

STRATEGIC PLAN 2026/27 – 2030/31

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LIST OF ABBREVIATIONS AND ACRONYMS

AFDP	- Agriculture and Fisheries Development Project
AIDS	- Acquired Immune Deficiency Syndrome
ASDP II	- Agricultural Sector Development Programme
CAG	- Controller and Auditor General
CCM	- Chama Cha Mapinduzi
CSOs	- Civil Society Organisations
DAHRM	- Director of Administration and Human Resources
DCEA	- Drug Control and Enforcement Authority
DMD	- Disaster Management Division
MEU	- Monitoring and Evaluation Unit
DMIS	- Disaster Management Information System
PBD	- Planning and Budgeting Division
PCD	- Policy and Coordination of Government Business
Division	
PDU	-People with Disabilities Unit
PMED	- Performance, Monitoring and Evaluation Division
PPAD	- Parliamentary and Political Affairs Division
DQAs	- Data Quality Assessments
DPs	- Development Partners
SCF	- State Ceremonies and Festivals
EAC	- East African Community
FAU	- Finance and Accounts Unit
GCU	- Government Communication Unit
GDP	- Gross Domestic Product
GWIMES	- Government Wide Integrated Monitoring and

Evaluation System

HoD	- Head of Division
HoU	- Head of Unit
ICT	- Information and Communication Technology
INEC	- Independent National Election Commission
JMNR	- Joint Sector Nutrition Review
KPIs	- Key Performance Indicators
MDAs	- Ministries, Departments and Agencies
MEL	- Monitoring, Evaluation and Learning
MoF	- Ministry of Finance
MTAKUWWA	- Mpangokazi wa Taifa wa Kutokomeza Ukatili dhidi ya Wanawake na Watoto
NACSAP	- National Anti-Corruption Strategy and Action Plan
NAP	- The National Agriculture Policy
NCDs	- Non-Communicable Diseases
NEEC	- National Economic Empowerment Council
NEEP	- National Economic Empowerment Policy
NeST	- National Electronic Procurement System of Tanzania
NMNAP	- National Multisectoral Nutrition Action Plan
ORPP	- Office of the Registrar of Political Parties
PCCB	- Prevention and Combating of Corruption Bureau
PESTEL	- Political, Economic, Social, Technological, Environmental, Legal
PMO	- Prime Minister's Office
PMU	- Procurement Management Unit
POPM	- Private Office – Prime Minister

PO-PSM	- President Officer, Public Services and Good Governance
PPD	- Public-Private Dialogue
PPP	- Public Private Partnership
PPRA	- Public Procurement Regulatory Authority
PwDs	- People with Disabilities
SADC	- Southern African Development Community
SDGs	- Sustainable Development Goals
SWOC	- Strengths, Weaknesses, Opportunities and Challenges
TACAIDS	- Tanzania Commission for AIDS
TGPA	- Tanzania Government Printing Agency
TNBC	- Tanzania National Business Council
UN	- United Nations
VCT	- Voluntary Counselling and Testing

STATEMENT BY THE MINISTER OF STATE

The Prime Minister's Office (PMO) draws its mandate from Article 52 of the Constitution of the United Republic of Tanzania of 1977. However, the statutory functions of the Office are also stipulated in Government Notice No.686, published on 19th December 2025. The PMO is mandated to coordinate Government business and policies; lead Government Business in the National Assembly; link Political Parties and the Government; coordinate National Festivals and Celebrations; manage and coordinate Disasters and Civic Contingencies; facilitate and implement Plans for the Development of Dodoma as the Capital of Tanzania; coordinate and supervise transfer of the Government to Dodoma.

The new strategic plan 2026/27 – 2030/31 was prepared following a thorough analysis of current and previous internal and external conditions. The situational analysis prompted the Office to come up with critical issues that shall be monitored closely, as well as addressed during the implementation of the plan. The Office will strive to safeguard, maintain and sustain the success which has been achieved, and dedicate more effort to mitigate challenges encountered during the implementation of the previous strategic plan.

The reviewed strategic plan outlines the vision, mission, core values, strategic objectives and targets, indicating the strategic directions and priorities to strengthen the coordination role of all sectors. This strategic plan is aligned with the Tanzania Development Vision 2050, the 4th Five-Year Development Plan 2026/27 - 2030/31 and the Ruling Party Election Manifesto 2025 to 2030.

Successful implementation of this strategic plan lies in the commitment of all stakeholders within the Government, Private Sector, CSOs and Communities. Therefore, I call upon all stakeholders to cooperate with the PMO for efficient and effective coordination of Government Businesses.



.....
William V. Lukuvi (MP.)

**MINISTER OF STATE, PRIME MINISTER'S OFFICE -
POLICY, PARLIAMENT, COORDINATION AND PERSONS
WITH DISABILITIES**

STATEMENT BY THE PERMANENT SECRETARY

The Prime Minister's Office developed the Strategic Plan 2021/22 - 2025/26 as a tool for the implementation of the 3rd Five-Year Development Plan 2021/22 to 2025/26 and the Ruling Party Election Manifesto of the year 2020 to 2025. The Strategic Plan intended to achieve four strategic objectives, which focused on reducing HIV and AIDS infections; enhancing accountability through anti-corruption strategies; effective management and accountability of human, physical and financial resources; and coordination of Government Business, Policies and Parliamentary affairs. Implementation of the Strategic Plan 2021/22 to 2025/26 came to an end in June 2026. The notable achievements include the preparation and review of National and sector policies and strategies; improved transparency and accountability; effective coordination of Government Business and Parliamentary proceedings, National Festivals and State Celebrations, and private sector and economic empowerment initiatives.

The Strategic Plan for the year 2026/27 to 2030/31 is prepared as a framework that outlines the approaches and strategic interventions to be undertaken to improve its performance and service delivery. The plan clearly defines PMO's vision and mission, strategic objectives and targets for efficient allocation and utilisation of scarce resources available. This plan is aligned to the PMO's core functions, Tanzania Development Vision 2050; The 4th Five Year Development Plan 2026/27 to 2030/31; and the Ruling Party Election Manifesto 2025 to 2030.

I acknowledge and appreciate the dedication and commitment of all stakeholders, including the PMO's management team and other stakeholders, for their inputs, which helped to shape this plan. It is my sincere hope that the same spirit of cooperation will continue in the implementation period. I call upon all staff members to encourage teamwork spirit and work diligently for the realisation of the PMO set milestones. PMO will continue to maintain the capacity and ability of staff and management to successfully implement this Strategic Plan.



.....
Dr. Jim James Yonazi

**PERMANENT SECRETARY, PRIME MINISTER'S OFFICE -
POLICY, PARLIAMENT, COORDINATION AND PERSONS
WITH DISABILITIES**

EXECUTIVE SUMMARY

The Strategic Plan (2026/27 – 2030/31) was developed through a comprehensive and participatory process that entailed a critical re-evaluation of the Prime Minister’s Office (PMO) performance, mandate, and operating environment. The process involved situational analysis that assessed the institutional strengths, weaknesses, opportunities, and challenges. Other areas of consideration were stakeholder analysis, performance review, and an evaluation of ongoing initiatives not previously captured in the 2021/22–2025/26 strategic plan. The analysis identified key strategic issues that informed the development of new targets, outcomes, and strategies to guide implementation over the 2026/27–2030/31 planning period. The outgoing strategic plan (2021/22–2025/26) was guided by the vision, mission, core values and strategic objectives as follows.

Vision

Excellence in the coordination of government business and performance management for delivery of quality public service.

Mission

To ensure efficient, effective and accountable public service delivery through coordination and oversight of Government business performance.

Core values

The operations of the PMO are guided by core values which underpin its internal culture and interaction with stakeholders. These core values are integrity, transparency and accountability; professionalism; teamwork and collaboration; innovation and creativity; efficiency and confidentiality.

Strategic Objectives

In pursuit of its Vision and Mission, the PMO will implement seven (7) strategic objectives during the plan period:

- A.** HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced, and supportive services improved;
- B.** Implementation of the National Anti-Corruption Strategy enhanced and sustained;
- C.** Institutional, human resource, and financial capacities strengthened;
- D.** Coordination of Government business, policy, and parliamentary affairs enhanced.
- E.** Government performance management systems strengthened and sustained;
- F.** Economic empowerment and social welfares strengthened;
- Y.** Multi-sectoral nutrition services improved

Structure of the Plan

The reviewed strategic plan is presented in four chapters:

- **Chapter One:** Introduction – provides the background, context, and methodology used in the preparation of the Plan;
- **Chapter Two:** Situational analysis – outlines the institutional assessment, challenges, and opportunities;
- **Chapter Three:** The plan – presents the strategic objectives, targets, and implementation strategies;
- **Chapter Four:** Resources plan – presents human resources, financial resources and technological resources required to implement the strategic plan;
- **Chapter Five:** Results framework – defines the monitoring, evaluation, and reporting framework for effective implementation.

CHAPTER ONE

INTRODUCTION

1.1 Background Information

The Prime Minister's Office (PMO) has a long history since 1961, when the Father of the Nation, Mwalimu Julius K. Nyerere, was appointed as the First Prime Minister of the then Tanganyika. The Office draws its mandate from Article 52(1)-(3) of the Constitution of the United Republic of Tanzania of 1977, which empowers the Prime Minister to perform the following core functions: -

- (a) Control, supervision and execution of the day-to-day functions and affairs of the Government of the United Republic of Tanzania;
- (b) Lead Government Business in the National Assembly; and
- (c) Perform or cause to be performed any matter or matters which the President directs to be done.

1.2 Mandates of PMO

According to Government Notice No. 686 of 19th December 2025, on the Assignment of Ministerial Responsibilities (Instrument), the Prime Minister's Office is mandated to: coordinate Government business and policies; lead Government business in the National Assembly; serve as the link between Political Parties and the Government; coordinate National Festivals and Celebrations; and manage and coordinate Disasters and Civic Contingencies.

In addition, the Prime Minister's Office is responsible for the coordination of seven (7) institutions, namely: The Independent National Election Commission (INEC), responsible for the coordination of election affairs; The Office of the Registrar of Political Parties (ORPP) – mandated to coordinate and administer political party affairs; The Tanzania Commission for AIDS (TACAIDS); The Drug Control and Enforcement Authority (DCEA); The National Economic Empowerment Council (NEEC); The Tanzania Government Printing Agency (TGPA); and The Tanzania National Business Council (TNBC).

The Five-Year Strategic Plan (2026/27 – 2030/31) has been developed as a key implementation framework for the PMO's core functions. It outlines the Office's vision, mission, core values, strategic objectives, strategies, and performance targets to guide implementation over the planning period. The Plan has been formulated following the successful completion of the preceding Strategic Plan (2021/22 – 2025/26), taking into account lessons learned and emerging national priorities.

1.3 Methodology

The review process of the Strategic Plan was conducted through a participatory and consultative approach to ensure comprehensive stakeholder involvement. The process commenced at the division and unit levels, followed by the establishment of a Task Force comprising management members to facilitate effective coordination and participation across all levels of the Office.

In aligning the reviewed Strategic Plan with national priorities and policy frameworks, the Task Force examined key reference documents, including the National Development Vision 2050; the Ruling Party Election Manifesto (2025–2030); Fourth Five-Year development plan (2026/27 – 2030/31) and National Planning Guideline of 2025.

The performance review of the 2021/22–2025/26 Strategic Plan was undertaken to assess achievements, identify weaknesses and constraints, and determine areas for improvement. The review process involved consultations with PMO management and staff, analysis of secondary information as provided, and engagement with stakeholders through dedicated meetings and discussions.

1.4 Purpose of the Strategic Plan

The overall purpose of the Five-Year Strategic Plan (2026/27 – 2030/31) is to provide a strategic framework and direction for the effective implementation of the functions and mandate of the PMO. Specifically, the plan aims to: Enhance the overall performance of the Office; Strengthen transparency and accountability in the delivery

of its functions; Serve as a communication and coordination tool within the organization and with external stakeholders; Define the timelines and modalities for implementation; Establish mechanisms for measuring progress and performance; and Identify priority areas to ensure the efficient and effective allocation of available resources. Implementation of this Strategic Plan will significantly contribute to the achievement of the Office's development objectives and support the implementation of the Fourth Five-Year Development Plan (FYDP IV) 2026/27–2030/31, thereby accelerating progress towards the realization of the Tanzania Development Vision 2050.

The Strategic Plan will be operationalized through the Medium-Term Expenditure Framework (MTEF) and corresponding annual budgets of the Office to ensure coherence between strategic priorities, resource allocation, and implementation outcomes.

1.5 Layout of the Plan

This Strategic Plan is structured in five chapters. **Chapter One** is composed of the introduction, **Chapter Two** contains the Situation Analysis: thereby showing achievements, challenges, weaknesses, strengths and opportunities; and external and internal environment which affect the performance, **Chapter Three** contains the Plan which outlines Vision, Mission, Core Values, Objectives, Strategies, Targets, and Key Performance Indicators (KPIs) and **Chapter Four** highlights the Resource Plan and **Chapter Five** outlines results framework, which presents how the plan will be monitored, evaluated and reported for effective implementation.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

This chapter presents an analysis of the internal and external environment under which the Prime Minister's Office (PMO) operates. This includes: analysis of current vision and mission; core values and performance review. It also included stakeholders' analysis, SWOC analysis, PESTEL analysis, service delivery survey, analysis of recent initiatives, and review of relevant information. Subsequently, critical issues that need to be addressed were identified as areas for improvement.

2.2 Analysis of Previous Vision, Mission, Core Values and Strategic Objectives

2.2.1 Previous Vision Statement

Excellence in Government service delivery

Rationale

The analysis of the previous vision statement indicates that the statement is concise, clear, and easily understood and recalled by stakeholders. However, it is noted that the vision is generic and non-differentiating, with limited reference to the specific mandates of the Prime Minister's Office. In particular, the Office's unique mandate in coordination and performance oversight is not adequately reflected in the previous vision statement.

2.2.2 Previous mission statement

To strengthen Public Service Delivery through effective coordination of Government Business.

Rationale

The previous mission statement appropriately captures the mandate of the Prime Minister's Office; however, it omits the critical functions of monitoring and evaluation. Furthermore, it is limited to the aspect

of coordination without clearly articulating the tools, mechanisms, or expected outcomes. The mission also does not adequately reflect the Office's oversight responsibilities.

2.2.3 Previous core values

In implementing its mandate, the Prime Minister's Office institutionalized core values which included: Integrity, Transparency, Accountability, Enhancement of Law and Result-Oriented

Rationale

The analysis indicates that the majority of the core values remain relevant to the operations of the Prime Minister's Office. However, key contemporary core values such as innovation, teamwork, professionalism, and customer focus were not considered. In addition, the core value relating to the "Enhancement of Law" lacks clarity and does not adequately reflect the Office's commitment to professionalism, an innovation-driven culture, and confidentiality.

2.2.4 Previous set of strategic objectives

The outgoing strategic plan had four (4) strategic objectives as follows:

- A. HIV and AIDS Infections Reduced and Supportive Services Improved;
- B. Implementation of the National Anti-Corruption Strategy Enhanced and Sustained;
- C. Management and Accountability of Human, Physical and Financial Resources Enhanced; and
- D. Coordination of Government Business, Policies and Parliamentary Affairs Enhanced.

Rationale

The analysis indicates that the set strategic objectives that guided the outgoing strategic plan remain relevant to the operations of the

Prime Minister's Office. However, only two (2) strategic objectives were guiding the PMO operations. These strategic objectives were too congested with targets of which it was difficult to measure their achievements. Furthermore, the Medium Term Strategic Planning and Budgeting Manual of 2008, issued by the President's Office, Public Service Management and Good Governance, requires a strategic plan for public institutions to incorporate three (3) national strategic objectives namely; Strategic Objective A: HIV and AIDS Infections Reduced and Supportive Services Improved; Strategic objective B: Implementation of the National Anti-Corruption Strategy Enhanced and Sustained; and Strategic Objective Y. Multi-sectoral Nutrition Services Improved. The previous strategic plan did not incorporate objective Y, which is within the functions of the Prime Minister's Office.

2.3 Performance Review

The Prime Minister's Office has been implementing a Medium-Term Strategic Plan covering the period 2021/22 to 2025/26. The Strategic Plan was anchored on four (4) strategic objectives that guided the Office in its efforts to achieve the intended outcomes in line with its mission and vision. The performance review entailed an assessment of progress made through the measurement of achievements against established targets (deliverables) under each strategic objective as presented below.

2.3.1 Strategic Objective A: HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced, and supportive services improved;

During the implementation of the 2021/22 – 2025/26 Strategic Plan, a total of four (4) targets were planned for achievement. The review indicates that all four targets are on track and have been successfully implemented.

Achievements

- a) Convened twelve (12) out of sixteen (16) planned HIV/AIDS Committee meetings;
- b) Supported two (2) people living with HIV/AIDS;
- c) Conducted four (4) out of eight (8) HIV/AIDS awareness seminars for PMO staff;
- d) Distributing free condoms; and
- e) Conducted capacity-building sessions for twenty (20) HIV/AIDS Peer Educators.

2.3.2 Objective B: Implementation of National Anti-Corruption Strategy Enhanced and Sustained;

Under Objective B, only three (3) targets were planned to be implemented. The review indicates that all targets were implemented. Interventions implemented during the period under review include the provision of awareness on anti-corruption issues.

2.3.3 Strategic Objective C: PMO performance in managing human and financial resources improved.

This strategic objective had sixteen (16) targets; thirteen (13) have been achieved, while three (3) targets are still in progress.

