

**STRATEGIC PLAN FOR
2011/2012 - 2015/2016**

ACKNOWLEDGEMENTS

Production of this Strategic Plan (SP) document is a result of the collaborative efforts from many stakeholders both inside and outside the Ministry. We would like to acknowledge with high appreciation and gratitude, the joint efforts from a number of individuals for their participation and contributions which enhanced the successful completion of the 2011/2012 - 2015/2016 Strategic Plan. It would not have been possible without the determined efforts, guidance and improvements done by the Honorable Minister, Dr. Fenella E. Mukangara (MP) and Sethi Kamuhanda, the Permanent Secretary to the Ministry. The highest contribution from Mr. Gasper Peter Mwembezi, Director for Policy and Planning, is really appreciated for his tireless continuous efforts and close follow - up to the SP Task Force Members.

In addition, we extend our appreciation to the Director of Administration and Human Resource Management, Director of Information, Director of Youth Development, Director of Culture Development, Director of Sports Development, Chief Accountant, Chief Internal Auditor Unit, Head of Information, Education and Communication Unit; Head of Procurement and Supplies Unit and Institutions under the Ministry for their total support on this output.

The Ministry is also extending a word of an appreciation to all Assistant Directors, Senior Officers, and all her employees who directly and indirectly assisted in the successful completion of this document. However, we are ever grateful for the advice, criticisms, and suggestions from other stakeholders in the public and private sectors who provided detailed and insightful comments to improve this Strategic Plan. Their positive contributions enabled the Ministry to complete the exercise successfully. Finally, we would like to give special recognition to the entire supporting staff under the Policy and Planning Department for their total technical support to this quality product.

PREFACE

The third Strategic Plan of the Ministry of Information, Youth, Culture and Sports (MIYCS) covers a period of five years from 2011/2012 up to 2015/16. It is based on extensive review of major policy documents including the National Development Vision 2025, Ruling Party Election Manifest 2010 - 2015, National Five Year Development Plan (NFYDP) of 2011/12 - 2015/16 and the National Strategy for Growth and Reduction of Poverty - MKUKUTA.

The Strategic Plan constitutes the primary instrument through which the Ministry's functions, responsibilities, programmes and projects will be executed in the next five years. We are pleased to note that efforts are being made to rationalize the Strategic Plan with the key national development documents, thus unifying the planning and budgeting processes and ensuring that priorities and programmes identified in these documents get the budgetary allocations required for implementation.

With the clear Vision, Mission, objectives, strategies and targets outlined in these documents the MIYCS is poised to accomplish the objectives set provided all stakeholders including development partners continue to support our plans and programmes.

Lastly, but not least, I urge all employees in the MIYCS to commit and identify themselves with this SP and begin to develop a performance oriented culture which is the essence of the oriented Strategic Plan. With team work spirit we shall realize our objectives and generate impact towards the realization of the Government Development Vision.

Hon. Dr. Fenella E. Mukangara (MP)
MINISTER FOR INFORMATION, YOUTH, CULTURE AND SPORTS

EXECUTIVE SUMMARY

This is the third Strategic Plan (SP) of the Ministry of Information, Youth, Culture and Sports (MIYCS). It covers a period of five years from 2011/2012 - 2015/2016. This Medium Term Strategic Plan (MTSP) is based on the Government Medium Term Plan (MTP) framework and the Medium Term Strategic Planning, National Five Year Development Plan and Budgeting Manual (MTSPBM). The development of this Plan originated from experiences and lessons learnt during the implementation of the first and the second Plan which was executed from 2007/2008 - 2009/2010 and 2010/2011 - 2012/2013¹. Furthermore, the Plan has been developed within the context of the Performance Management Systems (PMS), which are being implemented in the Government Ministries, Departments and Agencies (MDAs). It has also been recognized that in recent years the Government has undertaken various structural and institutional reforms directed at enhancing performance of its institutions. In this regard the Government has revised its policies and strategies and has established a number of processes aimed at improving service delivery and the general welfare of its people. This Medium Term Strategic Plan (MTSP) links the major policy documents that are currently guiding the preparation of the economic plans and programmes of development undertaken by the Government. These include amongst others: the Public Service Reform Programme (PSRP), Public Financial Management Reform Programme (PFMRP), and Local Government Reform Programme (LGRP) with its resultant Decentralization by Devolution (D-by-D), National Strategy for Growth and Reduction of Poverty (NSGRP) popularly known as MKUKUTA in Kiswahili, National Development Vision 2025 and National Five Year Development Plan 2011/12 - 2015/16. Millennium Development Goals (MDGs), the Medium Term Plan (MTP), Sector Strategies, Performance Management Systems, the Public Expenditure Review (PER) framework and Medium Term Expenditure Framework (MTEF).

The MTSP of MIYCS has been prepared on a five year basis for the period of 2011/2012 - 2015/2016 and its implementation is punctuated into annual action plans under MTEF budget system. The Plan is presented in seven chapters. Before the first chapter there is a preface which presents the *raison d'être* for the Ministry and rationalizes the role of the Medium Term Strategic Plan for the Ministry. Chapter one gives an introduction of the Ministry of Information, Youth, Culture and Sports. Chapter two deal with the situational analysis which is a process through which the general characteristics and challenges of the Ministry are identified. It is an analysis

¹ The third Strategic Plan is an update of the second Strategic Plan which was supposed to end at the financial year 2012/13 as a result of changes in Government Policies and Plans.

of achievements, external and internal environment which impact on the performance of the Ministry. Chapter three presents vision, mission and core values. Chapter four describes priority intervention areas; Chapter five deals with implementation and co-ordination framework; Chapter six discusses financing mechanism and lastly, Chapter Seven focuses on monitoring and evaluation.

The mandate and responsibilities of the Ministry are to formulate, monitor and review implementation of policies on Information, Youth, Culture and Sports, spearhead performance improvement and development of Human Resources to monitor and coordinate extra- ministerial departments, parastatal organizations, agencies and projects that are in its ambit.

The Ministry also has the following main roles and functions which are to develop a regulatory regime that facilitates free flow of information; to promote youth development; improve public access to cultural life and promote the national language - Kiswahili; improve access, quality, equity and management of sports and games, traditional games and sports infrastructure at all levels; actively fight the epidemic of HIV/AIDS as well as monitor and coordinate performance of all institutions under the Ministry.

The Vision, Mission and mandate of the Ministry which are the pillars that guide its performance are pursued through the following core values:

1. Patriotism
2. Loyalty
3. Respect to the rule of law
4. Equity
5. Professionalism
6. Team work spirit
7. Creativity and Innovativeness
8. Transparency and Accountability
9. Efficiency and Effectiveness
10. Result Oriented Performance
11. Customer oriented quality services

The Ministry formulated twelve objectives that it will strive to achieve in realizing its vision and mission during the five years of implementing the Medium Term Strategic Plan. These objectives are:-

1. Services improved and HIV/AIDS infections reduced.
2. Enhance, sustain and effective implementation of the National Anti-Corruption Strategy

3. Conducive working environment for efficient and effective service delivery created.
4. Access to quality and equity in games and sports at all levels improved.
5. Public access to cultural life improved.
6. Sector policies and legal framework strengthened
7. Performance Management improved
8. Good governance (efficiency, transparency, and accountability in service delivery) enhanced.
9. Regulatory regime that facilitates free flow of information to the public strengthened.
10. Tanzanian youths economically empowered and properly upbrought.
11. Tanzanian youth competitiveness in a free market economy improved.
12. Youth development issues effectively mainstreamed in national programs and strategies.

The twelve objectives will be achieved through 30 strategies and attainment of 60 targets. The targets are the basis for tracking the performance of the Ministry through the implementation of Annual Action Plans. MTSP will be financed by Government recurrent budget through the MTEF system and monthly disbursement of funds. The MTSP will be subjected to regularly scheduled monitoring and evaluation to ensure that effective implementation and review is undertaken as well as assessment of impact in view of achieving national objectives.

A key component of this MTSP was a scanning of the internal and external environment within which the Ministry operates. This involved an internal organization analysis in which key organizational strengths and weaknesses were identified. The strengths constituted current strong areas in the Ministry which need enhancement in the attainment of its mission. The weaknesses portrayed current limitations which need to be addressed to reduce their constraining effects on the growth and development of the Ministry.

The MSTP was prepared through a participatory approach that involved an intensive and consultative process linking the entire spectrum of the Ministry but with a special linkage to Senior Management staff. The execution of the Plan will involve the preparation of Annual Action Plans, spread over five years, at divisional level where there will be more consultations thereby enduring total ownership by staff and stakeholders of the Ministry. Also service provision agreement has been developed to ensure accountability at all levels. An implementation matrix showing strategies to be employed to achieve objectives and performance targets has been prepared.

Monitoring and Evaluation

The role of Monitoring and Evaluation (M and E) in providing required information for effective decision making in the implementation of the Plan has been emphasized. Basically, M and E entails watching and influencing key activities and accomplishments of the Ministry. In this regard the Ministry will put in place an effective M and E system to monitor and evaluate the implementation processes of the MTSP (inputs, activities, outputs, outcomes and impacts) to ensure efficiency and effectiveness in service delivery. The M and E mechanism will be widely disseminated to all implementers of the MTSP whose capacity will be developed in order to effectively discharge their duties and responsibilities. Furthermore, the integration and synergy of M and E system into the Management Information System (MIS) of the Ministry will enhance the effectiveness of the M and E system. In a nutshell M and E builds greater transparency and accountability, forms basis for informed decision making and future planning and development initiatives are improved when guided by lessons learnt from experiences gained through M and E results.

Sethi Kamuhanda
PERMANENT SECRETARY
MINISTRY OF INFORMATION, YOUTH, CULTURE AND SPORTS

CHAPTER ONE

1.0. INTRODUCTION

Any organization or institution needs a plan to achieve its desired goals and objectives. The MIYCS Strategic Plan charts out broad direction to achieve its aspirations. The process shall help the Ministry decide what it plans to achieve and what action to undertake in the future. It clarifies the priorities and unifies the staff in the pursuit of shared objectives.

