THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF INFORMATION, CULTURE, ARTS AND SPORTS

STRATEGIC PLAN: 2016/2017 – 2020/2021

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ABBREVIATIONS AND ACRONYMS

TASAF	Tanzania Social Action Fund
TMIS	Transport Management Information System
UMISETA	Umoja wa Michezo ya Shule za Sekondari Tanzania
UMISHUMTA	Umoja wa Michezo ya Shule za Msingi Tanzania
VTTP	Village Travel and Transport Programme
MKUKUTA	Mpango wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
SAOC	Strength, Area for improvement, Opportunities and Challenges
SWOT	Strength, Weaknesses, Opportunities and Threats
SWOC	Strength, Weaknesses, Opportunity and Challenge
BASATA	Baraza la Sanaa la Taifa
BAKITA	Baraza la Kiswahili la Taifa
BMT	Baraza la Michezo la Taifa
COSOTA	Copyright Society of Tanzania
FIFA	Federation of International Football Associations
FIVB	Federetion Internationale de VolleyBall (International VolleyBall Association)
AIBA	The Association Internationale de Boxe Amateur (International Boxing Association).
SGB	Sport Governing Body
NGB	National Governing Body of Sports
TSN	Tanzania Standard Newspapers
TBC	Tanzania Broadcasting Corporation

TaSUBa	Taasisi ya Sanaa na Utamaduni Bagamoyo
DCOs	District Cultural Officers
GDP	Gross Domestic Product

AKNOWLEDGEMENTS

PREFACE

The fourth Strategic Plan of the Ministry of Information, Culture, Arts and Sports (MICAS) covers a period of five years from 2016/2017 up to 2020/2021. It is based on extensive review of major policy documents including the United Nations Sustainable Development Goals (SDGs) 203, National Development Vision 2025, Ruling Party Election Manifest 2015 and National Five Year Development Plan II (NFYDP II) of 2016/2021 – 2020/2021.

The Strategic Plan constitutes the primary instrument through which the Ministry's mandates, functions, responsibilities, programmes and projects will be executed in the next five years. We are pleased to note that this Strategic Plan has been aligned with national and international development policies, plans and strategies, thus its implementation will be geared towards realization of the broader priorities at national and global levels.

With the clear Vision, Mission, objectives, targets and strategies outlined in these documents the MICAS 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 would like to thank MICAS staff for the efforts, commitments and cooperation they directed in the implementation of the 3rd Strategic Plan and I am calling upon for them to grant similar commitments in the execution of the 4th Strategic Plan. With team work spirit, we shall realize our objectives and generate impact in executing the Ministerial mandates.

Hon. Dr. Harrison G. Mwakyembe (Mp)
MINISTER
MINISTRY OF INFORMATION, CULTURE, ARTS AND SPORTS

EXECUTIVE SUMMARY

This is the fourth Strategic Plan (SP) of the Ministry of Information, Culture, Arts and Sports (MICAS). It covers a period of five years from 2016/2017 – 2020/2021 and it has been aligned with the National Five Year Development Plan II 2016/2021 – 2020/2021, National Development Vision 2025 and Ruling Party Election Manifest 2015. The development of this Plan has considered lessons/challenges and experiences learnt during the implementation of the past three Ministerial Strategic Plans. It has further considered new global developments in the areas under the mandate of the Ministry which include the United Nations Sustainable Development Goals (SDGs) 2030 which intend to among others, implementing policies for promoting sustainable tourism that creates jobs and promotes local culture, strengthening efforts for protecting and safeguarding cultural and natural heritage, enhancing public access to information and promoting sports as enabler for the attainment of the Goals particularly in empowering women and youths.

The Plan further links the major policy documents that are currently guiding the preparation of the economic plans and developmental programmes undertaken by the Government. These include amongst others: Framework for Local Government Reform Programme (LGRP) with its resultant Decentralization by Devolution (D-by-D); The Public Expenditure Review (PER); Performance Management Systems and Sectoral Policies, Plans and Strategies.

The implementation of this Plan will be done through annual action plans under MTEF budget system. The Plan is presented in five chapters. Chapter One presents the introduction to the Plan, chapter two gives highlights on situation analysis (achievements recorded and challenges experienced in the implementation of the third plan as well as external and internal environment which impact on the performance of the Ministry) and Chapter three presents vision, mission and core values of the Ministry. Chapter four describes priority intervention areas; while Chapter five presents monitoring and evaluation of the Plan.

The Ministry is mandated to oversee the implementation of policies on Information, Culture, Arts and Sports; coordinate and regulate Mass Media, Film and Theatrical Performance and promotion of Arts, Sports and Culture in the country. Also there are institutions that have been established to perform specific sectoral functions which are responsible to the Ministry. The institutions are Tanzania Broadcasting Cooperation (TBC), Tanzania Standard Newspapers (TSN), National Arts Council (BASATA), National Kiswahili Council (BAKITA), The Bagamoyo Arts and Culture Institute (TaSUBa), National Sports Council (BMT) and Tanzania Film Board. Furthermore, the Ministry has a responsibility to spearhead performance improvement and development of Human

Resources for effective implementation of its mandate as well as taking actions for fighting HIV/AIDS and corruption at work place.

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

During the period of implementation of the 3rd MICAS Strategic Plan, substantial achievements were realized. These include preparing the Ministerial HIV/AIDS Strategic plan, conducting voluntary counseling and testing campaigns to 100 MIYCS staff on HIV/AIDS, providing monthly supports on special food and drugs to MIYCS staff living with HIV/AIDS, preparing and implementing the Ministerial Anti-corruption action Plan including establishing Ministerial Integrity Committee and preparing the Ministerial Client Service Charter. Various National Teams were facilitated to participate in International Sports tournaments such as All Africa Games, Olympic and Commonwealth Games, 190 sports experts trained in Malya Sports College, four Malya Sport College houses were rehabilitated and Uhuru Stadium was upgraded to U-shape and International Convention against Doping in Sport was ratified by the Parliament.

The Ministry also trained 80 staff on cultural conservation related fields concerning culture, facilitated 230 Artists to participate in National events (Uhuru and Muungano) ceremonies and the law for the establishment of Tanzania Youth Council was enacted. The Media Services Act 2016 was also put in place. Other achievements include conducting five Annual Meetings of Government Communication Officers and preparing and disseminating Nchi Yetu Magazines. Training curriculum for three youth centers were developed and Uhuru Torch Race were conducted.

Despite the recorded achievements several challenges were encountered during the period. These include Shortage of staff (Information, Cultural, Youths and Sports Officers) in particular at Regional and Districts levels; piracy on film, music, and other entertainment products and importation of undesirable films; limited governance in some sports associations and

limited resources to finance various Ministerial activities including developing the National Sports Complex, improvement of infrastructure at Malya Sports College, Rehabilitation of Bagamoyo College of Arts and review of various Sectoral Policies.

Considering limited achievements realized and challenges encountered in the implementation of the above Objectives of the 3rd MICAS Strategic Plan, there is need to continue implementing the above objectives in the 4th Strategic Plan 2016/2017 – 2020/2021 so as to fully realize the intended results.

Chapter three of this Strategic Plan highlights the Vision of the Ministry *Striving to have a sustainably well informed, culturally enriched, art works enhanced and active sporting nation by 2025,* the Mission *to foster national identity by facilitating smooth flow of information, promoting culture, arts, games and sports to the public for national socio-economic development and Core Values* and Ministerial Strategic Objectives. In order to ensure the set Objectives, Strategies and Targets are realized during the period, the Plan contains also a Monitoring and Evaluation (M&E) Plan. The M&E Plan will regularly give feedback on the extent of implementation of the Strategic Plan to ensure efficiency and effectiveness in service delivery.

Prof. Elisante Ole Gabriel
PERMANENT SECRETARY
MINISTRY OF INFORMATION, CULTURE, ARTS AND SPORTS

CHAPTER ONE

1.0. INTRODUCTION

Any organization or institution needs a plan to implement its mandates and achieve its desired goals and objectives. The Ministry of Information, Culture, Arts and Sports (MICAS) was established under Government Notice No. 143 of 22 April, 2016. This Strategic Plan maps out strategic direction for the achievement of MICAS mandates of overseeing the implementation of policies on Information, Culture, Arts and Sports; coordinating and regulating Mass Media, Film and Theatrical Performance; promoting Arts, Sports and Culture in the country as well as Coordinating and Monitoring the performance institutions under the Ministry. The plan highlights MICAS Vision, Mission, Objectives, Strategies and Targets to be realized in the next five years of its implementation.

1.1. Institutions Under the Ministry

There are Parastatal organizations, executive agencies and institutions under the Ministry whose mandates are executed through their respective Strategic Plans which are aligned with MICAS Strategic Plan.y.   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 Published on 14 June, 2002 made under the Public Corporations Act 1992. It is a Public Broadcaster with Universal Service Obligations it provides Television and Radio services across the country and beyond our borders. 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 and the World perspectives 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 publishes the Daily News, HabariLeo, Sunday News, and SpotiLeo newspapers. The company focuses on giving opportunities to citizens on getting the right to 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. The council coordinates the development of Kiswahili in Tanzania as well as outside the country and is the overseer 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 Film Censorship Board of Tanzania

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

1.1.7 National Sports Council (BMT)

The Council 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.

1.1.8 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.

1.1.9 Arusha and Songea Sports Centres

There are two zonal sports centres under the Ministry which are responsible for facilitating short and refresher sports courses for coaches, administrators and sports technicians. The centre are located in Arusha and Songea.

1.2 Scope and Purpose of the Plan

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 who 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 core objectives of the Programme is to improve Performance of the Public Service, which calls for Ministries, Departments and Agencies (MDAs) to develop and implement Strategic Plans that are guided by the Government Plans.

The other reforms that have been introduced 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). The development of this Plan has considered these initiatives for the realization of its intended priorities.

1.3 Rationale for Strategic Planning Process

The Ministry has undergone a number of ministerial development processes including reviewing its sectoral Policies Legal framework, changing of our Organization Structure, creating conducive working environment for efficient and effective service delivery in wake of improving performance.

This is the fourth Strategic Plan for MICAS. The first strategic Plan was implemented for the period of 2007/2008 – 2009/2010, the second for the period of 2010/2011 – 2011/2012 and the third for the period of 2011/2012 – 2015/2016. The strategic planning process for the fourth 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 this Strategic Plan, the adopted method was participatory. Using these approaches nine broad and nine 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 the existence of common understanding, collective ownership and responsibility to the strategic Plan.

CHAPTER TWO

2.0. SITUATIONAL ANALYSIS

This section examines the environment within which the Ministry of Information, Culture, Arts 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, SAOC analysis and organization self assessment (organization scan).

2.1. Historical Background

Before December, 2015, the current Ministry of Information, Culture Arts and Sports was known as Ministry of Information, Youth, Culture and Sports. The Ministry of Information, Culture, Arts and Sports is one of few ministries that have experienced frequent change of names of which 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. In 2010 the Ministry of Information, Youth, Culture and Sports was formed and in 2015 the Ministry of Information, Culture, Arts and Sports established. 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 and strategies.

A key component of this Strategic Plan was a scan of the internal and external environment within which MICAS operates. This implicated an internal Ministry analysis in which key organizational strengths and weakness were identified. The strengths constituted current strong areas in MICAS 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 2015 General Election, the President of the Fifth 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 MICAS was one of the new ministries that were created by combining Information, Culture, Arts and Sports sectors.

According to the instrument for its establishment, The Ministry has the following mandates and responsibilities:

i)   Information, National Culture Development, Arts Development, Games and Sports policies and their implementation.
ii) Monitoring of Mass Media (Newspapers, Radio and Television Station)
iii) Arts Development;
iv) Film and Theatrical Censorship.
v)   Performance improvement and Development of Human Resources under this Ministry.
vi) Extra Ministerial Departments, Parastatals, Agencies, Programmes and Projects under this Ministry.

The Ministry has the following core functions:-

i)   Policies on Information, Culture, Arts and Sports and their implementation;
ii) Coordination and Regulation of Mass Media;
iii) Regulation of Film and Theatrical Performance;
iv) Promotion of the Arts, Sports and Culture;
v)   Performance improvement and development of Human resources under this Ministry;
vi) Extra-Ministerial Departments, Parastatal, Organisations, Agencies, Programmes and Projects under this Ministry.

The functions of the Ministry are assigned to four core technical divisions namely Information, Culture, Arts 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 unit; Government Communication Unit; Legal Services Unit and Information, Communication and Technology unit.

The current organization structure of the Ministry is attached as (Appendix 1).

2.3. RECENT INITIATIVES FOR IMPROVING PERFORMANCE

The Ministry initiative performance is described through National Development Vision 2025, various recent policies and strategies, Ruling Manifesto, Macro and Micro levels. These initiatives are described as follows;

2.3.1 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 MICAS vision is articulated towards contributing to achieving the National Vision 2025.

2.3.2 Initiatives at Macro Level

2.3.2.1 The United Nations Sustainable Development Goals (SDGs) 2030

The United Nations Sustainable Development Goals (SDGs) 2030 intend to among others, implement policies for promoting sustainable tourism that creates jobs and promotes local culture, strengthening efforts for protecting and safeguarding cultural and natural heritage, enhancing public access to information and promoting sports as enabler for the attainment of the Goals particularly in empowering women and youths. The role of Arts in overcoming unemployment and creating decent work is recognized by SDGs whereby parties are required to among others, implement policies relevant for promoting creativity and innovation as well as entrepreneurship and micro, small and medium enterprises. MICAS Strategic Plan is expected to consider these issues as they fall under its mandates.