Achievements

- a) Thirty-One (31) Staff attended a short-term training course, while eighteen (18) attended a long-term training course;
- b) PMO Sports Club participated in the Interministerial Sports Competition (SHIMIWI) each year;
- c) Fourteen (14) out of sixteen (16) PMO Recruitment Committee meetings were conducted;

- d) PMO Staff Training Program was prepared and implemented;
- e) Seven (7) out of eight (8) Workers Council meetings were conducted;
- f) Four (4) annual reports on program implementation and budgets were produced;
- g) Four (4) major evaluations out of five (5) were conducted;
- h) Four (4) procurement plans were prepared and implemented;
- i) 34 Ministerial Tender Board Meetings (14 Ordinary and 20 Extraordinary) were facilitated;
- j) Four (4) financial reports on income and expenditure for the Prime Minister's Office were prepared and submitted to the Controller and Auditor General;
- k) Five (5) reports for the Government Accounts Audit were prepared (5 unqualified opinions on financial statements were issued by CAG);
- l) Four (4) annual and twenty (20) quarterly audit reports were prepared;
- m) Sixteen (16) quarterly Audit Committee meetings were successfully coordinated and conducted;
- n) Five (5) performance audits were undertaken;
- o) Two (2) auditors were facilitated to attend training on Fraud Risk Management;
- p) Ten (10) laws implemented under the Prime Minister's Office institutions were reviewed;

- q) Seventy-two (72) procurements, consultancy, construction and other contracts were vetted;
- r) Five (5) Legal Unit Staff participated in 60 seminars and workshops for compliance;
- s) A total of 133 events involving leaders from the Prime Minister's Office were publicised through the media and social networks;
- t) Sixty-one (61) press conferences between the media and the leaders were coordinated.

2.3.4 Strategic Objective D: Coordination of Government Business, Policies and Parliamentary Affairs Enhanced;

In this strategic objective, fifteen (15) out of sixteen (16) targets were implemented to the level of achievement. The review indicates that the achievement of targets is as follows;

Achievements

- a) Sixty-four (64) policies, of which 20 have an implementation strategy, 19 have been evaluated, and 25 are under review;
- b) One (1) electronic system for coordinating and monitoring the implementation of government activities (dashboard) was constructed and launched;
- c) One (1) Agricultural Sector Review Exercise was coordinated in 2022;
- d) One (1) midterm review of the implementation of ASDP II for the period 2018/19 to 2022/23 was conducted;
- e) Four (4) ASDP II work plans and program implementation reports annually were coordinated;

- f) Four (4) Joint Sector Nutrition Review (JMNR) meetings were coordinated;
- g) Three (3) Nutrition Management and Coordination Committee and eight (8) Expert Committee meetings were coordinated;
- h) 10,314 were trained in different areas (9,768 trained on seaweed farming and processing; 1,639 trained on aquatic biodiversity development; 9,768 farmers trained in best agricultural practices; 8019 farmers trained on sustainable agriculture; and 656 traders attended business training;
- i) Coordinated purchase of two (2) tractors, 35 vehicles, 3 seed trucks; 23 regular motorcycles and three (3) three-wheelers;
- j) Coordinated the implementation of the Government's plan to relocate to Dodoma and the construction of Government city at Mtumba area;
- k) Coordinated and supervised the construction of 34 buildings (24 Ministries and 10 Institutions) under construction in the second phase in the Government City;
- l) Coordinated the implementation of the national action plan to eliminate violence against women and children (MTAKUWWA);
- m) One (1) policy formulation and Implementation Guideline of 2024 has been prepared;
- n) Four (4) speeches for the Prime Minister of the United Republic of Tanzania prepared;
- o) Coordinated preparation of Dira 2050, the 2022 population and housing census exercise, and the National Strategy for the Use of Clean Cooking Energy (2024 - 2034);

- p) 187 editions of the Government Gazette and its supplements were coordinated and submitted to the Parliament;
- q) 2,447 Complaints received as part of appeals from ministerial and regional levels;
- r) Coordinated relocation of residents in Ngorongoro Conservation Area in Arusha Region to Msomera Village in Handeni District in Tanga Region;
- s) Coordinated the purchase of a patrol boat;
- t) Coordinated twenty (20) national celebrations;
- u) Coordinated 5 Funerals of the National leaders;
- v) Procurement and installation of 8 new machines, and major repairs of 11 machines;
- w) Establishment of the Tanzania Government Printing Agency under the Executive Agency's Act, Cap 245;
- x) Conducted Disaster Preparedness and Response Plans in 31 Local Government Authorities;
- y) Conducted capacity building of 53 Disaster Management Committees at both regional (21) and district (32) levels;
- z) Conducted professional training on the disaster early warning system known as *MyDEWETRA* 27 participants;
- aa) Conducted rescue and patriotism training to 344 small-scale fishers and processors; Biosecurity and disease prevention in 20 regions;

- bb) Constructed 109 houses for landslide victims in Hanang District;
- cc) Coordinated humanitarian aid distribution to approximately 37,000 disaster victims across 48 districts in 18 regions of the country;
- dd) Developed a Climate-Related Disaster Risk Mapping System;
- ee) Developed Disaster Management Information System (DMIS);
- ff) Coordinated ten (10) National Disaster Management Platform and 15 National Technical Committee on Disaster Management;
- gg) Conducted ten (10) public awareness and community mobilisation during various national exhibitions and commemoration;
- hh) Three (3) Government Performance Reports were successfully produced;
- ii) Four (4) Monitoring, Evaluation and Learning (MEL WEEK) conferences were successfully conducted;

2.3.5 Constraints Encountered During Implementation of 2021/22 – 2025/26 Strategic Plan.

During the implementation of a strategic plan, several constraints were experienced, including;

- a) Low staff participation in awareness sessions and voluntary HIV testing;
- b) Inadequate financial resources for coordination;
- c) Delay in the submission of reports;

- d) Lack of cooperation among stakeholders;
- e) Inadequate financial resources to undertake prevention and preparedness activities;
- f) Inadequate integration of disaster risk reduction activities into sector plans and budgets;
- g) Inadequate disaster risk management capacity at the Regional and District levels;
- h) Inadequate data systems and institutional linkages for integrated M&E implementation;
- i) Delay in the timely submission of the implementation reports;
- j) Insufficient knowledge on the use and application of the National Electronic Procurement System of Tanzania (NeST);
- k) Lack of integrated systems causing inefficiencies in auditing ICT and financial management processes; and
- l) Low staff attendance at awareness sessions on corruption-related issues.

2.4 Strengths, Weaknesses, Opportunities and Challenges Analysis

As part of the strategic planning process, the Prime Minister's Office undertook a comprehensive Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis to identify key factors that may have a direct impact on its operations, both internally and externally. Internal factors were classified under strengths and weaknesses, while external factors were categorised as opportunities and challenges. A detailed exposition of the findings from the SWOC analysis is presented below.

2.4.1 Strengths

- i. **Leadership:** The Office is guided by competent, innovative, and qualified leadership that demonstrates a strong spirit of devolution, high levels of commitment, self-motivation, and teamwork.
- ii. **Human Resources:** The Office is endowed with skilled and qualified personnel who maintain strong working relationships with stakeholders.
- iii. **Processes and Systems:** The office operations are supported by participatory decision-making processes and a robust reporting system that enhances transparency and accountability.
- iv. **Policies:** The PMO operates under enabling policy frameworks, including PPP, TACAIDS, DCEA, DDM, PwDs and other relevant sector policies.
- v. **Economic:** The Office benefits from the existence of two votes (Vote 25 and Vote 37), as well as externally funded programmes and projects such as AFDP and ASDPII. It also engages in public-private dialogue through the Tanzania National Business Council (TNBC) and manages several economic empowerment funds aimed at promoting inclusive growth.
- vi. **Legal:** The Office operates within a sound legal framework comprising established laws, rules, and regulations. It is supported by a well-functioning Legal Services Unit that ensures compliance and promotes good governance.
- vii. **Technology:** The Office has access to reliable technological infrastructure, including a functional website, internet connectivity, and modern news-gathering equipment.

- viii. **Environment:** The Office has adequate space for infrastructural development and demonstrates a strong commitment to environmental conservation.
- ix. **Communication:** The office has a fully staffed Government Communication Unit (GCU) and an operational GCU Strategy that facilitate timely, coordinated, and effective communication across all levels of the organisation and with the public.
- x. **Strategic positioning** of the PwDs Unit under the Prime Minister's Office, enhancing authority for intersectoral coordination

2.4.2 Weaknesses

- i. **Human Resources:** Inadequate staff incentives for attraction and retention.
- ii. **Processes/Systems:** Weak internal communication linkages within PMO, ineffective M&E system, inefficient record management system, ineffective use of the government system and lack of a PMO business process document.
- iii. **Policies:** Inadequate capacity to coordinate the implementation of policies within PMO and MDAs.
- iv. **Economic:** Weak adherence to the approved budget and lack of transparency in mandatory payments and compensation, and inadequate awareness of the administrative circular.
- v. **Political:** Limited capacity to respond to unplanned political demands.
- vi. **Sociological:** HIV/AIDS prevalence and emergence of NCD, and insufficient emphasis on sports activities.
- vii. **Technological:** Inadequate ICT infrastructure.

- viii. **Environment:** Insufficient office space; Unconducive working environment; inadequate resources to coordinate disasters; inadequate knowledge on disaster issues among PMO staff; uncoordinated urban planning, management and disaster preparedness.
- ix. **Communication:** Inadequate skills in strategic communication.
- x. **Limited mainstreaming** of disability issues in sectoral policies, plans, and budgets.

2.4.3 Opportunities

- i. **Leadership:** Focal point of Government business; Acceptance of top leadership in international forum; Availability of Local and international training institution; High public trust; Existence of policies and guidelines on gender balance; Establishment of leadership training college.
- ii. **Human Resources:** Availability of trainable manpower pool; international training opportunities.
- iii. **Policies:** Constitutional mandate to oversee implementation of government policies and coordination of government business; existence of a national team for formulation and analysis of policies.
- iv. **Economic:** Coordination of private sector inclusiveness; existence of private sector development policy, financial institutions, micro financing entities; Growing and stable economy.
- v. **Political:** Democratic and transparent Political process; National unity, peace and stability; Political stability.
- vi. **Sociological:** Widening access to social services in the country, i.e. strong national health insurance fund, existence

of drug commission support to PLHIV; Existence of TACAIDS.

- vii. **Legal:** Existence of Law Reform Commission.
- viii. **Technological:** Potential for adopting and accessing modern technology, existence of e-GA, existence of National ICT Broadband Backbone.
- ix. **Environment:** Existing policies and legal framework for a sustainable environment; Programmes for mitigating climate change and promoting alternative energy; Government transfer to Dodoma Capital City.
- x. **Communication:** Government commitment towards improving the communication environment, growth of media houses, and high public demand for information from the Government.
- xi. **International,** regional and national commitments to disability inclusion and human rights (UNCRPD, 2006; SDGs, TDV, 2050).
- xii. **Existence** of organisations of PwDs.
- xiii. **Availability of DPs** and implementing partners supporting disabilities and social inclusion initiatives.

2.4.4 Challenges

- i. **Leadership:** Difficulties in accessing information from MDAs, the general public, political parties, and civil societies for effective coordination.
- ii. **Human Resources:** Lack of internal systems to motivate staff.

- iii. **Processes or System:** Lack of institutional capacities to implement policies.
- iv. **Policies:** Unharmonized policies and implementation strategies.
- v. **Economic:** Inadequate capacity to comply with the common market challenges; International economic crisis; effect of natural calamities, lack of entrepreneurship spirit; weak financial resource base.
- vi. **Legal:** Conflicting foreign Laws and Customary Laws; Multitude of laws; Culture of disobedience.
- vii. **Technological:** Rapid change in technological advancement that leads to difficulty in controlling government secrecy.
- viii. **Environment:** Preparedness for various national calamities.
- ix. **Communication:** High communication costs, e.g. adverts through media.
- x. **External shocks** (disasters and climate change) affecting PwDs
- xi. **Fragmented implementation** of disability interventions among stakeholders

2.5 Stakeholders Analysis Matrix

The success of the Prime Minister's Office (PMO) in delivering quality services depends on the office's capacity to interact with stakeholders. A basic premise behind stakeholders' analysis was that PMO interacts with different groups in running its operations. Therefore, the stakeholders' analysis was conducted to assess diverse stakeholders with varied interests, perceptions, expectations, priorities, and capacities. The basic premise behind the analysis for the PMO was that different groups have different concerns,

capabilities, and interests. These differences need to be explicitly understood and recognized in problem identification, objective setting, target formulation, and strategy selection. The stakeholder analysis findings are summarized in Table 1.

Table 1: Stakeholders analysis matrix

SN	Stakeholders	Services offered	Needs/Expectations	Potential Impact If Not Meeting Expectations
1.	Parliamentarians	<ul style="list-style-type: none"> • Accurate information on the implementation of Government Policies, Plans and Budget • Effective and efficient coordination of Government Business in the Parliament • Timely coordination of bills of laws • Timely feedback and responsiveness of the government to Parliament resolutions and directives 	<ul style="list-style-type: none"> • Accountability • Transparency 	<ul style="list-style-type: none"> • Complaints from members of Parliament; • Deterioration of the relationship between the Government and the Parliament • Low accountability and loss of public trust • Delays or postponements of Parliamentary sessions and committee proceedings
2.	Ministries, Independent Departments, Agencies (MDAs), Regional Secretariats (RSs) and Local Government Authorities (LGAs)	<ul style="list-style-type: none"> • Effective coordination of Government business and performance 	<ul style="list-style-type: none"> • Effective coordination 	<ul style="list-style-type: none"> • Poor public service delivery • Misappropriation of public funds and property
3.	Non-State Actors	<ul style="list-style-type: none"> • Acknowledgement of their inputs and impact 	<ul style="list-style-type: none"> • Access to socio-economic data and information on 	Persistence of complaints from Non-State Actors

SN	Stakeholders	Services offered	Needs/Expectations	Potential Impact If Not Meeting Expectations
		<ul style="list-style-type: none"> • Genuine involvement in policy formulation, implementation and monitoring 	<p>government business</p> <ul style="list-style-type: none"> • Government recognition and support • Cooperation, collaboration, inclusiveness • Government guidelines 	
4.	Development Partners (DPs)	<ul style="list-style-type: none"> • Clear frameworks and guidelines governing collaboration • Genuine involvement in policy formulation, implementation and monitoring • Accurate information on the number of services/programs implemented in collaboration with the government. • Effective and efficient implementations of programs • Effective and efficient 	<ul style="list-style-type: none"> • Recognition • Accountability • Transparency • Legitimacy • Performance reports • Long-term partnerships, not one-off partnerships 	<ul style="list-style-type: none"> • Decline in financial assistance and material support • Loss of reputation • Stagnation in some of the development projects

SN	Stakeholders	Services offered	Needs/Expectations	Potential Impact If Not Meeting Expectations
		coordination of the services provided.		
5.	Private Sector	<ul style="list-style-type: none"> • Political stability • Business environment improvement • Business competitiveness • Local content initiatives • Supervision of the private sector 	<ul style="list-style-type: none"> • Engagement • Accountability • Transparency • Government recognition and support • Empowered • Performance reports 	<ul style="list-style-type: none"> • Corruption practices • Unfair competition • Delays in service provision • Reduced investment • Low integrity • Poor compliance with laws, rules and regulations • Poor economic performance
6.	Media Institutions	<ul style="list-style-type: none"> • Access to information on policies, plans and implementation reports • Transparency in service delivery • Timely feedback and responsiveness 	<ul style="list-style-type: none"> • Access accurate and timely information on PMO's activities 	<ul style="list-style-type: none"> • Misleading Information • Frequent interference • Complaints from the Media
7.	PMO Employees	<ul style="list-style-type: none"> • Favourable working environment • Supportive and effective management team • Regular feedback on performance • Staff welfare service 	<ul style="list-style-type: none"> • Effective Planning and Budgeting • Staff Development Training Program and Guidelines • Reports 	<ul style="list-style-type: none"> • Low performance due to a decline in work morale • Unethical behaviour • Leakage of classified information • Loss of competent human resources (Employee Turnover)

SN	Stakeholders	Services offered	Needs/Expectations	Potential Impact If Not Meeting Expectations
8	General Public	<ul style="list-style-type: none"> • Effective service delivery • Adherence to client service charter • Timely feedback and responsiveness 	<ul style="list-style-type: none"> • Customer Care and Innovation and Creativity 	<ul style="list-style-type: none"> • Public complaints • Mistrust to civil servants
9	Persons with Disability	<ul style="list-style-type: none"> • Living Care and Guidance • Assistive Devices • Empowerment services 	<ul style="list-style-type: none"> • Effective Laws, Policies, Regulations and Guidelines • Involvement in Planning and Implementation of their Programmes 	<ul style="list-style-type: none"> • Inadequate support to PwDs
10	Persons with Disability Associations	<ul style="list-style-type: none"> • Guidance and Regulations and guidelines 	<ul style="list-style-type: none"> • Cooperation and Collaboration in decision making • Enabling work environment 	<ul style="list-style-type: none"> • Poor collaboration • Inefficient service delivery

Way forward regarding stakeholder analysis

- a) Provide robust implementation reports timely.
- b) Effective and efficient coordination of Government Business;
- c) Timely feedback and responsiveness of the Government;
- d) Enhance timely evaluation of programs;
- e) Enhance incentive and motivation packages;
- f) Enhance building capacity in infrastructure and working tools;
- g) Continuous reviewing of Office working policies;
- h) Apply ICT in service delivery and establish information sharing and networking;
- i) Harmonise and continuously build collaborations among the stakeholders; and
- j) Continually update PMO Communication Strategies.
- k) Continued support to Persons with Disabilities

2.6 Political, Economic, Social, Technological, Environmental, and Legal Analysis

The Prime Minister's Office analysed the Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) dimensions as key external macro-environmental factors that influence the office's core functions. These external forces represent dynamic variables that must be continuously monitored and addressed to ensure the effective implementation of the strategic plan. An analysis of these factors is presented below.

2.6.1 Political aspect

The political environment in Tanzania continues to demonstrate stability that creates favourable conditions for the effective implementation of economic, social and financial policies and legal frameworks. This stability is largely contributed to the government's efforts to strengthen international relations, uphold peace and

security, minimise bureaucratic inefficiencies, foster economic growth and combat corruption. The Office considers the political stability and ongoing government initiatives as the potential drivers to manage financial resources efficiently, drive economic growth and support sustainable development.

2.6.2 Economic aspect

According to the Economic Survey Report for 2024, Tanzania's economy has grown by 5.5% compared to a growth rate of 5.1% in 2023. This growth was driven by: the continuous implementation of strategic and flagship projects involving energy and transportation infrastructure; an increase in lending to the private sector; effective management of monetary policies; favourable weather that boosted agricultural production; and government investment in social services, including education, health, water, and social protection. The resilience of Tanzania's economy creates an enabling environment to achieve the goals of implementing the Strategic Plan of the Prime Minister's Office for 2026/27 – 2030/31.