1.1. BACKGROUND INFORMATION

The Ministry of Information, Youth, Culture and Sports was established under Government Notice No. 1 of 13/1/2006². The Ministry is committed to sustainable development of Information, Youth, Culture and Sports sectors. This Strategic Plan contains the Ministry's Vision and Mission, situation analysis of the mandate of the Ministry, functions and structure, and rules of the various Divisions and Units. The information, Youth, Culture and Sports are cross cutting issues in which various ministries and Government institutions are involved, hence their development need combined efforts. The Ministry has been a key player in changing mindsets and perceptions of various groups in Tanzania to give the Information, Youth, Culture and Sports Sector their appropriate recognition and place in national development. This significant achievement has been made through support, involvement and partnership with stakeholders.

There are Parastatal organizations, executive agencies and institutions under the Ministry. These prepare their own strategic plans which aims at implementing the objectives of the Ministry. The Parastatal organizations, executive agencies and institutions under the Ministry in brief are as follows:-

1.1.1 Tanzania Broadcasting Corporation (TBC)

Tanzania broadcasting Corporation (TBC) was established as a Public service broadcaster under the Tanzania Broadcasting Services (Establishment) Order 2002, issued by Government Notice No.239

² On the Government Note of 2006 the Youth Department was under the Ministry of labour, Employment and Youth Development. However, since 2010 the Youth Department has embedded in the Ministry of Information, Culture and Sports.

Published on 14 June, 2002 made under the Public Corporations Act 1992.

TBC is Public Service Broadcaster with Universal Service Obligations. As a Public Service Broadcaster, TBC shall provide a wide range of programming that reflects Tanzanian attitudes, opinions, values and artistic creativity; display Tanzanian talent in educational and entertaining programmes; offer a plurality of views, variety of news, information and current affairs from a Tanzania perspective and uphold national and public interest.

TBC in its commercial service shall provide appealing content and offer choice to its audience and compete at equal footing with other broadcasters.

1.1.2 Tanzania Standard News Papers (TSN)

TSN was established under Company Ordinance (CAP. 212) of 1961. The share holders of this company are the Government of Tanzania with 99 percent shares and Managing Editor with 1 percent share. TSN publish the Daily News, Sunday News and HabariLeo newspapers.

The company focuses on giving opportunities to citizens on getting the right information.

1.1.3 Taasisi ya Sanaa na Utamaduni Bagamoyo (TaSUBa)

TaSUBa is an Executive Agency established by Government Notice No. 220 of 2nd November, 2007 with the role of training of arts and culture. Is a product of the Bagamoyo College of Arts (BCA) and can be traced from 1962 when for the first time in the history of the then Tanganyika, the Ministry of National Culture and Youth were established. In 1963, the Ministry formulated a National Performing Arts Company (NPAC) starting with dance and it grew over the years to include acrobatics in 1969 and drama in 1974.

1.1.4 National Kiswahili Council (BAKITA)

National Kiswahili Council (BAKITA) was established by the Act of Parliament No. 27 in 1967 with the mission of promoting and coordination of Kiswahili Language in Tanzania. Also the council coordinates the development of Kiswahili in Tanzania and support development outside. This is the supervisor of all institutions dealing with the development of Kiswahili Tanzania.

1.1.5 National Arts Council (BASATA)

The Council was established by an Act of Parliament No. 23 in 1984 to assume responsibility for the revival and to promote the development and production of artistic works in the country including the production and use of indigenous and traditional artistic works, with a view of reviving and promoting Tanzania Culture.

1.1.6 Mfuko wa Utamaduni Tanzania (Tanzania Cultural Trust Fund)

Mfuko wa Utamaduni Tanzania registered as a Trust Fund on 28th August, 1998 by a Trust Deed. MFUKO's main activity consists of promoting culture development through funding of cultural projects and activities, awarding excellence, providing professional advice, market outlets, network opportunities, exposure and publicity of activities and products from the cultural sector.

1.1.7 Film Censorship Board

The Film Censorship Board of Tanzania was established by the Act of Parliament No.4 of 1976 to ensure the projection, development and sustenance of Tanzania cultural ethics and aesthetics in all films and stage plays exhibited to the public.

1.1.8 National Sports Council

The National Sports Council of Tanzania was established by the Act of Parliament No. 12 of 1967 and its amendments No. 6 of 1971 to encourage the promotion, development and coordination of sports activities for achievement of excellence in sports associations and clubs at all levels.

1.1.9 Malya Sports College

Malya Sports College is a Registered Sports Institute under NACTE with the role of training short and long sports courses to enhance skills of sports coaches, administrators and sports technicians. It offers certificates and diploma in sports.

1.1.10 Arusha and Songea Sports Centre

There are two zonal sports centres under the Ministry to facilitate short and refresher sports courses for coaches, administrators and sports technicians.

1.1.11 Sasanda, Marangu and Ilonga Youth Centres

There are three youth centres, which are used to facilitate training for IT, agriculture and building boldness.

1.2 SCOPE AND PURPOSE

The Government is committed to improve the economy and standard of living of its people. In her pursuit of this responsibility it has since 1993 been undertaking social, economic, political and financial reform programmes. These include the Public Service Reform Programme (PSRP), Legal Sector Reform Programme, Local Government Reform Programme, and Public Finance Management Reform Programme. The main purpose of PSRP is to reform the Public Service so that it provides quality services to its primary customers, the nationals of Tanzania. These services should be provided effectively and delivered efficiently and at an affordable cost to the general public. The reforms in PSRP are aimed at ensuring that public service employees that are engaged in reforming the Public Service have the capacity, capability, motivation and means to dramatically change the way the public service performs its functions and duties. One of the key objectives of the programme is to improve Performance of the Public Service, which calls for Ministries, Departments and Agencies (MDAs) to develop and implement Medium Term Strategic Plans that are guided by the Government Medium Term Plan.

The other reforms that have been introduced and are in progress are Public Financial Management Reform Programme (PFMRP), Legal Sector Reform Programme (LSRP), Local Government Reform Programme (LGRP) that resulted into the introduction of Decentralization by Devolution (D by D), Public Sector Reform Commission (PSRC) and Law Reform Commission (LRC).

1.3 RATIONALE FOR STRATEGIC PLANNING PROCESS

The Ministry has undergone a number of ministerial development processes including reviewing its sectoral Policies and Legal framework, creating a conducive working environment for efficient and effective service delivery, reducing new HIV/AIDS infection as well as improving performance management.

This is the third Strategic Plan for MIYCS. The first strategic Plan was implemented for the period of 2007/2008 - 2009/2010 and the second for the period of 2010/2011 - 2011/2012. The strategic planning process for the third

Strategic Plan involves an analysis of both the external and internal environment; analysis of the external environment sought to establish how the external environment impacted or influenced the function of the Ministry. Internal environment assessment was conducted to assess how the Ministry was positioned in respect to physical, human and financial resources as well as systems and procedures in order to effectively implement its vision and mission. This planning process therefore seeks to consolidate earlier endeavors through sharpening the strategic perspective of the Ministry. Specifically, Strategic Planning Process focused on three key elements notably the Situational Analysis - “where are we now”? Strategic Choice “where do we want to be”?, and Strategic Implementation - “how do we get there”? The review of the Strategic Plan designed was to assess the achievements, problems, constraints and lessons learnt in implementing and determining the complementarities between the Ministry’s and other external stakeholders’ efforts. It highlights key issues that have emerged in the course of implementing and coordinating the activities and suggests future direction.

1.4 METHODOLOGY

In formulating the Strategic Plan, the adopted method was participatory. Using these approach twelve strategic objectives of the Ministry were developed. Furthermore, each department and unit formulated its strategies, targets and indicators. The objective of using participatory approach is to ensure common understanding, collective ownership and responsibility to the strategic Plan.

CHAPTER TWO

2.0. SITUATION ANALYSIS

This section examines the environment within which the Ministry of Information, Youth, Culture and Sports operates and identifies the issues that are critical to the organization's future success. To perform the situation analysis the following methods were used and examined namely background of the origination, performance reviews, service delivery, stakeholders analysis, SWOC/T analysis and organization self assessment.

2.1. Historical Background

Before January 2006, the current activities of the MIYCS were under three different Ministries i.e. The Prime Minister's Office (Information), Ministry of Education and Culture (Culture), and Ministry of Labour (Youth Development and Sports). The Ministry of Information, Youth, Culture and Sports is one of few ministries that have experienced frequent change of names of the four sectors viz; information, Youth, Culture and Sports have often been placed under different ministries. In 1962 it was called the Ministry of National Culture and Youth and in 1980 it was Ministry of Information and Culture. The Ministry of Information, Culture and Sports was created in 2006 and it was the first time the three sectors of information, Culture and Sports were fused together. During the beginning of the Civil Service Reform Programme (CSRP) in 1993 which later on evolved into Public Service Reform Programme (PRSP), there was no ministry that had embraced the three sectors together. They existed in other different ministries where they were articulated with the reforms and developed sectoral policies namely Sports Policy (1995), Culture Policy (1997) and Information Policy (2003) in the respective ministries where they were housed. These policies influenced the development of the vision and mission of the present Ministry and the subsequent formulation of programmes, strategies.

A key component of this Strategic Plan was a scan of the internal and external environment within which MIYCS operates. This implicated an internal Ministry analysis in which key organizational strengths and weakness were identified. The strengths constituted current strong areas in MIYCS which need enhancement in the attainment of its mission whereas weakness is within and need to be addressed and minimized. Further, the opportunities are advantages the Ministry has coming from its environment, where challenges are the antithesis coming from the same environment.

