



THE UNITED REPUBLIC OF TANZANIA

**PRESIDENT'S OFFICE, PLANNING
AND INVESTMENT**

INTERIM STRATEGIC PLAN

2024/25 - 2025/26

ISP

JUNE, 2024



PRESIDENT'S OFFICE, PLANNING AND INVESTMENT

INTERIM STRATEGIC PLAN (ISP) (2024/25 – 2025/26)

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List of Acronyms and Abbreviations

AfCFTA	African Continental Free Trade Area
BAP	Blueprint Action Plan
BEGIN	Business Environment Growth and Innovation
BEST	Business Environment Strengthening for Tanzania
BEU	Business Environment Unit
BRN	Big Results Now
CA	Chief Accountant
CAG	Controller and Auditor General
CBOs	Community-Based Organizations
CCM	Chama Cha Mapinduzi
CIA	Chief Internal Auditor
CTI	Confederation of Tanzania Industries
DAHRM	Director of Administration, Human Resource and Management
DDI	Domestic Direct Investment
DPMU	Director of Procurement Management Unit
DPP	Director of Policy and Planning
DPR	Director of Private Investment
DPU	Director of Public Investment
DME	Director Monitoring and Evaluation
EAC	East African Community
eGA	e-Government Agency
FBOs	Faith-Based Organization
FDG	Focus Group Discussion
FDI	Foreign Direct Investment
FYDP	Five Years Development Plan
GCU	Government Communication Unit
GDP	Gross Domestic Product
GFCF	Gross Fixed Capital Formation
GN	Government Notice
HCMIS	Human Capital Management Information System
ICSID	International Center for Settlement of International Disputes
ICT	Information and Communication Technologies
IPSASs	International Public Sector Accounting Standards
LAN	Local Area Network
LGAs	Local Government Authorities

LTPP	Long-Term Perspective Plan
MDAs	Ministries, Departments, and Agencies
MEL	Monitoring, Evaluation and Learning
MIGA	Multilateral Investment Guarantee Agency
MoF	Ministry of Finance
MoUs	Memorandum of Understandings
NAC SAP	National Anticorruption Strategy and Action Plan
NBS	National Bureau of Statistics
NCDs	Non-Communicable Diseases
NEMC	National Environment Management Council
NGOs	Non-Governmental Organizations
NICTBB	National ICT Broadband Backbone
NIPP	National Investment Promotion Policy
NTBs	Non-tariff Barriers
PAPSS	Pan-African Payments and Settlement System
PMO	Prime Minister's office
PO/PSMGG	President's Office,
PoPI	President's Office, Planning and Investment
PPP	Public-Private Partnership
PS	Permanent Secretary
PSCs	Public and Statutory Corporations
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SEZ	Special Economic Zone
SGR	Standard Gauge Railway
SMEs	Small and Medium Enterprises
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TDV	Tanzania Development Vision
TelW	Tanzania Electronic Investment Window
TIC	Tanzania Investment Centre
TPSF	Tanzania Private Sector Foundation
TWG	Technical Working Group

PREFACE



I am honoured to present the First Strategic Plan for the President's Office Planning and Investment (PoPI), which provides critical directions and priorities to strengthen the coordination and efficient functioning of the Office in the next two (2) years from 2024/25 – 2025/26. It is a roadmap that shows our commitment to responding to the current socio-economic landscape but also anticipates the evolving needs of our nation.

Formulating this Strategic Plan is essential for implementing the mandates bestowed on the President's Office of Planning and Investment. Through established Objectives, the Plan will help the implementation of the Government aspirations, which resulted in the formulation of PoP with a specific mandate to formulate and monitor the implementation of Policies on Planning and Investment Promotion and Facilitation of Domestic and Foreign Investment; Business Environment Improvement; and Monitoring Performance of Institutions under the Office including the Planning Commission affairs, Office of Treasury Registrar affairs, Tanzania Investment Centre affairs and Export Processing Zones Authority affairs.

The Plan serves as a comprehensive framework that aligns our plans with the Tanzania Development Vision 2025, aiming at propelling Tanzania towards sustainable development and inclusive growth. It further articulates the directives of the Ruling Party Manifesto of 2020 - 2025. The Plan will also be a dynamic blueprint that fosters adaptability, resilience, and innovation in addressing our mandates functions related to formulation and monitoring implementation of Policies on Planning and Investments.

In discharging our commitments stipulated in the Plan, we are confined to core values of Integrity, Meritocracy, Pragmatism, Entrepreneurial spirit, Stakeholder focus, Creativity and Innovation. We believe that these values create a solid foundation which fosters trust among our citizens, investors, and international partners alike. The Plan also emphasises our commitment to connected thinking, ensuring that engagements and collaborations remain key in discharging our mandates.

As we embark on this journey together, let us remain persistent in our commitments to the principles of reforms, unity, resilience, and progress. I am therefore passionate that the Interim Strategic Plan for the period 2024/25 to 2025/26 serves as a compass guiding our collective efforts towards a desired future where Tanzania stands as an anchor of prosperity, inclusivity, and sustainable development.



Prof. Kitila A. Mkumbo (Mb.)

Minister of State

President's Office, Planning and Investment



STATEMENT FROM THE PERMANENT SECRETARY

The President's Office Planning and Investment has developed its First Interims Strategic Plan 2024/25 – 2025/26 as a tool for implementing the Third Five Year Development Plan 2021/22 – 2025/26. Its implementation complies with the Medium Term Strategic Planning and Budgeting Manual 2007, which requires all Government Institutions to formulate Strategic Plans which will articulate their long-term aspirations. This Strategic Plan has been developed following a detailed analysis of the current and previous internal and external environment. The situation analysis was a necessary derivative to come up with critical issues that shall be monitored carefully and addressed during the implementation of the Plan. The Vision, Mission, Core Values, Objectives and Targets have been developed and well organised to guide the Office in achieving its primary goal, namely improved service delivery through pragmatic planning and strategic investment for inclusive growth and national prosperity.

The PoPI's aspiration of attaining visionary planning and strategic investment for sustainable development will be attained by attaining the following main objectives: - Non-Communicable Diseases, HIV and AIDS Infections Reduced and Supportive Services Improved; Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained; Investment and Business Environment Improved and sustained; Coordination of National Plans Strengthened; and Institutional Capacity and Services Delivery Improved.

As we embark on this transformative journey, I want to express my gratitude thanks to the stakeholders who have played a pivotal role in formulating and shaping this Plan. Your collaboration has been instrumental, reflecting the spirit of inclusivity and shared responsibility that is at the heart of our development initiatives. I

wish to thank, the Hon. Prof. Kitila A. Mkumbo (Mb.) Minister of State, President's Office, Planning and Investment for his visionary leadership and support. I also thank the technical preparation team, all PoPI's Management and staff for their dedication, endless commitment and professionalism in the process of developing this Plan. I further appreciate contributions from the Institute of Rural Development Planning and TIB

Development Bank for their total commitment in guiding us through the whole process till we got this valuable living document.

In adhering to international best practices, we have incorporated key elements from global development agendas, emphasizing sustainability, innovation, and resilience. This ensures that our strategic endeavours not only meet national benchmarks but also contribute meaningfully to the global development narrative. I am confident that, through the implementation of this Interim Strategic Plan, the President's Office of Planning and Investment will play a crucial role in shaping the future of Tanzania in line with international and national development priorities.

I look forward to successfully implementation of this Plan through our collective efforts which is very fundamental in ensuring the steady prosperity and well-being of our beloved nation.


.....

Dkt. Tausi M. Kida
Permanent Secretary
President's Office, Planning and Investment

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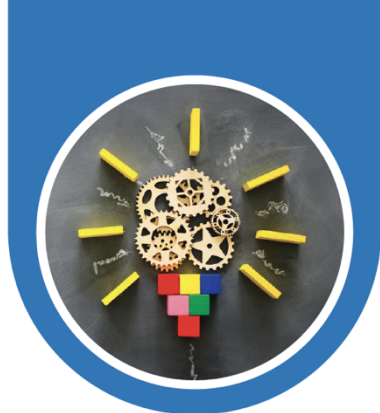
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CHAPTER ONE

INTRODUCTION



1.1 Background Information

The President's Office, Planning and Investment (PoPI) was established via Government Proclamation No. 407 A and B (GN No. 407) of 22nd June 2023 following the Honorable President's decision to reform Government structure whereby investment issues were transferred from the former Ministry of Investment, Industry and Trade and National Planning affairs from Ministry of Finance and Planning.

1.2 Mandate and Functions

1.2.1 Mandate

The President's Office, of Planning and Investment is mandated to formulate and monitor the implementation of Policies on Planning and Investments; Promotion and Facilitation of Domestic and Foreign Investment; Performance Improvement and Development of Human Resources under the Office; Coordinate International Organizations related to Investments; Business Environment Improvement; and Monitoring Performance of Extra Ministerial Departments, Parastatal Organisations, Agencies, Programs and Projects under the Office including the Planning Commission affairs, Office of Treasury Registrar affairs, Tanzania Investment Centre affairs and Export Processing Zones Authority affairs.

1.2.2 Functions

According to the Government Notice (GN) No. 407 A and B of 22nd June 2023, the POPI has the following functions:

- a) Coordinate preparation of Policies on Investment and their Implementation;
- b) Promotion of Domestic and Foreign Investment;
- c) Business Environment Improvement;
- d) Planning Commission Affairs;
- e) Tanzania Investment Centre (TIC) Affairs;
- f) Public Investment Authority Affairs;
- g) Coordination and Development of Industrial Parks, Estates and Clusters;
- h) Export Processing;
- i) Export Promotion;
- j) International organizations relating to Investment;
- k) Performance Improvement and Development of Human Resource under the Office; and
- l) Extra-Ministerial Departments, Parastatal Organisations, Agencies, Programmes and Projects under the Office.

1.3 The Purpose of the Plan

Cognizant of the role of planning and investment in social and economic development in Tanzania, the President's Office of Planning and Investment has developed the interim strategic plan. The Plan is intended to provide a vision and direction that will facilitate the aspiration of the Country to become a high middle-income country by 2025. It is anticipated that the plan will also steer the efforts of the Government towards contributing to the realisation of various National Objectives as stipulated in the National Policies and the Five-Year Development Plan III 2021/22 - 2025/26, the Ruling Party manifesto 2025, Sustainable Development

Goals 2030, and various international goals on investment issues. Besides, the plan also guides all PoPI's directorates and units on annual planning and budgeting, execution, monitoring, evaluation, and reporting of their performance towards achieving its vision.

1.4 Approach and Methodology

The participatory working sessions approach was used to prepare an interim strategic plan for PoPI. An inclusive capacity-building session was provided to PoPI staff who formed the office's technical team. The sessions built a common understanding of various strategic planning concepts and procedures. During the sessions, the technical team were introduced to various concepts, procedures and tools that enabled them to generate accurate and reliable information needed for the documentation of this strategic plan. The capacity building sessions were carried out as planning workshops, which were used to generate data through a rapid assessment methodology of brainstorming, literature review, review of recent initiatives, SWOC analysis, stakeholders' analysis, (PESTEL) analysis and analysis of critical issues that was a base for formation of vision, mission, objectives, strategies and target.

Besides, this strategic plan has mainstreamed both National vision, plans, strategies, policies, and international goals and conventions that include: the Tanzania National Development Vision 2025, Long Term Perspective Plan LTPP 2011/2012-2025/2026, National Five Year Development Plan 2021/22-2025/2026; The Chama Cha Mapinduzi (CCM) Manifesto 2020 – 2025; Blueprint for Regulatory Reforms to Improve the Business Environment, 2018; National Anti-Corruption Strategy and Action Plan Phase III (2017-2022); Agenda 2063: The Africa We Want; the East African Community (EAC) vision 2050; the Southern African Development

Community (SADC) vision 2050; and the Sustainable Development Goals (SDGs) 2030.

1.5 Strategic Plan Layout

The interim strategic plan for the PoPI is divided into Four Chapters; Chapter One presents an introduction with the background information, the mandate and function of the PoPI, the purpose of the plan, the approach, and the methodology. Chapter Two provides information on situation analysis that entails SWOC analysis, and PESTEL analysis; the analysis of recent initiatives; linkage between PoPI and national frameworks (Review of relevant information); and analysis of critical issues. Chapter Three presents the strategic direction it entails the vision, mission, strategic objectives, strategies, targets, and Key Performance Indicators (KPI). Chapter Four describes the plan's result framework, in which the result framework matrix, the monitoring plan, rapid appraisal plan, evaluation plan, review plan, and internal and external reporting plan have been presented.



Chapters in interim strategic plan for the PoPI

CHAPTER TWO

SITUATION ANALYSIS



2.1 Introduction

This chapter presents a situation analysis that involves a detailed assessment of the PoPI's existing situation. This involved the analysis of both internal and external environments which PoPI is operating under. More specifically, the analysis also involved SWOC analysis and stakeholders' analysis that includes the identification of PoPI stakeholders to determine the service offered, expectations, perceptions, and experiences of stakeholders. The chapter also, includes the analysis of the recent initiatives, the review of relevant information, and the analysis of critical issues to be addressed within an interim period of the plan implementation.

2.2 Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis

In executing its mandated functions as stipulated in Government Notice (GN) No. 407 A and B of 22nd June 2023 PoPI shall utilize its internal strength and external opportunities to address the existing internal weaknesses and external challenges. During SWOC analysis, various strengths, weaknesses, opportunities, and challenges were identified as presented below.

2.2.1 Strengths

- i. Existence of competence and skilled workforce capable in delivering services efficiently;

- ii. Diversity and inclusive organization with statutory power in national planning and investment;
- iii. Availability of adequate policies providing standards in decision making;
- iv. Existing of national development plans (FYDP);
- v. Ability to enhance stakeholders' engagement in planning and investment; and
- vi. Existence of One Stop Center to facilitate investment.