2.6.3 Social aspect

The existing social environment in Tanzania provides a strong foundation for the effective implementation of the PMO Strategic Plan. The nation's cohesive and peaceful society, characterized by unity, tolerance, and strong community networks, fosters stability and collective participation in government initiatives. Additionally, cultural values that promote solidarity, discipline, and mutual respect support a dedicated public service, while social inclusion initiatives focusing on gender equality, youth empowerment, and welfare contribute to equitable participation in development programmes. These social attributes collectively strengthen stakeholder engagement, accountability, and ownership, thereby positively influencing the successful implementation of the PMO Strategic Plan.

2.6.4 Technological aspect

The existing technological environment in Tanzania positively supports the implementation of the PMO Strategic Plan by enhancing efficiency, coordination, and transparency through the use of ICT systems and e-Government platforms. Improved internet connectivity, digital data management, and online reporting tools facilitate timely communication and decision-making. Additionally, ongoing digital transformation and ICT capacity-building initiatives strengthen institutional performance, streamline operations, and promote effective delivery of government programmes.

2.6.5 Environmental aspect

The existing environmental aspects in Tanzania positively influence the implementation of the PMO Strategic Plan by providing a stable and supportive physical and ecological foundation for development initiatives. The presence of a functional Disaster Management Division and an established Emergency Operations and Communication Centre enhance the country's capacity to manage and respond to natural and human-induced disasters, ensuring continuity of government operations. Moreover, increasing public awareness of environmental protection and climate resilience supports the integration of disaster risk reduction and environmental sustainability measures within PMO programmes. Collectively, these factors create a conducive environment for effective policy implementation, resource utilization, and resilience building in alignment with the PMO Strategic Plan.

2.6.6 Legal aspect

The existing legal framework in Tanzania provides a strong foundation for the effective implementation of the PMO Strategic Plan. The country operates under a well-established system of laws, regulations, and institutional frameworks that promote good governance, accountability, and the rule of law. The presence of enabling legislation governing public service management, procurement, financial accountability, and transparency strengthen institutional compliance and performance. The existence of a

functioning legal and regulatory system provides mechanisms for resolving disputes, enforcing contracts, and upholding citizens' rights, which enhances trust and confidence in government operations. Collectively, existing legal framework create a stable and predictable environment that supports efficient execution, monitoring, and sustainability of interventions outlined in the PMO Strategic Plan.

2.7 Analysis of Recent Initiatives

Recent initiatives describe issues that occurred during the implementation of the Strategic Plan for financial years 2021/22 – 2025/26, which were not planned for. These initiatives originated from government directives and other social and economic dynamics. A list of recent initiatives and their level of achievement is indicated in Table 2.

Table 2: Recent initiatives

SN	Initiative	Achievement	Remarks
1.	Development and implementation of the Strategy to increase the revenue of the Government Printer.	Construction of a new Printing Press, procurement and installation of 8 new machines, and major repairs of 11 machines.	Nil
2.	Establishment of the Tanzania Government Printing Agency	The Tanzania Government Printing Agency has been established under the Executive Agency's Act, Cap 245. Officially, the TGPA has started its implementation in the FY 2025/2026	The Agency is autonomous and no longer under the mandate of the Prime Minister's Office
3.	Coordination of the Construction of the Government City – Mtumba in Dodoma	Construction works for 34 government buildings have reached 91% as of June 2025.	The initiative is to be considered in the next five-year plan.

SN	Initiative	Achievement	Remarks
4.	Change of the Prime Minister's Office organization structure	New departments and units established	Accommodate the roles and functions of the newly established departments and units in the next five-year strategic plan.
5.	Establishment of the Disaster Situation Room	The disaster management situation room has been established at Mtumba.	Accommodate the established initiative in the next five-year strategic plan
6.	Construction of the National Disaster Management Centre at Nzuguni, in Dodoma	Two warehouses have been constructed. The construction of the administration block is underway	Continue with the construction of the National Disaster Management Centre

2.8 Review of Relevant Information

The PMO operates under the external environment that influences its operations. The review of relevant information, therefore, entailed an assessment of national and international policies, plans, and conventions that include: The Tanzania National Development Vision 2050, The Chama Cha Mapinduzi (CCM) Manifesto 2025 – 2030; Agenda 2063: The Africa We Want; Sustainable Development Goals (SDGs) 2030; EAC Vision 2050; The SADC Vision 2050; Anti-Corruption Strategy; National Policy on HIV/AIDS of 2001; The National Disaster Management Policy 2004 Edition 2025; National Economic Empowerment Policy 2004; National Drug Control and Enforcement Policy 2024; National Agriculture Policy 2013 and The Food and Nutrition Policy 1992. The description on the review is as follows:

2.8.1 The Tanzania National Development Vision 2050

The effectiveness of the Tanzania National Development Vision 2050 depends on careful coordination and oversight to ensure strategic execution and responsiveness to challenges. The Prime Minister's Office is fundamental to the effective implementation of the Tanzania National Development Vision 2050 through its coordination role, policy oversight, stakeholder facilitation, and emphasis on good governance. The PMO ensures that government initiatives are strategically aligned and efficiently executed. Its commitment to monitoring progress and promoting transparency through the implementation of its strategic plan strengthens the country's ability to achieve sustainable and inclusive development. As Tanzania progresses towards 2050, the continued strengthening of the PMO's capacities will be essential for transforming the vision into tangible socio-economic outcomes.

2.8.2 The Chama Cha Mapinduzi (CCM) Manifesto 2025 – 2030

The implementation of this Strategic Plan is aligned with the priorities, goals, and commitments outlined in the ruling party's Election Manifesto 2025–2030. The Plan provides an operational framework for translating the manifesto's broad policy directions into actionable programmes and measurable results through effective coordination, monitoring, and evaluation of Ministries, Departments, Agencies, and Regional Secretariats. The strategic plan advances key manifesto objectives by promoting inclusive economic growth, as outlined in Section 2.11, and strengthening the private sector, as emphasized in Section 2.12, both of which are central mandates of the PMO. Through its mandate on government performance, monitoring, and evaluation, and its robust results-based monitoring framework for manifesto implementation, the PMO will ensure systematic tracking and reporting of progress. Hence, it directly contributes to the realization of CCM's vision of a prosperous Tanzania for all, a nation that upholds and respects human dignity, justice, and equality, and a strong, self-reliant country.

2.8.3 Agenda 2063: The Africa We Want

Agenda 2063: *“The Africa We Want”* is a long-term development framework for Africa that aims to achieve a united, peaceful, prosperous, and sustainable continent by the year 2063. Referring to the aspirations outlined in this Agenda, the PMO in Tanzania plays a significant role in coordinating the implementation of government policies, plans, and development programs. The Office contributes to the realization of this Agenda in various ways, including ensuring coordination across all government sectors to achieve goals related to inclusive economic growth, industrial development, and youth employment. Through the Tanzania National Business Council (TNBC), the PMO can promote collaboration between the public and private sectors to advance economic and investment objectives outlined in Agenda 2063. Likewise, through the National Economic Empowerment Council (NEEC), the PMO supports the implementation of goals related to citizens’ welfare, particularly in employment, resource ownership, and entrepreneurship, while also coordinating initiatives that strengthen good governance, ethics, and accountability among leaders and public servants.

2.8.4 Sustainable Development Goals (SDGs) 2030

The implementation of the PMO Strategic Plan in Tanzania directly supports the attainment of the Sustainable Development Goals (SDGs) by promoting coordinated, inclusive, and accountable governance. Through effective policy alignment, resource mobilization, and cross-sectoral collaboration, the PMO enhances economic growth, social welfare, and institutional performance. Its focus on poverty reduction, gender equality, disaster management, and environmental sustainability contributes to achieving key SDGs such as decent work and economic growth (SDG 8), reduced inequalities (SDG 10), strong institutions (SDG 16), and partnerships for the goals (SDG 17).

2.8.5 The East African Community (EAC) Vision 2050

The PMO operations in Tanzania directly support the attainment of the East African Community (EAC) Vision 2050, which seeks to

achieve a prosperous, competitive, secure, and politically united region. Through initiatives that promote private sector growth, economic empowerment, and effective coordination of social services, the PMO contributes to the Productive Sectors Transformation and Social and Human Capital Development pillars. Efforts to strengthen governance, accountability, and institutional performance advance the Governance, Peace and Security and Institutional Development pillars, while improvements in digital systems, infrastructure coordination, and disaster management align with the Infrastructure Development pillar. Moreover, by enhancing policy coherence and regional collaboration, the PMO strengthens Regional Integration and Cooperation, positioning Tanzania as a key contributor to the realization of the EAC Vision 2050.

2.8.6 The Southern African Development Community (SADC) Vision 2050

The Prime Minister's Office operations support the attainment of the SADC Vision 2050, which aspires to a peaceful, inclusive, and prosperous region. Through its mandate to coordinate government functions and ensure policy coherence, the PMO promotes good governance, accountability, and effective public service delivery, aligning with SADC's pillar on Peace, Security, and Good Governance. Its efforts in economic empowerment, private sector development, and human capital improvement contribute to Industrial Development, Market Integration, and Social and Human Capital Development. Furthermore, the PMO's work in disaster management, nutrition, and social protection strengthens resilience and well-being, while its role in policy harmonization and regional cooperation enhances Tanzania's contribution to regional integration. Collectively, these interventions advance SADC's Vision 2050 goals of sustainable development and shared prosperity.

2.8.7 Anti-Corruption Strategy

The Fourth National Anti-Corruption Strategy and Action Plan (NACSAP IV) was developed based on the best practices, challenges, and gaps brought by previous strategies. Anti-corruption

initiatives have a long history, as demonstrated by different initiatives undertaken by the Government. The PMO has been involved in launching the NACSAP-IV, which covers 2023-2030. This strategy sets out priorities and targets to combat corruption at all levels of government. The Prime Minister's Office is responsible for ensuring that the anti-corruption strategy is effectively implemented across government ministries, departments and agencies (MDAs) as it has been illustrated within the Prime Minister's Office's Strategic Plan of the year (2021/22 – 2025/26), there are explicit objectives and targets tied to anti-corruption (e.g. strengthening the PMO's anti-corruption strategy, integrity committees, capacity building). PMO supports, through resource allocation, structural strengthening of agencies like the Prevention and Combating of Corruption Bureau (PCCB). For instance, the procurement of vehicles, building offices at the district and regional levels, and hiring more investigators. Various building capacity training programmes on anti-corruption strategies have been conducted for PMO Staff to raise awareness among staff and enhance the society to prevent and combat corruption.

2.8.8 National Policy on HIV/AIDS of 2001

The National Policy on HIV/AIDS (2001) and the National Multi-Sectoral Framework on HIV/AIDS (2021/22–2025/26) guide all sectors in safeguarding the rights of people living with HIV/AIDS, enhancing their quality of life, reducing stigma, and increasing public awareness on HIV and other sexually transmitted infections. In line with these frameworks, the PMO plays a key coordination role in overseeing the implementation of national HIV/AIDS interventions across sectors. The Office ensures effective collaboration among ministries, departments, agencies, and non-state actors to promote a unified and multi-sectoral response to HIV/AIDS. Furthermore, the Prime Minister's Office implements various initiatives to strengthen workplace and community responses to HIV/AIDS. The Office also focuses on promoting awareness and knowledge among staff and stakeholders through advocacy, information, education, and communication for behaviour change. The Prime Minister's office

supports early diagnosis through voluntary counselling and testing (VCT), ensures access to pre - and post-test counselling, and provides psychosocial support services to employees and communities affected by HIV/AIDS.

2.8.9 The National Disaster Management Policy 2004 Edition 2025

The National Disaster Management Policy of 2004 (2025 Edition) provides policy direction for strengthening national systems and approaches to disaster management. The policy underscores the importance of multi-sectoral collaboration among government institutions, stakeholders, and communities in building robust disaster resilience and preparedness mechanisms to safeguard lives and property. In alignment with this policy, the PMO strategic plan operationalizes the National Disaster Management Policy by translating policy objectives into strategies, actions, and measurable results. The focus is on establishing an effective institutional framework and coordination system for disaster management; strengthening disaster risk management capacities; and enhancing prevention, mitigation, and preparedness measures.

2.8.10 National Economic Empowerment Policy 2004

The Prime Minister's Office serves as a central mechanism for ensuring the effective implementation of the National Economic Empowerment Policy (NEEP) of 2004. By providing policy alignment across government programs, the PMO identifies gaps, harmonises interventions, and ensures that initiatives targeting poverty reduction, employment generation, and SME development are coherent with national development priorities. Through close coordination strengthens and facilitates the enactment of enabling laws, and oversight to ensure transparency, accountability, and optimal use of public resources. The PMO collectively ensure that the NEEP is implemented in a sustainable, equitable, and results-oriented manner, promoting citizen-centred economic empowerment and contributing meaningfully to Tanzania's broader socio-economic transformation.

2.8.11 National Drug Control and Enforcement Policy 2024

The implementation of the National Drug Control and Enforcement Policy, 2024, aligns closely with the mandate and functions of the PMO, particularly in the areas of coordination, policy oversight, and performance monitoring across sectors. As the central coordinating institution of government business, the PMO ensures effective collaboration among Ministries, Departments, Agencies (MDAs), and Local Government Authorities (LGAs) in enforcing measures aimed at preventing and controlling drug abuse and trafficking. Through its oversight of the Drug Control and Enforcement Authority (DCEA), the PMO provides strategic leadership in formulating and harmonizing multi-sectoral interventions that address both the supply and demand dimensions of drug control.

2.8.12 National Agriculture Policy 2013

The National Agriculture Policy 2013 (NAP 2013) revolves around the goals of developing an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad-based economic growth and poverty alleviation. The PMO plays a pivotal role in coordinating the implementation of the Agricultural sector programmes through Agricultural Sector Development programmes phase (2018/2019 – 2029/2030), the Agriculture and Fisheries Development project (AFDP) and the National Multisectoral Nutrition Action Plan (NMNAP II 2021/2022 – 2025/26) which are among the main vehicle for executing the National Agriculture Policy (NAP) of 2013 and other sector policies. During the course of implementation, through different initiatives will curb the critical constraints and challenges to sector performance and raise agricultural sector GDP and improve the growth of smallholder incomes and ensure food security.

2.8.13 The Food and Nutrition Policy 1992

The PMO plays a central and coordinating role in ensuring the successful realization of the policy's objectives in Tanzania. The

Office operationalizes the goals of the Food and Nutrition Policy of 1992 by ensuring strong governance, coordination, and accountability across all sectors dealing with food and nutrition. It acts as the National driver of policy coherence and results-based management, ensuring that Tanzania's strategies for food security and nutrition are effectively implemented, monitored, and sustained by coordinating government policies, programs, and sectoral linkages especially among the Ministries responsible for Agriculture, Health, Education, and Community Development, Gender, Elderly and Special Groups; the Prime Minister's Office fosters the multisectoral collaboration required by the Food and Nutrition Policy.

2.8.14 National Policy on Disability (2004)

The National Policy on Disability (2004) aims at providing a conducive environment for people with disabilities to engage in productive work for their development and the utilization of available resources for improved service delivery. Tanzania values human rights and the equality of all citizens. Every citizen has the right under the law to participate freely in activities beneficial to himself/herself and the society as a whole. Despite their impairment, it is well known people with disabilities are a resource which, if and when appropriately developed, could be of greater benefit to themselves and the community at large. There is, therefore, a grave need to identify their capabilities and talents and devise strategies to develop them. Therefore, the policy provides guidelines and sets parameters for service delivery. It is built on a Tanzanian cultural perspective with a strong focus on the development, rights and dignity of people with disabilities. It aims at providing a conducive environment for people with disabilities to engage in productive work for their development and the utilization of available resources for improved service delivery.

2.9 List of Critical Issues

Based on the situation analysis, the Prime Minister's Office has identified critical issues that require focused attention to ensure effective and efficient service delivery. These issues represent key

areas that must be addressed, safeguarded, sustained, and continuously enhanced to strengthen institutional performance, uphold accountability, and promote the delivery of quality services in line with the Office's mandate and national development priorities. The following critical issues were identified.

- i. Institutional, human, and financial capacity development;
- ii. Cross-cutting issues (HIV, AIDS, NCDs and Corruption);
- iii. Use of ICT in service delivery;
- iv. National ability in disaster management;
- v. Performance Management;
- vi. Policy and government business coordination;
- vii. Private sector development;
- viii. Economic empowerment;
- ix. Research and data management;
- x. Sustainability – (Environment, Social and Governance);
- xi. Empowerment and rehabilitation of Persons with Disability;
- xii. Perception of the community on PwDs affecting participation and inclusion;
- xiii. Accessibility of infrastructure, information, communication and services delivery system to PwDs;
- xiv. Limited mainstreaming of disability issues in sectoral policies, plans, and budgets;
- xv. External shocks (disasters and climate change) affecting PwDs.

2.10 Strategic Risk Assessment

In order to ensure the effective implementation of this Strategic Plan and the achievement of its intended objectives, the PMO is firmly committed to the proactive management of critical risks that may hinder the attainment of its strategic objectives. The identified key risks and corresponding mitigation measures are presented in Table 3.