2.2. MANDATE OF THE MINISTRY

Subsequently after the 2005 General Election, the President of the Fourth Phase Government made some changes with regards to the Government structure by forming new ministries and restructuring other ministries either by merging or splitting some of the sectors. The MIYCS was one of the new ministries that were created by combining Information, Youth, Culture and Sports sectors.

The Ministry has the following mandates and responsibilities:-

- Information, Youth Development, National culture, Games and Sports policies and their implementation.
- Monitoring of Mass Media (Newspapers, Radio and Television Station)
- Youth Development; Youth Self Reliance and Youth Organization.
- Firm and Theatrical Censorship.
- Performance improvement and Development of Human Resources under this Ministry.
- Extra- Ministerial Departments, Parastatals, Agencies, Programmes and Projects under this Ministry.

The Ministry has the following core functions:-

1. Formulate, monitor and review the implementation of Information, Youth, Culture and Sports policies;
2. Formulation and review of laws and regulations;
3. Development of regulatory regime that facilitates free flow of information;
4. Promotion of Youth employment opportunities, services and Labour market information;
5. Mobilization and coordination of youth projects, programmes, training, guidance and counseling of youth and youth groups;
6. Management of office administration, staff development, effective public and human resources utilization; policy analysis, planning, research and management and control of public funds;
7. Undertaking training, extension, publicity and technical advice on information, Youth, Culture and Sports;
8. Development and promotion of culture and sports;
9. Improvement of public access to cultural life and promotion Kiswahili as the major national identity;
10. Promotion of equitable access to quality and proper governance, games and management of sports infrastructure;

11. Identification of research areas, prioritization and coordination of research undertaken by various institutions and organizations in the Ministry;
12. Monitoring and evaluation of performance of the Ministry;
13. Law enforcement including control of illegal practices that infringe on copy rights and other intellectual property rights and
14. Establishment and operation of management information system.

The functions of the Ministry are assigned to four core technical divisions namely Information, Youth, Culture and Sports. Supporting services are provided by two divisions i.e. Administration and Human Resource Management with Policy and Planning Divisions. Other essential services are rendered by six units which are Finance and Accounts; Internal Audit; Procurement; Government Communication Unit; Legal Services Unit; Information, Communication and Technology unit.

The current organization structure of the Ministry is attached as (Appendix 4).

2.3. RECENT INITIATIVES FOR IMPROVING PERFORMANCE

These do appear further in Appendix 1 in chapter 7.

Initiatives at Macro Level

a) The National Development vision 2025

The 21st century, propelled by digital technology is a globalization era characterized with stiff competition in development. Countries with superior technological capabilities, commitment in research and development, stable production systems and reliable infrastructure will have competitive edges compared with other countries. Conscious of this aggressive environment, Tanzania put in place the National Development Vision 2025 that aims at directing its efforts and resources towards attaining equitable share of the global economy. The MIYCS vision is articulated towards contributing to achieving the National Vision 2025. In pursuing this, it will regularly review its policies, strategies and actions in order to stimulate high rates of economic growth through sustainable development and utilization of information, youth, cultural and sports resources.

b) Recent Policies and Strategies

When the Government first introduced Medium Term Plan, it was implementing Poverty Reduction Strategy (PRS) which, however did not prominently feature in the first Strategic Plan of MIYCS. The PRS underwent review and was replaced by the National Strategy for Growth and Reduction of Poverty (NSGRP) or commonly known in Kiswahili as Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania (MKUKUTA) which was fully integrated in the MIYCS 2007/2008-2009/2010 Strategic Plan implementation. The Ministry will have to align the implementation of its Plan to the revised MKUKUTA.

c) The Ruling Party 2010 Election Manifesto

The 2010 General Election Results that ushered in the Fourth Phase Government was formed by the Chama cha Mapinduzi (CCM). Naturally, the Government is duty bound to ensure that the implementation of the Ruling Party Election Manifesto that will come with the Government. This Strategic Plan, fully takes onboard the current manifesto in developing its objectives and strategies but aware of internalizing features that will be result from the 2010 - 2015 Ruling Party Manifestos. Thus, in the next five years the ruling party Government expects MIYCS to undertake the following:-

- i) Prepare strategies and programmes for provision of free flow of information, empowering youth and promotion of culture and sports;
- ii) Involve the private sector in the development of information, youth, cultural and sports resources, as well as involve communities in management, protection and sharing of benefits accrued from these resources;
- iii) Review policies and legislation relevant to the sector so as to be in line with the prevailing conditions;
- iv) Implementation of the Public Private Partnership (PPP) engagement drive.

The Public Service Reform Programme Phase 1 which was launched in 2000 focused on decentralization of certain functions, duties and responsibilities to the MDA's thus devolving power to the lower organs of the Government in order to improve public service delivery. The Public Service Reform Programme Phase II

was launched on 4th February, 2008 seeks to consolidate the achievements made under PSRP 1 and but most important it centers attainment of high rate of quality economic growth and ensure that delivery of quality public service conforms to public expectations of value, satisfaction and relevance. The PPP is one of the PRSP strategies that calls for MDAs to stick to core functions and outsource non - core functions.

2.4. PERFORMANCE REVIEWS

The last Strategic Plan had Strategic Objectives (SO), the MIYCS implemented them through annual action plans. The achievement in each SO are outlined hereunder.

MIYCS Initiatives for Improving Performance

Initiatives at Macro Level

- The review of MKUKUTA had reviewed. The outcome is MKUKUTA II which form the basis for the implementation of MIYCS Strategic Plan of 2010 - 2012.
- Green Revolution through “Kilimo Kwanza” was initiated to transform agriculture into a modern and commercial sector. The role of MIYCS is advocacy and sanitations involvement of Private Sector and Public in general in Kilimo Kwanza Strategies.

Initiatives at MIYCS level

1. Reviewed different policies and laws:-

- Information Policy (2003)
- Youth Development Policy (2007);
- Culture Development Policy (1997)
- Sports Development Policy (1995)
- Censorship Act. 3 of 1976 to take on board current technologies in film and stage plays making and presentation.
- National Kiswahili Council Act No. 27 of 1967
- National Arts Council Act 1984
- Newspaper Act. No.3 of 1976
- National Sports Council Act 1967 (Amendment 1971)
- Media Regulatory Service Act

- Formulation of an East Africa Community Kiswahili Council
2. Ensure that sports clubs establish youth teams/group and organize competitions country wide according to age groups;
 3. Revitalized National Youth Employment Strategy.
 4. Up - scaling of good practices on National data base on youth and youth groups.
 5. The Ministry has enhanced collaboration with local government authorities on employing of district/Regional secretariat youth officers.
 6. Rehabilitation of Youth centres.
 7. Developing National Data base on youth workers.
 8. Preparation of formal recommendation to include Kiswahili as one of the official/ working languages for SADC countries
 9. A new working culture: where the Minister and Deputy Ministers meet, listen and talk to different actors, players and stakeholders in the Film and Stage plays industry eg.Artists, promoters, sports associations and clubs so as to understand the environment they work in.
 10. Expand the use and teaching of Kiswahili as a foreign language in collaboration with Eastern and Central African countries
 11. Establish an Accreditation Council for journalism training institutions in order to set professional standards.
 12. Implementation of Roads to Independence in Africa “The African Liberation Heritage Programme”
 13. Establish folklore unit at BASATA
 14. Ensure that, Film Censorship Board is provided with modern equipments
 15. To establish a link between the Ministry and Regional Secretariats/Local government authorities.

Projects under way:

- To rehabilitate and expand Taasisi ya Sanaa na Utamaduni Bagamoyo (TaSUBa)
- To rehabilitate Malya Institute for Sports Development
- To construct and expand sports facilities for example the construction of National Stadium Complex (Phase II)
- To enhance Sports Industries such as Associated Sports Industries and other
- To equip the Open Air Theatre at BASATA

- To construct National House of Culture in (Kiromo - Bagamoyo)
- Rehabilitation of National Kiswahili Council new offices.
- Support TBC and TSN to equip with modern tools
- Direct and indirect institutional support within Sectors under the Ministry in LGAs
- Operate and maintain Wananchi Website.

2.5. STAKEHOLDERS' ANALYSIS

The stakeholders of the Ministry have been put into categories and expectations of stakeholder are listed.

Category	Stakeholder
Private Sector:	Media Houses Advertising agencies (Billboards, product promotions) Information, youth, culture and Sports resource users Investors (Local and international) Promoters (Music, sports).
Community:	Local Communities Regional and Integernational Community (EAC, SADC, AU, EU, UN, ILO, Common Wealth), Non Governmental Organisations Community Based Oraganisations Civil Society Organisations Faith Based Organisations Business Community Research and Training Institutions Employees of MIYCS Diplomatic Community.
Association:	National youth council, Community Based Organisations, Youth Associations, Employer's association, Trade Union.
Government and Development Partners:	Ministries, Departments and Agencies (MDAs) Bilateral and Multilateral Development Partners Politicians; Local Government Authorities

Expectations of the Stakeholders

There are various expectations from many and varied MIYCS stakeholders/customers. The major expectations include the following:-

1. Issuance of licenses, permits and certificates for various activities under the Ministry's portfolio;
2. Policy regulatory frameworks and adequate youth employment plans that are gender sensitive;

3. Protection of employment and income security;
4. Efficient services on job placement, counseling on alternative job placement, re-skilling advice on self-employment in SME's informal sector;
5. Policies and programmes that facilitate easy entry in self-employment and/or access to gainful employment;
6. Ratification of International conventions, resolutions and regulatory framework to facilitate their operations;
7. Access to available policies and laws related to youth employment services and their implementation framework of the same;
8. Data on youth and youth groups;
9. Participation of stakeholders in the formulation of policies, laws and guidelines and management of information, culture and sports resources;
10. Provision of clear policies, laws, regulations and guidelines;
11. Easy access to correct information and data;
12. Appropriate facilitation and capacity building programmes for local authorities and communities;
13. Efficient quality control and monitoring systems to meet stakeholders' acceptable standards;
14. Development and promotion of quality sports facilities;
15. Implementation of the ruling Party Manifesto;
16. Transparency and accountability;
17. Recognition and respect;
18. Excellent Sports Performance Improved;
19. Protection of Artists' rights.
20. Promotion of Youth economic development and coordination activities, skills development and training, guidance and counselling.