2.2.2 Weaknesses

- i. Existence of unreviewed policies (Investment policy);
- ii. Lack of the legal mandate to enforce Blueprint implementation;
- iii. Lack of investments policy implementation strategy;
- iv. Noncompliance of investment agreements and contracts; and
- v. Insufficient management tools such as Financial Regulations, Client Service Charters, ICT Policy and Internal Audit Charter.

2.2.3 Opportunities

- i. The Office being placed under the president's office;
- ii. Political drive to promote investment;
- iii. Presence of investment opportunities in various sectors; and
- iv. Implementation of national major projects such as SGR, the Mwl.Nyerere Hydro Power Project and other national flagship projects.

2.2.4 Challenges

- i. Slow implementation of the Blueprint for regulatory reforms among sectors;
- ii. Unpredictable Government Policies, Acts and directives;

- iii. Non-compliance with agreements and contracts by investment partners;
- iv. Inadequate staff;
- v. Unreliable infrastructures necessary for investment; and
- vi. Unpredictable political, natural and economic externalities such as pandemic disease, wars and global economic crisis.

2.3 Stakeholders Analysis

Stakeholders' analysis involved the identification of stakeholders and analysis of the perceptions, expectations, priorities, and interests that were integrated into the formulation of the PoPI's vision, mission, objective, target, and strategy selection. The stakeholder's analysis is presented in **Table 1**.

Table 1: Stakeholders Analysis Matrix

No.	Name of stakeholders	Service offered to stakeholders	Expectations of stakeholders
1.	Extra Ministerial Agencies under the Office (Planning Commission, Tanzania Investment Centre, Export Processing Zone Authority and Office of Treasury Registrar)	<ul style="list-style-type: none"> Facilitate and advise on the issues of National policy, Acts, plans and regulations. Guidance on matters relating to the policy, Acts and regulations. 	<ul style="list-style-type: none"> Timely advice on National policy, Acts and regulations.
2.	PO, PSMGG	<ul style="list-style-type: none"> Reports on employees and other required information concerning the circular implementations. 	<ul style="list-style-type: none"> Provision of quality services to the clients in areas of planning, investment and business environment improvement. Adherence to public service circulars.

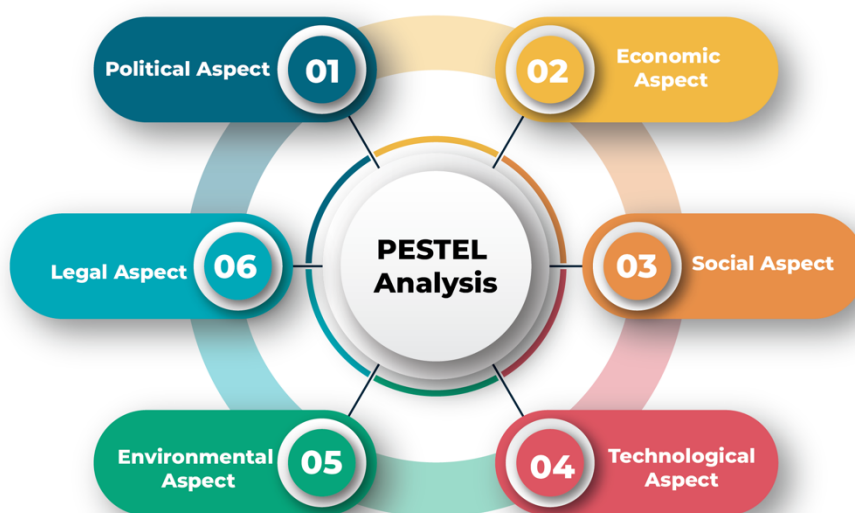
3.	MDAs, LGAs	<ul style="list-style-type: none"> • Guidance on matters pertaining to planning, investment and business environment. 	<ul style="list-style-type: none"> • Timely provision of guidance on matters relating to the policy, Acts and Regulations.
4.	Financial institution	<ul style="list-style-type: none"> • Customers demanding financial services. • Provide a good environment for investment. 	<ul style="list-style-type: none"> • Provided with a conducive environment for investment. • To have good business relationship.
5.	Ministry of Finance	<ul style="list-style-type: none"> • Quality progress implementation reports. • Quality annual budget estimates. • Guidance on planning and investment. 	<ul style="list-style-type: none"> • Timely and quality reports. • Timely submission of required information.
6.	NBS	<ul style="list-style-type: none"> • Accurate and reliable information on investment and planning reports. 	<ul style="list-style-type: none"> • Provided with accurate and reliable information on planning and investment.
7.	Private sector (TPSF, CTI, TCCIA, CEO-round table).	<ul style="list-style-type: none"> • Accurate information regarding investment areas and opportunities. • Accurate information and feedback on various government interventions on investment matters. 	<ul style="list-style-type: none"> • Engagement on Government interventions. • Access to reliable information on planning, investment and business environment improvements.
8.	Parliament	<ul style="list-style-type: none"> • Planning and investment reports. • Annual development plan and budget estimates. 	<ul style="list-style-type: none"> • Timely provision of required reports. • Provided with quality annual development plan and budget estimates.
9.	National Audit Office	<ul style="list-style-type: none"> • Financial reports; • Procurement reports; • Financial laws, regulations and other legislations; • Fund allocation and releases; • Information on internal audit functions; • Report on the status of implementation of CAG audit recommendations in MDAs, LGAs and RSs; and • Structured Responses and Action Plan to implement Audit. 	<ul style="list-style-type: none"> • Provided with quality reports and information.
10.	Investors	<ul style="list-style-type: none"> • Information on investment opportunities. • Facilitation on strategic engagement. 	<ul style="list-style-type: none"> • Engagement on Government interventions.

		<ul style="list-style-type: none"> • Timely handling on investment complaints. • Investment guidelines. 	<ul style="list-style-type: none"> • Access to reliable information on planning, investment and business environment improvements.
11.	Development partners	<ul style="list-style-type: none"> • Continuous engagement and information sharing. • Project implementation reports. 	<ul style="list-style-type: none"> • Efficient utilization of provided financial resources. • Improved level of transparency and accountability.
12.	Employees	<ul style="list-style-type: none"> • Conducive working environment. • Capacity building. • Advise on human resource issues (circulars). 	<ul style="list-style-type: none"> • Provided with a conducive working environment. • Exposure for best practices. • Carrier development
13.	Community	<ul style="list-style-type: none"> • Conducive Business Environment. • Enhance Corporate Social Responsibility. • Awareness on investment and business environment improvement. 	<ul style="list-style-type: none"> • Provided with reliable information on planning, investment and business environment issues
14.	Civil society (CBOs, NGOs, FBOs)	<ul style="list-style-type: none"> • Information on planning, investment and business environment. 	<ul style="list-style-type: none"> • Provided with reliable information on planning, investment and business environment issues.
15.	Media	<ul style="list-style-type: none"> • Information on planning, investment and business environment, and engagement 	<ul style="list-style-type: none"> • Provided with quality, reliable and accurate information on planning, investment and business environment issues. • Engagement on government interventions
16.	Judiciary	<ul style="list-style-type: none"> • Accurate and reliable information for judicial matters. • Policy, contracts and legal framework. 	<ul style="list-style-type: none"> • Provided with quality and accurate information

17.	Research and Academic institutions	<ul style="list-style-type: none"> • Accurate information for conducting research. 	<ul style="list-style-type: none"> • Provided with accurate and reliable information on for conducting research. • Continuous engagement
18.	Politicians	<ul style="list-style-type: none"> • Accurate and reliable information for decision making. • Engagement on matters related to planning, investment and business environment. 	<ul style="list-style-type: none"> • Timely provision of required information.

2.4 PESTEL Analysis

PESTEL Analysis for PoPI involved the scrutiny of the Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) aspects covering macro external forces that influence PoPI operations. The external forces that need to be monitored and responded to changes for the successful implementation of this strategic plan are analysed below.



2.4.1 Political Aspect

Political situation in Tanzania has continued to be stable since independence in 1961. This situation has resulted into conducive

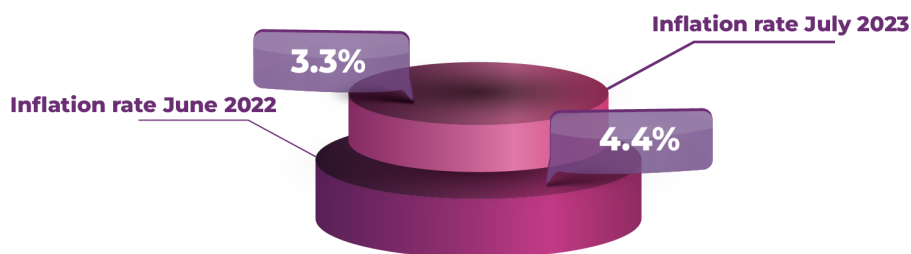
environment for working, investment, national, regional and international cooperation consequently resulting into better implementation of Government policies and laws necessary for fostering economic growth in the country. In addition to the above, there has been an outstanding regular political drive from The President of the United Republic of Tanzania, Her Excellence, Dr. Samia Suluhu Hassan who launched the historical documentary called 'The Royal Tour', filmed in Tanzania in 2021 where she played as the main character of the documentary, which among other things promoted Tanzania as one of the safe investment destinations in the world. There has also been a continuous political tolerance and democracy as stipulated in the Tanzania Development Vision 2025 whereby all political parties have been able to engage into political activities fairly. In leveraging to the existing political environment, the POPI will continue strengthening cooperation between Tanzania and other countries to attract more investments.

2.4.2 Economic Aspect

Tanzania has enjoyed a strong post-pandemic recovery despite a challenging external environment. The GDP growth rate reached 4.6% in 2022 and is expected to rise to 5.1% in 2023 and 6.1% in 2024 (AfDB 2023). Growth is projected to reach the long-run potential of about 6 percent in 2025. Tanzania's headline inflation was substantially lower than many regional economies and kept declining since the beginning of 2023.

The growth was mainly supported by strategic investments in energy, water, health, and education; increased production of minerals; recovery in tourism activities; as well as government measures to contain the adverse effects of the Ukraine war. Nonetheless, the growth was at the lowest level in nine years as a result of the accompanied series of shocks originating from COVID-19 and the Russia-Ukraine war.

The inflation rate fell from 4.4% in June 2022 to 3.3% in July 2023, driven by the easing of global commodity prices, the government subsidies on fuel and fertilizer products, as well as the stability of the Tanzania shilling vis-à-vis the US dollar. The, inflation remained within EAC and SADC convergence criteria of a maximum of 8.0 percent and 3 –7 percent respectively.

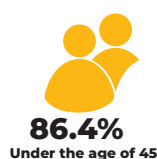


The inflation rate in June 2022 and July 2023

Despite the recent strong growth in exports, largely driven by tourism rebound, the stronger growth of imports pushed up by domestic demand compounded with rising international commodity prices widened the current-account deficit (CAD) to 5.6% of GDP in 2022. The CAD was a largely funded drawdown of official gross reserves, which fell to \$5.3 billion (covering 4.8 months of imports) by the end of June 2023 from \$6.4 billion (6.6 months of imports) at the end of 2021. Although the Tanzanian shilling remained relatively stable against the US dollar in 2022, in 2023, pressure on the shilling has increased. Therefore, POPI's role is to facilitate the implementation of structural reforms to strengthen the competitiveness of the economy, improve the business and investment environment, and reduce the cost of regulatory compliance. This will attract both FDI, domestic investments as well and investment by the public to support the economic growth parameters.

2.4.3 Social Aspect

Social factors influence a person's behavior and way of life. According to sociologists, social factors are circumstances or situations that affect people's lifestyle and well-being. These factors include economic status, education, political system, healthcare system, culture, ethnicity, security, number of children, infrastructure, and population density. According to the 2022 Population and Housing Census show that the number of people in the country has increased from 44,928,923 counted in 2012 to 61,741,120 people in 2022, equal to the average increase in the number of people per year (the annual intercensal population growth rate) of 3.2 percent. Population data show that 86.2 percent of Tanzanians are under the age of 45 which make the country to be rich in term of human capital.



2022 Population and Housing Census Results

Human capital development through investment in education and training, health and skills are critical to ensure that the country has large cadre of skilled human resources with requisite skills and knowledge to effectively exploit emerging economic opportunities, that include self-employment and decent employment opportunities offered by the industry. The Government interventions has not been adequate in this area of developing human resource knowledge and skills from pre-primary education and training to college and tertiary level, including inculcating the culture of entrepreneurship and self-employment for youths. In addition, this area includes interventions for improving the quality of technical and vocational training as well as rare skills and integrity, with the aim of increasing productivity and competitiveness in the use of locally available resources. PoPI create awareness through media and other

communication strategies regarding the benefit of investment in the society and enhance investment in human capital.

2.4.4 Technological Aspect

Technology is one of the key elements in the development of Planning and Investment for competitiveness and sector sustainability. It is an important enabler of economic and social development as it facilitates faster and more efficient production of material goods and services. The Government is undertaking various digital revolution initiatives, including the establishment of the National Internet Data Centre (NIDC), National Information Communication Technology Broadband Backbone (NICTBB), National ICT Policy (2016) and its implementation strategy, e-Government Operationalization and National Cyber Security Strategy (2016). The Government has deployed a Government Network (GovNet) that allows public institutions to communicate securely and the implementation of a government data center that provides a conducive environment for hosting government systems.



digital revolution initiatives taken by the Government of Tanzania

Currently, the government continues to embrace the adopting of emerging technology such as artificial intelligence, internet, robotics technology, block chain, and big data analysis for government activities. This is a way to attract more investment in the technology sector. PoPI enhance adoption of modern technological and changes to keep up with speed of global technology emergences.