Table 3: Strategic risk assessment

SN	Critical Issue	Risk	Mitigation strategies/ measures
	Suspension of funds affects timely and effective project implementation.	Possibility of inaccurate information from the project implementer due to a lack of accountability of the project implementer, resulting in suspension of disbursement of funds.	<ul style="list-style-type: none"> (i). To conduct 4 monitoring on 6 implementing partners (ii). To organize and arrange the ministerial technical advisory committee, quarterly or whenever needed (iii). To raise awareness of the project requirement to 6 implementing partners
	Underperformance in Government Business, which may lead to the PMO not to full fill its mandate of coordination	Possibility of delay in the implementation of directives given by national leaders due to noncompliance of MDAs with guidelines given by PMO.	<ul style="list-style-type: none"> (i). Conduct regular meetings with MDAs (ii). Capacity building sessions to MDAs (iii). Conduct regular follow-ups on implementation progress
	Low participation of the private sector in economic activities leads to low economic growth, low employment rate and low	Possibility of mistrust between the public and private sectors due to poor engagement between the public and private sectors	<ul style="list-style-type: none"> (i). Strengthen coordination of public-private dialogues at all levels through TNBC (ii). Capacity building to business council members and private sector

SN	Critical Issue	Risk	Mitigation strategies/ measures
	government revenues.	resulting in low participation of the private sector in economic activities	<p>associations</p> <p>(iii). To monitor the operation of business councils at the National, Ministerial, Regional and District levels</p> <p>(iv). Strengthen the implementation mechanism of public-private dialogue resolutions</p> <p>(v). To strengthen the institutional capacity of private sector organizations</p> <p>(vi). To prepare a private sector development policy</p>
	Tarnish the reputation of an organization. Potential financial loss to the organization arising from reliance on legal advice founded on erroneous client information.	Possibility of providing ineffective legal advice due to inadequate information from the user department, resulting in misleading decision makers	<p>(i). To conduct ongoing capacity building training to all staff of the PMO</p> <p>(ii). To enhance inter-departmental cooperation</p> <p>(iii). Initiate awareness at the Institutional level on Legal issues and their impact.</p>
	Underperformance monitoring and reduced	The possibility of an unchanged mindset on	<p>(i). To build capacity and awareness on M&E issues to Government Institutions</p>

SN	Critical Issue	Risk	Mitigation strategies/ measures
	accountability	M&E in Government institutions due to low awareness of M&E issues.	<ul style="list-style-type: none"> (ii). To make follow-up in the establishment of M&E Units in Government institutions (iii). To organise and implement National M&E Weeks
	Exposure of the organization to financial, legal, and reputational risks arising from non-compliance with the Procurement Act 2023 and its Regulations 2024.	Possibility of Purchases to be done outside the National e-Procurement System of Tanzania (NeST).	<ul style="list-style-type: none"> (i). Create awareness on to PMO staff on the Procurement Law 2023 and its Regulation (ii). To advocate compliance on Procurement Law 2023 and its Regulation

CHAPTER THREE

THE PLAN

3.1 Introduction

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

3.2 Vision

Excellence in the coordination of government business and performance management for delivery of quality public service

3.3 Mission

To ensure efficient, effective and accountable public service delivery through coordination and oversight of Government business performance.

3.4 Core Values

The operations of the Prime Minister's Office are anchored on seven (7) core values, which serve as guiding principles in the pursuit of its vision. These values inform the Office's internal conduct and shape its interactions with external stakeholders.

i. Integrity

We uphold honesty, ethical conduct, and moral uprightness in all our actions.

ii. Transparency and accountability

We provide services in an open, fair and responsible manner.

iii. **Professionalism**

We perform our duties competently and impartially in accordance with standards.

iv. **Teamwork and Collaboration**

We promote synergy and a culture of collective effort across government institutions and stakeholders to achieve shared national goals.

v. **Innovation and Creativity**

We embrace new ideas, technologies and approaches to improve the effectiveness and efficiency of government operations.

vi. **Efficiency**

We ensure optimal use of resources and systems to deliver timely, high-quality results with minimal waste.

vii. **Confidentiality:**

We ensure privacy and trust when dealing with sensitive data/ information.

3.5 Strategic Objectives, Strategies, Outcomes and Outcome Indicators

3.5.1 Strategic Objective A. Non-communicable diseases, HIV, and AIDS infections reduced and supportive services improved

Rationale

HIV and AIDS are challenging labour-related issues because of their implications for workers' health and productivity. TACAIDS estimated that by December 2024, Tanzania had 1.5 million people living with HIV. The Government has continued to scale up interventions to prevent HIV spread and provide care to the infected individuals. Notwithstanding Government efforts to curb HIV spread, there is evidence of the growing burden of Non-communicable Diseases

(NCDs), which is mainly attributed to lifestyle and environmental factors, which equally impact workers' health and productivity. In this regard, PMO continues to mainstream national HIV/AIDS and NCDs intervention programs by tailoring and implementing various initiatives.

Strategies

- (i) Implement supportive services to staff living with HIV and AIDS; and
- (ii) Strengthen the program to fight against NCDs and the spread of HIV/AIDS.

Outcome

- (i) Community awareness of NCDs and HIV/AIDS;
- (ii) Incidences of non-communicable diseases and HIV / AIDS infections.

Outcome Indicators

- (i) Level of community awareness of NCDs and HIV/AIDS;
- (ii) HIV prevalence rate.

Targets

- (i) Twenty-five (25) HIV/AIDS Interventions implemented to 397 PMO staff by June 2031;
- (ii) Twenty-six (26) Non-Communicable Diseases interventions implemented to 397 PMO staff by June 2031.

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

Rationale

Corruption weakens public service delivery, thus retarding social and economic development. In response, the Government developed the National Anti-Corruption Strategy and Action Plan Phase IV 2023-

2030 (NACSAP IV), which aims to reduce corruption through strengthening transparency and accountability. The Prime Minister’s Office has a distinguished role of leading Government business in order to serve the people of Tanzania diligently. In due course, it should be at the forefront to ensure that the National Anti-Corruption Strategy is effectively implemented.

Strategies

- (i) Enhance the capacity of PMO staff on integrity and corruption prevention;
- (ii) Strengthen coordination and institutional frameworks.

Outcomes

- (i) Zero prevalence of corruption incidents.

Outcome Indicators

- (i) Prevalence rate of corruption at the Prime Minister's Office.

Target

- (i) Thirteen (13) Anti–Corruption interventions implemented to 397 PMO staff by June 2031.

3.5.3 Strategic Objective C: Institutional, human resource, and financial capacities strengthened

Rationale

The rationale for the strategic objective “Institutional, Human Resource, and Financial Capacities Strengthened” is to ensure that the Prime Minister’s Office has the institutional frameworks, skilled workforce, and adequate financial resources necessary to effectively coordinate and implement government policies and programmes. Strengthening these capacities enhances efficiency, accountability, and service delivery across sectors and levels of government. This objective directly contributes to the realization of the Tanzania Development Vision 2050, particularly under the Governance and Institutional Pillar, which emphasizes effective institutions, capable

human capital, and sustainable resource management as key enablers of good governance and national development. By reinforcing institutional performance, professional competence, and financial sustainability, the PMO will play a pivotal role in advancing the Vision's goal of a well-governed, inclusive, and prosperous nation.

Strategies:

- (i) Enhance Human Resource Capacity and Competence;
- (ii) Improve working environment and staff welfare;
- (iii) Enhance the use of ICT;
- (iv) Improve financial management and resource utilization;
- (v) Enhance Environmental, Social, and Governance (ESG) sustainability.

Outcomes

- (i) Improved customer satisfaction;
- (ii) Strengthened financial management systems;
- (iii) The institution operates with lower environmental impact, improved governance, and stronger stakeholder trust.

Outcome Indicators

- (i) Level of customer and stakeholder's satisfaction;
- (ii) Audit opinions on financial statements by CAG;
- (iii) Percentage of institutional activities compliant with environmental and social sustainability standards.

Targets

- (i) POPM staff facilitated to undertake their own duties by June 2031;
- (ii) Technical advice and State Lodges services provided to the Prime Minister annually by June 2031;
- (iii) Forty-seven (47) DPC staff facilitated to undertake their own duties by June 2031;
- (iv) Twenty (20) DPME staff facilitated to undertake their own duties by June 2031;
- (v) Nineteen (19) DPPA staff facilitated to undertake their own duties by June 2031;
- (vi) 46 DDM staff facilitated to undertake their own duties by June 2031;
- (vii) Sixteen (16) DEEPS staff facilitated to undertake their duties by June 2031;
- (viii) Staff welfare services facilitated for 397 PMO staff by June 2031;
- (ix) Eighteen (18) capacity building programs to 397 PMO staff coordinated by June 2031;
- (x) Human resource management plans reviewed and implemented by June 2031;
- (xi) Performance management systems and guidelines implemented by June 2031;
- (xii) 15 DPB staff facilitated to undertake their own responsibilities by June 2031;
- (xiii) Five (5) PMO plans and budgets coordinated by June 2031;
- (xiv) Four (4) PMO performance reports coordinated annually by June 2031;

- (xv) 26 DSC staff facilitated to undertake their own duties by June 2031;
- (xvi) 7 DMEU staff facilitated to undertake their own duties by June 2031;
- (xvii) Thirteen (13) PMU staff facilitated to undertake their own duties by June 2031;
- (xviii) PMO procurement processes enhanced to comply with PPA 2023 and its Regulations 2024 by 95% annually;
- (xix) Twenty-One (21) FAU staff facilitated to undertake their own duties by June 2031;
- (xx) Financial management services provided and reported quarterly by June 2031;
- (xxi) Internal control maintained and functioning effectively 95% by June 2031;
- (xxii) Five (5) staff members facilitated to undertake their own responsibilities by June 2031;
- (xxiii) Accurate and reliable financial reporting enhanced at 100% by June 2031;
- (xxiv) Twelve (12) ICT staff facilitated to undertake their own duties by June 2031;
- (xxv) ICT services facilitated to PMO's 7 Divisions and 8 Units annually by June 2031;
- (xxvi) Six (6) unit staff facilitated to undertake their own duties by June 2031;
- (xxvii) Legal services provided to the Prime Minister's Office by June 2031;
- (xxviii) Six (6) LSU unit staff facilitated to attend litigation and legal-statutory seminars and workshops by June 2031;
- (xxix) 150 Legal and contract advices are provided to PMO by June 2031;

- (xxx) 20 Legislation and Regulations reviewed by June 2031;
- (xxxi) Nine(9) GCU staff facilitated to undertake their own duties by June 2031;
- (xxxii) PMO information shared with the public and stakeholders by June 2031;
- (xxxiii) 25 interventions on the protection and welfare of Persons with Disabilities coordinated by June 2031;
- (xxxiv) 100 sustainable economic empowerment programs for Persons with Disabilities coordinated by June 2031;
- (xxxv) 100 awareness-raising and capacity-building sessions on the rights and welfare of Persons with Disabilities delivered by June 2031;
- (xxxvi) 50 Rehabilitation program services for Persons with Disabilities coordinated by June 2031;
- (xxxvii) 20 international and regional events on disabilities related issues coordinated by June 2031;
- (xxxviii) 18 PDU staff facilitated to undertake their own duties by June 2031.

3.5.4 Strategic Objective D: Coordination of Government business, Policy and Parliamentary affairs enhanced Rationale

The mandate of the Prime Minister’s Office (PMO) is derived from Article 52 (1)– (3) of the Constitution of the United Republic of Tanzania, 1977 which assigns the Prime Minister the responsibility of coordinating all Government business across sectors. In fulfilling this constitutional mandate, the PMO plays a central role in coordinating Government business, policies, parliamentary affairs, disaster management, and state celebrations. Effective coordination in these areas is fundamental to ensuring coherence, accountability, and efficiency in public administration. Strengthening coordination enhances the Government’s ability to implement national priorities in

a harmonized manner, facilitates timely decision-making, and promotes alignment among ministries, departments, and agencies.

Strategies

- (i) Strengthen mechanisms for effective management and alignment of government business;
- (ii) Strengthen coordination of parliamentary and political affairs;
- (iii) Enhance public policy coherence and management of national programmes;
- (iv) Strengthen disaster management operations.

Outcomes

- (i) Well-coordinated government business in Parliament;
- (ii) Improved coherence and alignment of government policies;
- (iii) Enhanced and sustained political stability;
- (iv) Strengthen disaster management operations.

Outcome Indicators

- (i) Level of public confidence and trust in government leadership and governance.

Targets

- (i) All Prime Minister's directives communicated to MDAs, RS, and LGAs, for implementation by June 2031;
- (ii) MDAs' implementation of Government decisions and directives coordinated annually by June 2031;
- (iii) Government Business Coordination and reporting system strengthened by June 2031;
- (iv) Implementation of the Ruling Party Election manifesto coordinated and reported biannually by June 2031;

- (v) Implementation report on the shift of Government from Dar es Salaam to Dodoma, Development of Dodoma Capital City and Government City timely prepared and communicated by June 2031;
- (vi) All multi-sectoral programmes and projects coordinated by June 2031;
- (vii) Recommendations to policies and their implementation strategies, timely prepared and communicated by June 2031;
- (viii) Twenty (20) parliamentary sessions and committee proceedings successfully coordinated and monitored by June 2031;
- (ix) Complaints received by PMO reduced by 20% annually by June 2031;
- (x) Response and recovery measures coordinated across all areas affected by major disasters by June 2031;
- (xi) Nine (9) interventions of public awareness interventions on disaster management coordinated and implemented annually by June 2031;
- (xii) Eight (8) capacity building in disaster prevention, mitigation, preparedness, response and recovery at the National, Regional and LGA levels coordinated by June 2031;
- (xiii) Thirty (30) District Risk Vulnerability Capacity Assessments, Emergency Preparedness and Response Plans and Disaster Risk Reduction Strategies developed by June 2031;
- (xiv) Multi-hazard Early Warning Systems in disaster management strengthened and operationalised by June 2031;
- (xv) Thirty (30) Emergency Preparedness and Response Plans and Disaster Risk Reduction Strategies developed;
- (xvi) Four (4) research studies on disaster-related matters conducted by June 2031;

- (xvii) Nine (9) disaster frameworks formulated and reviewed by June 2031;
- (xviii) 5 Risk management assessment meetings conducted annually by June 2031;
- (xix) Five (5) research and innovation matters coordinated by June 2031;
- (xx) Review and formulation of four (4) National policies and strategies coordinated by June 2031;
- (xxi) Cabinet papers from all sectors scrutinised by June 2031;
- (xxii) 16 National Festivals, State Celebrations and funerals coordinated by June 2031.

3.5.5 Strategic Objective E: Government performance management systems strengthened and sustained

Rationale

The rationale for the strategic objective “*Government Performance Management Systems Strengthened and Sustained*” is to promote efficiency, accountability, and results-oriented management across the public sector. Strengthening performance management systems ensures that government institutions operate based on clear targets, measurable outcomes, and continuous performance monitoring and evaluation. It enables informed decision-making, enhances service delivery, and fosters a culture of excellence and responsibility among public servants. Sustaining these systems further ensures consistency in performance tracking, institutional learning, and alignment of individual and institutional outputs with national development goals, thereby enhancing overall government effectiveness and credibility.

Strategies

- (i) Strengthen institutional performance, monitoring and evaluation systems across government;
- (ii) Promote a results-based culture and accountability.

Outcomes

- (i) Increased accountability and transparency across all levels of government;
- (ii) Strengthened culture of results-based performance management for decision making.

Outcome indicators

- (i) Percentage of MDAs, RSs, and LGAs submitting performance reports through GWIMES;
- (ii) Level of customer satisfaction.

Targets

- (i) 80% of Performance Monitoring and Evaluation (PME) systems are fully established and integrated across the government by June 2031;
- (ii) Performance monitoring, reporting, and feedback mechanisms institutionalized across government levels improved from 30% to 80% by June 2031;
- (iii) Four (4) standardized performance reporting templates and dashboards developed by June 203;
- (iv) All MDAs, RSs, and LGAs capacitated to use standardized templates by June 2031;
- (v) Performance data reported by MDAs, RSs, and LGAs meet national data quality standards as verified through quarterly data quality assessments (DQAs) and routine supervision, improved from 40% to 80% by June 2031;
- (vi) Fifteen (15) systematic evaluations of key national programs and institutional performance conducted to inform policy and planning by June 2031;
- (vii) Monitoring and Evaluation of PMO Plans and Programmes coordinated by 100% Annually by June 2031;

- (viii) Four (4) studies conducted to assess the level of service delivery by June 2031;

3.5.6 Strategic Objective F: Economic empowerment and social welfare strengthened.

Rationale

The strategic objective aims to improve the PMO's role in fostering an enabling environment for inclusive and sustainable economic growth. Strengthened coordination ensures effective alignment of policies and programmes that promote private sector participation, entrepreneurship, and equitable access to economic opportunities while protecting the welfare of persons with disabilities. This objective supports the national Disability Policy of 2004, the Persons with disabilities Act No. 9 of 2010 and the Tanzania Development Vision 2050 under the Economic Growth and Competitiveness Pillar. The objective also aligns with the National Economic Empowerment Policy of 2004, which seeks to build the capacity of Tanzanians to participate effectively in the economy, and contributes to SDG 8 of the UN 2030 Agenda, which promotes inclusive and sustainable economic growth, employment, and decent work for all.

Strategies

- (i) Strengthen Economic Empowerment initiatives;
- (ii) Strengthen data and information management on Persons with Disabilities;
- (iii) Strengthen coordination of disability services.

Outcome

- (i) Harmonisation of economic empowerment initiatives;
- (ii) Improved quality of life of PWDs.

Outcome Indicators

- (i) Percentage of harmonized economic empowerment initiatives;
- (ii) Level of accessibility of services by PwDs.

Targets

- (i) Local content implementation strategy coordinated in various sectors by June 2031;
- (ii) All economic empowerment initiatives coordinated by June 2031;
- (iii) All empowerment funds and programs coordinated by June 2031;
- (iv) Use of local raw materials, products and services increased from 25% to 35% by June 2031;
- (v) 25 Protection and welfare of persons with disabilities coordinated by June 2031;
- (vi) 100 sustainable empowerment programs for persons with disabilities coordinated by June 2031;
- (vii) 100 awareness-raising and capacity-building sessions on the rights and welfare of persons with disabilities, conducted by June 2031;
- (viii) 50 Rehabilitation programmes for persons with disabilities coordinated by June 2031;
- (ix) 20 international and regional events on disabilities related issues coordinated by June 2031.

3.5.7 Strategic Objective Y: Multi-sectoral Nutrition Services Improved

Rationale

Improving multi-sectoral nutrition services aligns with the PMO mandate of coordinating cross-sectoral government functions and ensuring effective implementation of national policies and programs. In this context, the PMO plays a central role in harmonizing efforts among key sectors such as health, agriculture, education, community development, and social welfare to address the underlying causes of malnutrition. The implementation of the National Multisectoral Nutrition Action Plan (NMNAP II) 2021/22 – 2025/26 and its accompanying Resources Mobilisation Strategy for the National Multisectoral Nutrition Action Plan II of 2021, strengthens the country's ability to coordinate, finance, and sustain nutrition interventions. These frameworks enhance collaboration, accountability, and efficient resource utilization among stakeholders, thereby improving the delivery and impact of nutrition services at all levels. This objective supports the Tanzania Development Vision 2050 goal of building a healthy and productive nation, while contributing to the achievement of the Sustainable Development Goals (SDGs), particularly SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-being), and SDG 4 (Quality Education), through improved nutrition outcomes and human capital development nationwide.

