreneurship training, competitiveness, business networks and partnerships by June, 2023;
- ii. To Facilitate 50 LGAs to set aside designated areas for Economic Empowerment Centers by June, 2023; and
- iii. Facilitate Business Development Services networks and partnerships by June, 2023

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

Targets

- i. All Cooperatives, SACCOS, CMGs and economic groups avail capital and potential economic opportunities to its members by June, 2023
- ii. Formation of 25000, formalization of 20,000 Community Financial and Economic Groups by June, 2023

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

Targets

- i. To facilitate review of the NEEP, 2004, its Act and Regulations by June, 2023
- ii. To facilitate review of relevant policies, laws and regulations to support economic Empowerment initiatives by, June 2023
- iii. 80% of procured goods and services in large investments, and strategic projects are originating from local suppliers by 2023
- iv. Employment rate of Tanzanians in Strategic projects, large domestic and foreign investments achieved by 75% as per Local Content Implementation Plan by 2023

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

Targets

- i. Utilize potential Research results for economic empowerment issues by June, 2023
- ii. Acquisition and application of technological innovation to embrace economic empowerment by June, 2023

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

Rationale

Economic empowerment is crucial for enhancing economic development. It promotes peace, tranquility and social stability in the society. Economic empowerment is Multisectoral in nature and it requires concerted efforts and collaboration with all stakeholders to attain the intended outcomes. NEEC's mandate empowers it to coordinate all economic empowerment efforts in the country. To carry out this task effectively, it has to develop a mechanism for ensuring an effective coordination of all empowerment efforts in the country. Since the National Multisectoral Strategy for Economic Empowerment (NMSFE) is already in place efforts will be made to ensure that economic empowerment initiatives are integrated into sector plans and establishing linkages with the key stakeholders namely, line Ministries, Departments and Agencies, Regional Administrations and Local Government Authorities and the private sector. This suggests further that NEEC has to develop and operationalise a well-coordinated reporting structure for smooth feedback. This in turn, calls for coordination. In order to fulfill this strategic objective, the following strategies will be deployed:

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

Targets

- i. To integrate economic empowerment and local content issues into policies, plans and budgets in 50 MDAs, 26 regions and 186 LGAs by 2023
- ii. To Monitor and evaluate implementation of Economic Empowerment and Local Content initiatives by 2023

3.2.3.2. To establish collaborations and networks with relevant stakeholders

Targets

- i. To collaborate on economic empowerment initiatives with 186 LGAs by June, 2023 ;
- ii. To collaborate with 50 MDAs and 98 Non State Actors and 5 umbrella association in order to catalyses economic empowerment initiatives within their mandate by June, 2023
- iii. To establish and strengthen 125 economic empowerment networks and actors by June, 2023

3.2.3.3. To Operationalise Local Content in Investments in Tanzania

- i. Operationalization of Local Content as a result of Foreign Direct Investment, Strategic Projects, International Contracts and Large Domestic Investment in various sectors of the economy by June, 2023

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

Rationale

Raising public awareness and proper branding would make NEEC known across the country and beyond the border and ensure the Tanzanians are participating and controlling the national economy. Discussions with key informants and stakeholders indicated that NEEC is sometimes thought of as offering small loans, some think it is like a SACCOs, others think it is a microfinance institution etc. To the contrary, NEEC is collaborating with several institutions to implement empowerment initiatives that enhance economic empowerment. Some of these initiatives are development and operationalization of National Entrepreneurship Training Framework (NETF); Youth Graduate Entrepreneurship Program (YGEPE), Tanzania Entrepreneurship Competitiveness Centre (TECC); Mwananchi Empowerment Fund (MEF); National Multi Sectoral Strategic Framework for Economic Empowerment and its guidelines and the Inclusive National Entrepreneurship Strategy of 2017.

Despite of the implementation of these economic empowerment initiatives, still there is no enough information to the would-be beneficiaries of these initiatives in addition to effective coordination mechanisms. Furthermore, there is no consistent and coherent message coming out of the council that coordinates all these initiatives to target a particular segment of the population. In this objective, the council will increase awareness of the general public on its functions and other public empowerment issues. The objective will be achieved through innovating its communication strategy and strengthen public relations function, improving outreach and enhancing partnerships and networking. The council will improve the system of receiving feedback from its stakeholders on services rendered by it and on empowerment in general. Strategies to be used are:-

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

Targets

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

3.2.4.2. Develop and operationalise NEEC Communication Strategy;

Targets

- i. To promote image of the NEEC to each segment in the public by June, 2023

3.2.5. Objective E: To strengthen NEEC capability to coordinate Economic Empowerment processes

Rationale

This intervention is in line with the task of empowering majority of Tanzanians mainly youth, women and people with disabilities who need to be capacitated to uplift themselves from poverty and deprivation. There is thus a need for the Government to set aside financial

allocations to NEEC in order to enable it to carry out its activities. The council has to be internally (institutionally) empowered to enable it to function more effectively and among other things, empower the rest of the needy Tanzanians. Hand in hand with those efforts, it will need to device effective and realistic financial resource mobilization strategies that are well coordinated and ensure that once mobilized, the funds are effectively allocated to needy Tanzanians. The council will have to come up with innovative ways of making its programs fully financed and sustained as well as achieving bigger results by applying the following strategies:-

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

Targets

- i. Enhance Human Resources capacity to manage economic empowerment undertakings by June, 2023;
- ii. Develop and manage procurement plan by June, 2023;
- iii. Strengthen leadership of the Council and secretariat by June, 2023; and
- iv. Provide timely financial, ICT and administrative services to improve productive capacities by June, 2023

3.2.5.2.Develop and operationalise Resources Mobilization Strategies;

Targets

- i. Mechanisms to generate revenues through economic empowerment activities developed by June, 2023
- ii. Establish networks, linkages, collaboration and partnerships with potential to support economic empowerment initiatives in Tanzania by, June, 2023

3.3.Operationalization of the Strategic Plan

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

This section presents the strategic objectives for the next five (5) years and their corresponding strategies which are means to an end. To implement the targets there are set of activities that are logically aligned to the attainment of those Targets with their respective outputs and outcome performance indicators which are established to monitor and evaluate progress in implementing the strategic plan for all objectives are as presented in Annex II – the logical framework.

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

Table 3: Strategic Plan Implementation Arrangement

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
	Overall Goal (IMPACT)	To have an inclusive economy in which women, men, youth and PWDs Tanzanian participate equitably to substantially contribute to the national Gross Domestic Product			1. Houses meeting UN Habitat standards 2. Household income 3. Ownership of assets among men, women, youth and PWD Tanzanian 4. Increase in savings among Tanzanians 5. Welfare of Tanzanian women, men, youth and PWD 6. New jobs created
OBJECTIVE A: To enhance adherence in implementing cross cutting issues in economic empowerment undertakings					
1.	Mainstream relevant cross cutting issues into economic Empowerment plans, programs and projects	HIV/AIDS and workplace operationalized by, June 2023	Cancer program	Implement HIV/AIDS and Cancer workplace program	DCS-HR
		Accountability, transparency and good governance at NEEC and their undertakings strengthened by June, 2023	Comply to all legal, regulatory contractual and mandatory obligations	Legal Unit	Cross cutting issues have been mainstreamed in economic empowerment
			Implement National Anti-Corruption Strategy requirements	DCS-HR	
			Operationalise the Client Service Charter (CSC)	DCS-HR	
	Improve oversight and internal control system by June, 2023	Conduct periodic meetings	Council	Legal Unit	
		Develop and operationalise M&E		DCS-MEM	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
			and reporting plans Conduct Baseline studies on indicators for the Strategic Plan Conduct quarterly internal audits	DCS-MEM Internal Audit Unit	
			Conduct annual external audits and implement recommendations	DCS-Chief Accountant/ Internal Audit Unit	
		Institutionalize Fraud and Risks Management in NEEC undertakings by June, 2023	Operationalise fraud and risk management framework Prepare Risk mitigations reports	Risk and Fraud Coordinator Risk and Fraud Coordinator	
		All economic empowerment initiatives giving priority to environmental and climate change concerns by June, 2023	Ensure that empowerment initiatives are environmental friendly	Focal Person of Environment	
OBJECTIVE: B: To facilitate development of potential economic empowerment opportunities and link them to targeted beneficiaries					
2.	Coordinate available sources of investment and working capital and link them with	Increase access and utilization of sources of investment and working capital by, June, 2023	Facilitate provision of guarantees of short and long-term credit to relevant stakeholders	DELC-Empowerment Fund Management	1. % increase in number of youth and women in economic groups and clusters in 2. % change of formalized businesses 3. % change of entrepreneurs