2.4.5 Environmental Aspect

The environment component is crucial in ensuring the presence of sustainable investments and competitive business environments. The environment in Tanzania encompasses the endowment of natural resources such as forests, marine and freshwater sources, abundant agricultural land, exceptional wildlife, mountains, natural gas and minerals which are necessary for attracting both domestic and foreign investments. The Government of the United Republic of Tanzania through the office of the Vice President Office which is also responsible for managing the environment established the National Environment Management Council (NEMC) in 1983 by enacting the National Environment Management Act No. 19 of 1983, National Environment Policy (1997) reviewed in 2021 and Environmental Management Act No. 20 of 2004 (EMA, 2004). The policy and legal frameworks provide for legal and institutional frameworks for sustainable management of the environment. Issues of resource mobilization to protect the environment have been addressed in Section 3.10 of Chapter three (3) of the National environment policy, where the government budget is the main source of funding for protection and conservation of the environment in the country. The PoPI will incorporate environmental issues in the office national plans and guidelines to ensure sustainability of good environment for sound investment climate.

2.4.6 Legal Aspect

Tanzania is among the few countries in Africa with facilitative and flexible legal frameworks. It is also characterized by legal frameworks that protect individuals (investors) and property rights. Tanzania is a signatory to international investment guarantee schemes such as the Multilateral Investment Guarantee Agency (MIGA) and the International Center for Settlement of International Disputes (ICSID). The country has entered into numerous international treaties establishing Preferential Area for Eastern

and Southern Africa PTA), SADC, EAC, and the recent AfCFTA ratification. These initiatives encourage National development and regional competitiveness.

There are also supportive sectional and general policy, legal, and institutional frameworks for planning and investment. For instance, the formation and re-positioning of the Office of Planning and Investment under the President's Office pursuant to the Assignment of Ministerial Functions (Instrument) vide GN No. 407 A and B of June 2023. In addition, the re-establishment of the National Planning Commission pursuant to the 2023 National Planning Act. These legal framework changes streamline national planning and investment in the country.

The existence of a legal framework, various sector-specific policies, and strategies to guide and facilitate the Office's operations are supportive of the attainment of the office mandate. These are as PPP Policy Framework, Sustainable Industrial Development Policy (SIDP.1996-2020); National Trade Policy 2003; Small and Medium Enterprises Development Policy (2003); and the Agricultural Marketing Policy (2008). The investment facilitative frameworks under the Tanzania Investment Act, Export Processing Zones Act, Special Economic Zones laws, and the implementation of the Blueprint framework for Business Enabling Environment are drivers of both DDI and FDI. Furthermore, the presence of adequate national laws in relation to health and safety, labor relations, consumer rights, and environmental laws which are in line with international best practices assurance international compliance. PoPI will enhance harmonization of policies and legal frameworks and ensure policies consistency and stability for conducive environment for investment.

2.5 Analysis of Recent Initiatives

Since its establishment, the PoPI started its operation in July, 2023 through activities approach where by various initiatives have been implemented. The analysis of recent initiatives presents the existing initiatives, achievement, constraints and way forward for improving performance as presented **Table 2**.

Table 2: Analysis of Recent Initiatives

No.	Initiatives	Achievement	Constraints	Way forwards
1.	BLUEPRINT for Regulatory Reform to Improve The Business Environment.	i. Amendment of 55 laws and regulations Amendment of 90 by laws governing the Mining Industry in LGAs; ii. Review of 39 fees, charges and fines that were hindering business environment in Tanzania; iii. Facilitate establishment of Tanzania Electronic Investment Window (TeIW) at TIC; and iv. Establishment of standard operating procedures (SOPs) for Tourism Sector.	i. Slow implementation of business reforms from sectoral institutions; and ii. Low adherence of agreed reforms by Regulatory Authorities.	i. Enhance engagement of sectoral ii. institutions on the implementation of business reforms.
2.	Coordinating and participating in local and foreign investment forum.	i. Seven international investment forum and four local investment forums were Coordinated and participated.	i. Absence of a Tracking System of outputs from investment forums; and ii. Absence of legal binding on information sharing from investment forum.	i. Establish tracking system; and ii. Establish National Investment Promotion Guideline.

3.	Reviewing investment policy to incorporate public investment component.	ii. Draft investment policy, 2023 in place.	i. Absence of public investment issues in the draft policy.	i. Integrate public investment issues in the draft policy.
4.	Formulation of Public Investment Act, 2023.	i. Draft public investment Act, 2023 in place.	-	i. Facilitate finalization of the public investment Act, 2023
5.	Coordination of Annual development plan, 2024/25.	i. Annual development plan 2024/25 tabled and discussed in the parliament by November, 2023.	-	i. Enhance coordination of Annual development plan, 2024/25.
6.	Coordination of negotiations on international investment agreements and bilateral investment treaties.	i. Ongoing negotiations between Tanzania and Canada, Tanzania and UAE and Tanzania and Indonesia.	-	i. Enhance finalization of the proposed international investment agreements and bilateral investment treaties; ii. Reviewing existing bilateral and investment treaties; and iii. Formulation of the new bilateral and investment treaties and international agreements.
7.	Formulation of institutional turnaround strategy.	i. Draft public investment Act, 2023 in place; ii. Formulation of planning commission Act, 2023; iii. Completion of compensation payment of NALA and Ruvuma SEZ; and iv. Appraisal of public and statutory corporations (PSCs) to identify their relevance and viability.	i. Financial constraints	i. Enhance finalization of public investment Act, 2023; ii. Strengthen compensations to remaining Bagamoyo, Tanga and Manyoni proposed SEZ; iii. Facilitate establishment of national investment land bank; iv. Coordinate establishment of public investment fund; and v. Enhance completion of PSCs appraisal.
8.	Development of robust investment database.	i. ToR in place; ii. Concept note in place; and iii. eGA endorsement in place.	-	i. Develop robust investment database
9.	Office digitalization.	i. Adoption of the uses of e office; and	-	i. Enhance availability of ICT equipment;

		i. Procurement of ICT equipment to support digitalization.		ii. Adoptions of signature; and iii. Formulation of ICT internal policy.
10.	Developing an electronic system for provision of license and permits certificate (All in one digital certificate).	i. Draft of concept note in place.	-	i. Review existing legal mandates governing regulatory authorities responsible for various license and permits; and ii. Developing and adopting All in one digital certificate system.
11.	Prepare job list and description, leave roster and seniority list	i. JB, Leave roster, Seniority List in place.	-	i. Review JB, leave roster and seniority list.
12.	Staff Recruitment and transfer	i. 68 staff were recruited.	i. Delaying in approving staff transfer from their former employer to the current employer (PoPI)	i. Strengthen engagement and follows ups on staff transfer and recruitment.
13.	Data cleaning process on the new Human Capital Management Information System (HCMIS)	i. Data cleaning conducted to 61 employees and Report is in place.	i. Missing information in some staff files	i. Engagement and follows ups on staff transfer and recruitment.
14.	Facilitate working tools and facilities to staff	i. Working tools in place.	i. Inadequate capacity on the use of NeST System cause delay of procurement process.	i. Conduct training on use of NeST in new procurement process.
15.	Establish and automate registry services and systems	i. e Office System in place ii. Open and Confidential Registry in place.	i. Shortage of office space	i. Enhance completion of construction of the office building for POPI.
16.	Conduct training needs assessment and prepare training program	i. Training program in place.	-	i. Enhance Implementation of training program.

17.	Creation of website content and uploading	i. Website in place	i. Access and availability of reliable information; and ii. Limited internet connectivity	i. Enhance regular updating of information; ii. Establish mechanism to timely update information; and iii. Enhance internet connectivity.
18.	Creating social media accounts ie, Twitter, Instagram, Facebook, YouTube and content updating	i. Social media accounts (Twitter, Instagram, Facebook) in place).	i. Access and availability of reliable information; and ii. Limited internet connectivity.	i. Enhance regular updating of information. ii. Establish mechanism to timely update information; and iii. Enhance internet connectivity.

2.6 Review of Relevant Information

The PoPI Strategic Plan has integrated the Tanzania National Development Vision (TNDV) 2025, the Long-Term Perspective Plan (LTPP) 2011/2012-2025/2026, National Five-Year Development Plan (FYDP III) 2021/22-2025/2026, the Blueprint for Regulatory Reforms to Improve the Business Environment 2018, Agenda 2063 Africa We want, East Africa Community (EAC) Vision 2050, and the Southern African Development Community (SADC) Vision 2050, The CCM Ruling Party Manifesto 2020-2025, African Continental Free Trade Area (AfCTA) Protocols and Sustainable Development Goals (SDGs) 2030.



2.6.1 Tanzania Development Vision 2025 (TDV)

Tanzania Development Vision 2025 is a long-term development plan formulated by the Tanzanian government to transform the country into a middle-income economy by the year 2025. The main objective of Tanzania Development Vision 2025 is to eradicate poverty and achieve sustainable economic growth through industrialization, human capital development, and good governance. The vision recognizes that economic growth alone is not sufficient to achieve sustainable development, and therefore emphasizes the need for social development, environmental sustainability, and inclusive growth. The major pillars of the TDV are high quality of livelihood, peace stability, and unity, good governance, a well-educated and learning society, a strong and competitive economy. In achieving the TDV the overall objective President's Office, Planning and Investment is to accelerate the Nation's development agenda and enhance overall efficiency. The PoPI also facilitate effective coordination, allocate resources efficiently and effectively; attracting investors both domestic and foreign investors, set realistic and achievable plans, and formulate implementable policies related to economic development and coordinate the preparation of Vision 2050.

2.6.2 The Long-Term Perspective Plan LTPP 2011/2012-2025/2026

The Tanzania Long-Term Perspective Plan (LTPP) 2011/12-2025/26 was adopted with emphasis on the transformation of the Tanzanian economy, envisaging a drastic change in the growth path with the contribution of the industrial sector to GDP rising from 24.4% from 2010 to 31% by 2025, and specifically with manufacturing almost doubling from 9.3% to 18%, as experienced in developing countries reaching the middle-income status. The LTPP was executed in greater detail in three five-year development plans (FYDPs) to achieve the targets of TDV 2025. The President's Office

Planning and Investment is responsible for coordinating and managing the implementation of Plans to achieve the goals of Vision 2025, coordinating and guide the country's investment promotion in potential towards business opportunities, coordinating and managing the implementation of Plans to achieve the goals of Vision 2025.

2.6.3 National Five-Year Development Plan (FYDP III) 2021/22-2025/26

The FYDP III (2021/22-2025/26) focuses on further promoting the competitiveness of the manufacturing sector and a substantial improvement in Tanzania's share in global and regional trade with the theme of realizing competitiveness and industrialization for human development that aims to increase efficiency and productivity in manufacturing using the resources available in abundance within the country.



The FYDP III were set to be implemented in a series of annual development plans to ensure that the annual development budgets were aligned with the national development priorities stipulated in the five-year development plans. This is purposely done to optimize the use of meager public resources in gearing Government efforts toward achieving the aspirations of the vision. The President's Office Planning and Investment is responsible for coordinating and managing the

implementation of Plans to achieve the goals of Vision 2025, coordinate and preparation of implementation of Annual Development Plans; ensure proper implementation of FYDP III; improve environment of ease doing business; Strengthen Monitoring and Evaluation (M&E) FYDP III; and coordinate and preparation of FYDP.

2.6.4 The CCM Ruling Party Manifesto 2020-2025

The Chama Cha Mapinduzi (CCM) Manifesto 2020 – 2025 in respect to National Plans and Investment, the CCM Election Manifesto 2020 – 2025 focuses on the following: Investment related issues reflected on Article 18 (a - iv), 22 (f & g), 46(b), 46(l), 32(b) and 49 (c). The CCM Election Manifesto 2020-2025 on investment development focuses on strengthening the implementation of the Blueprint for Regulatory Reforms to Improve the Business Environment; create an enabling environment for Tanzanian companies to grow and improve so that they can be more competitive in strategic projects; Strengthening economic enabling infrastructure such as electricity, water and roads; strengthening the availability of land for investment by encouraging Government Authorities to allocate investment areas, pay compensation and set up basic infrastructure to make the investment successful; allocating and developing special investment zones (EPZ/SEZ) and providing them with important infrastructure such as roads, water and electricity; and Establishment of Land bank.

The other focuses of the Manifesto are on Management of Government Institutions which is reflected in Article 18a (vii & viii), 20(f). The direction of the CCM Election Manifesto 2020-2025 on Management of Public and Statutory Corporations focuses on strengthening contribution of public organizations to the National development; strengthen the Treasury Registrar's Office to manage Public and Statutory Corporations effectively; and strengthen monitoring and evaluation of Government

owned Institutions and privatized Government Institutions to ensure proper implementation of the performance contracts. On the other hand, the Manifesto realizes the importance of National Planning Commission as reflected through Article 30(a). The direction of the CCM Election Manifesto 2020-2025 on National Development Plans focuses in designing and implementing viable strategic projects; designing and implementing strategies that identify important opportunities for economic development; and ensure that large strategic projects employ more Tanzanians. The PoPI's Strategic Plan through its strategic objectives has integrated the identified areas from the ruling party's Election Manifesto to ensure that the intended goals are achieved.