Strategies

- (i) Strengthen inter-ministerial coordination of nutrition services;
- (ii) Enhance integration of nutrition priorities into relevant sectoral policies.

Outcomes

- (i) Coordinated and integrated multi-sectoral nutrition interventions across relevant sectors.

Outcome Indicator

- (i) Percentage of sectors implementing harmonized and integrated multi-sectoral nutrition interventions.

Target

- (i) National nutritional interventions performance report prepared and communicated annually by June 2031.

3.6 Strategic Plan Matrix

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

CHAPTER FOUR

RESOURCES FOR THE PLAN

4.1 Introduction;

This chapter presents the resources required to implement this strategic plan. It provides an analysis of human, financial and technological requirements. An analysis of required resources is explained as follows;

4.2 Human Resource (number, skills and expertise);

Human resources are critical for the effective implementation of the PMO mandate and strategic objectives. The office requires an adequate number of qualified staff with the appropriate skills, competencies, and expertise to deliver quality services and provide technical support. Strengthening human resource capacity will involve recruitment of skilled personnel, continuous professional development, training, and capacity-building initiatives to address skills gaps. Additionally, effective human resource management systems and staff motivation mechanisms will be enhanced to ensure optimal productivity, accountability, and retention of competent staff. Table 4 indicates the human resources requirements for the implementation of this strategic plan.

Table 4: Human Resources Required for Plan Implementation

S/n	Division/unit	Human Resource Skills/ Expertise Required	Number of Human Resources Required by FY				
			2026/27	2027/28	2028/29	2029/30	2030/31
1	Administration and Human Resource Management Division	Human Resource Management, Administration, Office Management, Records Management, Engineers, Drivers, Technicians, and Office Assistants	68	75	75	75	75
2	Finance and Accounts Unit	Accountants, Accounts Officers, Drivers & Secretary	16	16	16	16	16
3	Planning and Budget Division	Economist, Statisticians, Planners, Drivers & Office Secretary	13	13	15	15	15
4	Government Communication Unit	Information Officers, Driver	9	9	9	9	9
5	Internal Audit Unit	Internal Auditors, Internal Audit Officers	6	6	8	8	8

S/n	Division/unit	Human Resource Skills/ Expertise Required	Number of Human Resources Required by FY				
6	Information and Communication Technology Unit	ICT officer- Software Developer/programmer/ system Administrator,	9	9	9	11	12
7	Legal Services Unit	Legal Officers, Secretary, Drivers,	6	6	6	6	6
8	Monitoring and Evaluation Unit	Economist, Statisticians and Personal Secretary	7	7	7	8	8
9	Procurement and management unit	Supplies Officers, Personal Secretary, Office Attendant, Drivers	10	12	13	13	15
10	State Ceremonies and Festivals Unit	Protocol Officers, Technicians, Secretaries, Drivers & Carpet Masters	32	32	35	35	35
11	Disaster Management Division	Meteorologist, Hydrologist, Disaster management officer, Economist, Community development officers, social welfare officers, Statistician, ICT Officer, Cartographer, Environmental Health	40	40	40	42	42

S/n	Division/unit	Human Resource Skills/ Expertise Required	Number of Human Resources Required by FY				
		Officer, Environmental Officers, Nutrition Officer, Veterinary Officer, Agricultural Officer, Nurse, Office Management Secretary & Drivers.					
12	Parliamentary and Political Affairs Division	Administrative Officer, Legal officer, Economist, Statistician, Planning Officer, Community Development Officer, Secretary, Driver	19	19	19	19	19
13	Performance, Monitoring and Evaluation Division	Economists, Statisticians, Planners, Social Welfare Officers, Community Development Officers, FMOs, Doctors, Engineers and Agricultural Officers.	18	23	26	28	30
14	Economic Empowerment Division	Economist, Trade Officers, Drivers & Office Secretary	23	26	29	29	30

S/n	Division/unit	Human Resource Skills/ Expertise Required	Number of Human Resources Required by FY				
15	Policy and Coordination of Government Business Division	Economist, Statisticians, Planning Officers, Social Welfare Officers, Community Development Officers, Information Officers, Livestock Officers, Office Management Secretary, Drivers and Principal Security Guard	40	40	40	40	40
16	Persons with Disability Division.	Social Welfare officers, Legal Officers, Community Development Officers & Office Secretary	18	18	18	18	18
17	Prime Minister's Private Office	Private Assistants to Prime Minister, Waiters, Waitress, Cooks, Kitchen Attendants, Gardeners, Drivers, Secretaries, Office Assistants	32	32	32	32	32

4.3 Financial Resource (source, expenditure and budget estimates)

Financial resources are essential for the effective implementation of the PMO operational activities. The PMO will mobilize funds from various sources, including government allocations, internally generated funds, development partners, and other stakeholders. Expenditure will be guided by approved plans, budgets, and financial regulations to ensure efficient and accountable use of resources. Budget estimates will be prepared annually based on strategic priorities, planned outputs, and performance targets, and will be aligned with the Medium-Term Expenditure Framework. Tables 5 - 10 indicate the financial resources required for the implementation of this strategic plan.

Table 5: Financial Resources Required for Strategic Objectives Implementation

OBJECTIVE CODE	STRATEGIC OBJECTIVES	TOTAL BUDGET ESTIMATE (2026/27 - 2030/31) (TZS)
A	HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced, and supportive services improved	506,511,320.00
B	Implementation of the National Anti-Corruption Strategy enhanced and sustained	40,722,000.00
C	Institutional, human resource and financial capacities strengthened	141,086,331,339.16
D	Coordination of Government Business, Policies and Parliamentary Affairs enhanced	190,407,396,048.10
E	Government performance management systems strengthened and sustained	13,526,249,100.00
F	Economic empowerment and social welfare strengthened	4,799,095,610.00
Y	Multi-Sectoral Nutritional Services Improved	237,650,000.00
Total		390,803,955,417.26

Table 6: Financial Resources Required for each type of Intervention

NATURE OF INTERVENTION	TOTAL BUDGET ESTIMATE (2026/27 - 2030/31) (TZS)
Capacity Building	38,687,348,243.70
Capital Investment	33,277,400,000.00
Service Delivery	318,839,207,173.56
Total	390,803,955,417.26

Table 7: Sources of Finance for Plan Implementation

BUDGET SOURCE	TOTAL BUDGET ESTIMATE (2026/27 - 2030/31) (TZS)
Government	362,652,355,417.26
Government and Donors	28,151,600,000.00
Total	390,803,955,417.26

Table 8: Financial Requirements for Each Department and Unit for Plan Implementation

DEPARTMENTS/UNITS	TOTAL BUDGET ESTIMATE (2026/27 - 2030/31) (TZS)
Administration and Human Resources Management Division	27,415,317,320.00
Disaster Management Division	20,781,735,000.00
Policy and Coordination of Government Business Division	21,336,843,500.00
Parliamentary and Political Affairs Division	8,679,914,908.00
Economic Empowerment Division	15,199,177,540.00
Performance, Monitoring and Evaluation Division	14,558,191,100.00
State Ceremonies and Festivals Unit	8,492,451,000.00
Finance and Accounts Unit	15,602,497,279.10
Government Communication Unit	2,175,802,000.00
Information and Communication Technology Unit	5,500,859,000.00
Internal Audit Unit	4,059,670,100.00
Legal Services Unit	1,741,962,000.00

DEPARTMENTS/UNITS	TOTAL BUDGET ESTIMATE (2026/27 - 2030/31) (TZS)
Monitoring and Evaluation Unit	4,878,028,840.00
Persons with Disability Unit	38,139,609,800.00
Planning and Budget Unit	10,177,952,884.00
Procurement Management Unit	4,174,092,000.00
Prime Minister's Private Office	187,889,851,146.16
Grand Total	390,803,955,417.26

Table 9: Financial Requirements for each department /unit for each financial year of the Strategic Plan implementation

DIVISION/UNIT	TOTAL BUDGET ESTIMATE BY FY				
	2026/27	2027/28	2028/29	2029/30	2030/31
Administration and Human Resources Management Division	4,698,124,000.00	5,788,560,000.00	6,015,017,000.00	4,469,260,320.00	6,444,356,000.00
Disaster Management Division	4,152,326,000.00	4,000,167,000.00	4,375,787,000.00	4,270,618,000.00	3,982,837,000.00
Policy and Coordination of Government Business Division	2,766,028,500.00	3,527,902,000.00	4,209,127,000.00	5,061,154,000.00	5,772,632,000.00
Parliamentary and Political Affairs Division	1,485,539,000.00	1,622,458,000.00	1,711,829,800.00	1,851,918,480.00	2,008,169,628.00
State Ceremonies and Festivals Unit	1,282,810,000.00	1,374,150,000.00	1,422,870,000.00	2,903,981,000.00	1,508,640,000.00
Economic Empowerment Division	3,170,927,890.00	3,655,981,810.00	2,866,300,750.00	2,628,567,340.00	2,877,399,750.00
Finance and Accounts Unit	2,615,221,000.00	2,846,105,100.00	3,097,456,610.00	3,371,209,271.00	3,672,505,298.10
Government Communication Unit	367,667,000.00	441,584,000.00	434,957,000.00	464,023,000.00	467,571,000.00
Information and Communication Technology Unit	824,172,000.00	827,877,000.00	829,180,000.00	832,080,000.00	2,187,550,000.00
Internal Audit Unit	663,521,000.00	727,312,000.00	801,757,000.00	886,300,100.00	980,780,000.00
Legal Services Unit	418,436,000.00	433,726,000.00	335,300,000.00	348,400,000.00	206,100,000.00
Monitoring and Evaluation Unit	760,840,000.00	925,190,000.00	981,021,000.00	1,061,417,200.00	1,149,560,640.00
Performance, Monitoring and Evaluation Division	2,540,390,000.00	2,926,374,000.00	2,947,660,000.00	2,992,077,300.00	3,151,689,800.00
Persons with Disability Unit	4,992,678,000.00	6,214,528,000.00	7,633,017,000.00	9,015,211,000.00	10,284,175,800.00
Policy and Planning Division	1,559,226,952.00	1,700,705,743.20	1,857,818,584.40	2,903,317,845.60	2,156,883,758.80
Procurement Management Unit	785,517,000.00	800,039,000.00	829,644,000.00	853,722,000.00	905,170,000.00
Prime Minister's Private Office	30,803,964,854.00	33,868,827,339.40	37,239,461,073.34	40,947,665,180.67	45,029,932,698.74
Grand Total	63,887,389,196.00	71,681,486,992.60	77,588,203,817.74	84,860,922,037.27	92,785,953,373.64

Table 10: Personal Emoluments requirements for the Strategic Plan implementation period

DIVISION/UNIT	ESTIMATED PERSONAL EMOLUMENTS FOR FYs 2026/27-2030/31 (TZS)
Administration and Human Resources Management Division	7,787,090,000.00
Disaster Management Division	1,686,735,000.00
Policy and Coordination of Government Business Division	2,862,176,000.00
Parliamentary and Political Affairs Division	2,116,444,000.00
State Ceremonies and Festivals Unit	1,322,411,000.00
Economic Empowerment Division	1,861,730,000.00
Finance and Accounts Unit	1,898,129,000.00
Government Communication Unit	664,633,000.00
Information and Communication Technology Unit	734,859,000.00
Internal Audit Unit	603,607,000.00
Legal Services Unit	705,794,000.00
Monitoring and Evaluation Unit	348,640,000.00
Performance Monitoring and Evaluation Division	2,276,007,000.00
Persons with Disability Unit	1,526,305,800.00
Planning and Budgeting Division	1,782,986,000.00
Procurement Management Unit	1,072,282,000.00
Prime Minister's Private Office	834,930,000.00
Total	30,084,758,800.00

4.4 Technological Resource (focuses on software and systems).

During the implementation of the strategic plan, technological resources are vital for improving efficiency, effectiveness, and quality of service delivery. The PMO will invest in appropriate software, systems, and digital platforms to support core functions such as planning, financial management, human resource management, and service delivery. Continuous upgrading of systems, user training, and technical support will be undertaken to enhance staff capacity and promote the use of digital solutions for evidence-based decision-making and improved organizational performance. Table 11 indicates the technological resources required for the implementation of this strategic plan.

Table 11: Technological Resources Required for Plan Implementation

S/N	DIVISION/UNIT	NAME OF SOFTWARE SYSTEM REQUIRED	NUMBER OF SOFTWARE AND SYSTEMS REQUIRED BY FY				
			2026/27	2027/28	2028/29	2029/30	2030/31
1	Administration and Human Resources Management Division	e-Watumishi (HCMIS), e-Msawazo (Staff Assessment), PSC MIS portal, GSPP, E-Office, e-Utendaji (PEPMIS), PSSSF portal, WCF Portal and Hazina Portal	9	9	9	9	9
2	Accounts Division	MUSE, GAMIS, GAMS, PEPMIS, E - OFFICE, GSPP	6	6	6	6	6
3	Planning and Budget Division	GMS, CBMS, E-OFFICE, PEPMIS & DASHBOARD	5	5	5	5	5
4	Government Communication Unit	GMS, E-OFFICE, PEPMIS, WEBSITE, BLOG, SOCIAL MEDIA NETWORKS	6	6	6	6	6
5	Internal Audit Unit	GMS, CBMS, E-OFFICE, PEPMIS & DASHBOARD, MUSE, NeST, e-Mikutano, IDEA, GIAMIS & DMIS	11	11	11	11	11
6	Information and	PMO DATABASE	4	4	4	4	4

S/N	DIVISION/UNIT	NAME OF SOFTWARE SYSTEM REQUIRED	NUMBER OF SOFTWARE AND SYSTEMS REQUIRED BY FY				
			2026/27	2027/28	2028/29	2029/30	2030/31
	Communication Management unit	MANAGEMENT SYSTEM, MS OFFICE, WINDOWS OS, network monitoring system, VOIP TECH					
7	Legal Services Unit	PEPMIS, GMS, E-OFFICE, NEST	3	3	3	3	3
8	Monitoring and Evaluation Unit	GMS, E-OFFICE, PEPMIS, NeST, FMS and GGRMS (e-Maboresho)	6	6	6	6	6
9	Procurement Management Unit	E-OFFICE, PEPMIS, GOVERNMENT MAIL, DASHBOARD, NeST, GIMIS, GAMIS & MUSE.	8	8	8	8	8
10	National Celebrations and State Ceremonies Unit	GMS, E - OFFICE, PEPMIS	3	3	3	3	3
11	Disaster Management Division	TCVMP, MyDEWETRA, Sendai monitor, disinventor, DMIS, DTS, shared contact system, GMS, PEPMIS, E-OFFICE,	10	10	10	10	10

S/N	DIVISION/UNIT	NAME OF SOFTWARE SYSTEM REQUIRED	NUMBER OF SOFTWARE AND SYSTEMS REQUIRED BY FY				
			2026/27	2027/28	2028/29	2029/30	2030/31
12	Parliamentary and Political Affairs Division	GMS, E-OFFICE, PEPMIS, DASHBOARD, E-PARLIAMENT	5	5	5	5	5
13	Performance, Monitoring and Evaluation Division	GWIMES (Governmentwide Integrated Monitoring and Evaluation System), CBMS, e-OFFICE, PEPMIS, GMS & DASHBOARD	6	6	6	6	6
14	Economic Empowerment Division	Empowerment Management System (EMS), GMS, E-OFFICE, PEPMIS & DASHBOARD	5	5	5	5	5
15	Policy and Coordination of Government Business Division	Dashboard, MS PowerPoint, e-office, gimis & PEPMIS	5	5	5	5	5
16	Persons with Disability Division.	PD-MIS, E-OFFICE, GMS & PEPMIS	3	3	3	3	3
17	Prime Minister's Private Office	e-Watumishi (HCMIS), e-Msawazo (Staff Assessment),	9	9	9	9	9

S/N	DIVISION/UNIT	NAME OF SOFTWARE SYSTEM REQUIRED	NUMBER OF SOFTWARE AND SYSTEMS REQUIRED BY FY				
			2026/27	2027/28	2028/29	2029/30	2030/31
		PSC MIS portal, GSPP, E-Office, e-Utendaji (PEPMIS), PSSSF portal, WCF Portal and Hazina Portal					

CHAPTER FIVE RESULTS FRAMEWORK

5.1 Introduction

This chapter outlines the framework for measuring the results envisaged in this Strategic Plan. Specifically, it illustrates how the planned interventions contribute to the achievement of the Prime Minister’s Office development objective, their alignment with the Fourth Five-Year Development Plan (FYDP IV) 2026/27–2030/31, and the mechanisms through which the implementation of these interventions will be monitored, evaluated, and reported to relevant stakeholders.

5.2 The Development Objective

The development objective of PMO is to ensure efficient, effective and accountable public service delivery through the coordination of Government business and effective oversight of Government performance.

5.3 Beneficiaries of PMO Services

The beneficiaries of the functions of the Prime Minister’s Office include citizens of Tanzania, who ultimately gain from improved service delivery, effective policy implementation, and coordinated national development efforts. Ministries, Departments, Agencies (MDAs), Regional Secretariats, and Local Government Authorities (LGAs) benefit through strengthened coordination, policy guidance, and oversight that enhance efficiency and reduce duplication of efforts. Parliament benefits from structured government reporting and accountability mechanisms that support informed oversight of public policies and programmes. Development partners, the private sector, and civil society organizations also benefit from improved policy coherence, predictable government coordination, and an enabling environment for development initiatives. Collectively, these beneficiaries experience improved governance, effective implementation of national priorities, and better development outcomes driven by the PMO’s coordinating role.