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
	appropriate beneficiaries	All Empowerment Funds coordinated to deepen economic empowerment milestone by 2023	conditions Facilitate provision of financial literacy to relevant stakeholders Coordinate Empowerment Funds and programs Manage and operationalise Mwananchi Empowerment Fund	Management DELC-BDS DELC-Empowerment Fund Management DELC-Empowerment Fund Management	4. Number of local companies accessing capital procurement 5. Number of MDAs that have incorporated economic empowerment in their sectoral policies 6. Research results translated into economic empowerment 7. SACCOS and AMCOS established Industries 8. 5000 existing and emerging SMEs are able to prepare and manage competitive and bankable business plans
3.	Enhance capabilities of Tanzanians to identify and utilize economic opportunities	Strengthen the capabilities of Community Microfinance Groups (CMG) to be able to access investment and working capital and other factors of production by, June 2023	Develop and disseminate various guidelines to manage CMGs Link CMGs with Empowerment Funds and programs to access funds	DELC-PIFO-CMG DELC-PIFO-CMG	
		Coordinate entrepreneurship training and competitiveness by June, 2023;	Develop specific and well-tailored training manual to enhance entrepreneurial skills Facilitate entrepreneurship training program to youth, women and PWDs	DELC-BDS DELC-BDS	
		To Facilitate 50 LGAs to set aside designated areas for market, business and Economic Empowerment Centres by June, 2023	Coordinate establishment of LGA economic empowerment centers (one stop center)	DELC-Empowerment Fund Management	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
4.	Strengthening Cooperatives, SACCOS, CMGs and other economic groups	Facilitate Development Services (BDS) networks and partnerships by June, 2023	Institute capacity building of BDSP providers (TOTs)	DELC-BDS	
	All CMGs and economic groups avail capital and potential economic opportunities to its members by June, 2023	Promote establishment of Cooperatives, SACCOS, CMGs and other economic groups Facilitate capacity building programs SACCOS, CMGs and other economic groups Link Cooperatives, SACCOS, CMGs and other economic groups with economic opportunities Develop database of potential Cooperatives, SACCOS, CMGs and other economic groups	Promote establishment of Cooperatives, SACCOS, CMGs and other economic groups with economic opportunities Develop database of potential Cooperatives, SACCOS, CMGs and other economic groups	DELC-EF/CMG DELC-BDS DELC-EF/CMG DELC & ICT	
5.	Coordinate improvement of policy, legal and regulatory	To facilitate review of the NEEP, 2004, its Act and Regulations by June, 2023 To facilitate review of relevant	To facilitate review of the National Economic Empowerment Policy of 2004 Mainstream economic	DCS-Planning & Research (PR) DCS & DELC	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
	framework to enhance empowerment efforts	policies, laws and regulations to support empowerment initiatives by, June 2023	empowerment issues into Policies, Plans and budgets		
6.	Coordinate effective utilization of research and technological innovation geared toward	80% of procured goods and services in large investments and strategic projects are originating from local suppliers by 2023	<p>Ensure compliance to local content implementation plan</p> <p>Build capacity of local suppliers of goods and services in procurement and supply chain management</p> <p>Map and develop the database of the existing large investments</p> <p>Facilitate and follow-up of local content implementation plan</p> <p>Undertake capacity building on available opportunities</p> <p>Facilitate Tanzanians to acquire international standard certifications for local produced products.</p>	<p>DEL C-Local Content (LC)</p> <p>DEL C-BDS & LC</p> <p>DEL C-BDS & LC</p> <p>DEL C-BDS & LC</p> <p>DEL C-BDS & LC</p>	<p>Acts,</p> <p>goods and services in procurement and supply chain management</p> <p>Map and develop the database of the existing large investments</p> <p>Facilitate and follow-up of local content implementation plan</p> <p>Undertake capacity building on available opportunities</p> <p>Facilitate Tanzanians to acquire international standard certifications for local produced products.</p>

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
	Economic Empowerment		Initiate knowledge management process on useful innovation and link them with entrepreneurs and innovators Organize forums to deliberate research findings on economic empowerment	DCS-PR	
			Operationalise NEEC research theme on economic empowerment	DCS-PR	
			Promote application of technological innovations to attain economic empowerment of Tanzanians	DCS-PR	
OBJECTIVE C: To coordinate multi-sectoral strategies for Local Content and economic empowerment and unlocking of potential economic opportunities					
7.	Analysis of economic empowerment and local content gaps	To integrate economic empowerment and local content issues into policies, plans and budgets in 50 MDAs, 26 regions and 186 LGAs by June, 2023 and opportunities in sector policies, plans, programs and projects	Identify prospective economic empowerment issues to be included into national budget guidelines Ensure MDAs policies, plans, programs and budget incorporate economic empowerment issues	DCS-PR	1. Number of quality reports submitted by stakeholders 2. Number of MDAs and RLGAs that incorporate economic empowerment coordination activities in their plans and budgets 3. Number of investors complying with Local Content requirements 4. Number of local companies accessing (exploiting)
			Develop strategic institutional framework and national guidelines to support planning and coordination of economic empowerment issues	DCS& DELC	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
		To Monitor and evaluate implementation of all Economic Empowerment and Local Content initiatives by June, 2023	<p>Develop and operationalise Economic Empowerment and Local Content initiatives M&E systems</p> <p>Develop Annual Economic Empowerment Implementation Reports</p> <p>Prepare progress report on implementation of economic empowerment and local content initiatives</p> <p>Monitor and evaluate economic empowerment programs and project</p>	DCS&DELC DCS-ME	procurement opportunities from large domestic and foreign investments 5. Percent of local employees in large domestic and foreign investments
8.	To establish collaborations and networks with relevant stakeholders	To collaborate on economic empowerment initiatives with 186 LGAs by June, 2023	<p>Strengthen the capacity of Regional and District economic empowerment coordinators</p> <p>Develop tailor made economic empowerment programs depending on the need of each LGAs</p> <p>Link LGAs with various economic empowerment opportunities</p>	DELC-BDS DELC-EF/BDS/LC DELC/EF/BD S/LC	
		To collaborate with 50 MDAs and 98 Non State Actors and 5 umbrella association in order to catalyse	Collaborate with key stakeholders on economic empowerment	DCS&DELC	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
		empowerment initiatives within their mandate by June, 2023			
	To establish and strengthen of 125 economic empowerment networks and actors by June, 2023	Undertake mapping of economic empowerment initiatives/activities by key players	DELC-BDS		
		Develop database of economic empowerment actors	DCS/DELC/ICT		
		Create platforms for information sharing and collaboration between stakeholders	DCS&DELC		
		Establish and maintain sector and Multisectoral empowerment	DELC & ICT		
		economic information management systems	DELC		
9.	To Operationalise Local Content in Investments in Tanzania	Operationalization of Local Content as a result of Foreign Direct Investment, Strategic Projects, International Contracts and Large Domestic Investment in various sectors of the economy by June, 2023	Develop Guidelines for Local Content in Investment	Local Content in Investment	LC/BDS/Legal Unit
			Develop and disseminate local content IEC materials	local	GCU
			Develop Local content media programs	media	GCU
OBJECTIVE D: To raise public awareness on the role of NEEC in coordinating Economic Empowerment initiatives in Tanzania					
10.	Analyze segment beneficiaries and other stakeholders of	NEEC branded in the relevant segments by June, 2021	Design and develop a study for segmentation and needs assessment	CU	1. Increase number of visitors enquiring about NEEC services
			Develop positioning strategies	GCU	2. Increase number of collaborations from
			Develop an Integrated	GCU	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
	economic empowerment	Sustain partnership and cooperation with print and electronic media	Communication and Marketing Strategy Create and maintain partnerships and cooperation with print and electronic media	GCU	3. % of Tanzanians reached by NEEC programs are aware of NEEC services (number of outreach programs) 4. Increase in number of satisfied customers for NEEC services
11.	Develop and operationalise NEEC Communication Strategy;	To promote image of the NEEC to each segment in the public by June, 2023	Publicize and document emerging and successful empowerment initiatives for scaling up and replication Develop communication and branding plan including top line messages Carry out advocacy campaign and Sensitization meetings on economic empowerment Operationalise Communication and promotion Strategies	DELC/DCS/G CU GCU	
OBJECTIVE E: To strengthen NEEC capability to coordinate Economic Empowerment processes					
12.	Strengthen the human resources capabilities; physical facilities and ICT in order to enhance the organization's	Enhance Human Resources capacity to manage economic empowerment undertakings by June, 2023	Hold bi-annual workers' council Operationalise Organization structure Conduct annual staff review of NEEC activities Operationalise staff training plans Recruit competent and skilled staff Develop and operationalise succession plan	DCS-HR NEEC DCS-HR DCS-HR DCS-HR DCS-HR DCS-HR DCS-HR	1. Percentage change of Tanzanians empowered 2. Annual increase in funds disbursed to NEEC 3. annual increased in DP for projects and programs on economic empowerment 4. number of vacant positions filled

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
	performance		Design and operationalise staff retention incentive package Pay attractive personal emolument benefits	DCS-HR	5. percentage of implemented planned activities 6. Rate of retention 7. Labour Turn Over
	Develop and manage procurement plan by June, 2023		Lead procurement practices and logistics Repair and maintain All NEEC assets	PMU DCS/PMU	
	Strengthen leadership of the Council and secretariat by June, 2023		To prepare and file legal documents/court pleadings by	Legal Unit	
			To draft, sign and file agreements and Memorandums of Understanding	Legal Unit	
	Provide timely financial, ICT and administrative services to improve productive capacities by June, 2023		Construct NEEC own building for office use Implement and monitor the ICT Policy Update the existing Information Systems Conduct ICT training to NEEC technical officers To facilitate Youths' ICT projects Rent a suitable office space	DCS-HR ICT-Unit ICT-Unit ICT-Unit ICT-Unit	
13.	Develop and Mechanisms to generate		Develop funding proposals and	DCS/DLC	