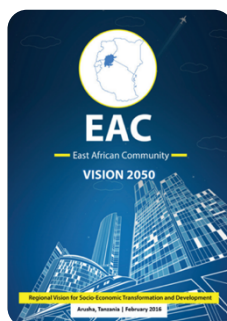
2.6.5 Blueprint for Regulatory Reforms to Improve the Business Environment 2018

The Government of Tanzania has played crucial roles in attempting to promote investment through the creation of an enabling business environment. This can be evidenced from initiation of various reform programs such as Business Environment Strengthening for Tanzania (BEST) and Big Results Now (BRN). However, despite these efforts to drive reforms, a number of policy and regulatory challenges continued to exist, hindering the business community from effectively contributing to the economic vibrancy of the country. In furthering the business reform agenda, the Government adopted the Blueprint for Regulatory Reforms to Improve Business Environment in 2018. The Blueprint aims at improving regulatory procedures, avoiding regulatory overlaps, promoting transparency and establishing an effective monitoring and evaluation frameworks. The aim of Blueprint aligns with the organizations mandate of promoting domestic and foreign investment through the improvement of business environment. In aligning with the Blueprint objective, the organization will strive to attain a good investment climate and an enabling

business environment. In enhancing execution blueprint review the Blueprint to take into account emerging issues; monitor and evaluate the implementation of Blueprint; develop and Implement Blue Print Monitoring Framework; coordinate implementation of Blueprint Action Plan (BAP) across sectors; and instigate regulatory reforms for SMEs and Startups on selected sectors.

2.6.6 East Africa Community (EAC) Vision 2050

The East African Community's (EAC) Vision 2050 articulates the community's future vision and perception of the East African Community, focusing on its goals and values within the framework of the 2000 Treaty. Tanzania, as part of the East African Community countries, integrated the vision into FYDP III. The ultimate goal of the East African Community's Vision 2050 is to have a developed, stable, and competitive regional bloc that will ensure, among others, Objective number 10 of EAC Vision 2050 state for a better environment for inter- and intraregional trade and investment. It also aims to enhance economic development by promoting liberalization, efficiency in production, domestic and foreign investment, and industrial diversification. PoPI mandates conform with objective number 10 of EAC Vision 2050 of a better environment for inter- and intraregional trade and investment and enhance domestic and foreign investment through facilitation and promotion. In aligning the EAC vision PoPI shall Strengthen a better environment for inter- and intraregional trade and investment and enhance domestic and foreign investment.



2.6.7 Southern African Development Community (SADC) Vision 2050

The Southern African Development Community (SADC) is an organization founded and maintained by countries in Southern Africa that aim to further socio-economic, political, and security cooperation among its member states and foster regional integration in order to achieve peace, stability, and wealth. The Vision focuses on a peaceful, inclusive, competitive, middle- to high-income industrialized region, where all citizens enjoy sustainable economic well-being, justice, and freedom. SADC vision 2050 is positioned in three pillars where PoPI fall under the first Pillar which is industrial development and market integration, to have regional economy that based on a competitive and facilitative environment. In executing the SADC's vision, PoPI shall strengthen strategies to attract local and foreign investors, enhance creation of viable policy and attractive environment, allocate areas and put infrastructure for investors and promote country opportunities to attract local and foreign investors.

2.6.8 Agenda 2063: The Africa We Want

The ideology behind Agenda 2063: The Africa We Want is the ambition to see an independent, self-governing, united Africa that is strong in the political, cultural, economic, and ethical spheres as well as peace and security. The Vision of this Agenda established 7 aspirations based on comprehensive consultations with stakeholders, covering every aspect of Africa's people. Among of the seven aspirations stated in Agenda 2063, The first aspiration integrates the President's Office Planning and Investment (POPI) vision, with the goal that by 2063, Africa would be a thriving continent with the resources and means to drive its own growth and long-term sustainable resource management. PoPI aims to facilitate the realization of internationally competitive and sustainable investment

as well as a stable business environment by offering expertise, strategic leadership, and guidance on public investment for the nation's sustained economic progress. Through the Plan, PoPI will enhance strategies to attract domestic investment for Tanzanians and continuing aligning the aspiration of the agenda especially aspiration number one with national development plans.



2.6.9 African Continental Free Trade Area (AfCTA) Protocols

The AfCFTA is one of the flagship projects of Africa's Agenda 2063 and a significant step towards African continental economic integration. The AfCFTA was approved by the 18th Ordinary Session of the Assembly of Heads of State and Government, held in Addis Ababa, Ethiopia in January 2012 which adopted the decision to establish an African Continental Free Trade Area and the Action Plan for Boosting Intra-African trade as a key initiative whose implementation would promote socio-economic growth development. AfCFTA will also have a significant impact on manufacturing and industrial development, tourism, intra-African cooperation, and economic transformation. The AfCFTA entered into force on 30th May,

2019 and the operational instruments governing trade under the AfCFTA regime were launched in July 2019 while trading under the AfCFTA regime commenced on 1st January 2021. Tanzania became the 54th out of 55 countries in Africa to deposit its instrument of ratification of the AfCFTA in the year 2021. The new development comes after the Parliament of Tanzania passed resolution No. 4/2021 of September 9, 2021, granting permission for Tanzania to be part of the AfCFTA agreement. The ratification document is a necessary instrument for a country to be bound to an international agreement. Protocols to the agreement establishing the AfCFTA include: The protocol on trade in goods, the protocol on trade in services, the protocol on rules and procedure on the settlement of disputes, the protocol investment, the protocol on intellectual property rights and the protocol competition policy.

PoPI is responsible for the planning and coordination of the implementation of all Bilateral Investment Treats and International Agreements, including AfCFTA protocols, affecting national plans and investment. Specific AfCFTA protocols are those covering the rules and procedures for settlement of disputes, and the protocol on investment. More strategically the PoPI shall monitor the ongoing development of AfCFTA Protocols affecting the investment climate in Tanzania, coordinate the implementation of AfCFTA protocols on Investment, and dispute settlement in line with the protocol's operational instruments and regulations and enhance the integration and harmonization of AfCFTA deliberations in national development plans and investment policies' formulation.

2.6.10 Sustainable Development Goals (SDGs) 2030

The Sustainable Development Goals (SDGs) are a set of universal goals adopted in September 2015 by the United Nations. The SDGs are outlined in Agenda 2030, with 17 Sustainable Development Goals; and 169 targets

were endorsed by the Heads of State and Government at the United Nations Sustainable Development Summit, in September 2015. The 2030 Agenda for Sustainable Development outlines a plan of action for the planet where “no one is left behind.” The SDGs emphasize the interconnected environmental, social, and economic aspects of sustainable development by putting sustainability at their center. They cover the three dimensions of sustainable development which are economic growth, social inclusion, and environmental protection.

Tanzania has continued to make progress in implementing international commitments on sustainable development including the 2030 Agenda on Sustainable Development. The Sustainable Development Goals (SDGs) are being implemented in five-year development plans, which currently FYDPIII is operating and clearly articulated in the TDV 2025. The President’s Office of Planning and Investment is mandated to coordinate the implementation of Sustainable Development Goals implementation in Tanzania. All of the 17 SDGs and 169 targets are holistically included in national plans.



Sustainable Development Goals (SDGs)

Planning and investment promotion is one of the instruments that Governments can use to ensure national prosperity and to channel investments to priority sectors in their economies. In coordinating the implementation of the SGDs PoPI enhance engagement with non-state actors (private stakeholders) to ensure effective implementation, for effective attainments of SDG targets outlined in the national development plans, strengthen the linkage of national plans and investments with the Sustainable Development Goals (SDGs) and enhance Integration of the SDGs into policy frameworks and develop dedicated strategies with budget allocations.

2.7 Critical Issues

Following the situation analysis, PoPI has been able to come up with most important issues which need to be addressed during the interim strategic plan implementation period. These issues are as follows:

- (i) Enhance Institutional capacity and efficiency in service delivery;
- (ii) Strengthen collaboration with stakeholders on issues related to planning, investment and business environment;
- (iii) Enhance preparation and review of Policies, Acts, Regulation and Operational Guidelines;
- (iv) Promote conducive investment climate and business environment;
- (v) Enhance Good Governance practices;
- (vi) Enhance coordination and preparations of national plans;
- (vii) Enhance preparation, review and monitoring of international agreements and bilateral investment treaties;
- (viii) Coordinate and monitor performance of special economic zones initiative;
- (ix) Strengthen Monitoring and Evaluation (M&E) system; and
- (x) Improve promotion of public private partnership in investment projects.

CHAPTER THREE

THE PLAN



3.1 Introduction

This Chapter presents the PoPI strategic direction in the medium term through the vision, mission, strategic objectives, strategies, outcomes, outcome indicators, and set targets. The plan addresses all critical issues identified from the situational analysis and takes into consideration the PoPI mandates and functions.



3.2 Vision

Visionary planning and strategic investment for sustainable development.



3.4 Mission

Driving sustainable development for all Tanzanians through promoting pragmatic planning and investment for inclusive growth.



3.5 Core Values

Implementation of the PoPI strategic plan is guided by the six (6) guiding principles in which all staff shall be executing the plan under the same ethical framework. The guiding principle for PoPI are described in **Table 3**.

Table 3: Core Values

Core Value	Description
Integrity	We are true to ourselves, our institution, and our nation. We are honest, strong moral principles and being responsible to ensure diligence in serving our nation.
Meritocracy	We are committed to ensure that decisions regarding to planning and investment are based on competences for the overall development of the nation.
Pragmatism	We are committed to ensure that our plans are practical and serves the customers in a more sensible and realistic way.
Entrepreneurial	We are embracing creativity, persuasiveness and supportiveness in national planning and unleashing utilization of investment potentials.
Stakeholder focus	Being under the President's Office, our aspiration and focus aims at meeting our main stakeholder's interest.
Creativity and Innovation	We are committed to embracing better, acceptable and efficient methods in the course of implementing its mandates.

3.6 Objectives

3.6.1 Objective A: Non-Communicable Diseases, HIV and AIDS Infections Reduced and Supportive Services Improved

Rationale

HIV/AIDS remains a major global public health challenge whereby in 2023 the UNAIDS reported that the African continent is estimated to have people around 25.7 million infected with HIV/AIDS. The report also pointed out that the prevalence rate in Tanzania is estimated to be at 4.5 percent with regional prevalences ranging from 0.5 percent in Zanzibar to 11.4 in Njombe. Similarly, a report from the Ministry of Health 2023 pointed out that Tanzania has 1,519,013 people living with HIV AIDS who are using ARV drugs which is equivalent to 84.6 percent of 1,507,686 of the population living with HIV/AIDS. For this reason, Tanzania declared

HIV/AIDS as a pandemic that has impacts on the most productive system of the labor force. In the course of implementation of the Guideline on Management of HIV and AIDS in the Public Service (2007) it was discovered that Non-Communicable Diseases (NCD) are a serious problem in society including the public service which needed to be addressed. The Government issued Guidelines in February 2014 and Circular No. 2 in September 2014 to tackle issues related to HIV, AIDS, and NCD. In this regard, PoPI continues to mainstream the national efforts on HIV/AIDS and NCDs intervention programs by tailoring and implementing various strategies.

Strategies

- i. Strengthen awareness programs on HIV/AIDS and Non-Communicable Diseases at work place; and
- ii. Strengthen programs and mechanism to fight against HIV/AIDS and Non-Communicable Diseases at work place.

Targets

- i. 120 PoPI Staff provided with capacity building on non-communicable diseases and HIV/AIDS by June, 2026; and
- ii. Non-communicable diseases reduction program operationalized to 120 PoPI Staff by June 2026.

Outcome Indicators

- i. HIV/AIDS infection rate at work place; and
- ii. Non-Communicable Diseases incidence rate at work place.

3.6.2 Objective B. Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained

Rationale

Corruption affects public service delivery, limiting social and economic growth. Tanzania continues with anti-corruption stance of which phase III (2017-2022) of the National Anticorruption Strategy and Action Plan

(NACSAP III) directs Government Institutions to strengthen the mechanism and processes for the prevention and combating of corruption in Tanzania. In response, the President's Office, Planning and Investment (POPI) will develop specific action plans to address the risks in its respective sectors. Measures include promoting greater transparency, simplifying rules and procedures and improving public access to official information. The POPI's efforts to combat corruption remain critical to the government's aspirations to eradicate poverty and promote inclusive prosperity.

Strategies

- i. Enhance adherence to principles of good governance in service delivery; and
- ii. Enhance institutionalization of the National Anti-Corruption Strategy and Action Plan Phase IV (NACSAP IV)

Targets

- i. PoPI Ant-Corruption Action Plan prepared by June, 2026;
- ii. 120 PoPI staff provided with capacity building on Anti-corruption by June, 2026; and
- iii. (one) 1 PoPI Ethics and Integrity committee established by June, 2026.

Outcome Indicators

- i. Number of employees sanctioned with corruption incidence; and
- ii. Stakeholders' satisfaction rate

3.6.3 Objective C: Investment and Business Environment Improved and sustained

Rationale

Investment is an important aspect for economic and social development of most developing countries including Tanzania. Domestic and foreign investment plays a crucial role in shaping country's economy through capital accumulation, technology diffusion, increased productivity, market

expansion and other corresponding multiplier effects. Investment can lead to improved infrastructure, employment creation, increased demand for goods and services and improved accessibility to basic services such as clean and safe water, health and education. Current investment statistics as per Tanzania Economic Survey 2022 show that the Tanzania Investment Centre (TIC) registered 293 projects in 2022 compared to 256 projects in 2021. Out of registered projects, 99 were owned by Tanzanians, 112 by foreigners, and 82 were jointly owned by Tanzanians and foreigners. The registered projects worth USD 4,537.7 million in 2022 compared to USD 3,749.3 million in 2021. The registered projects generated 40,889 employment opportunities in 2022 compared to 53,025 in 2021. The increase in value and registered projects is attributed by Government's initiatives in creating enabling environment for investment. On the other hand, the public investment through Public and Statutory Corporations (PSCs) during the financial year 2021/22 collected a total of 850.28 billion Tanzania shillings equivalent to 7% of the total Government Budget in the respective year.

Following this significant contribution of investment sector in the economy, the Government through the President's Office, Planning and Investment will continue to place more emphasis on the formulation of favorable policies, strategies and related reform programs to create conducive business environment for tapping both domestic and foreign investment opportunities.