2.3.2.2 National Five Year Development Plan 2016/2017-2020/2021

Following the review of MKUKUTA I, MKUKUTA II was developed and implemented for the period of 5 years (2010 – 2015). MKUKUTA II

whose objective was to implement Tanzania's Vision 2025 and the Millennium Development Goals (MDGs) has been combined with Second Five Year Development Plan (FYDP II, 2016/2017 – 2020/2021) which implements Tanzania Vision 2025. MICAS is required to align its Strategic Plan with FYDP II for the achievement of priorities and targets highlighted in the FYDP II which require actions to be undertaken by MICAS. The Targets include raising the real growth rate of the creative industry (which include culture, arts and performing arts, crafts, fashion and designing, and film) to 13.2 percent in 2020/2021 from 12.5 percent of 2014/2015; increasing the contribution of creative industry to GDP to 0.7 percent in 2020/2021 from 0.3 percent of 2014/2015; raising the number of registered individuals engaged in creative industry to 1,404 in 2020/2021 from 621 in 2014/2015; increasing the number of art groups registered in creative industry to 3,894 in 2020/2021 from 3,252 of 2014/2015 and raising the share of employment in creative industry to total employment to reach 0.2 percent in 2020/2021 from 0.1 percent of 2014/2015.

Furthermore, FYDP II require MICAS to implement the following programmes/projects between 2016/2017 - 2020/2021:

    i.   Rehabilitation of Bagamoyo College of Arts;
    ii.   Liberation Heritage Program;
    iii.   Construction of Culture Complex;
    iv.   Construction of Malya Sports College; and
    v.   Construction of National Sports Complex

The central objective/priority of the National Five Year Development Plan II (FYDP II) is to bring industrial revolution in Tanzania. MICAS is expected to contribute in the realization of this objective by implementing policies and strategies that are geared towards improving productivity in the information, Arts, Films and theatrical industries.

2.3.2.3 The Ruling Party 2015 Election Manifesto

The 2015 General Election Results that ushered in the Fifth 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. The 2015 – 2020 Ruling Party Manifesto directs MICAS to implement the following:

i) Prepare strategies and programmes for provision of flow of information, promotion of culture, arts and sports;

ii) Involve the private sector in the development of information, cultural, arts 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 an to be in line with the prevailing conditions;

iv) Implementation of the Public Private Partnership (PPP) engagement drive;

v) Ensure easy and timely access of information to the public

vi) Coordinate enactment of the Media Services Act;

vii) Improve coverage of Radio and Television of Tanzania Broadcasting Corporation (TBC);

viii) Strengthen the Information Department-MAELEZO as Government Spokesman;

ix) Establish Fund for Capacity Building to Information Officers;

x) Ensure freedom of Media in accordance to governing laws;

xi) Build patriotic co-operation between Public and Private Medias in promoting the country particularly its tourist attractions;

xii) Ensure Kiswahili language is developed and promoted within and outside the country and is used as a product for employment creation;

xiii) Prepare National Culture Policy on National Language, Film, Music, Traditional Dance and Arts

xiv) Enforce laws governing Film, Stage plays, Music and Creative Industries with the aim of protecting property rights;

xv) Promote and strengthen the participation of private sectors on improving film, arts, music and creative industry related infrastructures;

xvi) Construction and strengthen sports infrastructures

xvii) Improve revenue from Sports related activities including establishment of National Rotary

xviii) Promote of sports development at different levels through holding sports tournaments

xix) Put in place conducive environment for attracting investment in sports activities;

xx) Protect areas earmarked for sports and leisure activities in collaboration with stakeholders (sports groups, the society and other authorities);

xxi) In collaboration with private sector, establish a centre for sports talents development to be used for preparing

Tanzania athletes representing the country in international tournaments (Olympic village);

xxii) Conduct training for sports experts at different levels;

xxiii) Encourage athletes to join Social Security Funds;

xxiv) Continue promoting sports in schools for sports talents identification and promotion;

xxv) Continue strengthening the capacity of Film Board for efficient and effective execution of its mandate;

xxvi) Establish and coordinate Arts Development Fund for provision of affordable loans to creative industry stakeholders;

xxvii) Construct Multipurpose Film Complex

xxviii) Develop entrepreneurship programs for youths and other groups that are engaged in creative industry;

xxix) Develop strategies for improved film products, competency among film practitioners and elimination of piracy in film industry

xxx) Protect art works against piracy

xxxi) Put in place appropriate legal environment that will guarantee higher returns to arts practitioners;

xxxii) Continue formalizing films, music, traditional dances, stage plays and other creative works as an initiative for developing the creative industry and practitioners;

xxxiii) Establish Culture Complex Areas for promoting cultural activities by putting in place appropriate infrastructures

xxxiv) Preserve and encourage the use of Tanzania customs and traditions and protect them against the impacts of globalization; and

xxxv) Implement the African Liberation Heritage Programme.

This Strategic Plan, has fully takes onboard the directives of the current manifesto in its objectives and strategies.

2.3.3 Initiatives at Micro Level

a) Review different policies and laws:-
   i) Information Policy (2003);
   ii) Culture Development Policy (1997);
   iii) Sports Development Policy (1995);
   iv) Censorship Act. 3 of 1976 to take on board current technologies in film and stage plays making and presentation;
   v) National Kiswahili Council Act No. 27 of 1967;
   vi) National Arts Council Act 1984;
   vii) Newspaper Act. No.3 of 1976;

viii) National Sports Council Act 1967 (Amendment 1971); and
ix) Media Regulatory Service Act.

b) Ensure that sports clubs establish youth teams/group and organize competitions country wide according to age groups;
c) The Ministry has enhanced collaboration with local government authorities on employing of district/Regional secretariat sports, culture and arts officers.
d) Preparation of formal recommendation to include Kiswahili as one of the official/working languages for SADC countries
e) A new working culture: where the Minister, Deputy Ministers meet and other staff, 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.
f) Expand the use and teaching of Kiswahili as a foreign language in collaboration with Eastern and Central African countries
g) Establish an Accreditation Council for journalism training institutions in order to set professional standards.
h) Implementation of Roads to Independence in Africa "The African Liberation Heritage Programme"
i) Establish folklore unit at BASATA
j) Ensure that, Film Censorship Board is provided with modern equipments
k) To establish a link between the Ministry and Regional Secretariats/Local government authorities.
l) Establish and expand Malya Sports College, TaSUBa College of Arts, Cultural Complex (Jumba la Utamaduni-Kiromo), expansion of TBC coverage and National Sports Complex infrastructures.

2.4 Performance Review

This part of the Strategic Plan assesses achievements recorded and challenges encountered during implementation of the Third Strategic Plan (2011/2012 - 2015/2016) for each of the planned strategic objectives of the Ministry as follows:.

2.4.1 Objective A: Services improved and HIV/AIDS infections reduced

This objective targeted at developing operationalising HIV/AIDS at workplace programmes. During the period the following were achieved:
i) Voluntary counseling and testing campaign program conducted to 100 MIYCS staff.

ii) MIYCS staff living with HIV/AIDS supported with special food and drugs monthly
iii) Sensitization to employees against discrimination to people living with HIV/AIDS conducted to MIYCS staff
iv) Ministry HIV/AIDS Strategic plan prepared and implemented
v) Operationalization of National life skills Standard Guide for out school Youth has been prepared.

Despite these achievements, the Ministry faced some challenges as follows:
i) Shortage of funds for implementing some HIV/AIDS workplace intervention programmes
ii) Low rate turnover of staff to collect their testing results
iii) Staff dislike to disclose their testing results to enable those in need to access support from the Ministry

2.4.2 Objective B: National Anti-corruption Strategies and Action Plan enhanced and sustained

This objective aimed at creating awareness to staff on the effects of corruption at work place. Achievements realized during the period of implementation of this objective include the following:

i) Ministry Anti-corruption Action Plan has been prepared
ii) Anti-corruption training awareness to 109 staff was conducted
iii) Client Service Charter was prepared and implemented
iv) Complaints Handling Desk was established
v) Integrity Committee was established

Challenges encountered during the period include limited funds particularly for conducting training to all staff of MIYCS on ethics and compliance to good governance practices at work place.

2.4.3 Objective C: Improved performance and services delivery

i) This objective targeted to provide conducive, efficient and effective working environment to staff. The following achievements were realized during the period: Administrative services and statutory benefits were provided to Ministry staff
ii) Office working tools and transport facilities have been provided to Ministry staff
iii) Long and short training courses and induction courses have been facilitated and provided to staff
iv) Top Ministry leaders were facilitated to attend Parliamentary sessions, National and International meetings
v) Ministry Sport Club facilitated to participate in SHIMIWI tournaments
vi) Facilitation of revenue collection were conducted in accordance to Public Finance Act (PFA) and Public Procurement Act (PPA)
vii) Human Resources Plan was prepared and implemented

viii) Budget (MTEF), Memorandums and Budget Speech were prepared and presented to respective authorities.

Despite all those achievements, The Ministry faced some challenges with regards to the implementation of this Objective as follows:

i) Shortage of funds to enable the Ministry provide some services to its staff on time

ii) Shortage of working tools such as computers, tables, vehicles and chairs

iii) Lack of Ministry's own office building that led to big proportion of its budget being allocated for rent instead of other activities.

2.4.4 Objective D: Access to Quality and Equity in Games and Sports Services Improved

This objective intended to improve the quality of sports and games in the country. It also aimed at improving access by all Tanzanians to sports and games so as to promote employment particularly to young people and develop good health to all. Among the achievements recorded are:

i) 190 sports experts trained in Malya Sports College

ii) Participation in International Sports was facilitated. These were; All Africa Games, Olympic International tournament and Commonwealth Games

iii) Rehabilitation of four houses in Malya Sport College and upgrading of Uhuru Stadium by building U-shaped seating arrangement were conducted

iv) Sports International meetings were attended by top leaders and senior staff

v) Parliamentary Resolution for Ratification of International Convention against Doping in Sport was prepared and passed by the Parliament.

Despite the above achievements, the Ministry experienced the following challenges in the implementation of this objective:

i) Failure to complete the National Sports Complex and Malya Sports College on time

ii) Shortage of funds that led to non implementation/delay in implementing some Ministerial projects such as Malya Sports College, National Sports Complex, Rehabilitation of Bagamoyo College of Arts etc

iii) Limited visits to rural areas to promote all types of sports and games

iv) Few and poor quality of Sports and Games infrastructures particularly at Districts and Villages levels

v) Limited participation in International tournaments that resulted to failure to bring medals

vi) Shortage of Sports Officers at Regions and Districts levels

vii) Poor participation of community in sports, games and physical activities

viii) Poor leadership in many sports associations which hindered the development of sports in Tanzania

ix) Slow pace to cope with the fast changing technological environment
x) Failure to conduct consultative meetings on sports infrastructure developments
xi) Low turn up of stakeholders and investors to invest in sports infrastructure and equipment

2.4.5 Objective E: Culture development and Public Access to Cultural Life Improved

This objective intended to create/improve the culture of Tanzanians to love their culture and facilitate the citizens to access and improve their cultural life. Achievements realized during the period are as follows:

i) Research on Ethnic Languages were conducted
ii) 80 staff trained on cultural development related fields
iii) National cultural festival and sectoral meetings were conducted
iv) 230 Artists facilitated to participate in National events/Ceremonies (Uhuru and Muungano).

Challenges encountered despite these achievements are as follows:

i) Shortage of financial resources that hindered full execution of the planned activities
ii) Shortage of Cultural Officers at Regional and Districts levels
iii) Globalization that is accompanied by foreign culture and hence impact negatively in national culture
iv) Presence of piracy on film, music, and other entertainment products due to lack of property right
v) Poor participation of community in cultural activities
vi) Importation of undesirable films. Various films which are not suitable to our values and customs enter into the country with minimal and ineffective control
vii) Failure to develop culture and creative industry database
viii) Failure to participate in national and international Books Exhibitions for promotion of Kiswahili
ix) Failure to conduct training to 150 translators and interpreters and public sensitizations on Tanzanians values, norms and customs
x) Limited improvement to culture infrastructures relevant for effective and efficient functioning of TaSUBa, BASATA, BAKITA and Film Board Censorship

2.4.6 Objective F: Sector Policy and Legal Framework improved

This objective intended to improve the Ministry's policies, acts and regulations so as to make them in line with existing sectoral requirements. Major achievements recorded during the period are as follows:

i) The Bill for the establishment of Tanzania Youth Council was prepared and passed by the Parliament
ii) Review of Culture and Sports policies have been proceeding

Shortage of financial resource to enable stakeholder consultations for the review and development of Culture, Sports and Language Policies as well as for the establishment of the Arts Development Fund was the major challenge that was encountered during the period.