No	Strategy	Targets	Activities	Responsible Section/units	Result/Impact/ Outcomes
	operationalise Resources Mobilization Strategies;	revenues through economic empowerment developed by June, 2023	<p>submit to relevant partners</p> <p>Engage parliament on opportunity and solicit for funds</p> <p>Organize fundraising events and activities</p> <p>Develop plans, and MTEF budgets</p> <p>Develop a specific regulatory framework for NEEC to collect revenues</p>	<p>DCS/DELC</p> <p>DCS/DELC/G CU/Legal Unit</p> <p>DCS-PR</p> <p>DCS/DELC Legal Unit</p>	

PART FOUR: MONITORING AND EVALUATION

4.1 Introduction

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

4.2 Development Objective

The National Economic Empowerment Initiatives are meant to enable Tanzania attaining national agenda which emphasizes on the need for Tanzania to industrialize in order to attain a middle-income economy status by 2025. Empowering Tanzanians economically to effectively participate in the potential economic opportunities ensures transformation of the economy and sustainable growth in addition to reduction of poverty and ultimately, leading to economic development. This will be achieved by improving, harmonizing and coordinating all initiatives including the interplay of institutions responsible for investments, financial sector, women and children including all vulnerable groups into becoming players in the nation building through economic activities. Achievement of this high-level result will also depend on contribution of other players namely; MDAs, Development Partners, research institutions, professional associations, politicians, Government oversight institutions, economic operators, non-state actors, media and the general public.

4.3 Logical Framework Matrix (LFM)

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

4.4 Monitoring Plan

The monitoring plan consists of indicators and their descriptions, baseline data for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequencies and the officers who will be responsible for data collection, analysis and

reporting – see Annex III. Though the outcome indicators will be reported on an annual basis, tracking of the indicators will be made on quarterly basis.

4.5 Evaluation Plan

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

Table 4: Evaluation Plan

S/N	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible
1	Status of economic empowerment	These surveys are done to measure the impact of economic empowerment interventions. Among other things, it will consider access to finance, business development services, business formalization, skills development, business networks, innovation and technology, market accessibility, service delivery, legal and regulatory environment, access to land etc.	<ul style="list-style-type: none"> Do you have access to; <ul style="list-style-type: none"> (a) Finance (b) Land (c) Markets (d) Business services (TRA, BRELA) (e) Service delivery, Legal and Regulatory Environment What is the extent of business formalization? What is the extent of capacity building done to external stakeholders? 	<ul style="list-style-type: none"> Interviews, Focus group discussions, Controlled studies, Literature reviews etc. 	June 2020	Management
2	Effect of economic empowerment in sector policies, programs and projects	These surveys measure the extent of inclusion of economic empowerment and local content in sector policies and programs and how they have contributed to the standard of living, housing, literacy level, life expectancy, access to basic utilities (clean and safe water, power, etc.)	<ul style="list-style-type: none"> To what extent economic empowerment and local content have been included in sector policies and programs? How they have contributed to the standard of living, housing, literacy level, life expectancy, access to basic utilities 	<ul style="list-style-type: none"> Interviews, Focus group discussions, Controlled studies, Literature reviews 	June 2022	Management

S/N	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible
3	Local Content	These surveys are done to measure the extent to which domestic and foreign investment have complied to local content consumption (procurement of local goods and services, employment and technology transfer and support to host community (local content)	<ul style="list-style-type: none"> To what extent did local content in all domestic and foreign investments have been complied? 	<ul style="list-style-type: none"> Interviews, Focus group discussions, Controlled studies, Literature reviews 	June 2023	Management
2.	Mid-Term Evaluation	This evaluation aims to measure the realization of intermediate outcomes.	<ul style="list-style-type: none"> What has been achieved so far in terms of intermediate outcomes? What were the challenges and lessons learnt? 	<ul style="list-style-type: none"> Interviews, Focus group discussions, Controlled studies, Literature reviews 	June, 2021	Management
3.	Terminal Evaluation Study	<p>This evaluation aims to measure the achievement of planned Strategic Objectives.</p> <p>This evaluation also measures the impact that NEEC has on the public</p>	<ul style="list-style-type: none"> To what extent have the planned targets been achieved? Has target achievement led to realization of the intended outcomes? What policy, legal and regulatory framework changes can be done to improve the outcomes? What is the percentage of stakeholders' awareness of NEEC and the use of NEEC services? To what extent has NEEC contributed to the economic development of the country? 	<ul style="list-style-type: none"> Interviews, Focus group discussions Controlled randomized studies, Literature reviews, Surveys 	Sept-Dec, 2023	Management

4.6 Review Plan

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

Table 5: Review Plan

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

4.7 Internal Reporting Plan

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

Table 6: Internal Reporting Plan

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

4.8 External Reporting Plan

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

Table 7: External Reporting Plan

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

PART FIVE: RISKS AND ASSUMPTIONS

5.1 Overview of the Assumptions and Risks

The successful implementation of the NEEC Strategic Plan 2018/19-2013/24 will depend on the management's ability to address various risks including operational and financial risks. Operational risks are associated with inefficiencies including ineffective time management and indecisions in implementing the plan. Financial risks are associated with either shortage of funds for implementing strategic activities or lack of effective cost control. NEEC Management needs to ensure that these risks are addressed prior to negative influence on the Plan.

5.1.1 Assumptions

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

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

5.2 Risks and Fraud Management

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

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

ANNEX I: BUDGET ESTIMATED TO IMPLEMENT STRATEGIC PLAN FOR FIVE YEARS						
	Item	Year1	Year2	Year3	Year4	Total
OBJECTIVE A: To enhance adherence in implementing cross cutting issues in economic empowerment undertakings						
A1	HIV/AIDS and Cancer workplace program operationalized by, June 2023					
1	Implement HIV/AIDS and Cancer workplace program	40,000,000	40,000,000	80,000,000	60,000,000	48,000,000
						268,000,000
A2	Accountability, transparency and good governance at NEEC and their undertakings strengthened by June, 2023					
2	Comply to all legal, regulatory, contractual and mandatory obligations	15,000,000	20,000,000	15,000,000	25,000,000	25,000,000
						100,000,000
3	Implement National Anti-Corruption Strategy requirements	13,000,000	15,000,000	18,000,000	25,000,000	18,000,000
						89,000,000
4	Operationalise the Client Service Charter	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
						30,000,000
A3	Improve oversight and internal control system by June, 2023					
5	Conduct periodic Council meetings	40,000,000	40,000,000	60,000,000	40,000,000	40,000,000
6	Develop and operationalise M&E and reporting plans	85,000,000	89,000,000	70,000,000	60,000,000	50,000,000
						220,000,000
						354,000,000
7	Conduct Baseline studies on indicators for the Strategic Plan	340,000,000	210,000,000	167,000,000	140,000,000	65,000,000
						922,000,000
9	Conduct quarterly internal audits	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000
10	Conduct annual external audits and implement recommendations	90,000,000	90,000,000	90,000,000	90,000,000	90,000,000
						80,000,000
						450,000,000
A4	Institutionalize Fraud and Risks Management in NEEC undertakings by June, 2023					
11	Operationalise Fraud and Risk Management Framework	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
						100,000,000
12	Prepare Risk mitigations reports	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
						25,000,000
A5	All economic empowerment initiatives giving priority to environmental and climate change concerns by June, 2023					
13	Ensure that economic empowerment initiatives are environmental friendly	4,000,000	6,000,000	8,000,000	10,000,000	14,000,000
						42,000,000

ANNEX I: BUDGET ESTIMATED TO IMPLEMENT STRATEGIC PLAN FOR FIVE YEARS

	Item	Year1	Year2	Year3	Year4	Year5	Total
OBJECTIVE: B: To facilitate development of potential economic empowerment opportunities and link them to targeted beneficiaries							
B1 Increase access and utilization of investment and working capital by, June, 2023							
14	Facilitate provision of guarantees of short and long-term credit to stakeholders	10,000,000	14,000,000	22,000,000	32,000,000	42,000,000	120,000,000
15	Facilitate design of specific packages to suit Tanzanian who are unable to meet FI borrowing conditions	22,000,000	32,000,000	42,000,000	52,000,000	62,000,000	210,000,000
16	Facilitate provision of financial literacy to relevant stakeholders	15,000,000	19,000,000	25,000,000	29,000,000	55,000,000	143,000,000
B2 All Empowerment Funds coordinated to deepen economic empowerment milestone by 2023							
17	Coordinate Empowerment Funds	76,000,000	86,000,000	106,000,000	116,000,000	130,000,000	514,000,000
18	Manage and operationalise ME - Fund	400,000,000	415,000,000	420,000,000	430,000,000	440,000,000	2,105,000,000
B3 Strengthen the capabilities of Community Microfinance Groups (CMG) to be able to access investment and working capital and other factors of production by, June 2023							
19	Develop and disseminate various guidelines to manage CMGs	96,000,000	105,000,000	116,000,000	127,000,000	130,000,000	574,000,000
20	Link CMGs with Empowerment Funds and programs to access funds	110,000,000	110,000,000	110,000,000	110,000,000	110,000,000	550,000,000
B4 Coordinate entrepreneurship training and competitiveness by June, 2023							
21	Develop specific/well-tailored training manual to enhance entrepreneurial skills	46,000,000	48,000,000	50,000,000	52,000,000	54,000,000	250,000,000
22	Facilitate entrepreneurship training program to youth, women and PWDs	276,000,000	322,000,000	322,000,000	240,000,000	276,000,000	1,436,000,000
B5 To Facilitate 50 LGAs to set aside designated areas for market, business and Economic Empowerment Centres by June, 2023							
23	Coordinate establishment of LGA economic empowerment centers	65,000,000	75,000,000	78,000,000	80,000,000	85,000,000	383,000,000
B6 Facilitate Business Development Services (BDS) networks among Tanzanian women, men, youth and PWDs by June, 2023							