5.4 Linkage with the National Frameworks (FYDP IV)

The functions of the Prime Minister's Office (PMO) are directly linked to the Fourth Five Year Development Plan (2026/27–2030/31) through its central role in coordinating government business, ensuring policy coherence, and overseeing implementation across ministries, departments, agencies, regions, and local authorities. As the chief coordinator of government operations, the PMO ensures that sectoral plans, institutional strategies, and annual budgets are aligned with the priorities and targets of the Fourth Plan, particularly those requiring multi-sector collaboration. Through its leadership of government business in Parliament, the PMO supports accountability by facilitating reporting on progress, addressing implementation bottlenecks, and ensuring that development commitments are translated into actionable programmes. In addition, the PMO's oversight of cross-cutting initiatives, public service performance, and government systems strengthens implementation capacity, thereby enabling effective, coordinated, and results-oriented execution of the Fourth Five Year Development Plan.

5.5 Result Chain

The result chain of this strategic plan is derived from the integration of strategic objectives and targets. It is premised on the assumption that a logical and causal relationship exists among the various elements of the result chain. Accordingly, the effective utilization of inputs (resources) in the implementation of activities, in turn contribute to the production of outputs as derived from the set targets for each strategic objective. The achievement of these outputs ultimately leads to the attainment of the strategic objectives hence realization of medium-term results (outcomes). The development objective is achieved after realizing a combination of outcomes. Figure 1 describes the chain of results to be realized during the implementation of the PMO strategic objectives (2026/27 – 2030/31).

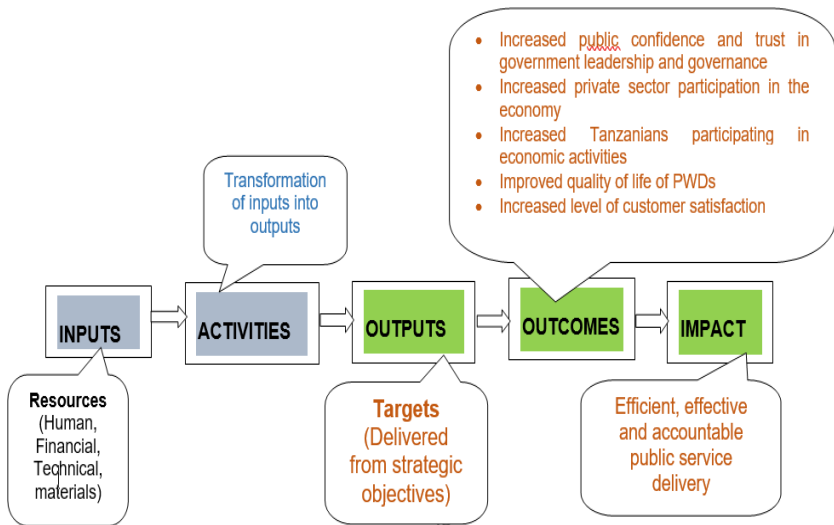


Figure 1: Results Chain

5.6 The Result Framework Matrix

This matrix contains the Prime Minister's Office (PMO), 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 towards achieving the planned outcomes and objectives. The detailed result framework is presented in Table 7.

Table 12: Result framework matrix

Development Objective	Objective Code	Objective Description	Intermediate Outcomes	Outcome indicators
To ensure efficient, effective and accountable public service delivery through the coordination of Government business and effective oversight of	A	Non-communicable diseases, HIV, and infections reduced, and supportive services improved	Improved community awareness and adoption of preventive health behaviours	(i) Non-communicable diseases prevalence rate (ii) HIV prevalence rate
	B	Implementation of National Anti-Corruption Strategy Enhanced	Percentage of PMO staff trained on anti-corruption policies and ethics annually.	(i) Prevalence rate of corruption at the Prime Minister's Office

Development Objective	Objective Code	Objective Description	Intermediate Outcomes	Outcome indicators
Government performance.	C	Institutional, human resource, and financial capacities strengthened	Enhanced institutional efficiency and ESG sustainability, with improved human resource competencies	(i) Level of customer and stakeholders' satisfaction (ii) Audit opinions on financial statements by CAG (iii) Level of institutional activities compliant with environmental and social sustainability standards.
	D	Coordination of Government business, Policy and Parliamentary affairs enhanced	Improved coordination, alignment, and timely execution of government business,	(i) Level of public confidence and trust in government leadership and governance
	E	Government performance management systems strengthened and sustained	Enhanced efficiency, accountability, and effectiveness of government institutions	(i) Percentage of MDAs, RSs, and LGAs submitting performance reports through GWIMES (ii) Level of customer satisfaction
	F	Economic empowerment and social welfare strengthened	Improved collaboration and alignment for economic	(i) Percentage of harmonized economic empowerment initiatives (ii) Level of accessibility of services by PWDs

Development Objective	Objective Code	Objective Description	Intermediate Outcomes	Outcome indicators	
			empowerment initiatives, Mainstreaming disability issues in planning and service delivery.		
	Y	Multi-sectoral Nutrition Services Improved	Enhanced access to, and quality of, multi-sectoral nutrition services	(i)	Percentage of sectors implementing harmonised and integrated multi-sectoral nutrition interventions

5.7 Monitoring Plan

Monitoring of the PMO Strategic Plan provides essential feedback within an adaptive management framework, ensuring that the Plan remains dynamic and responsive to emerging challenges and changing conditions. The monitoring process will supply the PMO and stakeholders with timely and accurate information on the progress, results, and effectiveness of the Strategic Plan's implementation. The monitoring process will incorporate both simple observations of activity results and rigorous, systematic data collection, which will serve as the basis for the evaluation of the Plan. Monitoring reports will be prepared on a quarterly and annual basis and submitted to the relevant authorities. Furthermore, monitoring will be conducted through an internal mechanism that systematically collects data using clearly defined indicators, baseline values, and target values. The monitoring framework includes, for each indicator, a description, baseline, cumulative target, target value, data collection methods and instruments, frequency of data collection, means of verification, reporting frequency, and responsible parties, as presented in Table 13.

Table 13: Monitoring plan matrix

SN	code	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 Instruments and Methods	Frequency of Data Collection			
Prime Minister's Private Office																	
1	C	Number of POPM staff facilitated This indicator intends to measure the number of POPM staff facilitated to undertake their duties	2025/26	55	2030/31	85	55	65	75	80	85	PO-PM	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
2	D	Percentage of Prime Minister's directives implemented by MDAs, RS and LGAs This indicator measures the percentage of implementation of PMO directives	2025/26	NA	2030/31	100%	100%	100%	100%	100%	100%	PMO	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
Policy and Coordination of Government Business Division																	
3	C	Number of DPC staff facilitated This indicator intends to measure the number of DPC staff facilitated to undertake their duties	2025/26	18	2030/31	47	47	47	47	47	47	DPC	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
4	D	Number of reports This indicator intends to measure number of implementation reports prepared from the National Leaders' directives	2025/26	1	2030/31	1	1	1	1	1	1	DPC	Documentary reviews	Annually	Reports	Annually	DPC
5	D	Coordination and reporting system operating by 100%	2025/26	80%	2030/31	100%	100%	100%	100%	100%	100%	DPC	Documentary review	Annually	Re ports	Annually	DPC

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		This indicator intends to measure the full operational status of a coordination and reporting system															
6	D	Number of reports on the implementation of the Ruling Party election manifesto This indicator tracks the number of reports prepared regarding the implementation of ruling party manifesto	2025/26	NA	2030/31	2	2	2	2	2	2	DPC	Documentary review	Bi-annual	Reports	Bi-annual	DPC
7	D	Number of implementation reports This indicator tracks the number of formal reports produced to assess and communicate progress on the Government's relocation from Dar es Salaam to Dodoma, and the development of Dodoma as Tanzania's capital and Government City.	2025/26	NA	2030/31	2	2	2	2	2	2	DPC	Documentary review, checklist	Bi-annual	Reports	Bi-annual	DPC
8	D	Number of annual reports on the coordination of multisectoral programs and projects This indicator intends to measure the number of reports regarding the coordination of multisectoral programs and projects	2025/26	NA	2030/31	35	7	7	7	7	7	DPC	Documentary review	Annually	Reports	Annually	DPC
9	D	Number of reports on recommendations to	2025/26	1	2030/31	1	1	1	1	1	1	DPC	Documentary review	Annually	Reports	Annually	DPC

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		<p>policies and their strategies</p> <p>This indicator tracks the number of formal reports produced that recommend new or revised policies</p>															
10	Y	<p>Number of annual National Nutritional Interventions Performance Reports prepared and communicated</p> <p>This Indicator intends to track the number of formal reports prepared each year that assess the implementation and outcomes of national nutritional interventions.</p>	2025/26	2	2030/31	10	2	2	2	2	2	DPC	Documentary review	Bi-Annual	Reports	Bi-Annual	DPC
Performance, Monitoring and Evaluation Division																	
11	C	<p>Number of DPME staff facilitated</p> <p>This indicator intends to measure the number of DPME staff facilitated to undertake their duties</p>	2025/26	18	2030/31	18	18	18	18	18	18	DPME	Checklist, documentary reviews, Questioner's	Annually	Reports	Annually	DAHRM
12	E	<p>% of government institutions with operational and integrated PME systems</p> <p>This indicator tracks the proportion of Ministries, Departments, Agencies (MDAs), Regional Secretariats (RSs), and Local Government Authorities (LGAs) that have fully functional PME systems.</p>	2025/26	30%	2030/31	80%	55%	60%	70%	75%	80%	DPME	Progress Reports Review	Annually	Reports	Annually	DPME, MDA, RS, LGA

SN	code	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 Instruments and Methods	Frequency of Data Collection			
13	E	<p>% of government institutions with institutionalized performance monitoring, reporting, and feedback mechanisms</p> <p>This indicator measures the proportion of government institutions across all levels that have formally established and operational systems for performance monitoring, reporting, and feedback</p>	2025/26	30%	2030/31	80%	55%	60%	70%	75%	80%	DPME	Document Review, Progress Reports Review	Annually	Reports	Annually	DPME, MDA, RS, LGA
14	E	<p>Percentage of MDAs, RSs, and LGAs whose reported performance data meet national data quality standards</p> <p>This indicator tracks the proportion of Ministries, Departments and Agencies (MDAs), Regional Secretariats (RSs), and Local Government Authorities (LGAs) whose performance data meet national standards for accuracy, completeness, timeliness, consistency, and reliability</p>	2025/26	40%	2030/31	5	60%	65%	70%	75%	80%	DPME	Reports Review,	Annually	Reports	Annually	DPME, MDAs
	E	<p>Number of standardized performance reporting templates and dashboards developed</p> <p>This indicator intends to track the number of standardized performance</p>	2025/26	0	2030/31	4	2	2	NA	NA	NA	DPME	Evaluation reports,	Annually	Reports	Annually	DPME, MDAs

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		reporting template developed															
15	E	Percentage of MDAs, RSS, and LGAs using standardized templates for reporting. This indicator measures the percentage of MDAs, RSS, and LGAs that use standardised reporting templates.	2025/26	NA	2030/31	100%	100%	100%	100%	100%	100%	DPME	Evaluation reports	Annually	Reports	Annually	DPME
16	E	Percentage of MDAs, RSS, and LGAs submitting data that meet national data quality standards as verified through quarterly data quality assessments (DQAs) and routine supervision	2025/26	40%	2030/31	80%	50%	60%	65%	70%	80%	DPME	Evaluation reports	Annually	Reports	Annually	DPME
17	E	Number of systematic evaluations of key national programs and institutional performance This indicator intends to confirm whether evaluations are being conducted as planned. It ensures that evidence is generated to inform policy and planning	2025/26	5	2030/31	15	2	2	2	2	2	DPME	Evaluation reports,	Annually	Reports	Annually	DPME, MDAs
Parliamentary and Political Affairs Division																	
18	C	Number of DPPA staff facilitated to undertake their own duties This indicator intends to track the number of DPPA staff facilitated to	2025/26	18	2030/31	19	18	18	19	19	19	DPPA	Checklist, Documentary reviews	Annually	Reports	Annually	DPPA

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		undertake their duties															
19	D	<p>Number of parliamentary sessions and Committee proceedings successfully coordinated and monitored</p> <p>This indicator tracks the rate at which Parliamentary Sessions and Committee Proceedings are effectively coordinated and monitored</p>	2025/26	NA	2030/31	20	4	4	4	4	4	DPPA	Checklist, Documentary reviews	Annually	Reports	Annually	DPPA
20	D	<p>The percentage change in public complaints received by PMO</p> <p>This indicator intends to track the change in the percentage of complaints received by the PMO annually</p>	2025/26	100%	2030/31	20%	20%	20%	20%	20%	DPPA	Checklist, Documentary reviews	Annually	Reports	Annually	DPPA	
Disaster Management Division																	
21	C	<p>Number of DMD staff facilitated to undertake their duties</p> <p>This indicator intends to measure the number of DMD staff facilitated to undertake their duties</p>	2025/26	26	2030/31	46	36	46	46	46	46	DMD	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
22	D	<p>Percentage of responses and recovery measures coordinated</p> <p>This indicator intends to measure the response and recovery measures fully coordinated</p>	2025/26	NA	2030/31	100%	100%	100%	100%	100%	100%	DDM	Checklist Documentary reviews	Quarterly	Reports	Quarterly	DDM MEU

SN	code	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 Instruments and Methods	Frequency of Data Collection			
23	D	Number of public awareness interventions on disaster management coordinated and implemented. This indicator intends to measure public awareness interventions on disaster management implemented	2025/26	NA	2030/31	45	9	9	9	9	9	DMD	Checklist Questionnaire Focal group discussion Documentary review	Quarterly	reports	Quarterly	DDM MEU
24	D	Number of capacity building programs for Disaster prevention, preparedness, response and recovery coordinated. This indicator tracks the capacity building programs for Disaster prevention, preparedness, response and recovery conducted	2025/26	NA	2030/31	40	8	8	8	8	8	DMD	Checklist Questionnaire Observation Documentary review	Annually	Reports	Annually	DDM MEU
25	D	Number of Districts Risk Vulnerability Capacity Assessments conducted; This indicator intends to measure Districts Risk Vulnerability Capacity Assessments conducted.	2025/26	42	2030/31	72	6	6	6	6	6	DMD	Checklist Documentary review	Annually	RVCA reports in place	Annually	DDM MEU
26	D	Number of Emergency Preparedness and Response Plans and Disaster Risk Reduction Strategies developed This indicator intended to measure number of Emergency Preparedness	2025/26	42	2030/31	72	6	6	6	6	6	DDM	Checklist Observation Documentary review	Annually	DEPRP & DRRS in place Reports and minutes	Annually	DDM

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		and Response Plans and Disaster Risk Reduction Strategies developed															
27	D	Availability of functional multi-Hazards early Warning systems This indicator tracks the number of multi-hazard Early Warning Systems in strengthened	2025/26	0	2030/31	0	1	0	0	0	0	DDM	Observation	Annually	System in place	Annually	DDM
28	D	Number of research conducted on disaster-related matters This indicator is intended to measure the number of research studies conducted on disaster-related matters	2025/26	0	2030/31	4	0	1	1	1	1	DDM	Checklist Interview Documentary review	Annually	Available research reports	Annually	DDM
29	D	Number of frameworks formulated and reviewed This indicator is intended to measure the number of frameworks fully formulated and reviewed	2025/26	0	2030/31	9	2	2	2	2	1	DDM	Checklist Documentary review	Annually	Available frameworks Reports and minutes	Annually	DDM
Economic Empowerment Division																	
30	C	Number of DEEPS staff facilitated to undertake their duties This indicator tracks the number of DEEPS staff facilitated to undertake their duties	2025/26	16	2030/31	29	16	19	23	27	29	DEEPS	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
31	F	Percentage of Policies, Laws and regulations included Local Content matters	2025/26	NA	2030/31	100%	100%	100%	100%	100%	100%	DEEPS	Documentary reviews	Annually	Reports	Annually	DEEPS

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		This indicator measures the percentage of Policies, Laws and regulations included Local Content matters															
32	F	Level of use of internal raw materials, products and services This indicator tracks the level of use of internal raw materials, products and services	2025/26	25%	2030/31	35%	25%	28%	30%	33%	35%	DEEPS	Documentary reviews	Annually	Reports	Annually	DEEPS
33		Number of Empowerment Fund and Programs coordinated This indicator tracks the number of empowerment funds and programs coordinated	2025/26	72	2030/31	72	72	72	72	72	72	DEEPS	Documentary reviews	Annually	Report	Annually	DEEPS
Administration and Human Resources Management Division																	
34	A	Number of HIV/AIDS interventions implemented This indicator tracks the number of HIV/AIDS interventions implemented	2025/26	2	2030/31	25	5	5	5	5	5	DAHRM	Documentary reviews	Annually	Reports	Annually	DAHRM
35	A	Number of NCDs Interventions implemented This indicator tracks the number of NCDs interventions implemented	2025/26	1	2030/31	20	4	4	4	4	4	DAHRM	Checklist, Documentary reviews	Annually	Reports	Annually	DAHRM
36	B	Number of Anti-Corruption Interventions implemented This indicator intends to	2025/26	1	2030/31	12	3	2	2	3	2	DAHRM	Documentary reviews	Annually	Reports	Annually	DAHRM

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		track the number of Anti-Corruption Interventions implemented															
37		Number of DAHRM staff facilitated This indicator measures the number of DAHRM staff facilitated to undertake their own responsibilities	2025/26	75	2030/31	75	75	75	75	75	DAHRM	Documentary reviews	Annually	Reports	Annually	DAHRM	
38	C	Number of PMO staff facilitated with welfare services This indicator tracks the number of PMO staff facilitated with welfare services	2025/26	397	2030/31	397	397	397	397	397	DAHRM	Checklist, Documentary reviews	Annually	Reports	Annually	DAHRM	
39	C	Number of PMO staff coordinated to attend capacity-building programs This indicator tracks the number of PMO staff who attended the capacity-building program	2025/26	75	2030/31	75	20	15	15	15	10	DAHRM	Documentary reviews	Annually	Reports	Annually	DAHRM
40	C	Number of human resource implemented This indicator tracks the number of human resource plans implemented	2025/26	NA	2030/31	15	10	12	15	15	15	DAHRM	Documentary reviews	Annually	Reports	Annually	DAHRM
41	C	Percentage of Guidelines and performance management systems implemented This indicator tracks the	2025/26	NA	2030/31	100%	100%	100%	100%	100%	100%	DAHRM	Documentary reviews	Annually	Reports	Annually	DAHRM