2.4.7 Objective G: Good governance (efficient, transparency and accountability in service delivery) enhanced

The aim of this objective was to improve good governance in the execution of the Ministry's mandates. During the period the following were achieved:

i)   Client Service Charter was prepared
ii) Complaints Handling Desk established
iii) Top Ministry leaders attended International and National meeting together with Parliamentary Sessions
iv) Integrity Committee established
v)   Annual procurement plan and advertisement of general procurement have been done
vi) Registration of Sports Clubs, Associations and Academies have been done
vii) MIYCS staff sensitized on good governance as well as complaints handling in the public service

Challenges faced by the Ministry in implementing this objective are as follows:

i)   Shortage of financial resource to enable exhaustive stakeholders consultations during the review of Client Service Charter
ii) Shortage of staff who are experts in good governance
iii) Failure to conduct campaign on good governance at work place

2.4.8 Objective H: Regulatory regime that facilitates access of information to the public strengthened

This objective aimed at creating enabling environment for the public to access information from Government entities and to strengthen the right to information to the Tanzanian Citizens. Some of the achievements realized during the period were;

i)   Two issues of Nchi Yetu Magazines wereproduced
ii) Five Annual Meetings of Government Communication Officers were organized and conducted
iii) Media Service Act, 2016 was enacted during the period
iv) Flow of information to the public have been facilitated through various ways including Ministerial Website, Ministerial Blog, Newsletters and meetings with journalists

Despite the achievements realized, the following challenges were encountered in relation to implementation of this objective

i)   Shortage of Financial resources which led to among others production of limited Nchi Yetu Magazine issues and copies

ii) Shortage of Information Officers at Regional and Districts levels
iii) Existence of many internet/electronic social networks which provide inaccurate, unfair, unbalanced and partial/misleading information to to the public
iv) Limitedcapacity to meet public demand in information
v) Non compliance of Media Act by some Media institutions and journalists

2.4.9 Objective I: Tanzania Youth Mobilized, Up Brought and Economically Empowered; and Programmes for Youth Development Issues Effectively Mainstreamed

This objective targeted to empower youth economically through various means such as provision of loans, promotion of youth development programmes, and facilitation of Uhuru Torch Race. Achievement realized include:

i) Inauguration of Uhuru Torch Race Climax, National Youth Week and Evaluation of Uhuru Torch Race Meeting have conducted
ii) Six International Youth meetings attended by Youth Officers, Minister and Director in Sri-Lanka, Japan, Yoaunde-Cameroon, Burundi, Rwanda and New Papua Guinea.
iii) Training curriculums developed for three youth centers

Challenges encountered include the following:

i) Shortage of Youth Officers at Regional and District levels
ii) Shortage of financial resources to implement youth development programmes as well as conducting physical visits to the youth economic groups
iii) Failure to carry situation analysis of three youth training centers
iv) Failure to mobilize MDAs to mainstream agreed youth national and international agendas in sectoral strategies and programmes

Considering limited achievements realized and challenges encountered in the implementation of the above Objectives of the 3rd MICAS Strategic Plan, there is need to continue implementing the above objectives in the Fourth Strategic Plan 2016/2017 – 2020/2021 so as to fully realize the intended results.

2.5 STAKEHOLDERS' ANALYSIS

The table below highlights stakeholders of the Ministry, services to be delivered to them, their expectations from the Ministry and the impact of not meeting their expectations.

Table 2.1 Stakeholders Analysis

No	Stakeholders	Service delivered	Stakeholders' expectations	Effects if not meeting expectation
1	**Private Sector** {Media Houses, Advertising agencies (News papers, Radio and Television) resource users and Investors (Local and international) Promoters (Music, sports)}	i) Ensuring effective participation in all affairs of Information, Culture, Arts and Sports. ii) Provision of technical advice. iii) Provision of conducive policy environment.	i) Issuing timely of licenses, permits and certificates for various activities under the Ministry's portfolio ii) Conducive policy environment. iii) Easy and timely access to correct information and data iv) Creation of awareness and effective participation on existing opportunities in the Information, Culture, Arts and Sports. v) Efficient quality control and monitoring systems to meet stakeholders' expectations vi) Information sharing and dissemination. vii) Participation of stakeholders in the formulation of policies, laws and guidelines and management of information, culture, arts and sports resources viii) Transparency, openness	i) Low support by the community in the sector of Information, Culture, Arts and Sports ii) Low level of private sector participation in the sector of Information, Culture, Arts and Sports iii) Limited benefits accruing to the country iv) Rise of conflict between Government and Private sectors

			and accountability
			ix) Sector policy guidance and coordination.	
2	**Community** {Local Communities, Regional and International Organization such as (EAC, SADC, AU, EU, UN, ILO, Common Wealth), Non Governmental Organizations, Community Based Organizations, Civil Societies Organizations, Charity Based Organizations, Business Communities, Research and Training Institutions and Employees of MICAS}	i) Ensuring effective participation in Information, Culture, Arts and Sports affairs ii) Provision of technical advice iii) Provision of conducive policy environment iv) Provision of good leadership. v) Conducive working environment including working facilities.	i) Issuing timely of licenses, permits and certificates for various activities under the Ministry's portfolio ii) Easy and timely access to correct information and data iii) Protection of employment and income security iv) Efficient quality control and monitoring systems to meet stakeholders' expectations v) Efficient services on job placement, counseling on alternative job placement, re-skilling advice on self - employment in SME's informal sector vi) Appropriate facilitation and capacity building programmes for local authorities and communities vii) Policies and programmes that facilitate easy entry in	i) Low participation in development activities ii) Decrease in working morale. iii) Low level of attainment of Ministry's mandates. iv) Low level from National and International organizations support v) Low funding to Ministry's mandates vi) Low level of implementation of programs and projects

			self-employment and/or access to gainful employment viii) Participation of stakeholders in the formulation of policies, laws and guidelines and management of information, culture, arts and sports resources ix) Ratification of International conventions, resolutions and regulatory framework to facilitate their operations v) Availability of Technical advice and guidelines vi) Availability of information and involvement in studies/researches relevant to Information, Culture, Arts and Sports vii) Transparency, openness and accountability viii) Provision of clear policies, laws, regulations and guidelines	
3	**Association** {National Sports Council,	i) Ensuring effective participation in Information, Culture, Arts and Sports affairs	i) Recognition and respect ii) Efficient quality control and monitoring systems to meet	i) No recognitions and respect ii) Rise of conflicts among

	BASATA, BAKITA, TFF, Film Censorship Board, COSOTA, FIFA, FIVB, AIBA, members of diplomatic corporation and Organizations, Employer's association and Trade Unions. Other national and international organizations}	ii) Provision of technical advice iii) Provision of conducive policy environment iv) Provision of good leadership v) Conducive working environment including working facilities vi) Provision of good leadership	stakeholders' expectations iii) Protection of Artistic copyright and loyalty iv) Ratification of International conventions, resolutions and regulatory framework to facilitate their operations Participation of stakeholders in the formulation of policies, laws and guidelines and management of information, culture, arts and sports resources vi) Provision of clear policies, laws, regulations and guidelines vii) Easy and timely access to correct information and data viii) Development and promotion of quality sports facilities and equipment ix) Transparency, openness and accountability	stakeholders and Ministry iii) Low support in Ministry's activities vii) Low level of implementation of programs and projects
4	**Government and Development Partners**	i) Policy directives and guidance concerning the	i) Transparency, openness and accountability	i) Low funding Ministry's projects and programmes

{Ministries, Departments and Agencies (MDAs), Bilateral and Multilateral Development Partners, Local Government Authorities}	four sectors which under the Ministry ii) Technical advice and guidance on Information, Culture, Arts and Sports iii) Dissemination and sharing of information. iv) Information on opportunities available in the four sectors which under the Ministry v) Ensuring effective participation in the four sectors which under the Ministry x) Provision of technical advice xi) Provision of conducive policy environment xii) Provision of good leadership	ii) Efficient quality control and monitoring systems to meet stakeholders' expectations iii) Participation of stakeholders in the formulation of policies, laws and guidelines and management of information, culture, arts and sports resources iv) Provision of clear policies, laws, regulations and guidelines v) Easy and timely access to correct information and data vi) Availability of Technical advice and guidelines vii) Appropriate facilitation and capacity building programmes for local authorities and communities viii) Policies and programmes that facilitate easy entry in self-employment and/or access to gainful employment	ii) Low participation in development activities iii) Mismatch of priorities and Misallocation of resources. iv) Low corporation between Ministry, other Ministries and Local Government Authorities

| 5 | **Politicians and Political Parties** | i) Policy directives and guidance concerning the four sectors which under the Ministry <br> ii) Technical advice and guidance on Information, Culture, Arts and Sports <br> iii) Dissemination and sharing of information. | i) Implementation of the ruling Party Manifesto <br> ii) Awareness creation on information, Culture, Arts and Sports <br> iii) Enforcement of laws and regulations <br> iv) Information sharing on Information, Culture, Arts and Sports. | i) Failure to gate recognition from Political Parties and Politicians <br> ii) Failure to gate support from the Politicians and Political Parties.
 iii) Failure to utilize opportunities found in the sector of Information, Culture, Arts and Sports <br> iv) Lose of trust to Political Parties and Politicians. |

2.6 ORGANIZATION SCAN

This is the self assessment of MICAS which involves establishing its Strengths, Weaknesses, and Opportunities and Challenges (SWOC) as well as internal scan of MICAS i.e. the internal environment in which it operates.

2.6.1 Situational Analysis

The analysis has been conducted on Strengths, Areas for Improvement, Opportunities and Challenges (SAOC). There are strengths which the Ministry of Information, Culture, Arts and Sports have and which enable it to realize its mission and Vision. Like any other organization it has some weaknesses inhibit the performance of its functions. A SWOC/SWOT analysis shows the opportunities that the Ministry can capitalize on to improve its performance and challenges that are impediment in realizing its mission.

2.6.2 The Internal Environmental Analysis

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

2.6.3 The External Environmental Analysis

Through this analysis, external or extrinsic factors which affect MICAS 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.

The table below provides the internal and external environmental analysis of MICAS.

Table 2.2: Internal Environment (Strength and Weaknesses) and External Environmental (Opportunities and Challenges) Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
i) Existence of some skilled and experienced professionals.	i) Slow pace to cope with the fast changing technological environment	i) National leadership support for information, culture, arts and sports activities.	i) Rapid change in technological development.
ii) Existence of defined organizational structure with functions and responsibilities.	ii) Low capacity to meet Public demands in information, culture, arts and sports.	ii) Custodian of National Culture heritage.	ii) Impact of Globalization.
iii) Existence of strong stakeholders community support in service delivery.	iii) Lack of effective and efficient Management Information Systems	iii) Having the mandate of issuing policies on Information, Culture, Arts and Sports.	iii) Persistence of out dated traditions and customs.
iv) The ability to create employment opportunities.	iv) Disparity in information outreach due to limited transmission facilities.	iv) Adoption of Kiswahili as National Language and lingua franca in the East African Community.	iv) Impact of corrupt practices within media, culture, arts and sports institutions.
v) Existence of defined sectoral policies.	v) Inadequate working facilities and infrastructure for the Media.	v) The move in the East African Community to adopt Kiswahili as among the official languages of the Community.	v) Donor dependence syndrome. There is no enough capital for sustainability of cultural and sport activities among the community.
vi) Our products are highly demanded by the stakeholders, Government and the Public as a whole.	vi) Inadequate internal succession plan.	vi) A link among stake holders in socio-economic activities.	vi) Kiswahili as National language not yet provided for in the Constitution.
vii) Existence of National wide media for dissemination of the Information and publicity.	vii) Inability to exploit potentials.	vii) Worldwide use of Kiswahili language in countries such as	vii) Mindset towards physical education.
viii) Ability to harmonize the society through information, culture, arts and sports.	viii) Use of un-reviewed sector polices for long time.		viii) Limited use of Kiswahili language in formal domain.
	ix) Inadequate organization culture and different working culture.		ix) Enforcement of copy right law and related neighboring rights.
			x) Impact of HIV/AIDS epidemic

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
ix) The Ministry is a spokes organ of the state. x) The Ministry is the custodian of the National culture heritage. xi) The Ministry has a mandate of issuing policies on information, culture, arts and sports. xii) Wide information outreach. xiii) Availability of Kiswahili as a national and international language. xiv) Existence of policies, strategies and regulations. xv) Code of ethics for public servants. xvi) Potential for growth.	x) Much of the regulatory frameworks are outdated and/or negatively perceived by the beneficiaries. xi) Weak monitoring and evaluation of outputs and outcomes due to persistent inefficiencies and lack of accountability. xii) Absence of clear coordinating machinery between Ministry and other stakeholders. xiii) Employees who have not understood or accepted current changes and its implications on their roles – resistance to change. xiv) Corruption in service delivery	Uganda, Kenya, Democratic Republic of Congo, Rwanda, and Burundi various universities, etc. viii) Good track record of service delivery resulting from strong community acceptance and support. ix) Existence of peace provides opportunity to promote games, sports, arts and culture at all levels. x) Ability to receive and respond stakeholder's opinions on government operations through Mwananchi Website. xi) Possession of public electronic and print media. xii) Raise life expectancy and enrich Tanzania lives through physical exercises (realization of vision 2025). xiii) Existence of	xi) Internal and external political and socio-economic changes, e.g. Redefined role of Government, free market policies, privatization and reforms xii) Inadequate/marginalization of the Ministry in resource allocation. xiii) Existence of profiteering NGOs (Non Governmental Individuals) impersonating genuine NGOs. xiv) Global economic crisis.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
		information, culture, arts and sports policies.	
		xiv) Existence of International and Local Development partners and NGOs who are ready to collaborate with the Ministry.	
		xv) Global (through SDGs 2013) recognition of sports as a tool for development and peace building.	
		xvi) Global (through SDGs 2013) recognition on the importance of promoting and safeguarding local culture and natural heritage for tourism development and job creation.	

2.7 SITUATION ANALYSIS MATRIX BASED ON DEPARTMENTS AND UNITS

There are six departments and six units to form the structure of the Ministry. The following table provides the detailed SWOT analysis for the departments and units under the Ministry.