ANNEX I: BUDGET ESTIMATED TO IMPLEMENT STRATEGIC PLAN FOR FIVE YEARS

	Item	Year1	Year2	Year3	Year4	Year5	Total
24	Institute capacity building of BDs providers (TOTs)	76,000,000	126,000,000	159,000,000	166,000,000	176,000,000	703,000,000
B7	All Cooperatives, SACCOES, CMGs and other economic groups avail working and investment capital and other economic opportunities to its members by June, 2023						
25	Promote establishment of Cooperatives, SACCOES, CMGs and Economic groups	120,000,000	125,000,000	130,000,000	140,000,000	160,000,000	675,000,000
26	Facilitate capacity building programs for Cooperatives, CMGs & Economic groups	350,000,000	370,000,000	380,000,000	390,000,000	405,000,000	1,545,000,000
27	Link Cooperatives, CMGs and Economic groups with economic opportunities	16,900,000	16,900,000	52,000,000	65,000,000	78,000,000	228,800,000
28	Develop database of potential Cooperatives, CMGs & Economic groups	230,000,000	250,000,000	260,000,000	280,000,000	290,000,000	1,310,000,000
B8	Facilitate formation of 25000, formalization of 20,000 Community Financial and other Economic Groups by June, 2023						
29	Promote formation of CMGs	125,000,000	135,000,000	148,000,000	159,000,000	175,000,000	742,000,000
30	Facilitate capacity building programs for existing and newly established CMGs	57,000,000	67,800,000	89,550,000	100,200,000	111,000,000	425,550,000
B9	To facilitate review of the NEEP, 2004, its Act and Regulations by June, 2023						
31	To facilitate review of the NEEP, 2004	216,000,000	180,000,000	216,000,000	234,000,000	252,000,000	1,098,000,000
B10	To facilitate review of relevant policies, laws and regulations that support economic empowerment initiatives by, June 2023						
32	Mainstream economic empowerment issues into Acts, Policies and budgets	54,000,000	64,000,000	87,000,000	98,000,000	145,000,000	448,000,000
B11	80% of procured goods and services in large investments is originated from local suppliers by 2023						
33	Ensure compliance to local content implementation plan	40,000,000	48,000,000	52,000,000	58,000,000	60,000,000	258,000,000
34	Build capacity of local suppliers of goods and services in procurement and supply chain management	50,000,000	65,000,000	67,000,000	720,000,00	76,000,000	258,000,000

ANNEX I: BUDGET ESTIMATED TO IMPLEMENT STRATEGIC PLAN FOR FIVE YEARS

Item	Year1	Year2	Year3	Year4	Year5	Total
B12 Employment rate of Tanzanians in large domestic and foreign investments achieved by 75% by 2023						
34 Map and develop the database of the existing large investments	240,000,000	210,000,000	190,000,000	160,000,000	150,000,000	950,000,000
35 Facilitate and follow-up of local content implementation plan	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	200,000,000
36 Undertake capacity building on available employment opportunities	250,000,000	260,000,000	280,000,000	305,000,000	325,000,000	1,420,000,000
37 Facilitate Tanzanians to acquire international standard certifications for local produced products.	320,000,000	325,000,000	330,000,000	335,000,000	345,000,000	1,655,000,000
B13 Utilize potential Research results for economic empowerment issues by June, 2023						
38 Map institutions conducting research on economic empowerment and issues	57,300,000	73,300,000	57,300,000	89,300,000	77,300,000	354,500,000
39 Collect, store and analyze research reports on economic empowerment	61,300,000	73,500,000	57,600,000	89,700,000	81,800,000	363,900,000
40 Initiate knowledge Management on useful innovation and link with entrepreneurs	25,300,000	57,300,000	57,700,000	59,200,000	77,300,000	276,800,000
41 Organize forums to deliberate research findings on economic empowerment	60,300,000	73,550,000	57,800,000	89,300,000	81,300,000	362,250,000
42 Operationalise NEEC research theme on economic empowerment	70,000,000	80,000,000	82,000,000	88,000,000	98,000,000	418,000,000
B14 Acquisition and application of technological innovation to embrace economic empowerment by June, 2023						
43 Promote application of technological innovations to attain economic empowerment of Tanzanians	65,000,000	75,000,000	85,000,000	95,000,000	105,000,000	425,000,000

ANNEX I: BUDGET ESTIMATED TO IMPLEMENT STRATEGIC PLAN FOR FIVE YEARS

	Item	Year1	Year2	Year3	Year4	Year5	Total
C: To coordinate multi-sectoral strategies for Local Content and economic empowerment and unlocking of potential economic opportunities							
C1 To integrate economic empowerment and local content issues into policies, plans and budgets in 50 MDAs, 26 regions and 186 LGAs by June, 2023							
44	Identify prospective economic empowerment issues to be included into National Budget Guidelines	12,000,000	15,000,000	18,000,000	22,000,000	32,000,000	99,000,000
45	Ensure MDAs policies, plans, programs and budget incorporate economic empowerment issues	19,000,000	25,000,000	28,000,000	32,000,000	35,000,000	139,000,000
46	Develop Strategic Institutional Framework and Guidelines to support planning and coordination of economic empowerment issues	150,000,000	150,000,000	125,000,000	75,000,000	50,000,000	550,000,000
C2 To Monitor and evaluate implementation of all Economic Empowerment and Local Content initiatives by June, 2023							
47	Develop and operationalise Economic Empowerment and Local Content initiatives M&E systems	190,000,000	120,000,000	90,000,000	90,000,000	80,000,000	570,000,000
48	Develop Annual Economic Empowerment Implementation Reports	40,000,000	42,000,000	46,000,000	49,000,000	52,000,000	229,000,000
49	Prepare progress report on implementation of economic empowerment and local content initiatives	1,900,000	1,200,000	9,000,000	9,000,000	8,000,000	29,100,000
50	Monitor and evaluate economic empowerment programs and project	90,000,000	102,000,000	105,000,000	110,000,000	120,000,000	527,000,000
C3 To collaborate on economic empowerment initiatives with 186 LGAs by June, 2023							
51	Strengthen the capacity of Economic Empowerment Coordinators	180,000,000	195,000,000	208,000,000	218,000,000	225,000,000	1,026,000,000

ANNEX I: BUDGET ESTIMATED TO IMPLEMENT STRATEGIC PLAN FOR FIVE YEARS

	Item	Year1	Year2	Year3	Year4	Year5	Total
52	Develop tailor made economic empowerment programs for each LGAs	150,000,000	175,000,000	202,000,000	209,000,000	215,000,000	951,000,000
53	Link LGAs with various economic empowerment opportunities	15,000,000	19,500,000	21,500,000	24,800,000	27,500,000	108,300,000
C4 To collaborate with 50 MDAs and 98 Non State Actors and 5 umbrella association in order to catalyses economic empowerment initiatives within their mandate by June, 2023							
54	Collaborate with key stakeholders on economic empowerment initiatives	12,000,000	13,000,000	12,500,000	12,000,000	12,000,000	61,500,000
C5 To establish and strengthen of 125 economic empowerment networks and actors by June, 2023							
55	Undertake mapping of economic empowerment initiatives by key players	98,000,000	99,000,000	108,000,000	119,000,000	128,000,000	552,000,000
56	Develop database of economic empowerment actors	56,000,000	56,000,000	56,000,000	56,000,000	56,000,000	280,000,000
57	Create platforms for information sharing and collaboration between stakeholders	85,000,000	96,000,000	106,000,000	116,000,000	126,000,000	529,000,000
58	Establish and maintain sector and Multisectoral economic empowerment Information Management Systems	24,300,000	25,600,000	26,300,000	27,000,000	28,000,000	131,200,000
C6 Operationalization of Local Content in Foreign Direct Investment, Strategic Projects and Large Domestic Investment by June, 2023							
59	Develop Guidelines for Local Content	125,000,000	130,500,000	74,000,000	83,000,000	103,000,000	515,500,000
60	Disseminate local content IEC materials	105,000,000	85,000,000	75,000,000	65,000,000	45,000,000	375,000,000
61	Develop Local content Media programs	105,000,000	95,000,000	65,000,000	55,000,000	65,000,000	385,000,000
D OBJECTIVE D: To raise public awareness on the role of NEEC in coordinating Economic Empowerment initiatives in Tanzania							
D1	NEEC branded in the relevant segments	123,000,000	95,000,000	93,000,000	92,000,000	92,000,000	495,000,000
62	Design and develop a study for segmentation and needs assessment	67,000,000	27,000,000	17,000,000	14,000,000	13,000,000	138,000,000
63	Develop positioning strategies	45,000,000	45,000,000	45,000,000	45,000,000	45,000,000	225,000,000