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		extent to which the guidelines and performance management systems are implemented															
Planning and Budgeting Division																	
42	C	Number of DPB staff facilitated This indicator tracks the number of DPB staff facilitated to undertake their duties	2025/26	15	2030/31	15	15	15	15	15	15	DPB	Checklist, Documentary reviews, Questionnaire	Annually	Reports	Annually	DAHRM
43	C	Number of Plans and Budget coordinated This indicator intends to measure the number of plans and budgets developed/coordinated	2025/26	NA	2030/31	5	1	1	1	1	1	DPB	Document Review, Progress Reports Review	Annually	Reports	Annually	DPB
44	C	Number of performance reports coordinated This indicator intends to measure how consistently and effectively an office tracks and reports progress	2025/26	NA	2030/31	4	4	4	4	4	4	DPB	Document Review, Progress Reports Review	Annually	Reports	Annually	DPB
45	D	Number of risk management assessment meetings This indicator intends to measure the number of Risk Assessment meetings coordinated	2025/26	5	2030/31	5	1	1	1	1	1	DPB	Minutes, Reports Review, Document Verification Meeting Attendance Records,	Annually	Reports	Annually	DPB, CIA
46	D	Number of research innovations matters coordinated This indicator intends to measure the extent of	2025/26	0	2030/31	5	1	1	1	1	1	DPB	Research reports,	Annually	Reports	Annually	DPB, DEEPS, DDM

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		coordination and facilitation of research and innovation activities aimed at enhancing evidence-based policy and decision-making.															
47	D	Number of National policies and strategies reviewed This indicator intends to measure the number of national policies and strategies reviewed	2025/26	N/A	2030/31	4	0	1	1	1	1	DPB	Checklist, Documentary review	Annually	Strategies and policies	Annually	DPB, DEEPS, DDM
48	D	Number of Cabinet papers scrutinised This indicator intends to measure the number of cabinet papers scrutinized annually	2025/26	N/A	2030/31	50	10	10	10	10	10	DPB	Checklist, Documentary review	Annually	Cabinet papers	Annually	DPB, DEEPS, DDM
State Ceremonies and Festivals Unit																	
49	C	Number of DSC staff facilitated This indicator intends to measure the number of DSC staff facilitated to undertake their duties	2025/26	13	2030/31	26	13	20	25	26	26	DSC	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
50	D	Number of National Festivals, State Celebrations and funerals coordinated This indicator intends to measure the number of National Festivals, State Celebrations and funerals coordinated	2025/26	15	2030/31	16	15	15	15	15	16	DSC	Checklist, documentary reviews	quarterly	reports	Quarterly	DSC

SN	code	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 Instruments and Methods	Frequency of Data Collection			
Monitoring and Evaluation Unit																	
51	C	Number of MEU staff facilitated This indicator intends to track MEU staff facilitated to undertake their duties	2025/26	4	2030/31	7	4	5	6	6	7	MEU	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
52	E	% of M&E reports submitted This indicator aims at assessing the % of implementation of M&E coordinatization	2025/26	N/A	2030/31	100%	86%	90%	95%	97%	100%	MEU	Reports, Document Reviews	Annually	Reports	Annually	DMEU
53	E	Number of studies on service delivery conducted This indicator measures the number of studies on service delivery conducted	2025/26	1	2030/31	5	1	1	2	1	NA	MEU	Reports, Document Reviews	Annually	Reports	Annually	DMEU
Procurement Management Unit																	
54	C	Number of PMU Staff facilitated to undertake their own duties This indicator tracks the number of PMU staff facilitated to undertake their duties	2025/26	13	2030/31	16	13	14	15	16	16	PMU	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
55	C	Percentage of Compliance with PPA 2023 and its Regulations 2024 This indicator tracks the level of compliance with PPA 2023 and its Regulations of 2024	2025/26	70%	2030/31	95%	70%	85%	90%	90%	95%	PMU	Checklist, documentary reviews	Annually	Reports	Annually	DPMU

SN	code	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 Instruments and Methods	Frequency of Data Collection			
Finance and Accounts Unit																	
56	C	Number of FAU staff facilitated This indicator tracks a number of FAU staff facilitated to undertake their duties	2025/26	16	2030/31	21	17	19	19	221	221	FAU	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
57	C	Level of compliance with financial accounting standards This indicator intends to measure the extent to which the office operations comply with financial accounting standards	2025/26	100%	2030/31	100%	100%	100%	100%	100%	100%	FAU	CAG reports	Annually	Reports	Annually	CAG
Internal Audit Unit																	
58	C	Number of Internal Audit Unit staff facilitated This indicator tracks the number of Internal Audit Unit staff facilitated to undertake their duties	2025/26	5	2030/31	9	4	5	6	8	9	Internal Audit Unit	Checklist, Documentary reviews.	Annually	Reports	Annually	DAHRM
59	C	Accurate and reliable financial reporting This indicator tracks the level of compliance in financial reporting	2025/26	NA	2030/31	100%	100%	100%	100%	100%	100%	Internal Audit Unit	Checklist, Documentary reviews	Quarterly	Reports	Annually	CIA
Information and Communication Technology Unit																	
60	C	Number of ICT staff facilitated This indicator tracks a number of ICT staff facilitated to undertake their duties	2025/26	7	2030/31	12	7	7	8	10	12	ICT	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM

SN	code	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 Instruments and Methods	Frequency of Data Collection			
61	C	Number of Departments and Units facilitated with ICT Services This target intends to measure the number of Departments and Units facilitated with ICT services.	2025/26	17	2030/31	17	17	17	17	17	17	ICT	Quarterly Reports	Quarterly	Reports	Quarterly	DPP
Legal Services Unit																	
62	C	Number of LSU staff facilitated to undertake their duties. This indicator tracks the number of LSU staff facilitated to undertake their duties.	2025/26	6	2030/31	6	6	6	6	6	6	LSU	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
63	C	Number of litigation and legal-statutory seminars and workshops attended. This indicator intends to measure the number of litigation and legal-statutory seminars and workshops attended.	2025/26	6	2030/31	6	6	6	6	6	6	LSU	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
64	C	Number of Staff Attended seminars and workshops. This indicator track the number of LSU staff attended seminars and workshops.	2025/26	4	2030/31	4	4	4	4	4	4	DLS	Checklist, documentary reviews	Annually	Reports	5	DLS
65	C	Number of litigation and legal-related seminars and workshops.	2025/26	100	2030/31	100	20	20	20	20	20	LSU	Checklist, documentary reviews	Annually	Reports	Annually	LSU

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		This indicator tracks the number of litigation and related seminars and workshops attended by LSU staff															
66	C	Number of contracts and legal advice provided This indicator tracks the number of contracts and legal advice vetted	2025/26	NA	2030/31	150	30	30	30	30	30	LSU	Checklist, documentary reviews	Annually	Reports	Annually	LSU
67	C	Number of Legislation and Regulations reviewed. This indicator tracks the number of legislation and regulations reviewed.	2025/26	NA	2030/31	20	04	04	04	04	04	DLS	Checklist, documentary reviews	Annually	Reports	Annually	LSU
Government Communication Unit																	
68	C	Number of GCU staff facilitated To undertake their own duties This indicator tracks the number of GCU staff facilitated to undertake their duties	2025/26	7	2030/31	9	7	8	9	9	9	GCU	Checklist, documentary reviews	Annually	Reports	Annually	DAHRM
69	C	Coverage of public shared information This indicator intends to measure the extent to which PMO shared information reaches the public	2025/26	NA	2030/31	100%	100%	100%	100%	100%	100%	GCU	Instrument-Checklist Method documentary reviews	quarterly	Reports	Quarterly	GCU
Persons with Disabilities Unit																	
70	F	Number of protection and welfare interventions for PwDs coordinated	2025/26	NA	2030/31	25	5	5	5	5	5	PDU	Instrument-Checklist Method documentary	quarterly	Reports	Quarterly	DPDU

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		This indicator measures the number of interventions for persons with disabilities											reviews				
71	F	Number of sustainable empowerment programs for PwDs coordinated This indicator measures the number of empowerment programs for PwDs	2025/26	NA	2030/31	100	20	20	20	20	20	PDU	Instrument-Checklist Method documentary reviews	quarterly	Reports	Quarterly	DPDU
72	F	Number of awareness raising and capacity-building sessions on the rights and welfare of PwDs conducted This indicator measures the number of awareness raising and capacity-building sessions on the rights and welfare of persons with disabilities conducted	2025/26	NA	2030/31	100	20	20	20	20	20	PDU	Instrument-Checklist Method documentary reviews	quarterly	Reports	Quarterly	DPDU
73	F	Percentage rehabilitation programmes for PwDs coordinated This indicator measures the Percentage of programmes for PwDs coordinated	2025/26	NA	2030/31	50	50	50	50	50	50	PDU	Instrument-Checklist Method documentary reviews	quarterly	Reports	Quarterly	DPDU
74	F	Number of international and regional events on disabilities related issues coordinated This indicator measures the number of international and regional	2025/26	NA	2030/31	20	4	4	4	4	4	PDU	Instrument-Checklist Method documentary reviews	quarterly	Reports	Quarterly	DPDU

SN	code	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 Instruments and Methods	Frequency of Data Collection			
		events on disabilities related issues coordinated															
75	C	<p>Number of PDU staff facilitated to undertake their own duties</p> <p>This indicator measures the number of PDU staff facilitated to undertake their own duties</p>	2025/26	18	2030/31	18	18	18	18	18	PDU	Instrument-Checklist Method documentary reviews	Annually	Reports	Annually	DAHRM	

5.8 Planned Review and Plan Review Meetings

5.8.1 Planned Reviews

A total of two (2) formal reviews will be conducted during the five-year Strategic Planning Cycle. The PMO will undertake these reviews to ensure a continued focus on realising its mission, strategic objectives, and targets, thereby remaining on course to achieve its vision. Plan reviews will be triggered by the results of evaluation studies and are intended to address any shortcomings identified during the course of plan implementation. A mid-term review will be conducted after two and a half years, and a final evaluation will take place at the end of the five-year cycle. Findings from these reviews will inform adjustments to implementation strategies, as necessary, to enhance effectiveness and results. The PMO Management will lead the review process, ensuring comprehensive participation of relevant stakeholders. Table 14 presents the schedule and details of the strategic plan reviews to be conducted during the implementation period.

Table 14: Planned reviews

S/No.	Years	Planned Review	Time Frame	Responsible
1	Year 3	Mid-term Review	2028/29	DPB
2	Year 5	Final Evaluation	2030/31	MEU

5.8.2 Plan Review Meetings

Plan review meetings will be conducted to systematically track progress on milestones, activities, and outputs that are critical for the achievement of the PMO strategic objectives. These meetings will define the type of meeting, frequency, designation of the chairperson, and participants, ensuring structured and effective oversight of plan implementation. The schedule and details of the review meetings are presented in Table 15.

Table 15: Plan review meetings

SN	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1	Technical meeting	Midterm review	DPB	Budget Officers
2	Management Meeting	Midterm review	PS	Members of PMO Management
3	Technical meeting	Final evaluation	DME	M&E Coordinators
4	Management Meeting	Final evaluation	PS	Members of PMO Management

5.9 Evaluation Plan

The evaluation of the PMO's strategic plan consists of the assessment studies to be conducted during the strategic plan cycle, the description of each study, the methodology and instruments that shall be used, the timeframe, the responsible division/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. Besides, these will help in collecting useful data and in the search for required evaluation tools and information sources. Performance indicators (outcome indicators) as a unit of success will be both quantitative (e.g., the number of people served with a particular service and the number of services delivered) and qualitative, such as positive or negative feedback, problems, complaints, and comments. The PMO intends to conduct nine (9) evaluation studies throughout strategic plan implementation as indicated in Table 16.

Table 16: Evaluation plan

SN	Outcome Indicator	Type of Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/Unit	Output
A	Non-communicable diseases prevalence rate	Survey	This study intends to assess the awareness of non-communicable diseases among PMO employees	Methods: Interview, Focus Group Discussion, Documentary review and Observation Instruments: Questionnaire Checklist, Suggestion Box	2028/29	MEU	Survey report
	HIV prevalence rate	Survey	This study intends to assess level of awareness of HIV/AIDS prevention measures among PMO employees	Methods: Interview, Focus Group Discussion, Documentary review Instruments: Questionnaire, Checklist, Laboratory test	2028/29	MEU	Health Report

SN	Outcome Indicator	Type of Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/Unit	Output
B	Prevalence rate of corruption at the Prime Minister's Office	Services delivery survey	This study aims to assess the level of understanding of corruption issues among PMO employees	<i>Methods:</i> Interview, Focus Group Discussion, Documentary review and Observation <i>Instruments:</i> Questionnaire, Checklist, Suggestion Box and Complain desk	2027/28	MEU	Service delivery survey report
C	Level of customer satisfaction	Services delivery survey	This study aims to assess the level of satisfaction with services delivered by PMO	<i>Methods:</i> Interview, Focus Group Discussion, Documentary review <i>Instruments:</i> Questionnaire,	2026/27, 2029/30	MEU	Service delivery survey report

SN	Outcome Indicator	Type of Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/Unit	Output
				Checklist, Suggestion Box			
	Audit opinions on financial statements by CAG	Compliance	This study intends to assess the level of compliance with financial regulations	<i>Methods:</i> Documentary review <i>Instruments:</i> Checklist		CIA	Performance audit report
E	Percentage of MDAs, RSs, and LGAs submitting performance reports through GWIMES	Desk Review	This study intends to assess the extent to which MDAs, RSs and LGAs adopted GWIMES in reporting	<i>Methods:</i> Documentary review <i>Instruments:</i> Checklist	Annually	PMED	Desk review report
F	Percentage of harmonized economic empowerment initiatives	Desk review	This study intends to assess the percentage of harmonized	<i>Methods:</i> Documentary review <i>Instruments:</i>	2026/27	DEEPS	Desk Review Report

SN	Outcome Indicator	Type of Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Division/Unit	Output
			economic empowerment initiatives	Checklist			
	Level of accessibility of services by PwDs	Survey	This study intends to assess the level of accessibility of services to PwDs	<i>Methods:</i> Documentary review <i>Instruments:</i> Checklist	2029/30	PDU	Survey Report
Y	Percentage of sectors implementing harmonised and integrated multi-sectoral nutrition interventions	Survey	This study intends to assess the level of implementation of nutrition interventions	<i>Methods:</i> Documentary review <i>Instruments:</i> Checklist	2029/30	PCD	Survey report

5.10 Reporting Plan

The reporting plan outlines the requirements for both internal and external reporting, in accordance with statutory obligations, the Medium-Term Strategic Plan, the Budget Plan Manual, and any other reporting requirements that may arise from time to time. The internal and external reporting mechanisms are detailed in the following sub-sections to ensure timely, accurate, and accountable reporting on the implementation of the Strategic Plan.

5.10.1 Internal Reporting Plan

The Internal Reporting Plan consist of two (2) types of reports, namely Divisional implementation reports and Institutional implementation reports. The reports will be prepared on a weekly, quarterly, annual or on-demand basis and submitted to various internal stakeholders, including the Head of Divisions or Units and Management, as detailed in Table 17.

Table 17: Internal reporting plan

SN	Type of Report	Recipient	Frequency	Responsible Division /Unit
1	Divisional implementation reports	Permanent Secretary	Weekly	HoD/HoU
2	Institutional implementation reports	Permanent Secretary	Quarterly, Semi-annually and annually	HoD/ HoU

5.10.2 External Reporting Plan

This plan involves the preparation of three (3) types of reports, namely: Quarterly, Semi-annual and Annual reports. These reports are submitted to various external stakeholders, including PO-PSM & Good Governance, MoF, DPs, Ruling Party, and the Parliament. The plan is detailed in Table 18.

Table 18: External reporting plan

SN	Type of Report	Recipient	Frequency	Responsible Division /Unit
1	Performance reports	PO-PSM & Good Governance, MoF, DPs	Quarterly, Semi-annually and Annually	HoD/HoU/PS
2	Financial Statements	CAG	Annually	HoD/HoU/PS
3	Annual Reports	PO-PSM & Good Governance, MoF, DPs, Ruling Party, Parliament	Quarterly, Semi-annually and Annually	HoD/HoU/PS

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

5.11.1 Level 1-Inputs

The first level of the results chain monitors the allocation and utilization of resources across various activities. Available resources will be reviewed on a weekly, monthly, or quarterly basis and reported through the respective implementation reports. At this level, performance indicators will focus on: The number and quality of human resources available for assigned tasks; The amount of time dedicated by staff to specific activities; The flow of information between organizational levels; The timeliness of decision-making and staff task completion; The predictability and adequacy of resource flow; and the alignment of resource allocation with planned activities and outputs. These indicators will provide critical feedback to ensure that resources are effectively mobilized, managed, and aligned to achieve the intended outputs of the Strategic Plan.

5.11.2 Level 2 -Activities

The second level of the results chain focuses on realizing 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 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 they are not contributing to outputs

5.11.3 Level 3 - Outputs

The third level of the results chain tracks the realization of the outputs that the PMO produces and which are attributed solely to the PMO. Output indicators will measure the outputs at this level. Data collection, analysis, and review of the outputs and output indicators will be done quarterly and reported in quarterly reports. The reports will focus on how the outputs produced contribute 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.

5.11.4 Level 4 - Outcomes

The fourth level of the results chain focuses on tracking the achievement of planned outcomes for each strategic objective. While these outcomes reflect the intended results of PMO interventions, their realization may involve contributions from multiple stakeholders and partners, and may not be solely attributable to the PMO. Planned outcomes will be measured using outcome indicators, with data collection and analysis conducted on an annual basis. Reporting on these indicators will be presented through the PMO Annual Reports and the Five-Year Strategic Plan Evaluation Report. These reports will draw on sectoral analyses, evidence-based studies, and national statistics to ensure accuracy and reliability. The reporting will emphasize the benefits delivered to PMO clients and other stakeholders, providing critical feedback for strategic decision-making, policy adjustments, and continuous improvement in service delivery.