TABLE 2.3 DETAILS OF SITUATION ANALYSIS FOR EVERY DEPARTMENT AND UNIT

(a) INFORMATION SERVICES DEPARTMENT - 7003

S/N	DEPARTMENT/ UNIT	Internal factors (Controllable)		External factors(Uncontrollable)	
		STRENGTHS	**WEAKNESSES**	**OPORTUNITIES**	**THREATS**
1	**INFORMATION**	Presence of team work among available staff.	Shortage of staff.	Emerging influence of social media outlets.	Lack of backup server to the information centre.
		Custodian of Government Information centre.	Limited funds for effective implementation of the mandate.	Availability of information officers in MDA's.	Limited competent personnel to cope with emerging social media outlets.
		Reliable source of information.	Limited working facilities.	Digital migration challenges.	Legal mandate as government mouthpiece.
		Legal mandate as government mouthpiece.	Limited sophisticated working facilities and infrastructure.		Rapid change in technology
		Content regulator of electronic and print media.			
		Registrar of newspapers.			

(b) CULTURE DEVELOPMENT DEPARTMENT - 6001

SN	DEPARTMENT/UNIT	Internal Factors (Controllable)		External Factors (Uncontrollable)	
		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
2	**CULTURE DEVELOPMENT**	Professional staff	Inadequate number of staff	Custodian of National culture Heritage	Globalization
		Comprehensive administrative structure	Un reviewed policy and Act	Re-emergence of culture and creative industries	Rapid changes in Technology
		Availability of cultural facilities	Inadequate resources	Availability of facility related to culture	Political will
		Recognition of Kiswahili Internationally	Lack of database for culture and creative industries	Adoption of Kiswahili as National and International language	Underestimating/ undervaluing our culture
		Availability of culture policy	Lack of regulations and rules to implement UNESCO Conventions	Ratification of 2003 and 2005 UNESCO Conventions	
		Kiswahili Commission Headquarters in Tanzania	Presence of un update policy		

(c) ARTS DEVELOPMENT DEPARTMENT -

SN	DEPARTMENT /UNIT	Internal Factors (controllable)		External Factors (uncontrollable)	
3	ART DEVELOPMENT UNIT	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		Development of Arts programmes	Immoral Ethics and Arts activities fail to improve	Development of Arts Sector	Insufficient of personnel
		Strength of National Identity	The designed Art development unable to fulfill the aimed objectives	Availability of National Identity through various Arts activities and Services.	Good ethics and moral conduct degraded.
		Programmes and targets implemented	Presence of un update policy	Strong development Art leads creation of employment opportunities	Objectives and targets designed for arts development programmes uncompleted.
				Emerge of Young Artists	

(d) SPORTS DEVELOPMENT DEPARTMENT - 6004

SN	DEPARTMENT/UNIT	Internal Factors (Controllable)		External Factors (Uncontrollable)	
		STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATS**
4	**SPORTS DEVELOPMENT**	Availability of sports Policy and legal Frame Work	Outdated Sports Development Policy of 1995 Inadequate Sports Personnel	Strong Support from the Public and Private Sectors	Inadequate Budget Allocation
		Availability of Sport Institutions / Centers	Weak Linkage between Department and Local Government Authorities	Availability of Open Spaces for Infrastructure Development	Global Economic Crisis
		Existence of Political Will	Limited Recourse	Adequate Number of Sports Talents	Financial Instabilities in Organisations
		Effective Coordination within the Department	Insufficient desirable sports infrastructures	Global Recognition of Sports as a Tool for Socio-Economic Development	Management malpractices in Sports Organisations
		Existence of an Olympic Standard Stadium	Limited resources for effective management of the infrastructures	Affiliation to International Sports organizations	Lack of Investors In Sports manufacturing Industry
		Potential for growth	Self centred practices	Marketability of Sports disciplines	Lack of trust to some of the sports organizations

(e) ADMINISTRATION AND HUMAN RESOURCE MANAGEMENT DEPARTMENT - 1001

SN	DEPARTMENT/UNIT	Internal Factors (Controllable)		External Factors (Uncontrollable)	
		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
5	**Administration and Human Resources Department**	Existence of skilled and experienced professionals.	Inadequate working tools and for further training.	Existence of sound Human Resources Development Policies and Plans	Insufficient financial resources for training and provision of modern working facilities.
		Existence of defined organizational structure with defined roles and responsibilities	Inadequate Internal Succession Plan.	Stakeholders Involvement in reviewing structure, strategies and plans	Insufficient Number of staff at district and ward level.
		Existence of relevant Human Resource Management Policy, Public Service Acts, Regulations, Schemes, Standing Orders and Code of Ethics for public servants.	Some laws and regulations are not well understood by employees.	Management support to create awareness	Untimely availability of laws and regulations.

(f) POLICY AND PLANNING DEPARTMENT - 1003

S/N	DEPARTMENT/ UNIT	Internal factors(Controllable)		External factors (Uncontrollable)	
		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
6	**POLICY AND PLANNING**	Presence of team work among available personnel	Limited working equipment for effective execution of departmental mandates.	Support from internal and external stakeholders	High demands and expectations from departmental stakeholders
		Expertise and experienced personnel	Limited capacity in policy analysis and development; result based planning, budgeting and execution; preparations of projects proposals; report writing and monitoring and evaluation	Existence of capacity building opportunities offered/supported by stakeholders

Preparation of Annual Plans and Budgets guided by the Budget Guideline.

Existence of Budget Act | Guideline not comprehensively considers MICAS priorities as among national priorities.

Insufficient budget ceiling |

(g) FINANCE AND ACCOUNTS UNIT - 1002

SN	DEPARTMENT/UNIT	Internal Factors (Controllable)		External Factors (Uncontrollable)	
		STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATS**
7	**FINANCE AND ACCOUNT**	The Unit has well trained Staff (Both academic and professional)	Inadequate communication and coordination within the Ministry.	Support from professional bodies (NBAA and IASB).	Insufficiency budget allocation.
		The Unit uses modern Accounting Package (IFMS) in making payments.	In adequate risk Management system.	Support from the Ministry of Finance.	Untimely fund release.
		All functions of the Unit are Guided by PFA, PPA and International Accounting Standards (IPSAS and IFRS)	Lack of document handling system.	Networking (Interactions) with other professionals.	Changes in technology and globalization policies (Frequent changes in Accounting standards)

(h) GOVERNMENT COMMUNICATION UNIT - 1004

SN	DEPARTMENT/UNIT	Internal Factors (Controllable)		External Factors (Uncontrollable)	
		STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATS**
8	**GOVERNMENT COMMUNICATIONS UNIT**	Availability of professional staff.	Shortage of working tools (vehicle, camera, telephone computers and accessories, etc.).	Availability of media plurality (media outlets).	Failure to cope with rapid change of technology.
		Existence of Ministerial magazine, (**Utamaduni Wetu**).	Insufficient number of staff.	Cooperation within Ministerial Departments and Units.	Lack of editorial control over the publicity materials from the MIYCS to be used by the media.
		Existence of national Exhibitions eg. **Public Service Week** and **Nane Nane**.	In adequate fund to facilitate publicity of MIYCS activities.		

(i) PROCUREMENT MANAGEMENT UNIT - 1005

SN	DEPARTMENT/UNIT	Internal Factors (Controllable)		External Factors (Uncontrollable)	
		STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATS**
9	**PROCUREMENT MANAGEMENT UNIT**	Guidelines of Public Procurement Act Na. 21 of 2004 and its Regulations 2005	Lack of Unit Transport and means of Communication (Telephone, fax etc)	Professional training conducted by PSPTB and PPRA or Abroad	Unstable market prices
		The Unit has well qualified staff and experienced Professionals	Inadequate of office equipment and furniture (Stores Rack, Photocopy Machine etc.)	Establishment of Independent Public Procurement Department (PPD) in the Ministry of Finance	Unrealistic Framework contract from Government Procurement and Services Agency (GPSA)
		The Unit has its own Budget and Sub vote (1005)	Poor understanding of Public Procurement Act to Management and Ministry's staff.	Annual Professional Conference	Budgetary constraints and cash disbursement from Treasury
			Rush and unplanned procurement orders from user department.		
			Poor interdepartmental communications (Filing System)		

(j) INTERNAL AUDIT UNIT - 1006

S N	DEPARTMENT/UNIT	Internal Factors (Controllable)		External Factors (Uncontrollable)	
		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
10	**INTERNAL AUDIT**	Good cooperation among staff members	Insufficient modern audit technology	Technical support from the Internal Auditor General Department	Internal Audit function not connected/have no access to the Government IFMS soft ware
			Insufficient working equipment	Existence of international forums to discus and set guides on professional matters (e.g. Institute of Internal Audit)	Inadequate annual budget
			Lack of updated audit guides		Lack of authority to recruit at the Ministry level
			Week performance Management		

(k) INFORMATION AND COMMUNICATION TECHNOLOGY UNIT - 1007

SN	DEPARTMENT/UNIT	Internal Factors (Controllable)		External Factors (Uncontrollable)	
		STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATS**
11	**INFORMATION AND COMMUNICATION TECHNOLOGY UNIT**	Availability of Knowledgeable Staff.	Shortage of working tools (Computers, office furniture, CCTV System, telephone, vehicle and accessories, etc.).	Availability of different advanced IT technologies.	Failure to cope with rapid change of technology.
		Existence of Ministry Website.	Lack of website maintenance and lack of supporting IT Staff	Cooperation within Ministerial Departments and Units.	Server failure that can lead to lack of information related to the Ministry activities.

(l) LEGAL SERVICES UNIT - 1008

SN	DEPARTMENT/UNIT	*Internal Factors (Controllable)*		*External Factors (Uncontrollable)*	
		STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATS**
12	**LEGAL SERVICE UNIT**	Availability of competent staff	Shortage of working tools (Computers, office furniture, telephone, vehicle etc.) Shortage of staff	Accumulated staff experience. Team work sprit among the staffs	High demand of Legal service compared to working facilities available.
		Existence of Laws and Guidelines.	Lack of Unit Library for further reading and references	Opportunity of having Ministry Library.	Shortage of fund allocated to Unit
				Existence of cooperate with other Departments, Units and Institutions within the Ministry	

2.8 MICAS Critical Issues to be Addressed in the Medium Term Period are;

(i) Implementing SDGs 2030, FYDP II (2016/17-2020/21) issues relevant to the mandates of MICAS as well as directives of CCM Election Manifesto 2015 in view of resource constraints;

(ii) Shortage of manpower in terms of number and capacity as well as inadequate working facilities e.g. reliable transport, communication gear, office accommodation, etc;

(iii) The expected free movement of labour among East Africa member states that may impact negatively the Sectors under the Ministry if deliberate actions are not implemented;

(iv) Globalization and free market economy and its impacts to Tanzania's customs, culture and traditions as well as trade competitiveness;

(v) Improve service delivery system to stakeholders' needs and expectations;

(vi) Inadequate budgetary allocation for promotion, preservation, publicity and development of MICAS products;

(vii) Divergence from the MICAS strategic plan implementation due to critical emerging issues;

(viii) Inadequate information for appropriate decision making.

(ix) Lack of reasonable/reliable infrastructures in information, culture, arts and sports

The Objectives, Targets and Strategies of this Strategic Plan are geared towards addressing the identified critical issues.

CHAPTER THREE

THE PLAN

3 VISION, MISSION AND CORE VALUES

The MICAS has redefined her Vision and Mission which reflects the National vision 2025.

3.6 Vision Statement
Striving to have a sustainably well informed, culturally enriched, art works enhanced and active sporting nation by 2025.

3.7 Mission Statement
To foster national identity by facilitating smooth flow of information, promoting culture, arts, games and sports to the public for national socio-economic development.

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

(i) Customer Focus
We shall treat our customers, colleagues and stakeholders with courtesy, dignity and professionalism.

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

(iii) Performance Excellence
We shall strive to achieve professional competence, ethics and transparency.

(iv) Loyalty
Acting in good faith on behalf of the Government;

(v) Transparency
We shall be open to each other and to customers when rendering services.

(vi) Respect to the rule of law
We shall adhere to the rule of law.

(vii) 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.

(viii) Responsibility and Accountability
We shall obediently be responsible for our actions and conduct.

(ix) Patriotism
We shall be proud of our customs and traditions.

(x) Professionalism
We shall be guided by professional ethics in our work.

(xi) Innovativeness and Creativity
We shall be innovative and creative when executing our day to day activities.

3.4 MICAS Objectives

Considering recent developments at national and international levels in relation to MICAS mandates, challenges encountered in the implementation of the 3rd Strategic Plan of the Ministry as well as Stakeholder and SWOC analysis, six (6) Objectives will be implemented in the next five years of this Strategic Plan (2016/2017-2020/2021). The objectives are aiming at realizing MICAS's Vision and Mission, its core mandates, FYDP II, the directives of CCM Ruling Party Manifesto (2015-2020) and SDGs . The objectives are:

A: Services improved and HIV/AIDS infections reduced

HIV/AIDS is a pandemic that impacts negatively in the productivity and institutional service delivery. Higher staff turnover, loss of institutional memory and skilled personnel, staff absenteeism due to illness and taking care of relatives suffering from HIV/AIDS and stigmatism are among the factors that may affect institutional productivity due to HIV/AIDS. The Ministry undertook various measures to overcome the negative impacts of pandemic during its 3rd Strategic Plan. However, considering the challenges encountered during the period and the need to continue minimizing the costs of HIV/AIDS and work place, there is need to continue implementing this objective.