ANNEX I: BUDGET ESTIMATED TO IMPLEMENT STRATEGIC PLAN FOR FIVE YEARS

	Item	Year1	Year2	Year3	Year4	Year5	Total
64	Develop an Integrated Communication and Marketing Strategy	145,000,000	155,000,000	165,000,000	185,000,000	195,000,000	845,000,000
D2	Sustain partnership and cooperation with print and electronic media						
65	Create and maintain partnerships and cooperation with Media	25,000,000	36,000,000	45,000,000	48,000,000	65,000,000	219,000,000
66	Publicize and document emerging and successful empowerment initiatives for scaling up and replication	175,000,000	195,000,000	205,000,000	215,000,000	235,000,000	1,025,000,000
D3	To promote image of the NEEC to each segment in the public by June, 2023						
67	Develop communication and branding plan including top line messages	44,000,000	54,000,000	64,000,000	74,000,000	84,000,000	320,000,000
68	Carry out advocacy campaign and Sensitization meetings on economic empowerment	45,000,000	45,000,000	65,000,000	75,000,000	89,000,000	319,000,000
69	Operationalise Communication and promotion Strategies	68,000,000	56,000,000	78,000,000	89,400,000	94,000,000	385,400,000
E	OBJECTIVE E: To strengthen NEEC capability to coordinate Economic Empowerment processes						
E1	Enhance Human Resources capacity to manage economic						
70	Hold bi-annual workers' council	24,600,000	24,600,000	24,600,000	24,600,000	24,600,000	123,000,000
71	Operationalise Organization structure	30,000,000	35,000,000	25,000,000	30,000,000	30,000,000	150,000,000
72	Conduct annual staff review of activities	10,000,000	10,000,000	10,000,000	15,000,000	15,000,000	45,000,000
73	Operationalise staff training plans	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	600,000,000
74	Recruit competent and skilled staff	30,000,000	30,000,000	35,000,000	30,000,000	15,000,000	140,000,000
75	Operationalise succession plan	24,000,000	30,000,000	30,000,000	30,000,000	15,000,000	129,000,000
76	Design and operationalise staff retention incentive package	5,000,000	25,000,000	25,000,000	15,000,000	15,000,000	95,000,000
77	Pay attractive personal benefits	1,690,000,000	1,690,000,000	1,690,000,000	1,690,000,000	1,690,000,000	8,450,000,000

ANNEX I: BUDGET ESTIMATED TO IMPLEMENT STRATEGIC PLAN FOR FIVE YEARS

Item	Year1	Year2	Year3	Year4	Year5	Total
E2 Develop and manage procurement plan by June, 2023						
78 Lead procurement practices and logistics	35,000,000	45,000,000	55,000,000	55,000,000	65,000,000	255,000,000
79 Repair and maintain All NEEC assets	60000000	65,000,000	65,000,000	75000000	95000000	360,000,000
E3 Strengthen leadership of the Council and secretariat by June, 2023						
80 To prepare and file legal documents	9,500,000	1,400,000	7,500,000	6,500,000	17,500,000	42,400,000
81 To draft, sign and file agreements and Memorandums of Understanding	3,500,000	5,000,000	6,500,000	17,500,000	17,500,000	50,000,000
E4 Provide timely financial, ICT and administrative						
82 Construct NEEC building for office use	100,000,000	100,000,000	130,000,000	1,200,000,000	1,500,000,000	3,030,000,000
83 Implement and monitor the ICT Policy	12,500,000	13,500,000	15,000,000	17,500,000	20,500,000	79,000,000
84 Update the existing Information Systems	32,500,000	32,500,000	42,500,000	43,500,000	45,500,000	196,500,000
85 Conduct ICT training to technical officers	17,500,000	17,500,000	17,500,000	17,500,000	17,500,000	87,500,000
86 To facilitate Youths' ICT projects	25,000,000	25,000,000	35,000,000	45,000,000	55,000,000	185,000,000
87 Rent a suitable office space	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	300,000,000
E5 Mechanisms to generate revenues through economic empowerment activities developed by June, 2023						
88 Develop funding proposals and submit	10,000,000	14,000,000	12,000,000	12,000,000	12,000,000	60,000,000
89 Engage parliament on available financial opportunities and solicit for funds	10,000,000	24,000,000	22,000,000	35,000,000	42,000,000	133,000,000
90 Organize fundraising events and activities	15,000,000	15,000,000	20,000,000	25,000,000	25,000,000	100,000,000
91 Develop plans, and MTEF budgets	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
92 Develop a specific regulatory framework for NEEC to collect revenues	15,000,000	5,000,000	12,000,000	13,000,000	13,000,000	58,000,000
E6 Establish networks, linkages, collaboration and partnerships to support economic empowerment initiatives in Tanzania by, June, 2023						
93 Enter into partnership and collaboration in implementing economic empowerment initiatives	10,000,000	19,000,000	28,000,000	37,000,000	46,000,000	140,000,000

ANNEX I: BUDGET ESTIMATED TO IMPLEMENT STRATEGIC PLAN FOR FIVE YEARS

Item	Year1	Year2	Year3	Year4	Year5	Total
94 Develop networks and linkages that support economic empowerment	82,000,000	65,800,000	49,600,000	46,000,000	81,950,000	325,350,000
95 Establish Special Purpose Vehicle (SPV) to give room for private sector involvement in economic empowerment	17,000,000	25,000,000	17,000,000	20,500,000	10,000,000	89,500,000
96 Design programs to attract external funds	9,000,000	10,000,000	10,000,000	12,150,000	9,000,000	50,150,000
Grand Total	8,187,400,000	8,486,450,000	8,757,450,000	10,065,650,000	10,914,250,000	46,062,200,000

ANNEX II: NEEC STRATEGIC PLAN LOGICAL FRAME WORK

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
	Goal	To have an inclusive economy in which women, men, youth and PWDs Tanzanian participate equitably to substantially contribute to the national Gross Domestic Product	1. Number of beneficiaries with increased in household income 2. Number of beneficiaries with houses meeting UN Habitat standards 3. % increase in assets among Tanzanians 4. % increase in savings among Tanzanians 5. Number of businesses created 6. Number of jobs created	1. Beneficiaries household surveys 2. Evaluation report (SP) 3. Budget speeches 4. NBS surveys	1. Macro-economic stability 2. Favorable climate 3. Political stability		
1.	Purpose/ Objectives	To enhance adherence in implementing issues in economic empowerment undertakings	1. Unqualified Audit reports 2. Number of staff affected by HIV and Cancer receiving supports 3. National Anti-Corruption Strategies operationalized and Fraud Management in place 4. Risk Management in place 5. Economic empowerment initiatives complied with Environmental management requirements	1. Control and Auditor General reports 2. HIV and Cancer Committee reports 3. Client service Charter in place 4. Risk and Fraud Management reports 5. Environment Management Systems in economic empowerment programs 6. Signed Minutes of the Council's meetings 7. Presence of Complain	Frequent Capacity building programs for cross cutting issues Updates on new and emerging technologies (software's, systems and packages) applicable in operationalization of each cross cutting issues Information sharing with competent authorities		

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

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
			3. All legal, regulatory and mandatory obligations distributed to Staff	contracts 3. List of staff signed Circulars and mandatory obligations			
Implement National Anti-Corruption Strategy	the Client Service Charter (CSC)	National Anti-Corruption Strategy disseminated to all Staff	CSC dissemination Seminar to Staff held	Dissemination reports			
Operationalise the Client Service Charter (CSC)			CSC distributed to staff	Signed list of staff received CSC			
			CSC awareness Programs to staff held	CSC awareness report			
Conduct periodic Council meetings	4 Council; 12 Committee meetings conducted	Council Charter operationalized	Council meetings and minutes	Council and Committee Charters			
		Proportional of Council members attending meetings	M&E Framework and reporting plans operationalized	Council members attendance Register	M&E reports		
Develop and operationalise M&E and reporting plans	1. Baseline Indicators for the Strategic Plan developed	1. Baseline report 2. List of indicators					
Conduct internal audits	4 internal audits conducted annually	Internal audit reports					

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
	Conduct external audits and implement recommendations	One external audit conducted	External audit report per annum				
	Operationalise Fraud and Risk Management Framework	1. Fraud and Risk Management Framework developed 2. Risk Register developed 3. Quarterly audit of Risk and Fraud conducted 4. Committees meeting	1. Fraud and Risk Management Framework developed 2. Risk Register reports 3. Quarterly audit report for Risk and Fraud				
	Prepare Risk mitigations reports	Risk mitigations developed	Risk mitigations reports	Risk mitigations reports			
	Ensure that empowerment initiatives are environmental friendly	Environmental Management System for each initiatives	Environmental Management System	Environmental Management System reports			
2.	Objective/purpose	To facilitate development of potential economic opportunities identified and linked them to targeted beneficiaries	1. Number of potential economic empowerment opportunities identified and linked to targeted beneficiaries 2. Number of economic empowerment centers 3. Proportional of utilized Regional economic profiles 4. Number of BDSP 5. Proportional of local participating in foreign direct investment and strategic projects	1. Guidelines and Frameworks for utilization of the potential economic opportunities 2. Reports of beneficiaries of opportunities 3. Annual Economic Empowerment Forums reports 4. Database of available economic empowerment	Sector policies, legal and regulatory frameworks mainstreamed economic empowerment Regional and Local Government Authorities pursued establishment of Economic Empowerment Centre Capability and willingness of targeted beneficiaries to		