Strategies

- i. Improve business environment and investment climate;
- ii. Strengthen investment policies, strategies and guidelines;
- iii. Coordinate and monitor performance of public investment; and

- iv. Promote Public and Private Sector engagement in undertaking investment projects.

Targets

- i. Implementation of investment policy and four (4) plans monitored by June, 2026;
- ii. Public investment issues in 248 State Owned Enterprises addressed by 2026;
- iii. Promotion of public investment opportunities facilitated, by June 2026;
- iv. 36 Blueprint Actions for Regulatory Reforms to improve Business Environment and Investment implemented;
- v. Blueprint for Regulatory Reforms Reviewed by June, 2026;
- vi. Review of the National Investment Promotion Policy, 1996 facilitated by June, 2026;
- vii. National Investment Policy, 1996 implemented by June, 2026;
- viii. Tanzania Investment Act, 2022 monitored by June, 2026;
- ix. National Investment Promotion and Facilitation strategy developed by June, 2026;
- x. Bilateral, Regional and International Private Investment initiatives coordinated by June, 2026; and
- xi. Eight (8) Special Economic Zones facilitated by June, 2026.

Outcome Indicators

- i. Rate of Foreign Direct Investment;
- ii. Rate of Domestic Direct Investment;
- iii. Percentage of Gross Domestic Product contribution by Public and Statutory Corporation; and
- iv. National ease of doing business index.

3.6.4 Objective D: Coordination of National Plans Strengthened Rationale

The rationale of this objective lies in the imperative to foster comprehensive and effective implementation of national development plans. The President's Office Planning and Investment enhances the coordination and preparation of plans to achieve development goals. This objective addresses the need for synergy in economic planning, streamlining decision-making processes, and ensuring optimal resource

allocation. Strengthened coordination enables the identification of key priorities areas. This also bolsters transparency and public participation, reinforcing the confidence of citizens and stakeholders in the government's commitment to a comprehensive and sustainable development agenda. The rationale extends to the office's role as a central authority, ensuring that plans are cohesive, implementable, and responsive to emerging challenges, ultimately contributing to economic growth, job creation, and the realization of Tanzania's long-term development vision.

Strategies

- i. Enhance coordination in preparation of National Development Plans;
- ii. Strengthen capacity building program for sound coordination of National Development Plans;
- iii. Strengthening awareness of stakeholders on National Development Plans; and
- iv. Enhance research and innovation for making informed decisions in planning.

Target

- i. Preparation of Four (4) National Development Plans coordinated by June 2026.

Outcome Indicators

- i. Percentage of implementation of National Development Plans;
- ii. Efficiency rate in coordination of the National Development Plans preparation; and
- iii. Increased level of satisfaction of stakeholders on National Development Plans.

3.6.3 Objective E: Institutional Capacity and Services Delivery Improved

Rationale

One of the most common factors of any successful institution is the ability to strike a balance between the organization and its stakeholders. Therefore, the realization of POPI's desired objectives depends among other things, on the quality-of-service delivery and the institution's

capacity. These are influenced by strengthening human capacity, better working environments staff productivity delivered, and adherence to principles of good governance. The Improvement of service delivery is going agenda through strengthening institutional capacity in terms of working environment, office equipment, capacity building, good governance, and transparency in terms of strengthening legal and regulatory frameworks across activities with POPI is mandated, and management information system to create a trustful public perception. PoPI will deliver its services and mandates in line with the governing laws and regulations to meet or exceed stakeholders' expectations. In addition, to enable POPI to measure the effectiveness of service delivery, determine whether objectives are being met, and identify areas for improvement, it is critical to have robust monitoring, evaluation, and learning. The MEL is essential for good governance as it provides feedback on the effectiveness of policies, programs, and services.

Strategies

- i. Enhance human capital development and a conducive working environment;
- ii. Enhance institution plans and budget;
- iii. Enhance internal control systems;
- iv. Strengthen Monitoring, Evaluation and Learning;
- v. Enhance communication and stakeholder engagement;
- vi. Enhance legal and regulatory framework; and
- vii. Strengthen the use of ICT in service delivery.

Targets

- i. Human Resource Plan for 120 PoPI staff implemented by June, 2026;
- ii. Statutory and Administrative services provided to 120 staff by June, 2026;
- iii. PoPI Comprehensive training program developed by June, 2026;
- iv. Accounting services provided to 12 divisions and units annually by June, 2026;
- v. Four (4) financial reports in compliance with IPSAS Accrual and guidelines are prepared by June, 2026;
- vi. Four (4) Annual PoPI Plans and Budget prepared and implemented by June, 2026;
- vii. One (1) Investment Policy of 1996 reviewed by June, 2026;

- viii. Eight (8) Risk management Reports, two (2) risk tools developed and implemented by June, 2026;
- ix. Two (2) research tools developed by June 2026;
- x. Legal opinion on negotiations and matters related to investment, planning, and business-related matters provided to 12 Divisions and Units in the POPI by June; 2026;
- xi. Five (5) Investment and planning related laws reviewed by June 2026;
- xii. Office related litigations, disciplinary cases, and prosecutions represented by June 2026;
- xiii. Two (2) Investment and planning related laws translated into Swahili language by June 2026;
- xiv. One (1) PoPI Communication Strategy developed and implemented by June, 2026;
- xv. Stakeholders' awareness programs enhanced and implemented by June, 2026;
- xvi. PoPI Strategic audit plan prepared annually by June, 2026;
- xvii. Four (4) PoPI financial and three (3) performance audit conducted annually by June, 2026;
- xviii. Vetting of 60 procurement contracts conducted by June, 2026;
- xix. One (1) Annual Procurement Plan developed by June, 2026;
- xx. One (1) Annual Procurement Plan Implemented by 100% by June, 2026;
- xxi. ICT services, maintenance and support provided to 12 Divisions/Units and four (4) Institutions under POPI by June, 2026;
- xxii. Ten (10) Shared Systems and Communication infrastructures installed and adopted by June, 2026;
- xxiii. Three (3) Electronic Systems and ten (10) ICT guideline documents developed by June, 2026;
- xxiv. Three (3) PoPI M&E systems developed by June, 2026;
- xxv. Thirty-six (36) PoPI's Strategic Plan KPIs monitored and evaluated annually by June, 2026; and
- xxvi. Two (2) NKRA's indicators developed, monitored and evaluated by June, 2026.

Outcome Indicators

- i. Level of stakeholder's satisfaction; and
- ii. Level of compliance to regulatory frameworks.

3.7 Strategic Plan Matrix

The strategic plan matrix summarizes strategic direction of the PoPI for 2024/25 – 2025/26. It presents the strategic objectives, strategies, targets, and Key Performance Indicators (KPIs) that show how the foreseen results from the implementation of the strategic plan shall be measured and responsible units/schedules to achieve them. The Strategic Plan matrix is presented in **ANNEX 2**.

CHAPTER FOUR

RESULT FRAMEWORK



4.1 Introduction

The result framework for the PoPI strategic plan indicates how the predicted results will be measured and the benefits that will accrue to stakeholders. It defines the linkage between objectives and the intermediate and long-term outcomes. The results framework plan further describes the result chain; result framework matrix, monitoring plan; planned reviews; rapid appraisal plan, and evaluation plan.

4.2 Development Objectives

Improved service delivery through pragmatic planning and strategic investment for inclusive growth and national prosperity.

4.3 Beneficiaries of the PoPI Services

According to the Government Notice (GN) No. 407 A and B of 22nd June, 2023, the PoPI is responsible in addressing issues related with planning and investment. Generally, the beneficiaries of the PoPI involve any person who will benefit either directly or indirectly from services offered. Direct beneficiaries shall benefit through formulation and monitoring implementation of Policies on Planning and Investments; Promotion and Facilitation of Domestic and Foreign Investment; and Business Environment Improvement. The Indirect beneficiaries imply those who indirectly benefits by the interventions to be implemented by PoPI respectively. The Direct beneficiaries include Institutions under the PoPI which are PC, OTR, TIC and EPZA; MDAs, LGAs; and Investors.

Indirect beneficiaries of PoPI comprise development partners; research and academic institutions; politicians; public institutions under One Stop Centre including Ministry of Lands and Human Settlements services, Tanzania Bureau of Standards (TBS), Business Registration and Licensing Authority (BRELA), National Environment Management Council (NEMC), Occupational, Safety and Health Authority (OSHA), Tanzania Food and Drugs Authority (TFDA) and National Identification Authority (NIDA); Financial Institutions; and Non State Actors (TPSF, CTI, TCCIA, CEO-round table).

4.4 Linkage with National Planning Frameworks

This plan was prepared in connection with different National Development Plans highlighting issues through which the President Office, Planning and Investment needs to address. The Tanzania Development Vision 2025; and the Third National Five-Year Development Plan (FYDP III; 2021/22 – 2025/26) were among the National Planning Frameworks which were during the preparation of the PoPI's Strategic Plan. The Tanzania Development Vision, 2025 aspires to realize five (5) main attributes namely high-quality livelihood attribute which intends to have development that are people centered where wealth of the nation is equitably distributed; peace, stability and unity attribute which aims at continuing having a society with democracy, and social tolerance; good governance aiming at ensuring that there is compliance to rules of law; a well-educated and learning society built on the basis that education and knowledge are critical in enabling Tanzanians to attain their basic needs and competitiveness in the regional and global economy; and a competitive economy capable of producing sustainable growth and shared benefits. The last attribute in the Vision which aspires to achieve competitive and sustainable economy aligns with the President Office,



Planning and Investment's aspiration of ensuring stable national planning, promotion and facilitation of investment and business environment for sustainable economic development.

Third National Five-Year Development Plan (FYDP III; 2021/22 – 2025/26) is guided with a theme of realizing competitiveness and industrialization for human development that aims to increase efficiency and productivity in manufacturing using the resources available in abundance within the country. Specific areas of inspiration in the Plan include increasing the country's capacity for production; building a competitive economy that will stimulate the country's participation in trade and investment; and stimulate human development. Hence, the PoP's mandates related to designing and managing the implementation of the Policy on Planning and Investment in the country, coordinating and encouraging domestic and foreign investment conforms with the FYDP III aspirations related to increasing the country's capacity for production; and building a competitive and sustainable economy.

4.6 Result Chain

The successful implementation of the PoPI strategic plan shall yield measurable outcomes demonstrated through a theory of change in a result chain. The result chain for the PoPI's strategic plan consists of the long-term results (impact) the intermediate results (outcomes) and short-term results (outputs) that broadly contribute to the achievement of the office vision. There shall be a causal relationship between inputs that shall enable the implementation of various activities derived from the plan targets that shall trigger the achievement of outputs that are responsible towards attainment of strategic objectives (outcomes); in totality, these shall contribute to bringing the impact. The basic assumption is that there is a linkage between various elements within the chain while yielding

results in different levels. Inputs (utilization of resources) will lead to the implementation of activities that will contribute to the achievement of desired outputs that shall trigger the attainment of outcomes that shall bring a long-term impact to the PoPI's stakeholders. Therefore, this chain of results will justify the use of Government resources in various activities.

4.7 Result Framework

The result framework matrix contains the PoPI's overall development objective, strategic objectives, intermediate outcome, and outcome indicators. It foresees how the development objectives will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress toward achieving the planned outcomes. The detailed result framework is presented in **Table 4**.

Table 4: Result Framework Matrix

Development objective	Objective code	Objective	Intermediate outcome	Outcome indicator
Improved service delivery through pragmatic planning and strategic investment for inclusive growth and national prosperity.	A	Non-Communicable Diseases, HIV and AIDS Infections Reduced and Supportive Services Improved.	i. Increased awareness on HIV/AIDS and Non-Communicable Diseases among staff; ii. Change of life style to staff; iii. Increase number of staff voluntary testing; and iv. Increased care and supportive services.	i. HIV/AIDS infection rate at work place ii. Non-Communicable Diseases incidence rate at work place
	B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained.	i. Zero corruption incidence at work place	i. Number of employees sanctioned with corruption incidence
	C	Investment and Business Environment Improved and sustained.	i. Increased Foreign Direct Investment; ii. Increased Domestic Direct Investment;	i. Rate of Foreign Direct Investment; ii. Rate of Domestic Direct Investment;

			iii. Improved Public and Statutory Corporation contribution to the GDP; and iv. Improved easy of doing business and investment.	iii. Percentage of Gross Domestic Product contribution by Public and Statutory Corporation; and iv. Easy of doing business index
	D	Coordination of National Plans Strengthened	i. Improved implementation of National Development Plans	i. Percentage of implementation of National Development Plans ii. Efficiency rate in coordination National Development Plans in preparation; and iii. Increased level of satisfaction of stakeholders on National Development Plans
	E	Institutional Capacity and Quality Services Delivery Improved.	i. Improved service delivery; ii. Increased level of compliance with legal and regulatory frameworks; and iii. Improved staff satisfaction.	i. Level of stakeholder's satisfaction; and ii. Level of compliance to regulatory frameworks.

4.8 Monitoring Plan

The PoPI Strategic Plan shall be monitored through an internal process of conducting periodic follow-ups for tracking outputs through output indicators. Monitoring this strategic plan shall involve an internal mechanism of systematic data collection using specified indicators, baseline data, and indicator target values. The monitoring plan presents the indicator and indicator description, the baseline, cumulative target value, indicator target value, data collection methods and analysis (data source, data collection methods, and instruments, frequency of data

collection), means of verification, frequency of reporting and responsibility of data collection as demonstrated in **Table 5**.