Strategies

i. Continue implementing programs to fight the spread and overcome the impacts of HIV/AIDS at work places and among stakeholders.
ii. Encourage voluntary testing and support access to care and treatment,

Targets

i. Spread and the negative impacts of HIV/AIDS at the Ministry reduced by June, 2021

ii. Voluntary testing and support access to care and treatment enhanced by June, 2021,

B: National Anti-corruption Strategies and Action Plan enhanced and sustained

Rationale

Corruption impacts negatively in the delivery of government services to stakeholders and the general public. It deprives rights of people to access services provided by the government and other stakeholders and adds to the costs of doing business. It also impairs trust by stakeholders to service providers and is considered as among the factors that weakens investment environment. The Ministry undertook various initiatives to implement the National Anti-corruption Strategies and Action Plan during the 3rd Strategic Plan despite the challenges experienced as indicative above. Eradicating corruption by ensuring good leadership, governance, accountability and transparency is among the priority areas in the implementation of the National Five Year Development Plan II (NFYDP II) of 2016/2021 – 2020/2021. The Plan intends to promote and preserve culture of patriotism, hard work, moral integrity, self confidence and overcome corruption in all aspects of revenue collection across all MDAs.

Strategies

Implement Anti-Corruption initiatives at the Ministry.

Targets

a) Various MICAS Anti-Corruption initiatives implemented by June, 2021
b) MICAS Anti-Corruption Strategy prepared and implemented by June, 2021
c) Operationalization of MICAS Ethics and Integrity committee and complaints handling mechanism improved by June, 2021

Key Performance Indicators

a) Number and types of Anti-Corruption initiatives implemented by MICAS
b) MICAS anti-corruption Strategy in place
c) Number and types of complaints received from internal and external stakeholders and resolved;
d) A well functioning MICAS Ethics and Integrity committee

C: Policy, Legal and Institutional frameworks governing management and development of Information, Culture, Arts and Sports Sectors improved.

The Ministry is charged with the responsibility of overseeing the implementation of policies on Information, Culture, Arts and Sports as well as coordinating and regulating Mass Media, Film and Theatrical Performance. The implementation of this responsibility require among others putting in place policy, legal and institutional frameworks capable of addressing existing needs of the sectors, implementing them and monitor and evaluate their implementation to ensure relevancy and accountability.

Strategies

a) Review and develop policies governing management and development of Information, Culture, Arts and Sports Sectors
b) Improve legal and institutional framework for effective management and development of Information, Culture, Arts and Sports sectors
c) Enforce policies and legislations by implementing various programmes/initiatives
d) Build capacity for effective implementation of the sectoral policies and legislations.

Targets
a) Policies governing management and development of Information, Culture, Arts and Sports sectors reviewed by June, 2021
b) Legal and institutional framework in the Information, Culture, Arts and Sports sectors improved by June, 2021
c) Newspapers and other media prints registered by June, 2021
d) Sectoral policies and legislations monitored and evaluated by June, 2021
e) Capacity building for effective implementation of the sectoral policies and legislations improved by June, 2021

Key Performance Indicators

a) Number and type of policies reviewed/developed
b) Numbers and type of reviewed/new legislations in place
c) Number and type of Monitoring and Evaluation Reports
d) Number and type of capacity building provided

D: Culture, Arts, Films, Sports and access to information promoted and developed

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 among others globalization. Deliberate initiatives will need to be undertaken in order to restore and sustain our nation's cultural

heritage, identity and values for the current and future generation as *"a nation without a culture is a lost nation"*. Arts is the major executive component among others in Culture. It is a unique agent for change of a variety of ways in social life and activities. The increased forces of external intervention of advanced science and technology in a mechanical and political facet adorned by the name of liberalization and globalization have caused the normal internal trends of Arts developments and services to remain stagnant and un-enable to capitalize its institutional functions. With regards to Sports, for quite a number of years, Tanzania has been experiencing undesirable performance in most of the International Sporting events accompanied by low level of participation of people in sports, both in schools and community sports areas. Sports are sources of employment particularly for youths, improves tourism and contribute significantly in national development through remittances and other direct and indirect economic benefits among others. Improving the Sports sector in Tanzania including put the relevant infrastructure is critical for optimizing its potential in the economy.

The National Five Year Development Plan II (NFYDP II requires deliberate efforts to be undertaken to improve the performance of the creative industry (culture, arts and performing arts, crafts, fashion and designing, and film) in the country. The Plan targets the real growth rate of the creative industry to reach 13.2 percent in 2020/2021 from 12.5 percent of 2014/2015 and raising its contribution to GDP to 0.7 percent in 2020/2021 from 0.3 percent of 2014/2015. The Plan intends to raise the number of registered individuals engaged in creative industry to 1,404 in 2020/2021 from 621 in 2014/2015, increasing the number of art groups registered in creative industry to 3,894 in 2020/2021 from 3,252 of 2014/2015 and raising the share of employment in creative industry to total employment to reach 0.2 percent in 2020/2021 from 0.1 percent of 2014/2015. Deliberate actions will need to institute by the Ministry in order these targets.

The United Nations Sustainable Development Goals (SDGs) 2030 recognizes the importance of investing in culture and sports for the realization of its intended objectives. The SDGs requires parties to implement policies for promoting sustainable tourism that creates jobs and promotes local culture, strengthening efforts for protecting and safeguarding cultural and natural heritage, enhancing public access to information and promoting sports as enabler for the attainment of the Goals particularly in empowering women and youths.

Strategies

a) Promote access to information by the public

b) Organize and participate in national, regional and international cultural meetings, conferences, exhibitions, festivals and other events for promoting national culture, traditions and values

c) Identify, develop, protect and popularize cultural heritage sites and other areas with historical values and intangible heritage elements

d) Promote research and training in culture, arts and sports sectors

e) Implement bilateral, regional and international cultural, arts and sports agreements and programmes

f) Promote Tanzanians art works at national, regional and internationally

g) In collaboration with private sector and other stakeholders put in place appropriate infrastructure for development of Culture and Arts sectors including establishing a National Crafts Centre for crafts related Festivals and events

h) Implement actions for enforcement of copyright and intellectual property rights in the creative industry

i) Strengthen institutions in the Information, Culture, Arts and Sports sectors

j) Promote Tanzanians to effectively participate in sports and improve sports infrastructure to meet the needs of different groups in the society and to international standards

k) Improve coordination of sports activities at different levels and between institutions including promoting sports in schools for sports talents identification and promotion;

l) Encourage private sector participation and investments in information, culture, arts and sports sectors including Public-Private-Partnership (PPP)

m) Improve revenue collection from sports related activities
n) Improve sports tourism and establish National Sports Museum

o) Create conducive environment for increased participation of people in sports and sports development

p) Protect areas earmarked for sports and leisure
q) Continue iimplementing the African Liberation Heritage Programme.

Targets

a) Access to information by the public enhanced by June, 2021

b) 10 National, regional and international cultural meetings, conferences, exhibitions, festivals and other events conducted and participated by June, 2021

c) 120 Cultural heritage sites, other 20 areas with historical values and intangible heritage elements identified, developed, protected and popularized by June, 2021

d) 20 Research and training in culture, arts and sports promoted and improved by June, 2021

e) 4 Bilateral, regional and international cultural, arts and sports agreements and programmes implemented by June, 2021

f) 30 Tanzanians art works promoted at national, regional and international levels by June, 2021

g) 4 National Crafts Centre established and 2 Festivals and events for crafts organized by June, 2021

h) 400 Copyright and intellectual property rights in the creative industry enforced by June, 2021

i) 4 Institutions in the Information, Culture, Arts and Sports sectors strengthened by June, 2021

j) The participation of Tanzanians in sports at national an internal levels enhanced June, 2021

k) Sports infrastructure improved and developed by June, 2021

l) Coordination of sports activities at different levels and between institutions improved by June, 2021

m) 2 Investments in sports activities enhanced by June, 2021

n) 2 Sports tourism improved and National Sports Museum established by June, 2021

o) Conducive environment for effective participation of people in sports and sports development improved by June, 2021

p) Sports medicine improved by June, 2021

Key Performance Indicators

a) Number of newspapers and other media prints registered

b) Number and type of publicity materials (including radio and TV programs) on MICAS activities prepared and distributed to public including radio and TV programs

c) Number and type of ministerial events covered and posted to social and print media for public consumption

d) Number of sensitization programmes on MICAS activities implemented during national events/exhibitions and other fora

e) Ministerial Help Desk (Call Centre) effectively functioning

f) Number of Ministerial magazine, newsletters and wall papers prepared

g) Number of newspapers and other media prints registered

h) Number of national, regional and international cultural meetings, conferences, exhibitions, festivals and other events organized and participated

i) Number of cultural heritage sites, other areas with historical values and intangible heritage elements identified, developed, protected

j) Number and type of researches on culture, arts and sports conducted

k) Number and type of culture, arts and sports training institutions improved/established

l) Number of trained experts in culture, arts and sports sctors

m) Number and type of bilateral, regional and international cultural, arts and sports agreements and programmes implemented

n) Number and type of Tanzanians art works promoted at national, regional and international levels

o) National Crafts Centre in place and

p) Number and type of festivals and events for crafts organized

q) Number of reported cases on violation of Copyright and intellectual property rights in the creative

r) Number and type of Institutions in the Information, Culture, Arts and Sports sectors strengthened

s) Number and types of Sports infrastructure improved/developed

t) National Sports Museum in place

u) Number of people from different groups participating in sports at national and internal levels

v) Number of sports infrastructure improved and developed

w) Number of people trained in culture, arts and sports related fields and researches conducted

x) Number of sports associations registered

y) Number of sports programmes established

z) Number of certified coaches for different types of sports (football, athletes, swimming, basketball, volleyball, etc)

aa) Number of Medical Checkups and Treatment provided to sports stakeholders

bb) Number and types of international trophies and medals received

cc) Number of Sport Centres providing a world-class, multi-sport daily training environment to athletes

dd) Number of potential high performance athletes identified and developed

ee) Number of funding sources to support the developmental needs of high performance athletes, coaches and officials

ff) Number of investors in sports activities and types of investments

gg) Number of sport programs providing participants with a fun and safe experience.

E: Service delivery to MICAS stakeholders improved

Rationale

In executing its mandates, the Ministry interacts and provides services to different clients/stakeholders. The stakeholders include MDAs, Media Houses and Associations/Federations, institutions under the Ministry, the private sector, the general public and the international community. Meeting the needs and expectations of these stakeholders is central for effective attainment of MICAS mandates.

Strategies

a) Enhance stakeholder participation in the execution of Ministerial mandate
b) Ensure easy and timely access to information by the public including improving radio and Television coverage of Tanzania Broadcasting Cooperation (TBC)
c) Create awareness on policies and legislations implemented by the Ministry for voluntary compliance
d) Implement MICAS client Service Charter
e) Build capacity of MICAS for effective delivery of its services to clients
f) Enhance information sharing between the Ministry and its stakeholders

Targets

a) Stakeholder participation in the execution of Ministerial mandate enhanced by June, 2021
b) Timely access to information by the public improved by June, 2021
c) Public awareness on policies and legislations implemented by MICAS created by June, 2021
d) MICAS client Service Charter implemented by June, 2021
e) MICAS capacity for effective delivery of its mandates improved by June, 2021
f) Information sharing between MICAS and its stakeholders enhanced by June, 2021

Agreed Performance Indicators
a) Number and types of Stakeholders involved in various MICAS issues
b) Number and types of initiatives employed by MICAS for enhancing public access to information
c) Number and type of awareness programmes on MICAS policies and legislations implemented
d) Number and types of capacity building programmes developed and implemented at MICAS

F. Supporting Services within the Ministry improved

Rationale

Four departments in the Ministry implement the core mandates of the Ministry as stipulated in the instrument for the establishment of the Ministry. Effective execution of these mandates require efforts by supporting departments in the form of planning and budgeting, human resources management and development, management of financial and physical resources and Information and Communication Technology development

Strategies

a) Build capacity of MICAS and its Staff for effective delivery of ministerial mandates
b) Improve working environment at MICAS
c) Coordinate and strengthen planning, budgeting, reporting and monitoring and evaluation of ministerial Policies, Plans and Strategies
d) Strengthen financial management systems, internal controls, procurement and assets management in accordance with the governing laws and regulations
e) Strengthen Information and Communication Technology
f) Improve service delivery and communication systems at all levels
g) Strengthen the provision of legal advice at MEAC

Targets
a) MICAS Training Programme prepared and training conducted to staff by June, 2021
b) Working environment including provision of appropriate working equipment/tools and human resources services improved by June, 2021
c) Revenue collection systems and file management system established by June, 2021
d) Planning, budgeting, reporting and monitoring and evaluation of ministerial Policies, Plans and Strategies coordinated and strengthened by June, 2021
e) Financial management systems, internal controls, procurement and assets management strengthened by June, 2021
f) Information and Communication Technology at MICAS improved by June, 2021
h) Service delivery and communication systems at all levels Improved by June, 2021
i) The provision of legal services at MICAS strengthen/imrpved by June, 2021
j) Public procurement procedures adhered to by June, 2021

Agreed Performance Indicators

a) MICAS Training Programme in place
b) Number of Staff trained in various relevant disciplines
c) Number of staff recruited, promoted, developed and remunerated
d) Number and type of office equipment/tools provided
e) MICAS incentive plan in place
f) Number and type of games and tournaments participated by MICAS staff/Team
g) Retrieval time of files reduced
h) Number of ICT programmes and systems installed/developed
i) Number and type of complains from internal and external stakeholders
j) The provision of legal services at MICAS strengthen/imrpved by June, 2021
k) Number of files maintained and fixture and fittings put in place
l) Reviewed Client Service Charter in place and adhered
m) Ministerial Plans, Budgets and Reports timely prepared in accordance with required standards and submitted to relevant authorities
n) Monitoring and Evaluation reports
o) Number of employees signed OPRAS
p) Number of Audit Committee Meetings held
q) Number of internal controls installed/improved
r) Clean Audit Certificate
s) Updated risk register in place
t) Complete updated internal audit charter
u) Complete updated audit committee charter
v) Risk management policy in place
w) Reduced Client complains and other legal matters
x) Number and types of legal services provided