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
			6. Enterprises Development Centers in place 7. Number of acquired and utilized new and emerging technologies 8. Number of research reports geared towards economic empowerment of Tanzanians	opportunities Exhibitions reports 6. Outreach program CMGs reports 8. Packages of opportunities 9. Economic empowerment Programs	utilize opportunities Appropriate technologies for empowerment Presence of Research results which are potential for economic empowerment	identified opportunities economic empowerment	
2.1.	Outputs	Number of Sources of investment and working capital linked to appropriate beneficiaries	Number of beneficiaries linked to Empowerment Funds to access capital though Guarantee beneficiaries	1. Empowerment Funds reports 2. Guarantee Funds Reports 3. Annual Empowerment Reports	Willingness of beneficiaries to access capital though Guarantee Availability of guarantee funds	Empowerment funds are available and ready	

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

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
		geared toward Economic Empowerment coordinated	1. empowerment 2. Number of exhibitions on empowerment	Reports Innovation reports on economic empowerment	development in economic empowerment		
2.2.	Activities	Facilitate provision of guarantees of short and long-term credit to relevant stakeholders	Guarantees of short and long-term credit coordinated Beneficiaries of guarantees identified Provide linkage	Reports of coordination meetings Report of beneficiaries Data base of Guarantee Funds	Simplified conditions		
		Facilitate design of specific packages to suit Tanzanian who are unable to meet FI borrowing conditions	Packages to suit Tanzanian who are unable to meet FI borrowing conditions developed	Financial Packages	Financial perception	institutions	
		Facilitate provision of financial literacy to relevant stakeholders	Database of BDS providers developed Need of financial literacy assessed	Database of literacy BDS P	Financial Packages	Widen coverage	geographical
			Financial literacy training provided	Training reports			
			Tanzanians sensitized to buy Shares in the Stock Exchange	Report of sensitization sessions			
			Information of source of finances availed	Brochures, flyers and clips on sources of finances			
	Coordinate Empowerment Funds and programs	Database of Empowerment Funds and operationalized	Empowerment programs	Web based data base	Updated information in the database		

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external factors
			Empowerment programs publicized	funds and	Publicity reports	Efficiency and effectiveness	
			Number of Empowerment programs	Beneficiaries of funds and	Annual funds and programs report	Availability and affordability of empowerment funds	
			Empowerment programs coordinated	Funds and	Economic Empowerment Framework		
			Monitor outcomes and impacts of Empowerment Funds	the	M&E reports		
			Number of loan Disbursement		Mwananchi Empowerment Reports	Political will	
			Reduced bad debts				
			Loan repayment rate				
			Portfolio at risks				
			Develop and disseminate various guidelines to manage CMGs	Guidelines on CMGs management disseminated	Guidelines on CMGs	Identify the role of promoters	
			Link CMGs with Empowerment Funds and programs to access funds	CMGs linked with Empowerment funds and programs	CMGs reports	Simplified conditions of the Empowerment Funds	
			Develop specific and well-tailored training manual to enhance entrepreneurial skills	Specific and tailored training manual developed	Manual	Tailored skills	Entrepreneurial
			Facilitate entrepreneurship training program to youth, women and PWDs	National Training Framework (NETF) operationalized	Entrepreneurship Training Framework	Engagement of Higher learning and other training providers	

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
		Inclusive Entrepreneurship (INES) operationalized	National Strategy	National Entrepreneurship Strategy	Involvement of financial sector		
	Coordinate establishment of LGA economic empowerment centers (one stop center)	186 economic empowerment centers established in LGAs	Economic empowerment centers	Economic empowerment centers	Active participation of the partners at the centre		
		Guideline in place for operationalization empowerment Centers	for of				
		LGAs which have set aside empowerment centers recognized					
	Institute capacity building of BDS providers (TOTs)	BDS providers coordinated BDS M&E framework developed	Coordination reports M&E Framework	Coordination reports M&E Framework	Institution arrangement Inclusiveness		
		Number of Capacity building programs for BDS conducted	Capacity building reports	Capacity building reports	Commitment of BDS		
		5000 existing and emerging SMEs are able to prepare and manage competitive Business plans	Financial reports	Financial reports	Facilitation by relevant stakeholders is key		
	Promote establishment of Cooperatives, SACCOS, CMGs and other economic groups	% increase in number of youth and women in Cooperatives, SACCOS, CMGs and economic groups and clusters in place	TCDC and CMG reports	TCDC and CMG reports	Involvement in the value chain		
	Facilitate capacity building programs of Cooperatives, SACCOS, CMGs and other	Number of capacity building programs of Cooperatives, SACCOS, CMGs and other	Capacity building programs report	Capacity building programs report	Demand driven mode	Delivery	

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
		economic groups	economic groups				
	Link Cooperatives, SACCOS, CMGs and other economic groups with economic opportunities	Number of Cooperatives, SACCOS, CMGs and other economic groups linked with economic opportunities	1. TCDC reports 2. Annual Economic Empowerment report		Capability to utilize opportunities		
		Database of potential Cooperatives, SACCOS, CMGs and other economic groups developed	Database		Comprehensive and updated		
		Number of CMGs formed	Annual Economic Empowerment report		Implement Microfinance Acts, 2017		
	Incorporate Economic Empowerment and local content into sector policies, laws and regulations	Review of the National Economic Empowerment Policy of 2004 and its regulations facilitated	Reviewed Policy and regulations		Gave mandate to enforce local content and economic empowerment		
		List of existing laws to be reviewed to accommodate new trends on economic empowerment issues	Reviewed sector policies, laws and regulations		Fast track review		
	Mainstream economic empowerment issues into Acts, Policies, Plans and budgets	Number of MDAs that have incorporated economic empowerment in their sectoral policies	Sector policies, plans, laws and regulations		Penalty for not doing		
	Ensure compliance to local content implementation plan on procurement	Investors and large projects complying to local content procurement plans	Local Content investment report				

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
			Multisectoral suppliers' database developed	A multi-sector supplier data base	Capacity building reports	Regular updates	
	Build capacity of local suppliers of goods and services in procurement and supply chain management	Capacity building on procurement and supply value chain management to local suppliers conducted	Enterprise Development Centre operationalized	Enterprise Development Centre	Capacity building reports	Skill matching with requirements	
	Map and develop the database of the existing large investments	A web based data base of large investors developed	Web based data base of large investors	Web based data base of large investors	Updated information		
	Facilitate and follow-up of local content implementation plan on employment;	Local content implementation plan in place	Local Content Implementation Plan	Local Content Implementation Plan	Capacity of sectors and regulatory authorities		
	Undertake capacity building on available employment opportunities to relevant stakeholders	Number of participants to the Capacity building on opportunities in investments	Capacity building reports	Capacity building reports	Capacity of Local training institutions		
	Facilitate Tanzanians to acquire international standard certifications	Number of Tanzanians in each category with International certification	Training reports of International certification	Training reports of International certification	Capacity of Local training institutions		
	Map institutions conducting research on economic empowerment issues	Research Institutions conducting economic empowerment identified	Research Agenda of identified institutions	Research Agenda of identified institutions	Finding and allocating resources to research		
		Tanzanians linked with economic empowerment Research institutions	Research on economic empowerment reports	Research on economic empowerment reports	Awareness of economic empowerment		

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

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

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
		domestic and foreign investments	% of local employees in large domestic and foreign investments	Local Content reports	Enforcement of local content clauses		
3.2.	Activities,	Identify prospective economic empowerment issues to be included into national budget guidelines	Number of prospective economic empowerment issues included into national budget guidelines	National budget guidelines	Understanding that economic empowerment is Multi sectoral		
		Ensure MDAs policies, plans, programs and budget incorporate economic empowerment issues	MDAs policies, plans, programs and budget incorporated economic empowerment issues	MDAs policies, plans, programs and budget	Awareness of economic empowerment concept		
		Develop strategic institutional framework and national guidelines to support planning and coordination of economic empowerment issues.	Strategic institutional framework and national guidelines to support empowerment issues developed	Strategic institutional framework and national guidelines	Decision and Policy makers conceptualization of economic empowerment issues		
	Develop and operationalise Economic Empowerment and Local Content M&E systems	Economic Empowerment and Local Content M&E systems operationalized	Economic Empowerment and Local Content M&E systems	Economic Empowerment and Local Content M&E systems	Accurately and Timely reporting		
	Develop annual economic empowerment implementation reports	annual economic empowerment implementation reports developed	Annual Economic Empowerment Implementation Reports	Annual Economic Empowerment Implementation Reports	Accurate Information from economic empowerment players		
	Prepare progress reports on implementation of economic empowerment and local	Quarterly progress report prepared and submitted to relevant authorities	Progress reports	Timely information delivery			