Table 5: Monitoring Plan

S/N	Indicator & Indicator Description	Baseline		Cumulative Target value		Indicator Target Value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Methods and Instruments	Frequency of Data Collection			
1.	Number of Staff attended HIV and AIDS awareness seminars and VCT This indicator measures the awareness and willingness of staff to attend voluntary testing.	2023	2	2026	4	N/A	N/A	N/A	120	120	POPI	Attendance report	Annually	HRM Report	Annually	DAHRM
2.	Number of Staff attended Non-Communicable Diseases reduction program This indicator measures the percentage ratio of staff that willingly responds to Seminar conducted.	2023	2	2026	4	N/A	N/A	N/A	40	50	POPI	Attendance report	Annually	HRM Report	Quarterly	DAHRM

3.	Number of Staff attended awareness seminars on Anti-corruption This indicator measures the percentage ratio of staff that willingly responds to Anti-corruption.	2023	2	2026	4	N/A	N/A	N/A	68	68	POPI	Attendance report	Annually	HRM Report	Quarterly	DAHRM
4.	Human Resource Plan Developed. This indicator measures the number of HR Plan prepared.	2023	1	2026	2	N/A	N/A	N/A	1	1	POPI	HRP Report	Annually	HRM Report	Quarterly	DAHRM
5.	Number of staff provided with Statutory and Administrative services This indicator measures the number of Staff provided with Statutory and Administrative services.	2023	68	2026	100	N/A	N/A	N/A	68	68	POPI	Administrative Report	Daily	HRM Report	Daily	DAHRM
6.	POPI Comprehensive training program developed This indicator measures the number of Staff benefited with training program	2023	68	2026	8	N/A	N/A	N/A	68	68	POPI	Training Report	Annually	HRM Report	Annually	DAHRM

7.	Number Issues pertaining to State Owned Enterprises and projects development addressed <i>This indicator measure issues addressed pertaining to State Owned Enterprises and projects development</i>	2023	0	2026	80	NA	NA	NA	30	50	Field Visit,	Focus Group Discussion, Documentary review, Interviews Checklist	Quarterly	Implementation report	Quarterly	DPU
8.	Number of public investment opportunities promoted and matured <i>This indicator measure number of public investment opportunities promoted and matured/implemented</i>	2023	0	2026	23	NA	NA	NA	10	13	Field visit	Project document review Focus Group Discussion, Interviews Checklist	Quarterly	Implementation report	Quarterly	DPU
9.	Blueprint For Regulatory Reforms Reviewed <i>This indicator examines the relevance of Blueprint capturing emerging issues in doing business in Tanzania</i>	2023	0	2026	1	NA	NA	NA	1	NA	Sectoral Policies, Acts and regulation, implementation reports, Complaints registers	Documentary Review, Focus Group Discussion, Interviews, Interview guide and checklist	Quarterly	Implementation Reports, Assessment Reports, POPI Budget Speech, Reviewed Blueprint document, POPI website.	Semi-annual and Annually	BEU
10.	Number of national development plans facilitated: <i>This indicator measures TDV, LTPP, FYDP and</i>	2023	04	June, 2026	4	N/A	N/A	N/A	2	2	Development Plans from PC	Documentary Review Checklist	Annually	PoPI and PC Website, GN Publication, Parliament Hansard	Annually	DPP

	ADP approval facilitation process															
11.	Number of Annual Po-PI Plans and Budget prepared: This indicator measures the numbers of Institutional Plans and budget developed. These includes Action Plans and Cash Flow, Annual Budget	2023	2	June, 2026	4	N/A	N/A	N/A	2	2	POPI Performance Reports; Documents from MoF; and Documents from Planning Commission	Documentary Review Checklist	Quarterly and Annual Reports	PoPI and PC Website, GN Publication, Parliament Hansard	Quarterly and Annual Reports	DPP
12.	Investment Policy of 1996 reviewed: This indicator measures implications of new policy statements in the 1996 Investment Policy	1996	1	June, 2026	1	N/A	N/A	N/A	0	1	Investment progress reports, National Economic Survey, Sectoral Investment Progress reports	Documentary Review Interview and Checklist	Monthly, and Annually Quarterly	PoPI and PC Website, GN Publication and other investment Publication reports	Quarterly and annually	DPP
13.	Investment Policy of 1996 reviewed <i>The indicator measure progress of NIPP review process which will be implicated through formulation of Draft 2019 evaluation report</i>	1996	1	2026	1	1	NA	NA	NA	NA	Investment progress reports, National Economic Survey, Sectoral Investment Progress reports	Stakeholders' engagement meetings Document review Interview and Checklist	Monthly, and Annually Quarterly	PoPI and PC Website, GN Publication and other investment Publication reports	Quarterly and Annually	DPR
14.	Number of NIPP implementation reports <i>The indicator measure number of NIPP implementation reports quarterly prepared and submitted.</i>	2023	4	2026	8	NA	NA	NA	4	4	Implementation report, Progress report	Stakeholders' engagement meetings, Document review and Checklist	Quarterly	PMO Dashboard	Quarterly	DPR

15.	National Investment strategy (Private) developed <i>The indicator measure progress on the development of Comprehensive National Investment strategy</i>	2023	0	2026	1	NA	NA	NA	1	NA	Implementation report, Progress report	Stakeholders' engagement meetings Document review Interview and Checklist	Quarterly	Implementation report	Quarterly	DPR
16.	Number of Bilateral, Regional and International Private Investment initiatives coordinated <i>The indicator measure Number of Bilateral, Regional and International Private Investment initiatives developed</i>	2023	5	2026	20	NA	NA	NA	7	8	Diplomatic Offices reports, UNCTAD and Ministry of Foreign Affairs website	Checklist	Quarterly	Signed BIT's, MoU's and IIA's	Quarterly	DPR
17.	Number of Special Economic Zones development facilitated <i>The indicator intends to measure Number of Special Economic Zones development facilitated as identified in the FYDP</i>	2023	3	2026	5	NA	NA	NA	1	2	FYDP	Checklist	Quarterly	Implementation report	Quarterly	DPR
18.	Industrial Park development guideline developed <i>The indicator measure progress on the development of Comprehensive Industrial Park development guideline</i>	2023	0	2026	1	NA	NA	NA	1	NA	Implementation report, Progress report	Stakeholders' engagement meetings Document review Interview and Checklist	Quarterly	Implementation report	Quarterly	DPR

19.	Risk Register prepared and implemented. This indicator Measures the development of risk register	2023	N/A	June, 2026	02	N/A	N/A	N/A	01	01	PoPI Performance Reports, PoPI SP	Documentary Review Checklist	Annually	PoPI and PC Website,	Annually	DPP
20.	Number of research tools prepared and Developed This indicator measures the development of research guidelines and ,database and agenda.	2023	N/A	02	N/A	N/A	N/A	N/A	1	1	Different Policy Documents, Sectoral Implementation reports, and different research reports	Documentary Review Checklist	Quarterly	Research Guideline	Quarterly	DPP
21.	Number of divisions and units provided with accounting services. <i>This indicator measures the accounting services including exchequer notification receipts, staffs' benefits settlements, issuing imprests and conducting bank reconciliation.</i>	2023	12	2026	12	N/A	N/A	N/A	12	12	PoPI's MTEF Performance reports, Accounting Manual	Documentary review Checklist	Monthly basis	Ministry of Finance MUSE	Monthly and quarterly	CA
22.	Number of financial reports in compliance with IPSAS accruals and guideline prepared <i>This indicator determines the compliance level of Financial Reports with IPSAS Accrual and Guidelines annually</i>	2023	0	2026	4	N/A	N/A	N/A	2	2	Quarterly Reports IPSAS books and accounting manuals	Documentary review, Checklist	Semi- annual	Ministry of Finance, Newspapers, CAG reports	Semi-annual and annually	CA
23.	Number of Division/Units provided with ICT services, maintenance and support.	2023	12	2026	12	NA	NA	NA	12	12	Work data sheet	Documentary Review. Checklist	Monthly	Services and maintenance Report	Monthly and quarterly	ICT

	<i>This indicator measure the number of divisions and units supported with hardware maintenance, network management and tailored software.</i>										Requisition forms			Quarterly performance Report		
24.	<p>Number of shared systems, network and communication infrastructures developed.</p> <p><i>This indicator measures the number of ICT systems, networks, and communication infrastructure adopted from eGA and internally developed.</i></p>	2023	2	2026	12	NA	NA	NA	6	4	<p>System development report</p> <p>User Acceptance documents</p> <p>Requisition forms</p>	Documentary Review	Quarterly	<p>Development and Implementation Report</p> <p>Quarterly performance Report</p>	Quarterly	ICT
25.	<p>Number of Electronic Systems supported and maintained and ICT guideline developed.</p> <p><i>This indicator measure the number of ICT Guideline Documents developed and Electronic systems supported and maintained.</i></p>	2023	2	2026	12	NA	NA	NA	6	4	<p>System development report</p> <p>User Acceptance documents</p> <p>Requisition forms</p>	Documentary Review	Quarterly	<p>Development and Implementation Report</p> <p>Quarterly performance Report</p>	Quarterly	

26.	POPI Communication strategy developed by June 2026. This indicator measures the existence of communication strategy.	2023	0	2026	1	NA	NA	NA	1	0	Sectorial Communication strategy National Communication strategy	Focus Group Discussion and Documentary review. Checklist	Quarterly	POPI +Website Communication strategy doc.	Annually	GCU
27.	Number of Communication channels used by 2026. This indicator measures stakeholder's awareness by identifying the channel of communication used.	2023	5	2026	5	NA	NA	NA	5	5	Evaluation reports Feedback from customer through website and social media	Documentary review Checklist, survey	Daily	Communication evaluation report	Quarterly	GCU
28.	PO-PI Strategic audit plan prepared. The indicator measures the number of annual strategic plan prepared and approved.	2023	-	2026	2	N/A	N/A	N/A	1	1	Periodic performance reports	Document review	Quarterly	Annual Audit Plan	Annually	CIA
29.	Number of audit reports The indicator measures the number of financial and performance reports issued to relevant authorities yearly	2023	-	2026	14	N/A	N/A	N/A	7	7	Periodic performance reports	Document review	Quarterly	Annual Audit Plan Annual performance report	Annually	CIA
30.	Number of successful negotiations (legal advisories on	2023	0	2026	10	N/A	N/A	N/A	5	5	Minutes of negotiations and signed	Documentary review; checklist	Quarterly	Negotiations Reports and signed Agreements	Quarterly	LU

	negotiations provided) completed <i>This indicator measures the negotiations of various agreements entered by PoPI</i>										Agreements					
31.	Number of laws reviewed and implemented by June 2026 <i>This indicator measures the number of statutory laws under the PoPI mandate</i>	2023	0	2026	5	N/A	N/A	N/A	2	3	Laws, Acts and Regulations and policies	Documentary review; Focus Group Discussion; checklist	Quarterly	Revised Editions of the Laws. Attorney General and POPI website, Parliamentary hansard	Quarterly	LU
32.	Number of laws translated into Swahili by June 2026. (part of the activity on indicate one above) <i>This indicator measures the number of investment laws into National language</i>	2024	0	2026	2	N/A	N/A	N/A	1	1	Activity reports	Documentary review; checklist	Semi-annually	Swahili Version of the Laws	Annually	LU
33.	Number of POPI's procurement contracts vetted by June 2026. <i>"This indicator measures the POPI procurement contracts compliance with Terms and reference and other legal provisions"</i>	2024	0	2026	24	N/A	N/A	N/A	12	12	Tender documents , draft procurement contract	Documentary review; checklist	Quarterly	Procurement contracts	Quarterly	LU
34.	Number of M&E systems developed	2023	NIL	2026	4	NA	NA	NA	3	1	Periodic performance	Document Review and Checklist	Quarterly	Quarterly performance reports	Quarterly	DME

	<i>This indicator measures development of PO-PI M&E strategy, M&E annual plans and data system</i>										nce reports					
35.	Number of strategic plan's KPI monitored and evaluated <i>This indicator measures performance of PO-PI divisions and units' targets.</i>	2023	NIL	2026	36	NA	NA	NA	36	36	Periodic performance reports	Document Review and Checklist	Quarterly	Quarterly performance reports	Quarterly	DME
36.	Number of NKRA's indicators monitored and evaluated <i>This indicator measures performance of National Key Results Areas implemented by PO-PI</i>	2023	NIL	2026	8	NA	NA	NA	2	2	Periodic performance reports	Document Review and Checklist	Quarterly	Quarterly performance reports	Quarterly	

4.9 Planned Reviews

The planned reviews examine the progressive status on the implementation of the strategic plan. It covers the review meetings, rapid appraisals and planned milestones. The planned reviews to examine the progressive status of the PoPI strategic plan is provided below.

4.9.1 Plan Review Meetings

Plan review meetings involve various meetings that will be conducted to track progress on the milestones, activities, and targets/outputs critical for the achievement of the PoPI objectives. PoPI shall conduct Eleven (11) meetings aimed at tracking indicators in the implementation of this strategic plan. The type of meetings, frequency, designation of the chairperson, and participants in each meeting are illustrated in **Table 6**.