2.6. ORGANISATION SCAN

This is the self assessment of MIYCS which involves Strength, Weaknesses, Opportunities and Challenges (SWOC), internal scan of MIYCS i.e. the internal environment in which it operates.

2.6.1. SWOC Analysis

There are strengths which the Ministry of Information, Youth, Culture and Sports have and which enables it to realize its mission. Like any other organization it has some weaknesses inhibit the performance of its functions. A SWOC analysis shows too the opportunities that the Ministry can capitalize on to improve its performance and challenges that are impediment in realizing its mission. These are as follows:-

2.6.2. The Internal Environmental Analysis

The analysis identified strength and weakness factors that are internal or intrinsic to the MIYCS which enable it to realize its mission and also inhibit the performance of the ministry respectfully.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Existence of some skilled and experienced professionals. • Existence of defined organizational structure with functions and responsibilities. • Existence of strong stakeholders community support in service delivery. • The ability to create employment opportunities. • Existence of defined sectoral policies. • Our products are highly demanded by the stakeholders, Government and the Public as a whole. • Our products are highly demanded by the stakeholders, Government and the Public as a whole. • Existence of National wide media for dissemination of the Information and publicity. • Ability to harmonize the society through information, culture and sports. • The Ministry is a spokes organ of the state. • The Ministry is the custodian of the National culture heritage. • The Ministry has a mandate of issuing policies on information, culture and sports. • Wide information outreach. • Availability Kiswahili as a national and international language. • Existence of policies, strategies and regulations. • Code of ethics for public servants. 	<ul style="list-style-type: none"> • Slow pace to cope with the fast changing technological environment. • Low capacity to meet Public demands in information, culture and sports. • Lack of effective and efficient Management Information Systems (MIYCS) • Weak systems of coordination, monitoring and evaluation of programmes. • Disparity in information outreach due to limited transmission facilities. • Inadequate working facilities and infrastructure for the Media. • Inadequate internal succession plan. • Inability to exploit potentials. • Lack of linkages between MIYCS and Regional/Local Government Authorities. • Use of unreviewed sector polices. • Inadequate organization culture and different working culture. • Constitution does not provide Kiswahili as a National Language. • Much of the regulatory framework is outdated and/or negatively perceived by the beneficiaries. • Weak monitoring and evaluation of outputs and outcomes due to persistent inefficiencies and lack of accountability • Absence of clear coordinating machinery between Ministry and

<ul style="list-style-type: none"> • Potential for growth. 	<p>other stakeholders.</p> <ul style="list-style-type: none"> • Employees who have not understood or accepted current changes and its implications on their roles - resistance to change. • Corruption in service delivery
---	--

2.6.3. The External Environmental Analysis

Through this analysis, external or extrinsic factors which affect MIYCS in the manner that they provide opportunities which the Ministry can capitalize on to improve its performance and other factors that are challenges which act as impediments to Ministry in realizing its mission.

OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • National leadership support for information, youth, culture and sports activities • Custodian of National Culture heritage. • Having the mandate of issuing policies on Information, Youth, Culture and Sports. • Adoption of Kiswahili as National Language. • A link among stake holders in socio-economic activities. • Worldwide use of Kiswahili language in countries such as Uganda, Kenya, Democratic Republic of Congo, Rwanda, and Burundi various universities, etc. • Good track record of service delivery resulting from strong community acceptance and support. • Existence of peace provides opportunity to promote games, 	<ul style="list-style-type: none"> • Rapid change in technological development. • Impact of Globalization. • Lack of harmonization with other sector policies. • Persistence of out dated traditions and customs. • Impact of corrupt practices within media, culture and sports institutions. • Donor dependence syndrome. There is no enough capital for sustainability of cultural and sport activities among the community. • Kiswahili as National language not yet provided for in the Constitution. • Mindset towards physical education. • Limited use of Kiswahili language in formal domain. • Enforcement of copy right law and

<p>sports and culture at all levels.</p> <ul style="list-style-type: none"> • Ability to receive and respond stakeholder's opinions on government operations through Mwananchi Website. • Possession of public electronic and print media. • Raise life expectancy and enrich Tanzania lives through physical exercises (realization of vision 2025). • Existence of youth policy • Existence of international and local organizations which help in accelerating the implementation • Existence of International and Local Development partners and NGOs who are ready to collaborate with the Ministry • Global recognition of sports as a tool for development and peace 	<p>related neighboring rights.</p> <ul style="list-style-type: none"> • Impact of HIV/AIDS epidemic • Internal and external political and socio-economic changes, e.g. Redefined role of Government, free market policies, privatization and reforms • Inadequate/marginalization of the Ministry in resource allocation. • Existence of profiteering NGOs (Non Governmental Individuals) impersonating genuine NGOs. • Global economic crisis.
--	--

CHAPTER THREE

3.0. VISION, MISSION AND CORE VALUES

The redefined Mission and Vision of MIYCS is

3.1. Vision Statement

To foster national identity by facilitating free flow of information, empowering the youth, promoting culture, games and sports to the public for national development by 2025;

3.2. Mission Statement

We strive to have a sustainably well informed, well empowered youth, culturally enriched and active sporting nation.

3.3. Core Values

Fundamental to the culture of the Ministry of Information, Youth, Culture and Sports, the following values will guide our dealings with ourselves, our customers and stakeholders:-

1. Customer Focus

We shall treat our customers, colleagues and stakeholders with courtesy, dignity and professionalism.

2. Result Oriented

We shall base our performance on output that is, ensuring that our planned activities are completed on schedule and in acceptable standards.

3. Performance Excellence

We shall strive to achieve professional competence, ethics and transparency.

4. Loyalty

Acting in good faith on behalf of the Government;

5. Transparency

We shall be open to each other and to customers when rendering services.

6. Respect to the rule of law

We shall adhere to the rule of law.

7. Team Spirit

We shall always work as a team in an open, friendly and constructive environment recognizing that success comes from the hard work of many.

8. Responsibility and Accountability

We shall obediently be responsible for our actions and conduct.

9. Patriotism

We shall be proud of our customs and traditions.

10. Professionalism

We shall be guided by professional ethics in our work.

11. Innovativeness

We shall be innovative and creative when executing our day to day activities.

CHAPTER FOUR

4.0. PRIORITY INTERVENTION AREAS

4.1. MIYCS Critical Issues to be Addressed in the Medium Term Period

- (i) Shortage of manpower in terms of number, inadequate qualification and skills;
- (ii) Youth Employment creation in light of the ever increasing number of entrants in the labour market. Furthermore, addressing the CCM Election Manifesto;
- (iii) Prioritization of the Ministry's activities in achieving national goals and strategies in view of resource constraints in the public sector;
- (iv) Establishment of national youth Bank;
- (v) The need of establishment of National Youth Information Centre;
- (vi) Establishment of youth Council;
- (vii) The expected free movement of labour among East Africa member states;
- (viii) Globalization and free market economy;
- (ix) Improve service delivery system to stakeholders' needs and expectations
- (x) Inadequate working facilities e.g. reliable transport, communication gear, office accommodation, etc.
- (xi) Inadequate budgetary allocation for promotion, preservation, publicity and development of MIYCS products;
- (xii) Divergence from the MIYCS strategic plan implementation and
- (xiii) Inadequate information for appropriate decision making.

4.2. MIYCS Objectives

The third Strategic Plan has the following twelve intervention areas or strategic objectives:-

Objectives A: Services improved and HIV/AIDS infections reduced. HIV/AIDS is a national disaster whereby an increasing number of people are infected with the virus and therefore suffer from or die from HIV/AIDS and related diseases. This has a negative impact to the Ministry as it reduces manpower productivity. The Ministry will increase interventions to reduce transmission and mitigate the impact of HIV/AIDS within the Ministry and among stakeholders.

Objective B: Enhance, sustain and effective implementation of the National Anti-Corruption Strategy. The main focus of MIYCS is to emphasize and compliment the Government's efforts in combating corruption in public offices. In this regard, priority areas in anti-corruption measures include:-

1. Enhance public awareness on strategies to combat corruptions at all levels.

2. Strengthening anti corruption mechanisms in MIYCS and at all levels.
3. Strengthening the monitoring of public resources in MIYCS and at all levels.

Objectives C: Conducive working environment of efficient and effective service delivery. MIYCS started operations in January 2006, up to now it had no working equipment and staff in some departments. These limitations continue to persist, and adversely affecting the working morale at the Ministry. Various measures are taken to solve these limitations.

Objective D: Access to quality and equity in games and sports at all levels. It has been globally realized that sport is more than fan and games. It has been acknowledged that sport touches almost every aspect of nation's priorities, like national cohesion, contributing to development and pieces, increasing social and economic values enhancing health and enriching lives. There is a need therefore to transform a sport sector in order to bring about the establishment of a competitive and demographically representative sport system and ensuring opportunities are equally accessible to all members of society.

Objective E: Public access to cultural life improved. Cultural life is a National reflection of its originality. However, there is a danger of losing our National identity due to increased level of immoral activities caused by selfishness and globalization. Therefore, involvement of all MIYCS staff in cultural activities becomes inevitable in order to maintain national identity.

Objective F: Sector policies and legal framework strengthened. Policies and Legal framework of MIYCS are not static; Most of the MIYCS existing policies need to be reviewed in order to cope with ongoing economic, social, cultural and political changes so that they can meet our stakeholder's expectations.