TABLE 3.1: OBJECTIVES MATRIX

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
1	Services improved and HIV/AIDS infections reduced	i) Spread and the negative impacts of HIV/AIDS at the Ministry reduced by June, 2021	i) Continue implementing programs to fight the spread and overcome the impacts of HIV/AIDS at work places and among stakeholders.	Number of staff supported Number of policies and plans mainstreamed	Payment vouchers and Progress Report. Policy and plan documents.	DAHRM
		ii) Voluntary testing and support access to care and treatment enhanced by June, 2021,	ii) Encourage voluntary testing and support access to care and treatment,			
2	National Anti-corruption Strategies and Action Plan enhanced and sustained	a) Various MICAS Anti-Corruption initiatives implemented by June, 2021 b) MICAS Anti-Corruption Strategy prepared and implemented by June, 2021	Implement Anti-Corruption initiatives at the Ministry.	a) Number and types of Anti-Corruption initiatives implemented by MICAS b) MICAS anti-corruption Strategy in place c) Number and types of complaints	List of Anti-Corruption initiatives in place Ant-Corruption Strategy document in place Number of complaints solved	DAHRM

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
		c) Operationalizatio n of MICAS Ethics and Integrity committee and complaints handling mechanism improved by June, 2021		received from internal and external stakeholders and resolved; d) A well functioning MICAS Ethics and Integrity committee		
3	Policy, Legal and Institutional framework governing management and development of information, Culture, Arts and Sports Sectors improved.	a) Policies governing management and development of Information, Culture, Arts and Sports sectors reviewed by June, 2021 b) Legal and institutional framework in the Information, Culture, Arts and Sports sectors improved by June, 2021 c) Newspapers and other media	a) Review and develop policies governing management and development of Information, Culture, Arts and Sports Sectors b) Improve legal and institutional framework for effective management and development	a) Number and type of policies reviewed/develop ed b) Numbers and type of reviewed/new legislations in place c) Number and type of Monitoring and Evaluation Reports d) Number and type of capacity building provided	Availability of reviewed policies. Availability of improved legal and regulations Availability of registered print medias Availability of monitoring reports Sectors policies and legislations in place Availability of new	MIH MUT MMS MMM DPP HLSU

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Responsibility
		prints registered by June, 2021 d) Sectoral policies and legislations monitored and evaluated by June, 2021 e) Capacity building for effective implementation of the sectoral policies and legislations improved by June, 2021	of Information, Culture, Arts and Sports sectors c) Enforce policies and legislations by implementing various programmes/initiatives d) Build capacity for effective implementation of the sectoral policies and legislations.		policies	
4	Culture, Arts, Films, Sports and access to information promoted and developed	a) Access to information by the public enhanced by June, 2021 b) 10 National, regional and international cultural meetings,	a) Promote access to information by the public b) Organize and participate in national, regional and international cultural	a) Number of newspapers and other media prints registered b) Number and type of publicity materials (including radio and TV programs) on MICAS activities	Meeting minutes (Meeting report) Availability of identified sites Intangible heritage elements preserved. Number of agreement in place	MIH MUT MMS MMM

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
		conferences, exhibitions, festivals and other events conducted and participated by June, 2021 c) 120 Cultural heritage sites, other 20 areas with historical values and intangible heritage elements identified, developed, protected and popularized by June, 2021 d) 20 Research and training in culture, arts and sports promoted and improved by	meetings, conferences, exhibitions, festivals and other events for promoting national culture, traditions and values c) Identify, develop, protect and popularize cultural heritage sites and other areas with historical values and intangible heritage elements d) Promote research and	prepared and distributed to public including radio and TV programs c) Number and type of ministerial events covered and posted to social and print media for public consumption d) Number of sensitization programmes on MICAS activities implemented during national events/exhibition s and other fora e) Ministerial Help Desk (Call Centre) effectively functioning f) Number of Ministerial magazine,	Number of trained experts in culture, arts and sports sectors Number of crafts centre and festival events in place Contribution of culture sector in GDP through cultural tourism sector. Database in place, Information and statistics available.	

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
		June, 2021 e) 4 Bilateral, regional and international cultural, arts and sports agreements and programmes implemented by June, 2021 f) 30 Tanzanians art works promoted at national, regional and international levels by June, 2021 g) 4 National Crafts Centre established and 2 Festivals and events for crafts organized by June, 2021	training in culture, arts and sports sectors e) Implement bilateral, regional and international cultural, arts and sports agreements and programmes f) Promote Tanzanians art works at national, regional and internationally g) In collaboration with private sector and other	newsletters and wall papers prepared g) Number of newspapers and other media prints registered h) Number of national, regional and international cultural meetings, conferences, exhibitions, festivals and other events organized and participated i) Number of cultural heritage sites, other areas with historical values and intangible heritage elements identified, developed, protected		

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
		h) 400 Copyright and intellectual property rights in the creative industry enforced by June, 2021 i) 4 Institutions in Culture, Arts and Sports sectors strengthened the Information, by June, 2021 j) The participation of Tanzanians in sports at national an internal levels enhanced June, 2021 k) Sports infrastructure improved and developed by June, 2021 l) Coordination of	stakeholders put in place appropriate infrastructure for development of Culture and Arts sectors including establishing a National Crafts Centre for crafts related Festivals and events h) Implement actions for enforcement of copyright and intellectual property rights in the creative industry i) Strengthen	j) Number and type of researches on culture, arts and sports conducted k) Number and type of culture, arts and sports training institutions improved/establis hed l) Number of trained experts in culture, arts and sports sectors m) Number and type of bilateral, regional and international cultural, arts and sports agreements and programmes implemented n) Number and type of Tanzanians art works promoted		

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
		sports activities at different levels and between institutions improved by June, 2021 m) 2 Investments in sports activities enhanced by June, 2021 n) 2 Sports tourism improved and National Sports Museum established by June, 2021 o) Conducive environment for effective participation of people in sports and sports development improved by	institutions in the Information, Culture, Arts and Sports sectors j) Promote Tanzanians to effectively participate in sports and improve sports infrastructure to meet the needs of different groups in the society and to international standards k) Improve coordination of sports activities at different levels	at national, regional and international levels o) National Crafts Centre in place and p) Number and type of festivals and events for crafts organized q) Number of reported cases on violation of Copyright and intellectual property rights in the creative r) Number and type of Institutions in the Information, Culture, Arts and Sports sectors strengthened s) Number and types of Sports infrastructure		

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
		June, 2021 p) Sports medicine improved by June, 2021	and between institutions including promoting sports in schools for sports talents identification and promotion; l) Encourage private sector participation and investments in information, culture, arts and sports sectors including Public-Private-Partnership (PPP) m) Improve revenue	improved/developed t) National Sports Museum in place u) Number of people from different groups participating in sports at national and internal levels v) Number of sports infrastructure improved and developed w)Number of people trained in culture, arts and sports related fields and researches conducted x) Number of sports associations registered y) Number of sports programmes		

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
			collection from sports related activities n) Improve sports tourism and establish National Sports Museum o) Create conducive environment for increased participation of people in sports and sports development p) Protect areas earmarked for sports and leisure q) Continue iimplementing the African	established z) Number of certified coaches for different types of sports (football, athletes, swimming, basketball, volleyball, etc) aa) Number of Medical Checkups and Treatment provided to sports stakeholders bb) Number and types of international trophies and medals received cc) Number of Sport Centres providing a world-class, multi-sport daily training environment to athletes		

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
			Liberation Heritage Programme.	dd) Number of potential high performance athletes identified and developed ee) Number of funding sources to support the developmental needs of high performance athletes, coaches and officials ff) Number of investors in sports activities and types of investments gg) Number of sport programs providing participants with a fun and safe experience.		
5	Service delivery to MICAS stakeholders improved	a) Stakeholder participation in the execution of Ministerial	a) Enhance stakeholder participation in the	a) Number and types of Stakeholders involved in	a) Number of stakeholders involved in execution of	Heads of Depart ments

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Responsibility
		mandate enhanced by June, 2021 b) Timely access to information by the public improved by June, 2021 c) Public awareness on policies and legislations implemented by MICAS created by June, 2021 d) MICAS Client Service Charter implemented by June, 2021 e) MICAS capacity for effective delivery of its mandates improved by June, 2021 f) Information sharing between MICAS and its stakeholders enhanced by June, 2021	execution of Ministerial mandate b) Ensure easy and timely access to information by the public including improving radio and Television coverage of Tanzania Broadcasting Cooperation (TBC) c) Create awareness on policies and legislations implemented by the Ministry for voluntary compliance d) Implement MICAS client Service Charter	various MICAS issues b) Number and types of initiatives employed by MICAS for enhancing public access to information c) Number and type of awareness programmes on MICAS policies and legislations implemented d) Number and types of capacity building programmes developed and implemented at MICAS	Ministry mandate b) Information accessed by public c) Areas covered by radio and television of TBC d) Awareness of policies and legislations created to public e) Number of MICAS staff have capacity to deliver services to clients f) Number of information shared between Ministry and clients	and Units

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
			e) Build capacity of MICAS for effective delivery of its services to clients f) Enhance information sharing between the Ministry and its stakeholders			
6	Supporting Services within the Ministry improved	a) MICAS Training Programme prepared and training conducted to staff by June, 2021 b) Working environment including provision of appropriate working equipment/tools and human	a) Build capacity of MICAS and its Staff for effective delivery of ministerial mandates b) Improve working environment at MICAS c) Coordinate and strengthen planning, budgeting,	a) MICAS Training Programme in place b) Number of Staff trained in various relevant disciplines c) Number of staff recruited, promoted, developed and remunerated d) Number and type	Number of training programme in place Certificates in place Number of staff employed and promoted Number and quality of equipments purchased Amount of revenue collected	MIH MUT MMS MMM DAHRM CA DPP HGCU HPMU CIA HICT HLSU

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
		resources services improved by June, 2021 c) Revenue collection systems and file management system established by June, 2021 d) Planning, budgeting, reporting and monitoring and evaluation of ministerial Policies, Plans and Strategies coordinated and strengthened by June, 2021 e) Financial management systems, internal	reporting and monitoring and evaluation of ministerial Policies, Plans and Strategies d) Strengthen financial management systems, internal controls, procurement and assets management in accordance with the governing laws and regulations e) Strengthen Information and Communicatio n Technology f) Improve service delivery and communication	of office equipment/tools provided e) MICAS incentive plan in place f) Number and type of games and tournaments participated by MICAS staff/Team g) Retrieval time of files reduced h) Number of ICT programmes and systems installed/develop ed i) Number and type of complains from internal and external	Number and quality of ICT programmes installed Reduction of complaints Budget books and motoring reports Collection receipts Rate of information spread Detection of queries ICT programmes in place	

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
		controls, procurement and assets management strengthened by June, 2021 f) Information and Communication Technology at MICAS improved by June, 2021 g) Service delivery and communication systems at all levels Improved by June, 2021 h) The provision of legal services at MICAS strengthen/imrpved by June, 2021 i) Public procurement	systems at all levels g) Strengthen the provision of legal advice at MEAC	stakeholders j) The provision of legal services at MICAS strengthen/imrpved by June, 2021 k) Number of files maintained and fixture and fittings put in place l) Reviewed Client Service Charter in place and adhered m) Ministerial Plans, Budgets and Reports timely prepared in accordance with required standards and submitted to relevant		

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
		procedures adhered to by June, 2021 j) Internal controls and systems management strengthened by June, 2021.		authorities n) Monitoring and Evaluation reports o) Number of employees signed OPRAS p) Number of Audit Committee Meetings held q) Number of internal controls installed/improved r) Clean Audit Certificate s) Updated risk register in place t) Complete updated internal audit charter		

SN	Objective	Target	Strategies	Key Performance indicators	Means of verification	Respon sibility
				u) Complete updated audit committee charter		
				v) Risk management policy in place		
				w) Reduced Client complains and other legal matters		
				x) Number and types of legal services provided		

CHAPTER FOUR

MONITORING AND EVALUATION

4 MONITORING AND EVALUATION

The essence of monitoring is bringing in knowledge required for more effective performance management. Through 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 objectives. This takes place in the form of data collection and processing. The evaluation part of the process 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 collected as this would amount to waste of valuable resources. Therefore, it is crucial that the data and information gathered forms the basis of decisions and action made.

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 tract 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.

4.6 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 be analyzed 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.

4.7 Evaluation Procedures

This involves a number of indicators, targets, some baseline data and information of the strategic plan

i) **Baseline data**

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 bench marks against which performance will be measured during and after implementation.

ii) **Identification of indicators and targets**

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. Refer to Monitoring and Evaluation Framework below.