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
	content initiatives						
	Monitor and evaluate economic empowerment programs and project	Economic empowerment programs and project Monitored and evaluated		Empowerment programs and project reports		Availability of data	
	Strengthen the capacity of Regional and District economic empowerment coordinators	% of Regional and District economic empowerment coordinators exposed to capacity building programs		Capacity building reports		Support from key partners including funders and BDs	
	Develop tailor made economic empowerment programs to fit the need of each LGAs	Specific economic empowerment programs tailored to each LGA		Economic empowerment programs reports			
	Link LGAs with various economic empowerment opportunities	% of opportunities' in the economic profiles and Regional and District investment guides utilized		Economic Profiles and Regional Investment Guides		Allocation of resources to utilize potential economic opportunities	
		Number of Economic empowerment exhibitions held at LGAs level		Economic empowerment exhibitions reports			
		Number of Economic empowerment forums held identified		Economic empowerment forum reports		Effective implementation of deliberation	
	Collaborate with key stakeholders on economic empowerment	Areas for collaboration on economic empowerment		Annual Economic Empowerment Reports		Active participation in economic empowerment issues	
		50 MDAs, 98 Non State Actors and 5 umbrella associations entered into collaboration with NEEC		Annual Economic Empowerment Reports			

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
		collaboration on economic empowerment Managed and monitored		Monitoring reports			
	Undertake mapping of economic empowerment initiatives by key players	Economic empowerment initiatives/activities mapped		Economic empowerment actors reports			
	Develop database of economic empowerment actors	Database of economic empowerment actors developed		Database of economic empowerment actors			
	Create platforms for information sharing and collaboration between stakeholders	Information sharing platforms created		Information portal			
	Establish and maintain sector and Multisectoral economic empowerment information management systems	Multisectoral economic empowerment information management systems developed		Economic Information Management Systems			
	Develop Guidelines for Local Content in Investment	Guidelines for Local Content in Investment operationalized		Guidelines for Local Content		Local Content	Investors support
	Develop and disseminate local content IEC materials	Local content IEC materials developed and disseminated		IEC materials			
	Develop Local content media programs	Local content media programs developed		Media reports			
4.	Objectives To raise public awareness on the role of NEEC in coordinating Economic Empowerment initiatives	1. Increase number of visitors enquiring about NEEC services 2. Increase number of	1. NEEC administrative routine information 2. NEEC Annual Reports 3. Surveys and	1. NEEC administrative routine information 2. NEEC Annual Reports 3. Surveys and	Stakeholders are aware of economic empowerment concepts and institutional		

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

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
	strategy;	Create and maintain partnerships and cooperation with print and electronic media	MoU with print and electronic media operationalized	MoU	Readiness of print and electronic media		
	Publicize and document emerging and successful empowerment initiatives for scaling up and replication	1. Economic empowerment initiatives documented and publicized 2. Successful empowerment initiatives scaled up and replicated	1. Document of successful empowerment initiatives 2. Replications	Availability of emerging and successful empowerment issues			
	Develop communication and branding plan including top line messages	1. Communication and branding plan developed 2. Top line messages developed	1. Branding plan 2. Top line messages	Stakeholders perception			
	Operationalise Communication and promotion strategies	Strategies implemented, monitored and evaluated	Implementation reports	Availability of funds			
	Sensitize and carry out advocacy campaign on economic empowerment	Number of advocacy campaign and economic empowerment Sensitization meetings	Campaign and Meetings reports				
	Participation in the Local and National events	Participation in the Local and National events, forums and exhibitions	Local and National events, forums and exhibitions reports				
5.	Purpose/ Objectives	To strengthen NEEC capability to coordinate Economic Empowerment processes	Improved performance of NEEC staff	1. OPRAS 2. Clients Satisfaction Survey reports 3. Audit reports	Availability of resources Presence of legislative and regulatory Environment supporting economic empowerment		

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
5.1.	Outputs,	Human resources; physical facilities and ICT capabilities strengthened	1. Number of Human Resources Systems in operation 2. Physical facilities and ICT capabilities modernized 3. Remuneration system established 4. Number of mandatory meetings held 5. Operationalized Plans 6. Working facilities and premises improved	1. Human Resources Systems 2. Stock taking reports 3. Incentive packages	Existence of social, political and economic stability in the country		
		Resources Mobilization Strategies developed and operationalized	1. Number of Resources Mobilization events and institutions approached 2. Amount of Resources Mobilized 3. Institutional plans implemented 4. Number of programs and projects implemented	Resources mobilization reports	Economic empowerment becomes a priority to key partners including development partners, private and public at large		
5.2.	Activities, Hold council	bi-annual workers' council	2 Workers Council conducted per annum	Reports and Minutes	Availability of funds	Changes of the national focus	
	Operationalise Organization structure	NEEC	1. Job list Developed 2. Filled Vacancies 3. Performance Management system operationalized 4. Scheme of services operationalized	1. Job list 2. HR reports 3. OPRAS 4. Client Service Charter 5. Scheme of services			

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
		Conduct annual staff review of NEEC activities	Number of review meetings held	1. Review report 2. Strategic Plan 3. Action Plan	1. Review report 2. Strategic Plan 3. Action Plan	Higher authority directives	
	Develop and operationalise Staff training plans	1. % of Staff trained		Staff training plans		Flexibility of the training institutions	
	Recruit competent and skilled staff	Number of qualified staff recruited		Letter of appointment		Recruitment permits	
	Develop and operationalise succession plan	Succession plan operationalised		Succession plan			
	Design and operationalise staff retention incentive package	1. % of staff exit 2. % of application for placement 3. Labour Turn Over		Quarterly HR reports		Competing employers	
	Pay personal emolument benefits	Attractive personal emolument benefits paid		1. Payment Voucher 2. Payroll list 3. Employment contracts	1. Payment Voucher 2. Payroll list 3. Employment contracts	Political will	
	Lead procurement practices and logistics	Number of statutory board meeting held	Tender	Minutes of the board meetings	Tender	Suppliers and Consultancy support	
		Procurement practices and logistics operationalized		1. Government Procurement Notice 2. Procurement reports and audits	1. Government Procurement Notice 2. Procurement reports and audits	PPRA professional support	
	Repair and maintain All NEEC assets	Proportion of assets in good condition		Records of Assets		Favourable weather condition	
	To prepare and file legal documents/court pleadings	Number of legal documents/court pleadings prepared		legal documents/court pleadings		No fire accidents	
	To draft, sign and file	Number of Agreements and		Agreements and		No breach of contract	

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
		agreements Memorandums Understanding	and of Memorandums Understanding	of Memorandums of Understanding			
	Construct NEEC building for office use	NEEC building for office use constructed	NEEC building for office use	NEEC building		Availability of funds	
	Operationalise NEEC Policy	ICT	ICT Policy operationalized	ICT Systems		Support from e - Government	
	Update the existing information systems	Information Systems updated	Information Systems				
	Conduct ICT training to NEEC technical officers	ICT training conducted		Training Report			
	To facilitate Youths' ICT innovation projects	Innovation Projects for Youth		Project report			
	Rent a suitable office space	A suitable office space rented/provided	Office space		Favorable location		
	Develop funding proposals and submit to relevant partners	Number of Funding proposal for capacity building programs for CMGs submitted		Submission letters	Partners have sense of purpose		
	Engage parliamentary Committees on every opportunity and solicit for funds	% Increase of budgetary allocations and approval for empowerment activities		Progress reports	Political will		
	Organize fundraising events and activities	Three fundraising events conducted annually		Fundraising reports	Ownership of empowerment agenda by Potential funders		
	Develop institutional annual plans, MTEF budgets and	Institutional annual plans, MTEF budgets and action plans	MTEF budgets and action plans		Allocation of finances by external sources		

No	Item	Narrative description	Objectively Indicators	Verifiable	Means of Verification	Assumptions factors	external
		action plans	developed				
	Develop a specific regulatory framework allowing NEEC to collect revenues	A specific revenue collection framework allowing NEEC to collect revenues formulated		Revenue Collection Frameworks		Buy in of policy and decision makers	
	Enter into partnership and collaboration in implementing economic empowerment initiatives	Number of Partners to implement economic empowerment initiatives identified		Partnership Agreements	Partners intension to support empowerment issues		
		Memorandum of Understanding with partners entered		MoU			
	Develop networks and linkages that support economic empowerment initiatives	Number of networks and linkages that support economic empowerment initiatives		Networks and linkages	Support by economic empowerment partners		
	Establish Special Purpose Vehicle (SPV) to engage private sector in economic empowerment	Number of Special Purpose Vehicle established		Special Purpose Vehicle (SPV)	Willingness of private sector to participate in economic empowerment		
	Design projects and programs which will attract external funding	Number of programs and projects to attract external funding developed		Programs and projects documents	Fit in external funders priorities		