Objective G: Performance Management improved. The MIYCS has the performance indicators and hence operate on performance based management since the mandate of MIYCS is to provide for support, guide, and co-ordinate, regulate and promote quality and equity access to information, youth, culture and games and sports. However, there is a need to improve Performance Management System (PMS) by updating performance indicator.

Objective H: Good governance (efficiency, transparency, and accountability in service delivery) enhanced. The current management practices and the need for good governance is essential for efficiency, transparency and accountability in service delivery. Therefore the need to establish mechanism to enhance good governance including the participation of men and women in decision making.

Objective I: Regulatory regime that facilitates free flow of information to the public strengthened. MIYCSs' Mandate is to facilitate the implementation of free flow of information, it has beef Necessary for MIYCS to have a

regulatory frame work that will ensure free flow of Information, as stipulated in the Constiution of United Republic of Tanzania.

Objective J: Tanzanian youths economically empowered and propevly upbrought. Decent decay, poverty and economic hartship prevalence among youth are challenges to be addressed in a wide-ranging manner to suit the world current's social and economic trends. To this conclusion, the Ministry has mandated to make sure that, youth are brought with sense of good moral, citizenship and that they are employable and empowered economically.

Objective K: Tanzanian youth competitiveness in a free market economy improved. The Government of Tanzania has to take affirmative action to prepare youth labour force to compete in East Africa labour market and world at large. The advert of globalization on express economic integration developing trade liberation and technological diffusions create challenges on labour market economy. The existing signing of East African Community Protocol on the free movement of labour, capital goods and services draw the attention. Tanzania labour force is not in isolation, it faces the challenges of communication, competitive skills, language and lack of confidence.

Objective L: Youth development issues effectively mainstreamed in national programs and strategies. The United Republic of Tanzania is a part of that international community. Youth development is an international agenda. It is the necessity of the international and Regional Corporation to take part as the country in international youth development agenda and bring under control such agreed issues in national policies, strategy and programs.

The Implementation matrix (**Appendix 3**) presents the objectives, strategies which are the broader means of achieving the objectives, targets to be met and the responsible departments for implementation.

4.3. Departmental Annual Work Plans and Performance Management

Each financial year, based on the stated objectives and targets each Department will prepare an annual work plan and budget with clear targets to be achieved for the year. The Departmental work plans and budget will be consolidated to form the Ministry's Annual Work Plan and Budget. The Departmental work plans will form basis for developing performance contracts at various levels.

CHAPTER FIVE

5.0. IMPLEMENTATION AND CO-ORDINATION FRAMEWORK

The successful implementation of the Strategic Plan will largely depend on the capacity that exists in the Ministerial, division and unit levels. Key capacity challenges relate to human resources in terms of numbers, knowledge and skills, as well as financial and an organized institutional framework to monitor, evaluate and co-ordinate implementation.

It is important to underscore the fact that the environment which the Strategic Plan will be implemented might change from time to time. This situation therefore, might require different and timely interventions and initiatives to address the unforeseen circumstances, thus allowing for flexibility and adaptability.

The SP is a strategic framework pointing the specific direction the MIYCS would move, thus programmes and projects will now be aligned to the Strategic Plan objectives. To attain the set targets concrete time bound activities with costs will be developed and clearly spelt out in annual implementation action plans for each division and unit.

The institutional framework for managing and coordinating the implementation of the SP will outline the roles and responsibilities of the key actors. Intervention areas, arrangements, procedures and interrelationships of the various players will be spelt out in detail by the respective divisions and units under the supervision of key actors.

The Policy and Planning Division is responsible for the co-ordination of the Strategic Plan.

CHAPTER SIX

6.0. FINANCING MECHANISM

The SP requires major commitment of sustainable financial and human resources. Financing of the MIYCS SP will be through Government Budget allocation from the Treasury. The Government financing is accessed through the Medium Term Expenditure Framework (MTEF).

The problem of financing partly emerges from inadequate budgetary allocations (ceiling), unreliable release of funds and frequent budget cuts. Further efforts are needed in persuading the Treasury to raise ceiling levels commensurate to realistic requirements of the MIYCS.

Development partners have a significant financial contribution particularly in the implementation of programmes and projects under bilateral and multilateral arrangements. Although development assistance has been decreasing, it still remains a major source of finance for the implementation of the SP. In order to ensure continued support from development partners there is a need for development and implementation of capacity building programmes so as to strengthen budgeting and financial management and to effectively absorb donor assistance.

There is opportunity towards mobilizing funding from the private sector to complement government efforts; therefore MIYCS should continue to promote public-private sector partnerships in contributing towards infrastructure development, environmental conservation, capacity building and provision of services.

CHAPTER SEVEN

7.0. MONITORING AND EVALUATION

The essence of monitoring is bringing in knowledge required for more effective performance management. The Ministry will monitor and evaluate the performance management. The Ministry will monitor and evaluate the implementation process (inputs and activities), outputs and outcomes to ensure efficiency and effectiveness in delivering the strategic objective. This takes place in the form of data collection and processing. The evaluation part of the equation is about decision making and taking action. This means that information being brought in is only as good as it is being acted upon. Information that is not acted upon is not worthy collection as this would amount to waste of valuable resources. Therefore, it is crucial that the data and information gathered is not only required but forms the basis of decision making and action.

To ensure that data and information generated is acted upon it will be vital to integrate information usage in the management process particularly in the reporting structures. This means that Departments/Units meetings and Management meetings must keep track of key performance targets. Feedback must also be provided to the staff at large so that every employee participates in the work process and makes effective contribution. This may entail restructuring the agenda of meetings and also improving on reporting formats so that Management gets the critical information it needs to gauge performance instead of very long narratives that may not offer enough understanding of what achievement the Ministry is making.

7.1. Monitoring Methods

Routine data collection, analysis, supervision, annual surveys and quarterly reports will be conducted on routine basis to ensure effective performance.

I. Routine data collection and analysis

Routine data collection and analysis involving the evaluation of actual output against targets will be put in place. Actual performance will be measured against these performance indicators. Data collection instruments will be developed and used to collect data from the implementers. This data will then analysed by different systems under the Ministry to generate reports for management decision making and feedback will be provided to staff as appropriate.

II. Supervision

Each various department/unit will be responsible for supervision at all levels to effectively monitor the implementation of activities.

III. Annual surveys

Annual surveys and rapid assessments will be conducted to monitor the level of service delivery.

IV. Progressive reports

Implementing departments, units, institutions and agencies will be required to submit monthly, quarterly, and semi-annual and annually reports to consolidate the main report against which performance will be assessed.

7.2. Indicators, Targets and Evaluate Procedure

Baseline data and information regarding key indicators will have to be obtained at the onset of implementation of the Strategic Plan as these will form benchmarks against which performance will be measured during and after implementation. Identification of indicators and targets will be based on an evaluation using the relevance, efficiency, effectiveness, sustainability and impact criteria.

The relevance criterion seeks to ensure that the Strategic Plan is consistent with the policy priority of the government at all times. The efficiency criterion assesses the extent to which resources are used optimally, while the effectiveness criteria analyses the extent to which the desired outputs are being achieved. The Sustainability criterion will verify whether there is enough capacity to continue with the implementation of the strategies, while the Impact Assessment criterion will confirm whether the Strategic Plan's outcomes have been fully realized.

APPENDICES

Appendix1; Performance Review

Strategic Plan - 2010/11 - 2012/13

SUB VOT 1001: ADMINISTRATION AND PERSONNEL

Objective	Strategies	Target	Status of Implementation
A. Reduce the spread of HIV/AIDS and prevalence at all levels.	1. To promote interventions that reduces HIV/AIDS infections in the sector.	1. A system to support MIYCS staff living with HIV/AIDS implemented by June, 2012.	Staff living with HIV/AIDS has been provided with food and medicines.
	2. Develop programmes to fight the spread of HIV/AIDS in work places and among stakeholders.	2. HIV/AIDS responses mainstreamed in MIYCS Policies and plans by June, 2012.	HIV/AIDS responses mainstreamed into MIYCS MTEF budget (Recurrent and Development budget), Technical AIDS Committee (TAC) formulation and Focal person appointment from each department.
B. Conducive working environment for efficient and effective delivery services created.	1. Undertake regular service delivery surveys in monitoring quality of public services.	1. A retooling plan implemented by June, 2012.	Retooling plan implemented through Annual Procurement Plan and the MTEF budget.
	2. Strengthen institutional and human capacity for efficient coordination of service delivery.	2. MIYCS incentive plan implemented by June, 2012.	The Ministry introduced provision of morning refreshments, best workers awards and uniforms to drivers, office assistants and security guards.
	3. Ensure that skilled and motivated personnel are employed,	3. 70 MIYCS staff Trained, motivated and equipped with 45 computers and related equipments	102 MIYCS staff attended various training local and foreign to increase their knowledge, skills,

	equitably developed, fairly remunerated, and supervised to ensure performance and accountability.	by June, 2012.	efficiency. 75 computers and its accessories were procured.
G. Performance Management Improved	Installation of performance management system.	1. Monitoring and evaluation systems put in place by June, 2012. 2. MIC strategic plan and client service charter implemented and reviewed by June, 2012.	MIYCS Strategic Plan is in the process of being reviewed. The Client Service charter developed in the financial year 2008/2009.
		3. MIYCS organization structure reviewed by June, 2012. 4. OPRAS implemented yearly up to 2012.	The organization structure not reviewed. OPRAS forms filled by all MIYCS employees.
H. Good governance (efficiency, transparency, and accountability in service delivery) enhance.	Scale up and monitor the implementation of all the components of the National Framework relevant to MIYCS.	1. MIYCS anti-corruption strategy established and implemented by June, 2012.	The Ministerial anti - corruption strategy established and implemented.
	Main stream good governance into sector policies.	2. 70 MIYCS staff sensitized on aspects of good governance by June, 2012.	Sensitization on good governance principles has been done to all MIYCS employees and 26 staff who are members of the Integrity Committee.
SUB VOTE 1002: FINANCE AND ACCOUNTS			
Objective	Strategies	Target	Status of Implementation
C. Conducive working environment for	Strengthen institutional and human capacity	1. Computers, cars, documents and other office	1 car, 6 computers and its accessories, 3 air conditions and other