Table 6: Plan Review Meetings

No.	Types of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Directorate/Unit	Monthly	Directors/Heads of Units	All staff of respective Directorate/Unit
2.	Management Meeting	Weekly	Permanent Secretary	Directors/Heads of Unit
3.	Tender Board Meeting	Quarterly	Chairperson of Tender Board	Tender Board Members
4.	Budget Committee	Monthly	Permanent Secretary	Directors/Heads of Unit
5.	Audit Committee	Quarterly	Chairperson of Audit Committee	Members of Audit Committee
6.	Risk Committee	Quarterly	Permanent Secretary	Members of the Committee
7.	Workers Council	Semi Annually	Permanent Secretary	Directors/Heads of Unit and representative from each Directorate/Unit

8.	Recruitment Committee	Bi Annually	Permanent Secretary	Members of Recruitment Committee
9.	ICT Steering Committee Meeting	Quarterly	Permanent Secretary	Appointed members

Table 7: Planned Milestones

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
Year I	Annually	PoPI Ant-Corruption Action Plan prepared	June 2025	DAHRM
	Annually	(one) 1 PoPI Ethics and Integrity committee established	June 2025	DAHRM
	Annually	36 Blueprint Actions for Regulatory Reforms to improve Business Environment and Investment implemented	June 2025	DBEU
	Annually	Blueprint for Regulatory Reforms Reviewed	June 2025	DBEU
	Annually	National Investment and Facilitation strategy developed	June 2025	DPR
	Annually	PoPI Comprehensive training program developed	June 2025	DAHRM
	Annually	Investment Policy of 1996 reviewed	June 2025	DPR
	Annually	One (1) research tools developed	June 2025	DPP
	Annually	Three (3) Investment and planning related laws reviewed	June 2025	DLS
	Annually	One (1) Investment and planning related laws translated into Swahili language	June 2025	DLS
	Annually	PoPI Communication Strategy developed	June 2025	HGCU
	Annually	PoPI Strategic audit plan prepared	June 2025	CIA
	Annually	Procurement Plan developed	June 2025	DPMU
	Annually	Five (5) Shared Systems and Communication infrastructures installed and adopted	June 2025	HICTU

	Annually	Three (3) Electronic Systems and five (5) ICT guideline documents developed.	June 2025	HICTU
	Annually	Two (2) PoPI M&E systems developed	June 2025	DME
	Annually	Two (2) NKRA's indicators developed	June 2026	DME
Year II	Annually	36 Blueprint Actions for Regulatory Reforms to improve Business Environment and Investment implemented	June 2026	DBEU
	Annually	One (1) research tools developed	June 2026	DPP
	Annually	Two (2) Investment and planning related laws reviewed	June 2026	DLS
	Annually	One (1) Investment and planning related laws translated into Swahili language	June 2026	DLS
	Annually	PoPI Strategic audit plan prepared	June 2026	CIA
	Annually	Procurement Plan developed	June 2025	DPMU
	Annually	Five (5) Shared Systems and Communication infrastructures installed and adopted	June 2026	HICTU
	Annually	Five (5) ICT guideline documents developed.	June 2026	HICTU
	Annually	Two (2) PoPI M&E systems developed	June 2026	DME

4.9.2 Rapid Appraisal

A rapid appraisal plan describes rapid studies and assessments that are intended to be conducted to supply needed information in a timely and cost-effective manner during the implementation of the plan. There shall be Four (4) rapid appraisals conducted during the implementation of this strategic plan. The rapid appraisal plan is illustrated in **Table 8**.

Table 8: Rapid Appraisal

No	Rapid Appraisal	Description	Appraisal Questions	Methodology	Timeframe	Responsible Units/ Schedule
1.	Survey on National development frameworks and investment issues in collaboration with national and international research development institutions.	This appraisal intends to assess the country's development agenda and propose appropriate policies and interventions for sustainable development.	What interventions are necessary to speed up inclusive growth economic, diversified, vibrant and competitive economy?	Method: Documentary review FGD Interviews Field visits Instrument: Checklist	Annually	DPP
2.	Service delivery survey.	This appraisal intends to assess stakeholders' satisfaction level on the service delivered by PoPI.	To what extent stakeholders are satisfied with PoPI services	Method: Documentary review FGD Interviews Field visits Observation. Instrument: Questionnaire Checklist.	June, 2026	DAHRM
3.	Assessment of effectiveness of investment incentives provided to investors.	This appraisal intends to assess effectiveness of investment incentives provided to investors.	Does the investment incentive provided to investors yield the expected results in meeting national investment agenda? To what extent the investment incentive provided to investors yield the expected results in meeting national development agenda?.	Method: Documentary review FGD Interviews Field visits Instrument: Questionnaire Checklist	June, 2025	DPR
4.	Performance assessment on the implementations of bilateral, regional and international initiatives.	This appraisal intends to assess effectiveness on the implementations of bilateral, regional and	Does bilateral, regional and international initiatives yield the expected results in meeting national	Method: Documentary review FGD Interviews Field visits Instrument:	June, 2026	DPR

		international initiatives.	development agenda?	Questionnaire Checklist		
5.	Blueprint impact assessment.	This appraisal intends to assess the impact of the business reforms undertaken through the implementation of the Blueprint.	What is the impact of business reforms undertaken through Blueprint?	Method: Documentary review FGD Interviews Field visits. Instrument: Questionnaire Checklist.	June, 2026	BEU
6.	Assessment on the implementation of the POPI Strategic Plan	The appraisal aims to assess the performance of PO-PI divisions and units' initiatives towards the realisation of intended objectives	To what extent POPI realized planned objectives through divisions/unit interventions?	Method: Documentary review FGD Interviews Instrument: Questionnaire Checklist.	June 2026	DME

4.10 Evaluation Plan

The process of evaluating the PoPI strategic plan shall consist assessment studies conducted during the strategic plan implementation cycle. The evaluation plan describes the outcome indicators to be tracked during evaluation, the description of each study, the evaluation method, the methodology and instrument that shall be used, the timeframe, the responsible department units and the output of the evaluation studies. The evaluation studies intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the strategic plan. During the evaluation, performance indicators (outcome indicators) or evidence that shows the extent of the strategic plan implementation progress shall be used. These will be a base to determine the success or failure of the plan. **Table 9** indicates the evaluation plan to be used during the evaluation of POPI strategic plan.

Table 9: Evaluation Plan

SN	Outcome Indicators	Type of evaluation Study	Description	Evaluation Question	Methodology and Instrument	Timeframe	Responsible Department/ Unit	Output
1.	Prevalence rate of HIV/AIDS and Non-communicable diseases at the workplace	Documentary review	This study intends to assess the rate of non-communicable disease HIV/AIDS infection in the workplace	What is the level of new cases of non-communicable disease HIV/AIDS infection at the workplace?	<i>Method:</i> Documentary review <i>Instrument:</i> Checklist	Ongoing evaluation	HHR	Desk review Report
2.	Level of awareness on HIV/AIDS and Non-communicable disease	Documentary review	This study intends to assess the level of HIV/AIDS awareness in the workplace	To what extent staff are aware with HIV/AIDS at work place?	<i>Method:</i> Documentary Review <i>Instrument:</i> Checklist	Terminal Review	HHR	Survey report
3.	Rate of supportive services provided to	Documentary review	This study intends to assess supportive services provided	Does the PoPI staff living with HIV/AIDS provided with supportive services	<i>Method:</i> Documentary review	Terminal Review	HHR	Desk Review

	staff living with HIV/AIDS		to PoPI staff living with HIV/AIDS according to government circular.	according to government circular?	<i>Instrument:</i> Checklist			
4.	Rate of National Anti-Corruption Strategy and Action Plan Compliance at the Workplace	Documentary review	This study intends to evaluate the rate of compliance with the National Anti-corruption strategy and action plan at the Workplace	To what extent the PoPI office comply with the National Anti-corruption strategy and action plan at the Workplace	<i>Method:</i> Documentary review <i>Instrument:</i> Checklist	Terminal Review	HHR	Desk review reports on Anti-Corruption strategy compliance
5.	Level of Anti-corruption awareness at the workplace	Survey	This study intends to assess the rate of awareness of Anti-corruption at work place	What is the level of awareness on Anti-corruption among staff at work place?	<i>Methods:</i> Documentary review, Focused Group Discussion (FGD), and interview <i>Instrument:</i> Checklist, and questionnaire	Terminal	HHR	Desk review report on Anti-corruption awareness
6.	Rate of corruption incidences at workplace	Survey and Desk review	This study intends to evaluate the incidences on	What is the community perception on the corruption incidences	<i>Methods:</i>	Terminal	HHR	Desk review reports on Anti-Corruption incidents

			Anti-corruption to PoPI staff	conducted by staff at the PoPI office?	Documentary review, Focused Group Discussion (FGD), and interview <i>Instrument:</i> Checklist, and questionnaire			
7.	Rate of Foreign Direct Investment	Desk Review	This study intends to assess the percentage change in the Foreign Direct Investment in Tanzania.	What is the trend of Foreign Direct Investment in Tanzania?	<i>Methods:</i> Documentary Review <i>Instrument:</i> Checklist	Annually	DPR	Desk Review Report
8.	Rate of Domestic Direct Investment.	Desk Review	The study intends to assess the percentage change in Domestic Direct Investment in Tanzania.	What is the trend of Domestic Direct Investment in Tanzania	<i>Methods:</i> Documentary Review <i>Instrument:</i> Checklist	Annually	DPR	Desk Review Report
9.	Percentage of GDP		This study intends to assess the	What is the contribution of	<i>Methods:</i>			

	contribution by Public and Statutory Corporations	Desk Review	contribution of Public and Statutory Corporations in the GDP	Public and Statutory Corporations to GDP Product?	Documentary Review <i>Instrument:</i> Checklist	Annually	DPU	Desk Review Report
10.	National ease of doing business index	Baseline Survey	This survey intends to assess the business environment in the country	What is the local rankings of easy of doing business in Tanzania?	<i>Method:</i> Focus Group Discussion, Documentary Review, Interviews, Observation. <i>Instruments:</i> Interview guide and checklist	Annually	BEU	Survey Report
11.	Percentage of implementation of National Development Plans	Desk Review	This evaluation intends to assess percentage at which National development plans have been implemented.	What interventions are needed to speed up the implementation of National Development Plans to achieve inclusive economic growth	<i>Methods:</i> Documentary Review <i>Instrument:</i> Checklist	Terminal	DPP	Documentary Review Report

				and competitive economy?				
12.	Level of stakeholder's satisfaction.	Survey	The study intends to assess the perception of internal and external on quality of PoPI services	Are you satisfied with the quality of services provided by PoPI? What are areas of improvement with regard to service delivered by PoPI?	<i>Method:</i> Focus Group Discussion, Documentary Review, Interviews, Observation. <i>Instruments:</i> Interview guide and checklist	Terminal	DPP	Survey report
13.	Level of compliance to regulatory frameworks.	Desk review	The study intends to assess compliance of PoPI activities with regulatory frameworks.	To what extent PoPI's operations comply with regulatory framework? What are the recommendation for future improvements?	<i>Methods:</i> Documentary Review <i>Instrument:</i> Checklist	Terminal	CIA	Desk review report

4.11 Reporting Plan

The reporting plan provides details that contain the internal and external reports provided during the implementation of the strategic plan in accordance with statutory requirements, or as may be required from time to time by the office. The internal and external reporting plans are detailed in the following sub-sections.

4.11.1 Internal Reporting Plan

PoPI shall generate internal reports to control the periodic internal reporting system during the plan implementation period. In this case, there shall be Eight (8) internal reports disseminated to respective authorities within the PoPI these reports are indicated in the internal reporting plan in **Table 10**.

Table 10: Internal Reporting Plan

No.	Types of Report	Recipient	Frequency	Responsible Directorate/ Unit
1.	Departmental progress report.	DPP	Monthly	All directorates and units.
2.	Procurement report.	PS	Quarterly	DPMU
3.	Internal audit report.	PS	Quarterly	CIA
4.	Risk implementation report.	PS	Quarterly	DPP
5.	Financial report.	PS	Monthly	CA
6.	Training program implementation report.	PS	Quarterly	DAHRM
7.	Directorate/units performance report.	PS	Monthly	Directors/Heads of units.
8.	Performance evaluation report.	PS	Monthly/ Quarterly	DME

4.11.2 External Reporting Plan

During implementation of strategic plan PoPI shall disseminate Nine (9) external reports to different authorities. The external reporting plan is detailed in **Table 11**.

Table 11: The External Reporting Plan

No.	Types of Report	Recipient	Frequency	Responsible Directorate/ Unit
1.	Quarterly progress report.	MoF	Quarterly	PS
2.	Annual performance report.	MoF	Annually	PS
3.	CCM Party manifesto implementation report.	PMO	Semi-annual/Annually	PS
4.	Parliamentary Directives Implementation Reports	PMO	Annually Quarterly	PS
5.	Annual Financial Reports	CAG	Semi annual	PS
6.	Audit committee report	MoF	Quarterly	PS
7.	Blueprint implementation report.	PMO	Annually	PS
8.	Human resources reports.	PO-PSMGG	Quarterly	PS
9.	Business Environment Growth and Innovation (BEGIN) reports.	MoF	Semi Annual	PS

4.12 Relationship between Results Framework, Results Chain, M&E, and Reporting

4.12.1 Level 1-Inputs

The first level of the Result Chain tracks the allocation and use of resources in various activities. Resources available will be reviewed on a

weekly, monthly, or quarterly basis and will be reported in the respective implementation reports. At this level indicators will focus on the number and quality of human resources available for various tasks, the amount of time dedicated to tasks by staff, and information flow between various levels. Indicators will also focus on time spent in resolving problems, quality and timeliness of decisions, staff timeliness as well as predictability of resource flow and the alignment of resource flow to the activities and outputs.

4.12.2 Level 2 -Activities

The second level of the Results Chain focuses on the realization of activities in the strategic plan and the linkage between activities and outputs. At this level, indicators will focus on processes, activity programming, and timeliness of implementation. Activities will be reviewed on a weekly, monthly, or quarterly basis and will be reported in the respective implementation reports. The reports will focus on the quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality, and if are not contributing to outputs.