Table 4.1 Monitoring and Evaluation Framework

SUB-VOTE: INFORMATION SERVICES: CODE 7003

OBJECTIVE - **F:** Supporting Services within the Ministry improved

Target	Output	Indicator	Means of verification	Frequency of data collection	Responsible	Baseline Date	Baseline Value	Data collection instrument and methods	Source of data
Working environment including provision of appropriate working equipment/tools and human resources services improved.	Types of services provided	Frequent number of services provided	Payment voucher	Monthly	MIH	2016	25%	Interview and Questionnaires	Department of Information
	Tools purchased	Number of tools purchased	Asset register	Quarterly	MIH	2016	25%	Interview and Questionnaires	Department of Information
MICAS Training Programme prepared and training conducted to staff	Services produced improved	Satisfaction of services provided	Training certificates	Quarterly	MIH	2016	25%	Interview and Questionnaires Observation	Department of Information

OBJECTIVE – D: Culture, Arts, Films, Sports and access to information promoted and developed

Target	Output	Indicator	Means of verification	Frequency of data collection	Responsible	Baseline Date	Baseline Value	Data collection instrument and methods	Source of data
Access to information by the public enhanced.	Government events posted into websites. Governments events sent to medias	Feedback mechanism on Media services	Awareness to citizens on Government events.	Monthly	MIH	2016	100%	Interview and Questionnaires Observation	Department of Information
	Number of issues of Nchi Yetu and Wallpapers published and distributed.	Awareness to citizens on Government policies	Number of copies produced and dispatched for Nchi Yetu Magazine.	Quarterly	MIH	2016	100%	Interview and Questionnaires	Department of Information
	work performance by	Number of Officers	Training Certificates	Annually	MIH	2016	100%	Interview and Questionnaires	Department of

									Observation	Information
	IEC Units in Ministries, Departments and Agents Improved	trained							Observation	Information
Institutions in the Information, Culture, Arts and Sports sectors strengthened	Up to date news of Wananchi website	Complaints and queries reduced to Government	Number of MDAs responding to complaints and queries	Weekly	MIH	2016	50%	Oral interview, observations and questionnaires	Department of Information
	improved TBC performance	Increase number of viewers and increase quality and area coverage	Payment voucher	Quarterly	MIH	2016	50%	Oral interview, observations and questionnaires	Department of Information
OBJECTIVE – E: Service delivery to MICAS stakeholders improved										
Stakeholder participation in the execution of Ministerial mandate enhanced.	Improve of services delivery	Number of services provided	Number of people participated in execution	Annually	MIH	2016	25%	Oral interview, observations and questionnaires	Department of Information
Timely access to information by the public improved.	Well public informed	Increase of public awareness	Number of Media in operation	Annually	MIH	2016	25%	Oral interview, observations and questionnaires	Department of Information
Public awareness on policies and legislations implemented by MICAS created.	MICAS services implemented smoothly	Reduction of conflicts	Number of policies and legislations distributed	Annually	MIH	2016	25%	Oral interview, observations and questionnaires	Department of Information
MICAS capacity for effective delivery of its mandates improved.	Well public informed	Number of services provided	Number of places	Annually	MIH	2016	25%	Oral interview, observations and questionnaires	Department of Information
Information sharing between MICAS and its stakeholders enhanced.	Well public informed	Increase of awareness on services provided by	Number of people knows services	Annually	MIH	2016	25%	Oral interview, observations and questionnaires	Department of Information

		MICAS	provided by MICAS							

OBJECTIVE C: Policy, Legal and Institutional frameworks governing management and development of Information, Culture, Arts and Sports Sectors improved.

Policies governing management and development of Information, Culture, Arts and Sports sectors reviewed.	Number of newspapers registered	Number of newspaper published and circulated	Newspapers register	Monthly	MIH	2016	25%	Interview, survey and questionnaires	Department of Information
	Updated policy and Act documents produced	Good performance of medias	Policy books, consultative meeting report and cabinet paper	Annually	MIH	2016	25%	Oral interview, observations and questionnaires	Department of Information
	Improve of Media services	Reduction of media laws violations and number of Journalists trained.	Training certificates	quarterly	MIH	2016	20%	Oral interview, and questionnaires	Department of Information

SUB-VOTE: CULTURE DEVELOPMENT: CODE 6001

OBJECTIVE - F: Supporting Services within the Ministry improved

Working environment including provision of appropriate working equipment/tools and human resources services improved	Increase working moral	Increase of services provided to public	Complaints register	Quarterly	MUT	2016	20%	Interview and Questionnaires	Department of Culture
	Tools purchased	Number of tools Purchased	Asset register	Quarterly	MUT	2016	8%	Interview and Questionnaires	Department of Culture
MICAS Training Programme prepared and training conducted	Services produced improved	Satisfaction of services provided	Training certificates	Quarterly	MUT	2016	25%	Interview and Questionnaires Observation	Department of Culture

OBJECTIVE - D: Culture, Arts, Films, Sports and access to information promoted and developed

10 National, regional and international cultural meetings, conferences, exhibitions, festivals and other events conducted and participated	Changes appears to cultural sector	Number of participants attended	Attendance register and minutes	Annually	MUT	2016	30%	Interview and Questionnaires	Department of Culture
	Changes appears to cultural sector	Number of participants attended	Attendance register and minutes	Annually	MUT	2016	20%	Interview and Observation.	Department of Culture
20 Research and training in culture, arts and sports promoted and improved	Database established	Number database collected	Reports	Quarterly	MUT	2016	25%	Interview and Questionnaires	Department of Culture
	Establishment of ethnic languages	Number of ethnic language researched	Report published	Annually	MUT	2016	25%	Interview, library survey and Questionnaires	Department of Culture
	Translators and interpreter trained	Number of experts trained	Certificate	Annually	MUT	2016	20	Interview and Questionnaires	Department of Culture
120 Cultural heritage sites, other 20 areas with historical values and intangible heritage elements identified, developed, protected and popularized	Researchers conducted and documents produced	Number of researcher and documents	Reports	Annually	MUT	2016	20%	Interview, Observation and Questionnaires	Department of Culture
4 Bilateral, regional and international cultural, arts and sports agreements and programmes implemented	Cultural programmes implemented	Number of project in place	Reports	Annually	MUT	2016	20%	library survey	Department of Culture
4 Institutions in Culture, Arts and Sports sectors strengthened the Information.	Improve of services provided by institutions	Number of subventions	Payment vouchers and Exchequers	Quarterly	MUT	2016	25%	Interview and Questionnaires	Department of Culture
4 National Crafts Centre	Changes	Number of	Attendance	Annually	MMS	2016	20	Interview and	Department

established and 2 Festivals and events for crafts organized.	appears to cultural sector	participants attended	register and minutes					Questionnaires	of Arts
30 Tanzanians art works promoted at national, regional and international levels.	Increase of production of art works	Number of exhibitions and festivals	Festivals and exhibitions reports	Annually	MMS	2016	25%	Interview and Questionnaires	Department of Arts
400 Copyright and intellectual property rights in the creative industry enforced	Increased number of artists	Number of researches and training	Certificate and reports	Annually	MMS	2016	25%	Interview and Questionnaires	Department of Culture

OBJECTIVE C: Policy, Legal and Institutional frameworks governing management and development of Information, Culture, Arts and Sports Sectors improved.

Sectoral policies and legislations monitored and evaluated.	Good arts work	Number of Artists in the industry	Evaluation report	Annually	MMS MUT	2016	20%	Interview and Questionnaires	Department of Culture
Policies governing management and development of Information, Culture, Arts and Sports sectors reviewed.	National Arts policy formulated	Increase of arts works	Policy books, consultative meeting report and cabinet paper	Annually	MMS	2016	100%	Interview, observation and Questionnaires	Department of Culture
	Updated Culture Policy	Citizens to follow norms and customs	Policy books, consultative meeting report and cabinet paper	After 5 years	MUT	2016	100%	Interview, Observation and Questionnaires	Department of Culture

OBJECTIVE – E: Service delivery to MICAS stakeholders improved

Stakeholder participation in the execution of Ministerial mandate enhanced.	Improve of services delivery	Number of services provided	Number of people participated in execution	Annually	MUT MMS	2016	25%	Oral interview, observations and questionnaires	Department of Culture
Public awareness on policies and legislations implemented by MICAS	MICAS services implemented smoothly	Reduction of conflicts	Number of policies and legislations	Annually	MUT	2016	25%	Oral interview, observations and	Department of Culture

			distributed		MMS			questionnaires	
MICAS capacity for effective delivery of its mandates improved.	Services provided to public known	Number of services provided	Number of places	Annually	MUT MMS	2016	25%	Oral interview, observations and questionnaires	Department of Culture
Information sharing between MICAS and its stakeholders enhanced.	MICAS services known to public	Increase of awareness on services provided by MICAS	Number of people knows services provided by MICAS	Annually	MUT MMS	2016	25%	Oral interview, observations and questionnaires	Department of Culture

SUB-VOTE: SPORTS DEVELOPMENT: CODE 6004

OBJECTIVE - F: Supporting Services within the Ministry improved

MICAS Training Programme prepared and training conducted to staff	Improve of services provided by institutions	Number of subventions	Payment vouchers and Exchequers	Quarterly	MMM	2016	20%	Interview and Questionnaires	Department of Sports
Physical education and school sports systems enhanced	Sports activities improved	More availability of sports experts	Number of experts available	Quarterly	MMM	2016	25%	Interview, Observation and Questionnaires	Department of Sports
Working environment including provision of appropriate working equipment/tools and human resources services improved	Improve working tools and transport	Number of working tools	Assets register	Quarterly	MMM	2016	25%	Interview, Observation and Questionnaires	Department of Sports
OBJECTIVE - D: Culture, Arts, Films, Sports and access to information promoted and developed									
Quality sports programmes delivered	Sports experts produced	Sports improvements	Assessment and evaluative reports	Annually	MMM	2016	25%	Interview, and Questionnaires	Department of Sports
Tanzanians engage in	Public sports	Increase public	Sports and	Annually	MMM	2016	25%	Interview and	Department

quality sport programs that will provide opportunities for communities, volunteers and athletes to participate in sport within the participation and long term athletes	awareness	involvement in sports	games events						Questionnaires	of Sports
A National sport system comprised of organizations, individual, communities and institutions with sufficient dedicated financial and human resources to sustain development and enable growth	Availability and high standard of sports facilities	Number of sports partners in sports industry	Availability of sports facilities	Annually	MMM	2016	20%		Interview, observation and Questionnaires	Department of Sports
Inclusion of women and adapted Sport increased	sports Improvement of women and people with special needs	Women and people with special needs engage in sports	Availability sports opportunities	Annually	MMM	2016	25%		Interview, observation and Questionnaires	Department of Sports
Sports infrastructure developed and improved	Availability of improved sports infrastructure	Improve in sports performance	Number of infrastructure available	Annually	MMM	2016	20%		Interview, observation and Questionnaires	Department of Sports
Sensitize LGAs to construct and maintain Sports infrastructures	Availability of sports infrastructures	Improve of sports performance	Number of infrastructure available	Annually	MMM	2016	20%		Interview, observation and Questionnaires	Department of Sports
Enhance linkages and partnership among stakeholders to foster and support social and economic development	Improve well being of the people	Economically improved	Number of stakeholders in sports field	Annually	MMM	2016	20%		Interview, observation and Questionnaires	Department of Sports
Sports policy and governing laws updated	Updated policy	Increase of sports works	Policy books, consultative	Annually	MMM	25%	25		Interview, observation	Department of Sports

			meeting report and cabinet paper					and Questionnaires	
Improve good governance in sports	Reduction of conflicts	Increase of participants in sports	Number of registered clubs and associations	Annually	MMM	25%	25	Interview, observation and Questionnaires	Department of Sports
Corruption in sport sector reduced	Growth of sports activities	Increase of competitors in sports	Number of competitors	Annually	MMM	25%	25	Interview, observation and Questionnaires	Department of Sports

OBJECTIVE – E: Service delivery to MICAS stakeholders improved

Stakeholder participation in the execution of Ministerial mandate enhanced.	Improve of services delivery	Number of services provided	Number of people participated in execution	Annually	MMM	2016	25%	Oral interview, observations and questionnaires	Department of Sports
Public awareness on policies and legislations implemented by MICAS created.	MICAS services implemented smoothly	Reduction of conflicts	Number of policies and legislations distributed	Annually	MMM	2016	25%	Oral interview, observations and questionnaires	Department of Sports
MICAS capacity for effective delivery of its mandates improved.	Services provided to public known	Number of services provided	Number of places	Annually	MMM	2016	25%	Oral interview, observations and questionnaires	Department of Sports
Information sharing between MICAS and its stakeholders enhanced.	MICAS services known to public	Increase of awareness on services provided by MICAS	Number of people knows services provided by MICAS	Annually	MMM	2016	25%	Oral interview, observations and questionnaires	Department of Sports

SUB-VOTE: HUMAN RESOURCE MANAGEMENT: CODE: 1001

OBJECTIVE - A: Services improved and HIV/AIDS infections reduced.

A system to support Ministry staff living with HIV/AIDS implemented.	Increase of man powers	Improved performance	Medical reports	Quarterly	DAR HM	2016	25%	Interview and Questionnaires	Department of Human resources
HIV/AIDS responses mainstreamed in MICAS policies and plans	Reduction of staff with HIV/AIDS	Improved performance	Medical reports	Quarterly	DAR HM	2016	25%	Interview and Questionnaires	Department of Human resources

OBJECTIVEB - B National ant-corruption strategies and Action plan enhanced and sustained.