efficient and effective services delivery.	for efficient coordination of services delivery.	equipment be acquired by 2012.	office equipments have been procured.
	Undertake regular service delivery survey in monitoring quality of public services	2. 14 Accountants and Auditors undergo professional and financial management training for efficient and effective delivery of services by June, 2012.	14 staffs have been provided various training (6 staffs long courses and 8 short courses).
G. Performance Management improved.	Installation of performance management system.	1. Finance and properties under MIYCS accounted for in accordance with financial rules and regulations by June, 2012.	Trainings on Public Finance Act, 2011 and Public Procurement Act, 2004 were conducted.
		2. Audit management and internal control procedures and operations strengthened throughout the Ministry by June, 2012.	Audit reports were issued timely covering payments and procurements of Ministry some controlled entities.
		3. Computer and e-government especially IFMS improved through training Accountants, Auditors and top management by June, 2012.	Application of Imprest system and reports were improved.
1003: POLICY AND PLANNING			
Objective	Strategies	Target	Status of Implementation
C. Conducive working environment for efficient and effective service	Strengthen Institutional and human capacity for effective coordination of services	1. Five Economists employed by June, 2012.	1 economist employed and 5 Economists have transferred from other Ministry to DPP Office.

delivery.	delivering.		
		2. Working facilities 5 computers, 3 laptops, 2 cars provided by June, 2012.	3 desktop computers and 8 laptops have been provided.
	Under regular service delivery surveys in monitoring quality of public services.	3. Office space provided by 2012.	Office space was provided.
		4. Training in Policy Analysis (Cabinet papers), planning, budgeting, monitoring and evaluation provided (Continuous).	Training in Cabinet Papers preparation was held in December, 2008 and monitoring and evaluation training to MIYCS Directors and other Staff was held in August and September, 2009 at Morogoro.
F. Sector Policies and Legal Framework strengthen.	Review existing policies, strategies and legal framework.	1. 3 sectors police, the Sports Policy 1995 and Culture Policy 1997 2003 reviewed by June, 201.	Drafts of Sports Policy 1995, Cultural Policy 1997 is in place.
		2. 5 Acts and their Regulations National Kiswahili Council Act 1967, National Arts Council Act 1984, National Censorship 'Board Act 1976, Information (Newspaper Act.) 1976, National Sports Council Act. 1967 (Amendment 1972) reviewed by June, 2012.	Drafts of Regulations National Kiswahili Council Act 1967, National Arts Council Act 1984, National Censorship Board Act 1976, Information (Newspaper Act. 1976), National Sports Council Act. 1967 (Amendment 1972) are in place. Either, National Dress paper was submitted to Cabinet Secretariat and proposal on Media Regulator Bill was submitted to IMTC.
	Promote Information, Culture and Sports	1. One professional promotion Board (Accreditation	The target was taken over by the Department of Information.

	professions.	Council for Journalists) established by June, 2012	
SUB VOTE 6001: CULTURE			
Objective	Strategies	Target	Status of Implementation
A. Services improved and HIV/AIDS infections reduced.	Develop programs to fight the spread of HIV/AIDS in work place and among stakeholders.	1. 6 sensitizations programmes developed for 20 cultural officers and 1,000 stakeholders on HIV/AIDS by June, 2012.	6 sensitization programs developed for 20 cultural officers and 500 stakeholders on HIV/AIDS.
E. Public access to cultural life improved.	Promote national and vernacular (ethnic) languages.	1. 40 ethnic languages researched by June, 2012.	10 Ethnic languages researched.
		2. 250 journalists/editors developed in the use of standard Kiswahili by June, 2012.	190 journalists/Editors Developed in the use of Standard Kiswahili.
		3. 9 Kiswahili book exhibitions locally and internationally language development by June, 2012.	6 Kiswahili book exhibitions locally exhibited.
		4. 9 workshops conducted locally and internationally by June, 2012.	5 workshops conducted locally and internationally.
		5. 3 National cultural Festival conducted by June, 2012.	3 National Cultural Festival conducted.
		6. 3 National Culture Sectoral Meetings conducted by June, 2012.	3 National Cultural Sectoral Meetings conducted.
		7. 150 translators and interpreters in Kiswahili and International	Training conducted for 120 for translators and interpreters.

		languages trained by June, 2012.	
	Support institutions that promote cultural identities and national integrity.	1. Financial and material support provided to 60 institutions annually by June, 2012.	100 percent of financial and material support provided to 6 Institutions.
		2. Traditions and customs of 80 ethnic groups documented/preserved and sustained by June, 2012.	50 percent of Traditional and Customs of 80 ethnic groups documented/preserved and sustained.
		3. 500 films, videos work and stage plays classified by June, 2012. 4. 6 arts exhibitions to be held to enable artists to publicize and sell their works by June, 2012.	500 films, video works and stage play classified. 3 Art Exhibitions exhibited.
	Promote moral education.	5. TUSEME and Children's Theatre projects expanded to all regions.	The Project is shifted to the Ministry of Education and Vocational Training.
F. Sector policies and legal frameworks strengthen.	Review existing policies, strategies and legal frameworks.	1. Cultural Policy, BAKITA, BASATA and Film and Stage Plays Acts reviewed by June, 2012.	<ul style="list-style-type: none"> • Cultural Policy Reviewed. • BAKITA, BASATA and Film Stage plays Act are in process.
		2. 6 cultural agreements with development partners implemented by June, 2012.	6 Cultural Agreements with Development partners implemented.
	Promote information, youth, culture and sports professions.	1. 128 Districts cultural officers trained in cultural management by June, 2012. 2. Phase one of the Cultural Master Plan	5 Regions conducted. Master Plan implemented.

		of 2002 implemented by June, 2012.	
G. Performance Management improved.	Installation of performance management system.	Monitor and evaluate culture activities in 15 Regions by June, 2012.	Monitoring and evaluation conducted.
H. Good Governance (efficiency transparency and accountability in service delivery) enhance.	Scale up and monitor the implementation of all the components of the National Framework on good governance.	28 Departmental staff sensitized on good governance principles by June, 2012.	Sensitization on good governance done.
SUB VOTE 6004: SPORTS			
Objective	Strategies	Target	Status of Implementation
C. Conducive working environment for efficient and effective service delivery.	1. To undertake regular services delivery/client satisfaction survey in monitoring quality of public services and disseminated findings to stakeholders.	1. Customer Service Survey completed by 30 June, 2012.	Completed and report produced.
		2. 18 Registered National Associations supported by June, 2012.	11 National Associations supported (Netball, Football, Athletics, Handball, Table tennis, Basketball, Boxing, TOC, Special Olympic, Paralympics and long tennis).
		3. 360 Stakeholders trained on management issues by June, 2012.	180 stakeholders trained.
	2. Strengthen Institutional and human	1. 360 sports experts in 3 centres trained by June, 2012.	260 sports experts trained.

	capacity for efficient coordination of services delivery.		
		2. 5 Department Offices facilitated by service delivery by June, 2012.	5 departmental offices facilitated with working tools.
	3. Ensure that skilled and motivated personnel are employed, equitably, fairly remunerated and supervised to ensure performance and accountability.	3 TOT for Coaches, Referees and Administrators administered by June, 2012.	TOT for 3 Coaches Referees and Administrators conducted.
D. Access to quality and equity in games and sports at all levels improved.	<ul style="list-style-type: none"> Promote public-private partnership in provision of services. 	<ol style="list-style-type: none"> 3 Sensitization campaigns to 20 Public/Private Companies. 2 Sensitization of sports for all programmes (N. and S. Zones). 	3 Sensitization campaigns to 16 Public/private Companies were conducted.
	<ul style="list-style-type: none"> Promote self employment and increased employment opportunities. 	1. 12 National Teams to participate in International Sports tournaments by June, 2012.	12 National Teams participated in Olympic games (London Britain) and all Africa games (Maputo-Mozambique).
		2. 6 Sports programmes developed by June, 2012.	6 sports programmes developed (traditional games, disables, Tanzania Sports Games, Institutional games, sports medicines clinics and sports for all.
		3. 8 International sports meetings attended.	8 International meeting attended (superim council sports of Africa, Commonwealth games,

			WADA, East Africa Community, IWG, CABONC and TAFISA.
		4. 3 International sports training camps managed.	1 camp in Beijing China.
	<ul style="list-style-type: none"> Promote adequate level of physical infrastructure needed to cope with the requirements of poverty reduction targets. 	1. 5 Regional Sports Stadia to be developed by June, 2012.	2 National sports Stadia developed in Dar es Salaam.
F. Sector Policies and Legal Frameworks strengthened.	Review existing polices strategies and Legal frameworks.	1. 1 sports Policy and 1 sports ACT coordinated by June, 2012.	National opinions collected.
		2. 1 Sports Institute Board established by June, 2012.	Malya Institute Board established.
G. Performance Management improved.	Installation of performance management system.	100 percent of Employees to be trained on PMS System by June, 2012.	90 percent of employees trained.
H. Good governance (efficiency, transparency and accountability in service delivery) enhanced	Scale up and monitor the implementation of all the components of the National Framework on good governance.	1. 100 Sports constitutions to be coordinated by June, 2012.	200 sports constitutions reviewed and registered.
		2. 10 Departmental/Sports Association meetings to be conducted by June, 2012.	8 sports associations conducted.
		3. Mechanism for Sports professionalism and system for sports talent	Programme conducted.