ANNEX III MONITORING PLAN

Objectives	Indicator description	Baseline	Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection		
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
Objective A To enhance adherence in implementing cross cutting issues in economic empowerment undertakings	Unqualified audit reports in place	2017/18	YES	YES	YES	YES	YES	YES	YES	Control and Auditor General reports	Internal and External Auditing	Quarterly	Audit reports	Quarterly	DCS & Internal Auditor
	Number of staff affected by HIV and Cancer receiving supports	2017/18	0	0	0	0	0	0	0	HIV and Cancer Committee reports	Interview and Questionnaire	Quarterly	HR reports	Quarterly	Coordinator or
	National Anti-Corruption Strategies operationalized	2017/18	NO	YES	YES	YES	YES	YES	YES	National Anti-Corruption Strategies reports	Monitoring report forms/temp late	Quarterly	National Anti-Corruption Strategies reports	Quarterly	Coordinator or
	Risk and Fraud Management in place	2017/18	YES	YES	YES	YES	YES	YES	YES	Risk and Fraud Management reports	Monitoring report forms/temp late	Quarterly	Audit reports	Quarterly	Risk coordinator
	% of required statutory requirements in each category	2017/18	60%	80	90	90	100	100	100	Circular list	Monitoring report forms/temp late	Quarterly	HR reports	Quarterly	DCS

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis			Frequency of reporting	Responsibility of data collection	
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
V _S implementation	Proportion of satisfied customers	2017/18	40%	60%	90%	100%	100%	100%	Customer survey report	Customer satisfaction survey	Quarterly	HR reports	Quarterly	DCS
	Number of Corruption cases	2017/18	0	0	0	0	0	0	Anti Corruption reports	Case report	Quarterly	HR reports	Quarterly	
	Objective B: To facilitate development of potential economic empowerment opportunities and link them to targeted beneficiaries	2017/18	100,000	1050	1100	115	120	125,	-Reports from LGAs and TCDC	Monitoring report form/template	Quarterly	Review Annual Economic Empowerment reports	Annually	DCS
% of entrepreneurs accessing capital from		2017/18	10%	30%	40%	50%	60%	75%	Reports from LGAS, NBS	Monitoring report forms/tempalte	Quarterly	Review Annual Economic Empowerment reports	Annually	DELC, DCS

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
Gov Empowerment Funds	% of local companies participating in public procurements	2017/18	10%	25%	40%	55%	70%	85%	Reports from LGAs and MDAs	Monitoring report forms/temp late	Quarterly	Review of Annual Economic Empowerment reports	Quarterly	DCS
# of potential economic empowerment opportunities identified and linked to targeted beneficiaries	# of economic empowerment centers	2017/18	18	26	37	48	59	98	Reports of beneficiaries opportunities	Monitoring report forms/temp late	Annually	Review of Annual Economic Empowerment reports	Annually	DELC
Proportion of	Proportion of	2017/18	20	50	80	95	98	99	AEEF	Monitoring report forms/temp late	Annually	Review of Annual Economic Empowerment reports	Annually	DELC

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
utilized Regional economic profiles									reports	report forms/tempalte	Annual	Economic Empowerment reports		
Number of BDSP	2017/18	558	1860	3720	558	830	869	0	BDSP reports	Monitoring report forms/tempalte	Annually	Review Annual Economic Empowerment reports	Annually	DELC
Proportion of locals participating in foreign direct investment and strategic projects	2017/18	60%	70%	80%	85%	90%	95%	90%	Local Content Reports	Monitoring report forms/tempalte	Annually	Review Annual Economic Empowerment reports	Annually	DELC
Number of acquired and utilized new and emerging technologies from FDI	2017/18	4	12	14	15	16	17	19	Local Content Report	Monitoring report forms/tempalte	Annually	Review Annual Economic Empowerment reports	Annually	DELC

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
Number of research reports geared towards economic empowerment of Tanzanians	2017/18	05	17	27	32	38	45	AEEF reports	Monitoring report forms/tempalte	Annually	Review of Annual Economic Empowerment reports	Annually	DCS	
Number of beneficiaries linked to Empowerment Funds to access capital though Guarantee	2017/18								Empowerment Funds reports	Monitoring report forms/tempalte	Annually	Review of Annual Economic Empowerment reports	Annually	DELC
Proportion of CMGs members accessed capital from Banks and financial institutions	2017/18	6,50 4,500, 000	7,500 0,00 0	9,60 0,00 0	12,8 0,00 0	15,5 0,00 0	CMG's reports	Monitoring report form/tempalte	Annually	Review of Annual Economic Empowerment reports	Annually	Review of Annual Economic Empowerment reports	Annually	DELC
Number of Cooperatives linked to financial	2017/18								TCDC report	Monitoring report forms/tempalte	Annually	Review of Annual Economic Empowerment	Annually	DELC

Objectives	Indicator description	Baseline	Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection	
			Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification	
institutions	Number of policies, Laws and Regulations with economic empowerment	2017/18	12	18	28	32	48	90	AEEF reports	Monitoring report forms/temp late	Annually	Review of Annual Economic Empowerment reports	Annually	DEJ/C
Objective C: To coordinate multi-sectoral strategies for Local Content and economic empowerment and unlocking of potential economic opportunities	# of quality reports submitted by stakeholders timely	2017/18	40%	50%	60%	70%	80%	90%	Reports from MDAs and LGAs	Monitoring report forms/temp late	Quarterly	Review quarterly Empowerment MDAs and LGAs reports, Review of Annual Economic Empowerment reports	Quarterly	DCS
# of MDAs and RLGAs that have incorporated economic		2017/18	15%	20%	30%	45%	65%	90%	Reports from MDAs and LGAs	Monitoring report forms/temp late	Quarterly	Review quarterly Empowerment MDAs and LGAs	Quarterly	DCS

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
	empowerment coordination activities in their plans and budgets													
# of investors complying with Local Content requirements	2017/18	40%	45%	50%	55%	60%	65%	65%	Reports from MDAs and LGAs	Monitoring report forms/temp late	Quarterly	Review quarterly Local Content Reports, Annual Economic Empowerment reports	Quarterly	DELC
# of local companies accessing (exploiting) procurement opportunities from large domestic and foreign investments	2017/18	40%	45%	50%	55%	60%	65%	65%	Reports from MDAs and LGAs	Monitoring report forms/temp late	Quarterly	Review quarterly Local Content Reports, Annual Economic Empowerment reports	Quarterly	DELC

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
	% of local employees in large domestic and foreign investments	2017/18	50%	55%	60%	65%	70%	75%	Reports from MDAs and LGAs	Monitoring report forms/tempalte	Quarterly	Review quarterly	Quarterly	DEL/C
Objective D: To raise public awareness on the role of NEEC in coordinating Economic Empowerment initiatives in Tanzania	# of visitors enquiring about NEEC services	2017/18	1,000	2,00	4,000	6,00	8,00	10,0	Visitors' Register book, Website	Register book, website visitor count page	Daily/Weekly	Visitors' Register book and Website	Daily/Weekly	GCU
	# of collaborations between NEEC and economic empowerment partners	2018/17	2	3	4	5	6	7	Internal Reports	Reviews of projects reports	Quarterly	Number of programs	Quarterly	DCS
	% of Tanzanians reached by	2018/17	5%	10%	20%	30%	40%	50%	Survey	Interviews, Focus group discussions,	Annually	Mindset of Tanzanians towards	Annually	DCS/ DELC/

Objectives	Indicator description	Baseline	Indicator target value	Data collection and methods of analysis					Frequency of reporting	Responsibility of data collection					
				Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification	
	NEEC programs that are aware of NEEC services (number of outreach programs)										Controlled studies, Literature		Economic empowerment	GCU	
% of NEEC Clients indicating satisfaction with NEEC services	2018/17	15%	35%	45%	55%	75%	95%	95%	95%	Survey	Interviews, Focus group discussions, Controlled studies, Reports/Literature Review	Annually	Increase number of Visitors,	Annually	DCS
Objective E: To strengthen NEEC capability to coordinate Economic Empowerment processes	% of funds disbursed to NEEC, MDAs and RLGAs annually against approved budgets	2018/17	85%	90%	90%	95%	100%	100%	100%	Annual internal budget reports	Technical meeting Budget speeches	Quarterly	Implementation report Literature reviews	Quarterly	DCS
													Disbursement reports		

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
# of projects and programs supported by DPs	2018/17	2	3	4	5	6	7	7	Internal Reports	Reviews of projects reports	Quarterly	Program reports	Quarterly	DCS
# of vacant positions filled	2017/18	29	35	41	47	53	57	HR reports review	HR reports	Quarterly	Increase staff	Quarterly	DCS	
% change of Tanzanians empowered	2018/17	3%	5%	10%	15%	20%	25%	Surveys	Interviews	Annually	Literacy level	Quarterly	DELC	
									Focus group discussions		Good housing			
									Controlled studies,		Improved infrastructure			
									Literature review		Household food security			
											Low Mortality rate			
% of planned activities implemented	2017/18	50%	60%	70%	80%	90%	95%	Progress reports	Review progress reports	Quarterly	Implemented activities	Quarterly	DCS	
Unqualified Audit reports	2017/18							Audited reports	Review Audited reports	Annually	Clean reports	Annually	DCS	
% of staff with	2017/18	85	88	95	95	100	100	HR	Review HR	Quarterly	Improved	Quarterly	DCS	

Objectives	Indicator description	Baseline		Indicator target value					Data collection and methods of analysis				Frequency of reporting	Responsibility of data collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
	average and above average performance score annually								Reports	Report			staff performance	





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