Ministry Anti-Corruption Strategy established and implemented.	Increase of awareness among staff	Availability of services without segregation	The level of accountability to staff	Quarterly	DAR HM	2016	25%	Interview and Questionnaires	Department of Human resources

OBJECTIVE - F: Supporting Services within the Ministry improved

MICAS Training Programme prepared and training conducted to staff	Improve and increase performance	Work performance	Payroll	Quarterly	DAHRM	2016	25	Interview and Questionnaires	Department of Human resources
	Training programme in place	Improvement of work	Certificates	Quarterly	DAHRM	2016	20%	Interview and Questionnaires	Department of Human resources
	MICAS record improved	Retrieval time of files reduced	Reports	Quarterly	DAHRM	2016	25%	Interview and Questionnaires	Department of Human resources
	Tools procured and maintained	Number of tools procured and maintained	Asset register	Quarterly	DAHRM	2016	25%	Interview, Observation and Questionnaires	Department of Human resources
	Health of workers improved	Health of workers improved	Number of medal received	Quarterly	DAHRM	2016	25%	Interview, Observation and Questionnaires	Department of Human resources
	Updated Service Client Charter	Services improved	Document in place	After three years	DAHRM	2016	25%	Interview, Observation and Questionnair	Department of Human resources

								es	
	Performance per staff known	Rules and regulations to be followed	Documents in place	Annually	DAHRM	2016	25%	Interview, Observation and Questionnaires	Department of Human resources
MICAS staff sensitized on aspects of good governance	Provision of services on time	Awareness of good governance to staff	Progress reports	Annually	DAHRM	2016	25%	Interview, Observation and Questionnaires	Department of Human resources
Workers Council meetings conducted	Reduction of complaints	Number of workers meeting conducted	Minutes and attendance registers	Quarterly	DAHRM	2016	25%	Interview, and Questionnaires	Department of Human resources
Working environment including provision of appropriate working equipment/tools and human resources services improved	Improve working tools and transport	Number of working tools	Assets register	Quarterly	DAHRM	2016	25%	Interview, Observation and Questionnaires	Department of Sports

OBJECTIVE – E: Service delivery to MICAS stakeholders improved

Stakeholder participation in the execution of Ministerial mandate enhanced.	Improve of services delivery	Number of services provided	Number of people participated in execution	Annually	DAHRM	2016	25%	Oral interview, observations and questionnaires	Department of Human resources
MICAS Client Service Charter implemented	Improve of services delivery	Number clients satisfied	Improved provision of services	Annually	DAHRM	2016	25%	Oral interview, observations and questionnaires	Department of Human resources
Public awareness on policies and legislations implemented by MICAS created.	MICAS services implemented smoothly	Reduction of conflicts	Number of policies and legislations distributed	Annually	DAHRM	2016	25%	Oral interview, observations and questionnaires	Department of Human resources
MICAS capacity for effective delivery of its mandates improved.	Services provided to public known	Number of services provided	Number of places	Annually	DAHRM	2016	25%	Oral interview, observations and	Department of Human resources

								questionnaires	
Information sharing between MICAS and its stakeholders enhanced.	MICAS services known to public	Increase of awareness on services provided by MICAS	Number of people knows services provided by MICAS	Annually	DAHRM	2016	25%	Oral interview, observations and questionnaires	Department of Human resources

SUB-VOTE: FINANCE AND ACCOUNTS: CODE: 1002

OBJECTIVE - F: Supporting Services within the Ministry improved

Working environment including provision of appropriate working equipment/tools and human resources services improved	Improvement of Services provided	Quality of services offered	Training certificates	Annually	CA	2016	25%	Interview and Questionnaires	Finance and Accounts unit
	Increase moral	Improvement of Services provided	Reduction of complaints.	Quarterly	CA	2016	25%	Interview and Questionnaires	Finance and Accounts unit
	Tools procured	Number of tools procured	Assets register	Quarterly	CA	2016	25%	Interview, Observation and Questionnaires	Finance and Accounts unit
Financial management systems, internal controls, procurement and assets management strengthened	Availability of documents	Easy trace of documents	Documents in place	Quarterly	CA	2016	25%	Interview, Observation and Questionnaires	Finance and Accounts unit
	Financial Reports prepared	Number of Financial Reports prepared	Reports	Quarterly	CA	2016	25%	Interview and Questionnaires	Finance and Accounts unit

SUB-VOTE: POLICY AND PLANNING: CODE: 1003

OBJECTIVE - F: Supporting Services within the Ministry improved

Working environment including provision of appropriate working equipment/tools and human resources services improved	Increase moral	Improvement of Services provided	Reduction of complaints.	Quarterly	DPP	2016	25%	Interview and Questionnaires	Department of Policy and Planning
	Tools procured	Number of tools procured	Asset register	Quarterly	DPP	2016	25%	Interview, Observation and Questionnaires	Department of Policy and Planning
	Improvement of Services provided	Quality of services offered	Training certificates	Annually	DPP	2016	25%	Interview, Observation and Questionnaires	Department of Policy and Planning
Planning, budgeting, reporting and monitoring and evaluation of ministerial Policies, Plans and Strategies coordinated and strengthened	All documents in place	Availability of MTEF, Budget speech, memorandum and Strategic Plan	Documents	Annually	DPP	2016	100%	Interview, observetion and Questionnaires	Department of Policy and Planning
Conduct site visits to 10 development projects and strengthening Ministry Statistics	Project evaluate and monitored	Number of project evaluate and monitored	Reports	Quarterly	DPP	2016	100%	Interview, Observation and Questionnaires	Department of Policy and Planning
	Database in place	Availability of data on time	Reports	Semi annually	DPP	2016	50%	Interview and Questionnaires	Department of Policy and Planning

OBJECTIVE - C: Policy, Legal and Institutional framework governing management and development of information, Culture, Arts and Sports Sectors improved.

Policies governing management and development of Information, Culture, Arts and Sports sectors reviewed	Updated Sector policies	Number of Sector policies reviewed and prepared	Reports	Quarterly	DPP	2016	25%	Interview and Questionnaires	Department of Policy and Planning

SUB-VOTE: GOVRNMENT COMMUNICATION UNIT: CODE: 1004

OBJECTIVE - F: Supporting Services within the Ministry improved

Service delivery and communication systems at all levels Improved	Utamaduni Wetu magazine produced	Number of copies of Utamaduni Wetu magazine produced	Magazine Reports	Quarterly	HGCU	2016	25%	Interview and Questionnaires	Government Communication Unit
	MICAS activities known to public	Well known of MICAS to public	Number of programs conducted	Quarterly	HGCU	2016	25%	Interview and Questionnaires	Government Communication Unit
	MICAS activities known to public	Well known of MICAS to public	Number of events conducted	Quarterly	HGCU	2016	25%	Interview and Questionnaires	Government Communication Unit
	MICAS activities known to public	Well known of MICAS to public	Number of sessions conducted	Quarterly	HGCU	2016	25%	Interview and Questionnaires	Government Communication Unit
	Improve of services provided	Reduced customers complains	Queries reports	Monthly	HGCU	2016	25%	Interview and Questionnaires	Government Communication Unit
Working environment including provision of appropriate working equipment/tools and human resources services improved	Increase moral	Improvement of Services provided	Reduction of complaints.	Monthly	HGCU	2016	25%	Interview and Questionnaires	Government Communication Unit
	Tools procured	Number of tools procured	Asset register	Quarterly	HGCU	2016	25%	Interview, Observation and Questionnaires	Government Communication Unit
	Improvement of Services provided	Quality of services offered	Training certificates	Annually	HGCU	2016	25%	Interview, Observation and Questionnaires	Government Communication Unit

SUB-VOTE: PROCUREMENT MANAGEMENT UNIT: CODE: 1005

OBJECTIVE - F: Supporting Services within the Ministry improved

Public procurement procedures adhered to by Public procurement procedures adhered	Increase moral	Improvement of Services provided	Reduction of complaints.	Quarterly	HP MU	2016	25%	Interview and Questionnaires	Procurement Unit
	Tools procured	Number of tools procured	Asset register	Quarterly	HG CU	2016	25%	Interview, Observation and Questionnaires	Procurement Unit
	Annual procurement plan developed	Advertisement of procurement plan	Procurement Plan document	Annually	HG CU	2016	100%	Interview and Questionnaires	Procurement Unit
	Improvement of Services provided	Quality of services offered	Training certificates	Annually	HG CU	2016	100%	Interview and Questionnaires	Procurement Unit

OBJECTIVE – B: National Anti-corruption Strategies and Action Plan enhanced and sustained

Operationalization of MICAS Ethics and Integrity committee and complaints handling mechanism improved	Tender Board meetings	Number of Tender Board meeting conducted	Minutes and attendance	Quarterly	HG CU	2016	25%	Interview and Questionnaires	Procurement Unit
	Stock taken and updated inventory	Establishment of inventory book	Inventory book	Annually	HG CU	2016	100%	Interview and Questionnaires	Procurement Unit

SUB-VOTE: INTERNAL AUDIT: CODE: 1006

OBJECTIVE - F: Supporting Services within the Ministry improved

Internal controls and systems management strengthened	Increase performance	Improve of performance	reduction of complains registered	Quarterly	CIA	2016	25%	Interview and Questionnaires	Internal Audit Unit
	Guideline and Audit Strategy Plan in place	Adherence to procedures and guideline	Guideline and Audit Strategy Plan documents	Annually	CIA	2016	25%	Interview and Questionnaires	Internal Audit Unit
	Availability of audit modern technology	Reduction of audit time	The system installed	Annually	CIA	2016	25%	Interview and Questionnaires	Internal Audit Unit
Working environment including provision of appropriate working equipment/tools and human resources services improved	Increase moral	Improvement of Services provided	Reduction of complaints.	Quarterly	CIA	2016	25%	Interview and Questionnaires	Internal Audit Unit
	Improvement of Services provided	Quality of services offered	Training certificates	Annually	CIA	2016	25%	Interview and Questionnaires	Internal Audit Unit
	Tools procured	Number of tools procured	Asset register	Quarterly	CIA	2016	25%	Interview and Questionnaires	Internal Audit Unit

SUB-VOTE: INFORMATION AND COMMUNICATION TECHNOLOGY: CODE: 1007

OBJECTIVE - F: Supporting Services within the Ministry improved

Information and Communication Technology at MICAS improved	Increase of revenue collection	New system of revenue collection	Revenues register	Quarterly	HICT	2016	25%	Interview and Questionnaires	ICT Unit
	File track system in place	Easy track of file	File system	Annually	HICT	2016	25%	Interview and Questionnaires	ICT Unit
	Good working equipments	Good working equipments	Fastness of operating of equipments	Monthly	HICT	2016	25%	Interview and Questionnaires	ICT Unit
Working environment	Improvement of	Quality of	Training	Annually	HICT	2016	25%	Interview and	ICT Unit

including provision of appropriate working equipment/tools and human resources services improved	Services provided	services offered	certificates					Questionnaires	
	Tools procured	Number of tools procured	Asset register	Quarterly	HICT	2016	25%	Interview and Questionnaires	ICT Unit
	Increase moral	Improvement of Services provided	Reduction of complaints.	Monthly	HICT	2016	25%	Interview and Questionnaires	ICT Unit

SUB-VOTE: LEGAL SERVICES: CODE: 1008

OBJECTIVE - F: Supporting Services within the Ministry improved

The provision of legal services at MICAS strengthen/imrpved	Complains reduced	Availability of quality services	Complains register	Quarterly	HLU	2016	25%	Interview and Questionnaires	Legal Unit
	Awareness created	Strong solidarity among staff	Unit among staff	Quarterly	HLU	2016	25%	Interview and Questionnaires	Legal Unit
Working environment including provision of appropriate working equipment/tools and human resources services improved	Improvement of Services provided	Quality of services offered	Training certificates	Annually	HLU	2016	25%	Interview and Questionnaires	Legal Unit
	Increase moral	Improvement of Services provided	Reduction of complaints.	Monthly	HLU	2016	25%	Interview and Questionnaires	Legal Unit
	Tools procured	Number of tools procured	Asset register	Quarterly	HLU	2016	25%	Interview and Questionnaires	Legal Unit

OBJECTIVE – C: Policy, Legal and Institutional framework governing management and development of information, Culture, Arts and Sports Sectors improved.

Legal and institutional framework in the Information, Culture, Arts and Sports sectors improved	Reviewed Acts and regulations	Number of Acts and regulations reviewed	Reviewed Reports	Annually	HLU	2016	25%	Interview and Questionnaires	Legal Unit

THE ORGANISATION STRUCTURE OF THE MINISTRY OF INFORMATION, CULTURE, ARTS AND SPORTS
(Approved by the President on 7th July, 2018)

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                        │   PERMANENT SECRETARY   │
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FINANCE AND ACCOUNTS UNIT	POLICY AND PLANNING DIVISION
CHIEF ACCOUNTANT	DIRECTOR

INTERNAL AUDIT UNIT	ADMINISTRATION AND HUMAN RESOURCES MANAGEMENT DIVISION
CHIEF INTERNAL AUDITOR	DIRECTOR

PROCUREMENT MANAGEMENT UNIT	GOVERNMENT COMMUNICATION UNIT
DIRECTOR	PRINCIPAL INFORMATION OFFICER

INFORMATION AND COMMUNICATION TECHNOLOGY UNIT	LEGAL SERVICE UNIT
PRINCIPAL ICT OFFICER	PRINCIPAL LEGAL OFFICER

EAs (TaSUBa)

INFORMATION SERVICES DIVISON	CULTURE DEVELOPMENT DIVISION	SPORTS DEVELOPMENT DIVISION	ARTS DEVELOPMENT DIVISION
DIRECTOR	DIRECTOR	DIRECTOR	DIRECTOR
PRESS AND PHOTO SERVICES SECTION	CULTURE HERITAGE & NATIONAL ETHICS SECTION	GAMES AND SPORTS DEVELOPMENT SECTION	COORDINATION OF ARTIST INDUSTRY SECTION
REGISTRATION AND MEDIA COORDINATION SECTION	LANGUAGE DEVELOPMENT SECTION	GAMES AND SPORTS INFRASTRUCTURE SECTION	RIGHTS AND DEVELOPMENT OF ARTIST SECTION
GOVERNMENT COMMUNICATION COORDINATION SECTION			