		identification to be created by June, 2012.	
SUB VOTE 7003: INFORMATION SERVICES			
Objective	Strategies	Target	Status of Implementation
A. Services improved and HIV/AIDS infections reduced	To promote interventions that reduces infections in the sector. Develop programmes to fight the spread of HIV/AIDS in work places and among take holders.	1. 1,000 Media reporters trained and sensitized on HIV/AIDS by June, 2012. 2. 6 sensitization workshops on HIV/AIDS staff conducted by June, 2012.	The objective was taken over by the Department of Administration.
C. Conducive working environment for efficient and effective delivery.	To ensure that skilled and motivated personnel are employed, equitably deployed, fairly remunerated, and supervised to accountability.	1. Train staff in various core aspects. 2. Facilitate payments for administration and personnel services. 3. Procure and maintain equipment in an efficient and timely manner by June, 2012.	1. 20 staff attended various training. Six (6) journalists attending training at a level of Masters Degree, and four (4) Undergraduate courses. Others attended training at the level of certificates in various aspects. 2. A total of Tshs.701,562,200 were paid for administrative and personnel services. 3. A total of 700,460,000 was allocated and used in procurement and maintenance of equipment from OC and Tshs.600,000,000 from Development Budget has been used to by and maintain

			equipments for the Mwananchi Website and the photo library.
	To provide timely and adequate financial and material support to institutions under the department.	Facilitate payment of annual subvention to Tanzania Broadcasting Services (TUT) by June, 2012.	Payment of subvention Tshs.16,146,500 to TBC had been facilitating.
F. Sector policies and legal framework strengthen.	Review existing policies and Legal framework.	<ol style="list-style-type: none"> 1. Information policy reviewed. 2. Newspaper Act reviewed by June, 2012. 	<ol style="list-style-type: none"> 1. Review of the Information policy has reached the final stages whereby a committee of stakeholders has been formed to come up with the final version. 2. The review of the newspaper act has reached a cabinet level waiting to be submitted to Parliament soon.
	Promote by Information.	Establish Journalist professional Board (accreditation council) for journalists by June, 2012.	The establishment of the Board has stalled because it depends on passage of the Newspaper Act.
H. Good governance (efficiency transparency and accountability in service delivery) enhanced	Scale up and monitor the implementation of all the components of the national framework on good governance.	<ol style="list-style-type: none"> 1. Conduct 5 workshops on principles of good governance by June, 2012. Conduct 2 media by workshop for owner's sensitization by June, 2012. 	<ol style="list-style-type: none"> 1. Workshops have been held in Mbeya, Morogoro, Sumbawanga, Arusha and Manyara, Singida, Mtwara and lindi Regions. 2. One workshop was held at the Kalimjee hall for media owners in 2008.
I. Regulatory regime that facilitates free flow of	To ensure that the public is informed about government policies, decisions	<ol style="list-style-type: none"> 1. To produce government publicity materials. 	<ol style="list-style-type: none"> 1. Cabinet booklets as well as postours were printed after all cabinet changes

information to the public strengthened.	and development programmes.	2. To publish “Nchi Yetu” Magazine Quarterly by June, 2012.	which has taken place within this strategic plan year. 2. Ten issues of Nchi Yetu with a total of 30,000,000 copies of Nchi Yetu magazine were printed and distributed.
	To promote media independence capacity and accountability within national and international standards.	Media ethics workshops conducted in 4 regions by June, 2012.	Ethic workshops were conducted.
	To raise awareness of people about their constitutional rights including the rights to access to public information at all levels.	Constitutional rights awareness campaigns in 128 districts conducted by June, 2012.	Awareness Campaigns on constitutional rights could not take place on district level because of the high costs.
	To document all government important events.	100 percent government events to be documented by June, 2012.	At least 70 percent of national and international events held in the country in the Whole period were covered and documented.
SUB VOTE 6002: YOUTH DEVELOPMENT			
J. Tanzanian youths economically empowered and properly upbrought.	Enhance life and livelihood skills among Tanzanian Youth		
	Promote sustainable youth economic projects		
	Develop youth entrepreneurship and employability		
	Networking and		

	coordinate stakeholders		
	Promote nationalism and volunteerism		
K. Tanzanian youth competitiveness in a free market economy improved	Build confidence and competitiveness of the Tanzanian youth labour force.		
	Strengthen youth information centres and coordinate stakeholders in building their capacities.		
L. Youth Development issues effectively mainstreamed in national programme and strategies.	Facilitate payment of annual fees and other commitments for membership sustainability		
	Enhance participation of youth and youth leaders in International and Regional for a.		
	Domesticate agreed Regional cooperation and International Youth Development Agenda.		

Appendix 2: Linkage between MKUKUTA II and MIYCS Strategic Plan 2011/12 - 2015/16

MKUKUTA FRAMEWORK FOR ISSUES RELEVANT TO MIYCS			
Operational target	Sub category	Cluster strategies	Intervention package relevant to MIYCS
CLUSTER 3: GOVERNANCE AND ACCOUNTABILITY			
Goal 5: Promoting and persevering national culture and identity			
K. Culture of belonging nationalism, and self-confidence, self esteem enhanced and promoted .	Non formal education.	5.1 Promote patriotism, national identity and belonging.	<ul style="list-style-type: none"> • Promotion of values that enhance national belonging (language, consumption, etc), peace and stability. • Sports, cultural activities and entertainment industry. • Values that improve hope and confidence and reactivate the commitment to self reliance and re-cultivate resourcefulness and servicing culture. • Enhancement of social cohesion.
			<ul style="list-style-type: none"> • Empowerment of women and men at all levels of the society by promoting development oriented vulture of hard work ethics, creativity, and innovation. • Reduction of donor dependence syndrome.
L. Values of hard working, ethics, creativity, and innovation promoted.		5.2 Empower citizens at all levels of the society by nurturing self oriented culture of hard work, creativity and innovation.	<ul style="list-style-type: none"> • Infrastructure for preserving cultural heritage. • Entrainment industry such as art, film, etc to contribute to economic growth. • Sensitization of young generation to appreciate cultural heritage in schools and through the media. • Programs on cultural diversity. • Policies to guide media to embrace social responsibility to minimize cultural erosion.
M. Cultural Heritage preserved and promoted.		5.3. Promote preservation of cultural heritage.	Sensitization of parents in child upbringing to enable children appreciates their cultural heritage.

Appendix 3: Strategic Plan Matrix (2011/12 - 2015/16)

Strategic Objective	Strategy	Target	Responsible Person	Key Performance Indicators
A: SERVICE IMPROVED AND HIV/AIDS INFECTIONS REDUCED				
	1. To promote interventions that reduces HIV/AIDS infections in the sector.	A system to support MIYCS staff living with HIV/AIDS implemented by June, 2016.	DAP	Number of staff supported.
	2. Develop programmes to fight the spread of HIV/AIDs in work places and among stakeholders.	Capacity building enhanced by June, 2016.	DAP, MUT	Number of Staff/stakeholders trained.
		3 HIV/AIDS Education through sports programmes conducted by June, 2016.	MMM	Number of sports stakeholders educated.
		Voluntary Counseling and Testing (VCT) programmes to 300 MIYCS Staff implemented by June, 2016.	DAP	Number of staff tested.
		MIYCS HIV/AIDS Strategy developed and implemented by June, 2016.	DAP	Strategy produced and implemented.
E. ENHANCE, SUSTAIN AND EFFECTIVE IMPLEMENTATION OF THE NATIONAL ANTI-CORRUPTION STRATEGY				
	Create and enhance awareness on	Anti-corruption Strategy Implemented by	DAP/MMM/MUT/MIH	Number of corruption incidences

	combating corruption.	June, 2016.		reduced.
F. CONDUCTIVE WORKING ENVIRONMENT FOR EFFICIENT AND EFFECTIVE SERVICE DELIVERY CREATED				
	Strengthen institutional and human capacity for efficient coordination of service delivery.	1. Office working tools and facilities improved by June, 2016	DAP, CA, DPP, IEC, CIA, PMU, MUT, MMM, MIH.	Number of equipment procured.
	Ensure that skilled and motivated personnel are employed, equitably deployed, fairly remunerated, and supervised to ensure performance and accountability.	2. Personnel and administrative services to MIYCS staff improved by June, 2016.	DAP, CA, DPP, IEC, CIA, PMU, MUT, MMM, MIH.	Number of staff facilitated.
		3. No-core services contracted out by June, 2016.	DAP, MUT, MMM, MIH	<ul style="list-style-type: none"> • Number of non-core services contracted out. • Percentage of performance of non-core services delivered.
		<ul style="list-style-type: none"> • Environmental services facilitated by June, 2016. 	DAP	
		<ul style="list-style-type: none"> • MIYCS top leadership strengthened by June, 	DAP	Number leaders strengthened.

		2016.		
		<ul style="list-style-type: none"> Human Resource Plan designed and implemented by June, 2016. 	DAP	HRP designed and implemented.
		<ul style="list-style-type: none"> Payments and revenue collected in accordance with PFA and PPA by June, 2016. 	CA	Number of Audit reports produced. Number of documents reviewed, Number of weaknesses improved.
		<ul style="list-style-type: none"> 120 MTEF documents, 2,400 budget speech and 180 Memorandum copies Produced by June, 2016. 	DPP	Number of MTEF, Budget Speech and Memorandum documents produced.
		<ul style="list-style-type: none"> Staff capacity in various core aspects enhanced by June, 2016. 	DAP, CA, DPP, IEC, CIA, PMU, MUT, MMM, MIH.	Number of staffs trained in short and long courses in different disciplines.
		<ul style="list-style-type: none"> 6 Institutions under the Ministry supported by June, 2016. 	DAP, MUT, MMM, MIH.	Number of institutions supported.
		<ul style="list-style-type: none"> Institutional support to MIYCS provided by June, 2016. 	DPP	Institutional support provided to MIYCS.
		<ul style="list-style-type: none"> MIYCS staff participate in SHIMIWI, May day and other festivals by 	DAP, CA, DPP, IEC, CIA, PMU, MUT, MMM, MIH.	Number of staff participated.