4.12.3 Level 3 - Outputs

The third level of the Results Chain tracks the realization of the outputs that the PoPI produces and which are attributed solely to the PoPI. The outputs at this level will be measured by output indicators and milestones. Data collection, analysis, and review of the outputs, milestones, and output indicators will be done quarterly and reported in quarterly reports. The reports will focus on how the outputs produced are contributing to the outcomes and will inform corrective action if the outputs are not being

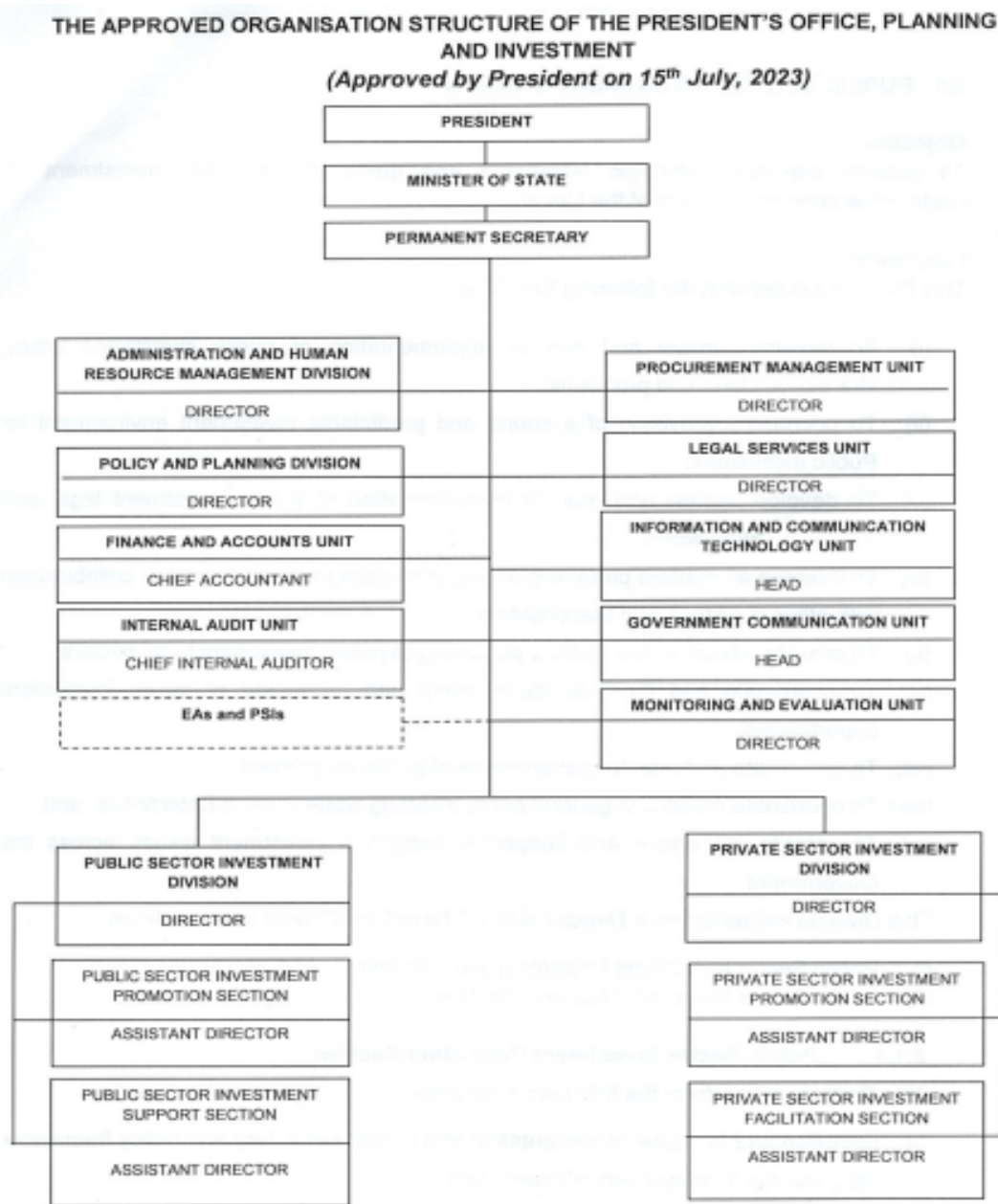
delivered on time, to the expected quality, and are not contributing to planned outcomes.

4.12.4 Level 4 - Outcomes

The fourth level of the Results Chain tracks the realization of the planned outcomes specified for each objective, though achievement of these outcomes may not be attributed to PoPI alone as there will be several players contributing to these outcomes. These planned outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or three-year outcome report. The annual reports and the three years outcome reports will be based on either sector or specific analytical/ evidence-based studies using national statistics.

APPENDICES

ANNEX 1: PoPI Organization Structure



ANNEX 2: Strategic Plan Matrix

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Person
				Output Indicators	Outcome Indicators	
A	Non-Communicable Diseases, HIV and AIDS Infections Reduced and Supportive Services Improved	i. Strengthen Capacity building on HIV/AIDS and Non-Communicable Diseases at work place.	120 POPI Staff attended seminar and VCT on HIV/AIDS by June, 2026.	Number of Staff attended HIV and AIDS awareness seminars and VCT.	i. HIV/AIDS infection rate at work place. ii. Non -Communicable Diseases incidence rate at work place.	DAHRM
		i. Strengthen programs and mechanism to fight against HIV/AIDS and Non-Communicable Diseases at work place.	Non-Communicable Diseases reduction program operationalize to 120 POPI Staff by June 2026.	Number of Staff attended Non-Communicable Diseases reduction program.		
B	Implementation of National Anti-Corruption Strategy and Action Plan Enhanced and Sustained	Enhance adherence to principles of good governance in service delivery	PO-PI Anti-Corruption Action Plan prepared by June, 2026.	POPI Action Plan prepared.	Number of employees sanctioned with corruption incidence.	DAHRM
			120 POPI Staff attended seminar on Anti-corruption by June, 2026.	Number of Staff attended awareness seminars on Anti - corruption.		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Person
				Output Indicators	Outcome Indicators	
			PO-PI Ethics and Integrity committee established by June, 2026.	Integrity Committee established.		
C	Investment and Business Environment Improved and sustained	i. Strengthen investment policies, strategies and guidelines;	Implementation of investment policy and plans monitored by June, 2026.	Number of public investment policy, and plans monitored	i. Rate of Foreign Direct Investment;	DPU
		ii. Coordinate and monitor performance of public investment projects	Public investment issues in 248 State Owned Enterprises addressed by 2026.	Number Public investment Issues pertaining to State Owned Enterprises addressed.	ii. Rate of Domestic Direct Investment;	
		iii. Promote Public and Private Sector engagement in undertaking investment projects.	Promotion of public investment opportunities facilitated, by June 2026.	Number of public investment opportunities promoted	iii. Percentage of Gross Domestic Product Contribution by Public and Statutory Corporation; and iv. Ease of Doing Business Index.	

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Person
				Output Indicators	Outcome Indicators	
		iv. Improve business environment and investment climate	36 Blueprint Actions for Regulatory Reforms to improve Business Environment and Investment implemented.	Number of actions for Regulatory Reforms to improve Business Environment and Investment implemented.	i. Rate of Foreign Direct Investment; ii. Rate of Domestic Direct Investment; iii. Percentage of Gross Domestic Product contribution by Public and Statutory Corporation; and	BEU
			Blueprint Regulatory Reforms Reviewed by June, 2026.	Blueprint and its Action Plan Reviewed.	iv. Ease of doing business index.	
		Strengthen investment policies, strategies and guidelines;	Review of the National Investment Promotion Policy, 1996 facilitated by June, 2026.	National Private Investment Policy reviewed.	i. Rate of Foreign Direct Investment. ii. Rate of Domestic Direct Investment.	DPR
			National Investment Policy, 1996 implemented by June, 2026.	Number of Policy Statements implemented.	iii. Percentage of Gross Domestic Product contribution by Public and Statutory Corporation.	

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Person
				Output Indicators	Outcome Indicators	
			Tanzania Investment Act, 2022 monitored by June, 2026.	Investment Act monitored	iv. Easy of doing business index.	
			National Investment Promotion and Facilitation strategy developed by June, 2026.	Investment Promotion and Facilitation strategy in place		
		Coordinate and monitor performance of public investment projects	Bilateral, Regional and International Private Investment initiatives coordinated by June, 2026.	Number of Bilateral, Regional and International Public Investment initiatives coordinated		
		Facilitate the development of Special Economic zones	Eight (8) Special Economic Zones facilitated by June, 2026.	Number of Special Economic Zones facilitated		
			Industrial Park development guideline developed.	Number of Industrial Park development guidelines developed		
D	Coordination of National Plans Strengthened	Enhance coordination of national Development Plans	Preparation of Four (4) National Development	Number of national	i. Percentage of implementation of	DPP

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Person
				Output Indicators	Outcome Indicators	
			Plans coordinated by June 2026.	development plans facilitated.	National Development Plans. ii. Efficiency rate in coordination National Development Plans in preparation; and iii. Increased level of satisfaction of stakeholders on National Development Plans	
E	Institutional Capacity and Services Delivery Improved	Enhance human capital development and a conducive working environment	i. Human Resource Plan developed by June, 2026; ii. Statutory and Administrative services provided to 120 staff by June, 2026; and iii. POPI Comprehensive training program developed by June, 2026.	i. Human Resource Plan Developed, ii. Number of staff provided with Statutory and Administrative services; and iii. POPI Comprehensive training program developed.	i. Level of stakeholder's satisfaction; and ii. Level of compliance to regulatory frameworks	DAHRM

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Person
				Output Indicators	Outcome Indicators	
		Enhance internal control systems.	Accounting services provided to 12 divisions and units annually by June, 2026.	Number of divisions and unit provided with accounting services.	i. Level of stakeholder's satisfaction; and ii. Level of compliance to regulatory frameworks.	CA
			Four (4) financial reports in compliance with IPSAS Accrual and guidelines are prepared by June, 2026.	Number of financial reports in compliance with IPSAS accruals and guideline prepared.		
	Enhance Institution Plans and budget.		Four (4) Annual PoPI Plans and Budget prepared and implemented by June, 2026.	Number of Annual Po-PI Plans and Budget prepared	i. Level of stakeholder's satisfaction. ii. Level of compliance to regulatory frameworks	DPP
			Investment Policy of 1996 reviewed by June, 2026.	Investment Policy of 1996 reviewed.		
			Eight (8) Risk management Reports, two (2) risk tools developed and	- Risk Register prepared and implemented.		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Person
				Output Indicators	Outcome Indicators	
			implemented by June, 2026.			
			Two (2) research tools developed by June, 2026.	- Number of research tools prepared and developed.		
		Enhance internal control systems	PoPI Strategic audit plan prepared annually by June, 2026.	PoPI Strategic audit plan prepared	iii. Level of stakeholder's satisfaction;	CIA
			Four (4) PoPI financial and three (3) performance audit conducted annually by June, 2026.	Number of audit reports	iv. Increased Level of compliance to regulatory frameworks	
			Twelve (12) Systems, network and communication infrastructures developed by June, 2026.	Number of systems, network and communication infrastructures developed.		
		Enhance legal and regulatory framework	Legal opinion on negotiations and matters related to investment, planning, and business-related matters provided to 12 Divisions and	Number of successful negotiations completed	i. Level of compliance to regulatory frameworks	DLS

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Person
				Output Indicators	Outcome Indicators	
			Units in the POPI by June, 2026.			
			Five (5) Investment and planning related laws reviewed by June, 2026.	Number of laws reviewed and implemented		
			Office related litigations, disciplinary cases, and prosecutions represented by June, 2026.	Number of cases attended		
			Two (2) Investment and planning related laws translated into Swahili language by June, 2026.	Number of laws translated into Swahili		
			Vetting of 60 procurement contracts conducted by June, 2026.	Number of procurement contracts vetted		

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Person
				Output Indicators	Outcome Indicators	
		i. Enhance communication and stakeholder engagement;	POPI Communication Strategy developed and implemented by June, 2026.	POPI Communication strategy in place.	i. Improved service delivery	HGCU
			Stakeholders' awareness programs enhanced and implemented by June, 2026.	Number of Communication Channels used by 2026.		
			Human resources development plan implemented by June, 2026.	Number of staffs trained and participated in professional meetings, seminars and workshops by June, 2026.		
			Statutory and administrative services to five (5) GCU staffs by June, 2026.	Number of staffs facilitated by June, 2026.		
		i. Strengthen the use of ICT in service delivery;	ICT services, maintenance and support provided to 12 Divisions/Units and Four (4) Institutions under	Number of Division/Units and Institutions provided with ICT services, maintenance,	i. Level of stakeholder's satisfaction.	HICT

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Person
				Output Indicators	Outcome Indicators	
			POPI by June, 2026.	monitoring and support.	ii. Level of compliance to regulatory frameworks	
			Ten (10) Shared Systems and Communication infrastructures installed and adopted by June, 2026.	Number of Shared systems and communication infrastructure adopted and installed.		
			Three (3) Electronic Systems and ten (10) ICT guideline documents developed by June, 2026.	Number of Electronic Systems supported and maintained and ICT guideline developed.		
		i. Enhance internal control systems;	Annual Procurement Plan developed by June, 2026.	Number of procurement plan developed.	i. Improved service delivery	PMU
			Annual Procurement Plan Implemented by 100% by June, 2026.	Percentage of Annual procurement plan implemented.		
		Strengthen Monitoring, Evaluation and Learning	Three (3) PO-PI M&E systems	Number of M&E systems developed		DME

Code	Strategic Objective	Strategies	Target	Key Performance Indicators		Responsible Person
				Output Indicators	Outcome Indicators	
			developed by June, 2026.			
			Thirty-six (36) PO-PI's Strategic Plan KPIs monitored and evaluated annually by June, 2026.	Number of strategic plan's KPI monitored and evaluated		
			Two (2) NKRA's indicators monitored and evaluated by June, 2026.	Number of NKRA's indicators monitored and evaluated		

ISP

INTERIM STRATEGIC PLAN
2024/25 - 2025/26