LIST OF APPENDICES

Appendix I: PMO STRATEGIC PLAN MATRIX

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
Prime Minister's Private Office					
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance Human Resource Capacity and Competence; ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) sustainability 	POPM staff facilitated to undertake their own duties by June 2031	Number of POPM staff facilitated to undertake their own duties	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social sustainability standards

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
D	Coordination of Government business, Policy and Parliamentary affairs enhanced	<ul style="list-style-type: none"> i. Strengthen mechanisms for effective management and alignment of government business ii. Strengthen coordination of parliamentary and political affairs iii. Enhance public policy coherence and management of national programmes iv. Strengthen disaster management operations 	Prime Minister's mandates coordinated annually by June 2031	Percentage of Prime Minister's directives implemented by MDAs, RS and LGAs	Level of public confidence and trust in government leadership and governance

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
Policy and Coordination of Government Business Division					
C	Institutional, human resource and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) sustainability 	Forty-seven (47) DPC staff facilitated to undertake their own duties by June 2031	Number of DPC staff facilitated to undertake their own duties	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social sustainability standards
D	Coordination of Government business,	<ul style="list-style-type: none"> i. Strengthen mechanisms for 	MDAs implementation of Government	Number of reports on the implementation of	Level of public confidence and trust in government leadership

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
	Policy and Parliamentary affairs enhanced	<p>management and alignment of government business</p> <p>ii. Strengthen coordination of parliamentary and political affairs</p> <p>iii. Enhance public policy coherence and management of national programmes</p> <p>iv. Strengthen disaster management operations</p>	<p>decisions and directives coordinated annually by June 2031</p> <p>Government Business Coordination and reporting system strengthened by June 2031</p> <p>Implementation of the Ruling Party Election manifesto coordinated and reported biannually by</p>	<p>Government decisions and directives by MDAs</p> <p>Coordination and reporting system operating at 100%</p> <p>Number of reports on the implementation Ruling Party's election manifesto prepared</p>	and governance.

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
			June 2031		
			Government shift from Dar es Salaam to Dodoma, Development of Dodoma Capital City and Government City coordinated and reports prepared by June 2031	Number of reports on the implementation of the shift of the Government from Dar es Salaam to Dodoma, the Development of Dodoma Capital City and the Government City	
			All multi-sectoral programmes and projects coordinated by June 2031	Number of annual reports on the coordination of multi-sectoral programmes and projects	
			Sector policies formulation, review and	Number of annual reports on recommendations	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
			implementation coordinated annually by June 2031	to policies and their strategies	
Y	Multi-Sectoral Nutritional Services Improved	<ul style="list-style-type: none"> i. Strengthen inter-ministerial coordination of nutrition services ii. Enhance integration of nutrition priorities into relevant sectoral policies 	National nutritional interventions coordinated and communicated annually by June 2031	Number of annual National nutritional interventions performance reports prepared and communicated	Percentage of sectors implementing harmonized and integrated multi-sectoral nutrition interventions
Performance, Monitoring and Evaluation Division					
C	Institutional, human resource and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT 	20 DPME staff facilitated to undertake their own duties by June 2031	Number of DPME staff facilitated to undertake their own duties	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
		<ul style="list-style-type: none"> iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) sustainability 			<ul style="list-style-type: none"> iii. Percentage of institutional activities compliant with environmental and social sustainability standards
E	Government performance management systems strengthened and sustained	<ul style="list-style-type: none"> i. Strengthen institutional performance, monitoring and evaluation systems across government. ii. Promote a results-based culture and accountability. 	<p>At least 80% of Performance Monitoring and Evaluation systems fully established and integrated across the government by June 2031</p>	<p>% of government institutions with operational and integrated PME systems</p>	<ul style="list-style-type: none"> i. Percentage of MDAs, RSs, and LGAs submitting performance reports through GWIMES ii. Level of customer satisfaction
			Performance monitoring,	Percentage of MDAs, RSs, and	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
			reporting, and feedback mechanisms improved from 30% to 80% by June 2031.	LGAs whose reported performance data meet national data quality standards	
			MDAs, RSs, and LGAs standardized performance reporting templates and dashboards utilization improved by June 2031	i) Number of standardized performance reporting templates and dashboards developed ii) Percentage of MDAs, RSs, and LGAs using standardized templates for reporting	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
			MDAs, RSs, and LGAs Performance data reporting improved from 40% to 80% by June 2031	Percentage of MDAs, RSs, and LGAs submitting data that meet national data quality standards as verified through quarterly data quality assessments (DQAs) and routine supervision	
			15 systematic evaluations of key national programs and institutional performance conducted to inform policy and	Number of systematic evaluations of key national programs and institutional performance conducted to inform policy and	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
			planning by June 2031	planning by June 2031	
			90% of MDAs, RSs, and LGAs implementation of National M&E Policy enhanced by June 2031,	Percentage of MDAs, RSs, and LGAs implementing National M&E Policy	
Parliamentary and Political Affairs Division					
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance 	Nineteen (19) DPPA staff facilitated to undertake their own duties by June 2031	Number of DPPA staff facilitated to undertake their own duties	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
		Environmental, Social, and Governance (ESG) sustainability			compliant with environmental and social sustainability standards
D	Coordination of Government business, Policy and Parliamentary affairs enhanced	<p>i. Strengthen mechanisms for effective management and alignment of government business</p> <p>ii. Strengthen coordination of parliamentary and political affairs</p> <p>iii. Enhance public policy coherence and management of national programmes</p>	<p>Twenty (20) parliamentary sessions and committee proceedings successfully coordinated and monitored by June 2031</p> <p>Political Affairs coordinated and monitored by June 2031</p> <p>Security affairs coordinated and monitored by</p>	<p>Number of parliamentary sessions and committee proceedings coordinated and monitored</p> <p>Number of political issues coordinated and monitored</p> <p>Number of Security issues coordinated and</p>	<p>Level of public confidence and trust in government leadership and governance</p>

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
		iv. Strengthen disaster management operations	June 2031	monitored	
Disaster Management Division					
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) sustainability 	46 DDM staff facilitated to undertake their own duties by June 2031	Number of DMD Staff facilitated to undertake their own duties	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social sustainability standards

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
D	Coordination of Government business, Policy and Parliamentary affairs enhanced	i. Strengthen mechanisms for effective management and alignment of government business	Response and recovery measures coordinated across all areas affected by major disasters by June 2031	Percentage of responses and recovery measures coordinated	Level of public confidence and trust in government leadership and governance
		ii. Strengthen coordination of parliamentary and political affairs	Nine (9) interventions of public awareness	Number of public awareness interventions on disaster management coordinated and implemented annually	
		iii. Enhance public policy coherence and management of national programmes	interventions on disaster management coordinated and implemented annually by June 2031		
		iv. Strengthen disaster management operations			

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
			Eight (8) capacity building in disaster prevention, mitigation, preparedness, response and recovery at the National, Regional and LGA levels coordinated by June 2031	Number of capacity building programs for Disaster prevention, preparedness, response and recovery coordinated	
			Thirty (30) District Risk Vulnerability Capacity Assessments, Emergency Preparedness and Response	Number of Districts Risk Vulnerability Capacity Assessments conducted; and Number of Emergence	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
			Plans and Disaster Risk Reduction Strategies developed by June 2031	Preparedness and Response Plans and Disaster Risk Reduction Strategies developed	
			Multi-hazard Early Warning Systems in disaster management strengthened and operationalised by June 2031	Availability of functional multi-hazard early warning systems	
			Thirty (30) Emergency Preparedness and Response Plans and	Number of emergency Preparedness and Response Plans and	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
			Disaster Risk Reduction Strategies developed	Disaster Risk Reduction Strategies developed	
			Four (4) research studies on disaster-related matters conducted by June 2031	Number of research studies conducted on disaster-related matters	
			Nine (9) disaster frameworks formulated and reviewed by June 2031	Number of disaster frameworks formulated and reviewed	
Economic Empowerment Division					
C	Institutional, human resource, and financial capacities	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff 	<ul style="list-style-type: none"> Sixteen (16) DEEPS staff facilitated to undertake their duties by June 	<ul style="list-style-type: none"> Number of DEEPS staff facilitated to undertake their own duties 	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
	strengthened	<ul style="list-style-type: none"> iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) sustainability 	2031		<ul style="list-style-type: none"> ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social sustainability standards
F	Economic empowerment and social welfare strengthened	<ul style="list-style-type: none"> i. Strengthen Economic Empowerment initiatives ii. Strengthen data and information management on Persons with Disabilities 	Local content implementation strategy coordinated in various sectors by June 2031	<ul style="list-style-type: none"> Percentage of Policies, Laws and regulations included Local Content matters Number of economic empowerment 	<ul style="list-style-type: none"> i. Percentage of harmonized economic empowerment initiatives ii. Level of accessibility of services by PwDs

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
		iii. Strengthen coordination of disability services	coordinated by June 2031 Public-Private sector dialogue and resolutions coordinated by 100% by June 2031 Empowerment Fund and Programs coordinated by June 2031	centres; Percentage of resolutions coordinated and documented Number of empowerment funds and programs coordinated	
Administration and Human Resources Management Division					
A	HIV/AIDS infections and Non - Non-Communicable Diseases (NCDs) reduced, and	i. Implement supportive services to staff living with HIV and AIDS ii. Strengthen programs to fight against NCDs and	25 HIV/AIDS Interventions implemented to 397 PMO staff by June 2031	Number of HIV/AIDS interventions implemented	Level of community awareness of non-communicable diseases and HIV / AIDS.

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
	supportive services improved;	the spread of HIV/AIDS	20 Non-Communicable Diseases interventions implemented to 397 PMO staff by June 2031	Number of NCDs interventions implemented	Incidences of non-communicable diseases and HIV / AIDS infections.
B	Implementation of the National Anti-Corruption Strategy enhanced and sustained	Strengthen the implementation PMO Anti-Corruption Strategy	12 Anti-Corruption interventions implemented to 397 PMO staff by June 2031	Number of Anti-Corruption interventions implemented	Prevalence rate of corruption at the Prime Minister's Office
C	Institutional, human resource and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve financial management and resource utilization iii. Improve working environment and 	75 DAHRM staff facilitated to undertake their own responsibilities by June 2031	Number of DAHRM staff facilitated to undertake their own responsibilities	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
		staff welfare iv. Enhance the use of ICT v. Enhance Environmental, Social, and Governance (ESG) sustainability	Staff welfare services facilitated for 397 PMO staff by June 2031 Capacity building for seventy-five (75) staff coordinated by June 2031 Human resource management plans reviewed and implemented by June 2031 Performance management systems and guidelines implemented by	Number of PMO staff facilitated with welfare services Number of PMO staff coordinated to attend capacity-building programs Number of human resource plans implemented Percentage of guidelines and performance management systems	Level of customer satisfaction Audit opinions on financial statements by CAG

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
			June 2031	implemented	
Planning and Budgeting Division					
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence; ii. Improve working environment and staff welfare iii. Improve financial management and resource utilization iv. Enhance the use of ICT v. Enhance Environmental, Social, and Governance (ESG) sustainability 	<ul style="list-style-type: none"> 15 DPB staff facilitated to undertake their own responsibilities by June 2031 Five (5) PMO plans and budgets coordinated by June 2031 Four (4) PMO performance reports coordinated annually by June 2031 	<ul style="list-style-type: none"> Number of DPB staff facilitated to undertake their own responsibilities Number of plans and budgets coordinated Number of performance reports coordinated 	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social sustainability standards

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
D	Coordination of Government business, Policy and Parliamentary affairs enhanced	<p>i. Strengthen mechanisms for effective management and alignment of government business</p> <p>ii. Strengthen coordination of parliamentary and political affairs</p> <p>iii. Enhance public policy coherence and management of national programmes</p> <p>iv. Strengthen disaster management operations</p>	<p>5 Risk management assessments meetings conducted annually by June 2031</p> <p>Five (5) research and innovation matters coordinated by June 2031</p> <p>Review and formulation of four (4) National policies and strategies coordinated by June 2031</p>	<p>Number of risk management assessment meetings</p> <p>Number of research innovations matters coordinated</p> <p>Number of National policies and strategies reviewed</p>	Level of public confidence and trust in government leadership and governance

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
			Cabinet papers from all sectors scrutinised by June 2031	Number of cabinet papers scrutinized annually	
State Ceremonies and Festivals Unit					
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) sustainability 	26 DSC staff facilitated to undertake their own duties by June 2031	Number of DSC Staff facilitated to undertake their own duties	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social sustainability

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
					standards
D	Coordination of Government business, Policy and Parliamentary affairs enhanced	<ul style="list-style-type: none"> i. Strengthen mechanisms for effective management and alignment of government business ii. Strengthen coordination of parliamentary and political affairs iii. Enhance public policy coherence and management of national programmes iv. Strengthen disaster management operations v. 	16 National Festivals, State Celebrations and funerals coordinated by June 2031	Number of National Festivals, State Celebrations and funerals coordinated	Level of public confidence and trust in government leadership and governance

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
Monitoring and Evaluation Unit					
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance Human Resource Capacity and Competence; ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) sustainability 	7 MEU staff facilitated to undertake their own duties by June 2031	Number of MEU staff facilitated to undertake their own duties	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social sustainability standards
E	Government performance management	<ul style="list-style-type: none"> i. Strengthen institutional performance, 	Monitoring and Evaluation of PMO Plans and	Percentage of M&E reports submitted	<ul style="list-style-type: none"> i. Percentage of MDAs, RSs, and LGAs

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
	systems strengthened and sustained	<ul style="list-style-type: none"> ii. Promote a results-based culture and accountability 	<ul style="list-style-type: none"> Programmes coordinated by 100% Annually by June 2031 Four (4) studies conducted to assess the level service delivery by June 2031 	<ul style="list-style-type: none"> Number of studies on service delivery conducted 	<ul style="list-style-type: none"> submitting performance reports through GWIMES ii. Level of customer satisfaction
Procurement Management Unit					
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization 	<ul style="list-style-type: none"> Sixteen (16) PMU staff facilitated to undertake their own duties by June 2031 PMO procurement processes enhanced to comply with PPA 	<ul style="list-style-type: none"> Number of PMU staff facilitated to undertake their own duties Percentage of compliance with PPA 2023 and its Regulations 2024 	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
		v. Enhance Environmental, Social, and Governance (ESG) sustainability	2023 and its Regulations 2024 from 70% to 95% by June 2031		activities compliant with environmental and social sustainability standards
Finance and Accounts Unit					
C	Institutional, human resource and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance Environmental, 	<ul style="list-style-type: none"> Twenty-One (21) FAU staff facilitated to undertake their own duties by June 2031 Financial management services provided and reported quarterly by June 2031 	<ul style="list-style-type: none"> Number of FAU staff facilitated to undertake own duties Level of compliance with financial accounting standards 	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
		Social, and Governance (ESG) sustainability			environmental and social sustainability standards
	Internal Audit Unit				
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) 	<p>Internal controls maintained and functioning effectively 95% by June 2031</p> <p>Nine (9) staff facilitated and empowered to undertake their responsibilities effectively by June 2031</p>	<p>Accurate and reliable financial reporting</p> <p>Number of internal audit unit staff facilitated to undertake their own responsibilities</p>	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
		sustainability			sustainability standards
Information and Communication Technology Unit					
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT systems and services iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) sustainability 	<ul style="list-style-type: none"> 12 ICT staff facilitated to undertake their own duties by June 2031 ICT services facilitated to PMO's 7 Divisions and 8 Units annually by June 2031 	<ul style="list-style-type: none"> Number of ICT staff facilitated to undertake their own duties Number of divisions and units facilitated with ICT Services 	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social sustainability standards

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
Legal Service Unit					
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) sustainability 	<p>Six (6) LSU unit staff facilitated to undertake their own duties by June 2031</p> <p>Legal services provided to the Prime Minister's Office by June 2031.</p>	<p>Number of unit staff facilitated to undertake their own duties</p> <p>i) Number of litigation and legal-statutory seminars and workshops attended.</p> <p>ii) Number of contracts and legal advice provided</p> <p>iii) Number of Legislation</p>	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social sustainability standards

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
				and Regulations reviewed.	
Government Communication Unit					
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) sustainability 	<ul style="list-style-type: none"> • Nine (9) GCU staff facilitated to undertake their own duties by June 2031 • PMO information shared with the public and stakeholders by June 2031 	<ul style="list-style-type: none"> • Number of GCU staff facilitated to undertake their own duties • Coverage of information shared with the public 	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social sustainability standards

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
Persons with Disabilities Unit					
F	Economic empowerment and social welfare strengthened	i. Strengthen Public-Private Dialogue (PPD) system	25 interventions on protection and welfare of Persons with Disabilities coordinated by June 2031	Number of protection and welfare interventions for persons with disabilities coordinated	i. Percentage of harmonized economic empowerment initiatives ii. Level of accessibility of services by PwDs
		ii. Strengthen Economic Empowerment initiatives	100 sustainable economic empowerment programs for Persons with Disabilities coordinated by June 2031	Number of sustainable empowerment programs for persons with disabilities coordinated	
		iii. Strengthen data and information management on Persons with Disabilities	100 awareness-raising and capacity-building sessions on the	Number of awareness-raising and capacity-building	
		iv. Strengthen coordination of disability services			

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
			rights and welfare of Persons with Disabilities,	sessions on the rights and welfare of persons with disabilities conducted	
			50 Rehabilitation program services for Persons with Disabilities coordinated by June 2031	Number rehabilitation program services for Persons with Disabilities coordinated	
			20 international and regional events on disabilities related issues coordinated by June 2031	Number of international and regional events on disabilities related issues coordinated	

Code	Objective	Strategies	Target	Key Performance Indicators	
				Output Indicators	Outcome Indicators
C	Institutional, human resource, and financial capacities strengthened	<ul style="list-style-type: none"> i. Enhance human resource capacity and competence ii. Improve working environment and staff welfare iii. Enhance the use of ICT iv. Improve financial management and resource utilization v. Enhance Environmental, Social, and Governance (ESG) sustainability 	18 PDU staff facilitated to undertake their own duties by June 2031	Number of PDU staff facilitated to undertake their own duties	<ul style="list-style-type: none"> i. Audit opinions on financial statements by CAG ii. Level of customer satisfaction iii. Percentage of institutional activities compliant with environmental and social sustainability standards.