		June, 2016.		
G. ACCESS TO QUALITY AND EQUITY IN SPORT AND GAMES MANAGEMENT, TRADITIONAL GAMES AND SPORTS INFRASTRUCTURE AT ALL LEVELS IMPROVED				
	<ol style="list-style-type: none"> 1. Promote public - private partnership in provision of services. 2. Promote self employment and increased employment opportunities. 3. Promote adequate level of physical infrastructure needed to cope with the requirements of poverty reduction targets. 	<ol style="list-style-type: none"> 1. NSC Institution and Uhuru Stadium supported by June, 2016. 2. 360 Spots experts in 3 centres trained by June, 2016. 3. 12 National teams to participate in International Sports tournaments by June, 2016. 4. International Sports training camps managed by June, 2016. 5. 24 International Sports meetings attended by June, 2016. 6. 121 Districts playing grounds provided technical assistance by June, 2016. 7. 6 sports programmes developed by June, 2016. 8. Sports policy 	Director of Sports Development.	<p>Amount of fund supported.</p> <p>Number of experts trained.</p> <p>Number of trophies and medals won.</p> <p>Number of trophies and medals won.</p> <p>Number of meetings attended.</p> <p>Number of playing grounds assisted.</p> <p>Number of programmes developed and documented.</p> <p>Sports Policy and NSC Act in place and operationalised.</p> <p>Number of Board Meeting facilitated.</p> <p>Number of infrastructure built.</p>

		<p>and 1 Sports Act coordinated by June, 2016.</p> <p>9. Malya College Board meetings facilitated by June, 2016.</p> <p>10.3 student's dormitories, classrooms, administration block and 1 dining hall constructed in Malya sports College by June, 2016.</p> <p>11. National Sports Complex phase II constructed by June, 2016.</p>		National Sports Complex phase II completed.
--	--	--	--	---

H. PUBLIC ACCESS TO CULTURAL LIFE IMPROVED

	Provide adequate level of physical infrastructure needed to cope with the requirements of poverty reduction targets.	1. 3 exhibitions in Kiswahili locally and internationally conducted by June, 2016.	Director of Art and Culture Development.	Number of exhibition conducted.
	Promote national and vernacular (ethnic) languages.	2. 40 ethnic languages researched, 250 Journalists/Editors capacity developed and 3		Number of ethnic language researched.

		Kiswahili language exhibitions conducted by June, 2016.		
Sports institutions that promote cultural identities and national integrity.	3.	3 National Cultural Festivals and 3 National Cultural Sectoral Meetings Conducted by June, 2016.		Number of cultural festival conducted.
	4.	6 MIYCS Institutions supported by June, 2016.		Number of institutions supported.
	5.	Traditions and customs of 90 ethnic groups documented, preserved and disseminated by June, 2016.		Number of ethnics groups documented.
	6.	9 artists Exhibitions for young Artists conducted by June, 2016.		Number of exhibition conducted.
	7.	Development of 6 cultural infrastructure centres on tradition and customs by June, 2016.		Percentage of centres infrastructure developed.
	8.	500 films, video works and stage plays classified by June, 2016.		Number of films, video works classified.
	9.	9 arts exhibitions to		Number of exhibitions

		be held to enable artists to publicize and self their works by June, 2016.		conducted.
		10.3 Cultural marketing and creativity industry on cultural programme created and implemented by June, 2016.		Number of programme created and implemented.
		11.5 theatre arts performances and 5 songs to sensitize the public on television and radio about the 2010 National elections conducted by June, 2016.		Number of theatre art performance and songs conducted.

I. SECTOR POLICES AND LEGAL FRAMEWORK STRENGTYHENED

	Review existing polices, strategies and legal frameworks.	1. 3 updated Sector Policies and Legal framework produced by June, 2016	Director of Policy and Planning, Director of Sport Development, Director of Art and Culture Development, Director of Information Services.	Reviewed policy and related acts in placed and operationalized.
	Promote information, culture and sports professions.	2. Five update Acts and their Regulations produced by June, 2016.		Reviewed policy and related acts in place and operationalized.
		3. Participate in national, regional and international sectoral meetings by		<ul style="list-style-type: none"> • Number of meeting attended. • Number of minutes of those

		June, 2016.		meetings.
		4. Culture policy and related acts reviewed by June, 2016.		Reviewed policy and related acts in place and operation.
		5. Implementation of roads to Independence in African Liberation Heritage” by June, 2016.		Percentage of support provided.
		6. Newspapers Act Reviewed by June, 2016.		Reviewed Newspaper Act in place and operational.
		7. An Independent Media Regulatory Board established by June, 2016.		Regulatory Board established.
		8. Information and Broadcasting 2003 reviewed by June, 2016.		Reviewed policy in place and operational.
J. PERFORMANCE MANAGEMENT IMPROVED				
	Installation of performance management system.	1. 100% Performance management system to 300 MIYCS Staff implemented by June, 2016.	DAP	Performance management system on place.
		2. Respond, follow up and implement Controller Auditor General and Internal Audit	CA, CIA	Reports produced.

		Reports recommendations by June, 2016.		
		3. Financial rules and regulations complied with by June, 2016.	CA, CIA	Reports produced.
		4. Implementation and Installation of Management Information Systems by June, 2016.	DAP	Systems in place and operationalized.
		5. ICT and E-government systems improved by June, 2016.	DAP, IEC	Systems in place and operationalized.
		6. Ministerial procurement procedures adhered by June, 2016.	PMU	Reports produced.
		7. Audit management and Internal Control procedures and operations strengthened by June, 2016.	CA, CIA	Audit reports.
		8. Cultural activities in 15 regions monitored and evaluated by June, 2016.	MUT	Number of regions monitored.
K. GOOD GOVERNANCE (EFFICIENCY, TRANSPARENCY AND ACCOUNTABILITY IN SERVICE DELIVER) ENHANCED				

	Scale up and monitor the implementation of all the components of the National Framework on good governance.	1. Good governance principles to 300 MIYCS Staff by June, 2016.	DAP, CA, DPP, IEC, CIA, PMU, MUT, MMM, MIH.	Reports produced.
		2. Financial and properties accounted for in accordance with financial rules and regulations by June, 2016.	CAI, CIA	Reports produced.
		3. Ministerial Committee for Coordinating and Controlling MIYCS Revenue and Expenditure by June, 2016.	DPP	<ul style="list-style-type: none"> Number of committee meeting conducted per annum. Reports produced.
		4. Registration of 300 Sports Association and clubs by June, 2016.	Director of Information Services.	Number of Clubs and associations registered.
		5. Public awareness on good governance increased by June, 2016.		Number of journalist trained and Regions covered in training.
		6. Free and fair election (2010) in Tanzania ensured by June, 2016.		Election campaign material produced and distributed.
L. REGULATORY REGIME THAT FACILITATES FREE FLOW OF INFORMATION TO THE PUBLIC STRENGTHENED				
	To ensure that the public is	1. Government publicity	Director of Information	Number of Government

	informed about government policies, decisions and development programmes.	enhanced by June, 2016.	Services.	Publicity materials produced.
		2. Nchi Yetu Magazine published quarterly and distributed nationally by June, 2016.		Number of issues and amount of Nchi Yetu Newspaper published.
		3. Mwananchi Public Opinion website operationalised by June, 2016.		Number of queries received in replied.
		4. Government events effectively documented by June, 2016.		Percentage of official events covered.
		5. Photographers, film makers and documentary makers and registered by June, 2016.		Number of permits issued.
		6. MDAs Information, Education and Communication Units strengthened by June, 2016.		Number of information officers in MDAs trained.
		7. Kilimo Kwanza policy advocated throughout the country by June, 2016.		Kilimo Kwanza awareness raising materials produced.
		8. Well maintained		Number of Regions covered

		Broadcasting equipment and increase TBC coverage by June, 2016.		by TBC broadcast.
		9. Habari House built, the central Information Centre and 7 zonal information offices established by June, 2016.		Percentage of infrastructure in place.

J: Tanzanian youth economically empowered and properly up brought

	Enhance life and livelihood skills among Tanzanian Youth And promote sustainable youth economic projects	National Youth Employment Creation Strategy established by 2016.	Director of Youth Development	National youth Employment Strategy in place
	Develop youth entrepreneurship and employability	3600 youth economic groups trained on leadership and entrepreneurship development skills by 2016.	Director of Youth Development	Number of Youth Economic groups established in each District
	Improve working environment for the youth development	International and national best practices on youth development entrepreneurship issues acquired by 2016.	Director of Youth Development	Training programme in place

K: Tanzanian youth competitiveness in a free market economy improved

	Undertake regular service delivery/client satisfaction surveys in monitoring quality of public services and disseminate finding to stakeholders. Increase in which clients can hold providers of services accountable	Youth enterprises and economic undertaking empowered and developed by June, 2016.	Director of Youth Development	National youth Employment Strategy in place
		Uhuru Touch Race effectively facilitated, coordinated and evaluated by June, 2016.	Director of Youth Development	Number of projects inaugurated by the Uhuru Torch and financial contributions per District.
		National Youth Council established by June, 2016.	Director of Youth Development	National Youth Council on place
		Life skills and livelihood skills for vulnerable groups enhanced by June, 2016.	Director of Youth Development	<ul style="list-style-type: none"> Reviewed curriculum in place, Number of trainings conducted
L: Youth development issues effectively mainstreamed in National programmes and strategies				
	Undertake regular service delivery/client satisfaction surveys in monitoring quality of public services and disseminate finding to stakeholders. Increase in which clients can hold providers of services accountable	International and regional youth development issues effectively mainstreamed in National Programme and Strategies by June, 2016.	Director of Youth Development	Number of International and regional programmes mainstreamed in National Programme

