THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF INFORMATION, CULTURE, ARTS AND SPORTS



STRATEGIC PLAN 2026/27 2030/31



THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF INFORMATION, CULTURE, ARTS AND SPORTS

Strategic PLAN 2026/27 2030/31

JUNE 2026

Prepared by:
Permanent Secretary,
Ministry of Information, Culture, Arts and Sports,
Mtumba City, 2 Michezo Street,
P.O. Box 25, 40481 DODOMA
Tel: +255 26 2322 129 Fax: +255 26 2322 128
Email: km@michezo.go.tz I **Website:** https://www.michezo.go.tz

TABLE OF CONTENTS

LIST OF TABLES iv
LIST OF ANNEXES iv
LIST OF ABBREVIATIONS AND ACRONYMS v
STATEMENT OF THE MINISTER vii
STATEMENT OF THE PERMANENT SECRETARY viii
CHAPTER ONE 1
INTRODUCTION 1

1.1 Background 1
1.2 Institutional Mandate 1
1.3 Purpose of the Plan 1
1.4 Approach 2
1.5 The layout of Strategic Plan 2

CHAPTER TWO 5
SITUATIONAL ANALYSIS 5

2.1 Analysis of Current Vision and Mission 5
2.2 Reviewed Relevant Documents 5
2.3 Performance Review 18
2.4 SWOC Analysis 33
2.5 Stakeholders Analysis 34
2.6 Institutional Self-Assessment (ISA) and Benchmarking 39
2.7 Pestel Analysis 42
2.8 Recent Initiatives 44
2.9 Critical Issues 46

CHAPTER THREE 51
THE PLAN 51

3.1 Vision 51
3.2 Mission 51
3.3 Core Values 51
3.4 Objectives 52

CHAPTER FOUR 67
RESOURCES FOR THE PLAN 67

4.1 Introduction 67
4.2 Resources Required 67

CHAPTER FIVE 135
RESULTS FRAMEWORK 135

5.1 Introduction 135
5.2 The Development Objective 135
5.3 Beneficiaries of MICAS Services 135
5.4 Linkage with the National Frameworks (FYDP IV) 136
5.5 The Result Framework Matrix 136
5.6 Monitoring, Reviews and Evaluation Plan 141
5.7 Evaluation Plan 165

ANNEXTURES 169



Alphonce Felix Simbu won the historic gold medal in the men's marathon at the 2025 World Athletics Championships in Tokyo, Japan

LIST OF TABLES

Table 01	Stakeholders Analysis	35
Table 02	Human Resource	68
Table 03	Training and Capacity Building	81
Table 04	Objectives Cost Breakdown and Projections	88
Table 05	Source of Financial Resource	109
Table 06	Technological Resource	129
Table 07	Result Framework Matrix	137
Table 08	Outcome Indicator Tracking Matrix	142
Table 09	Monitoring Plan	147
Table 10	Planned Review Meeting	159
Table 11	Planned Milestones	160
Table 12	Rapid Appraisal	163
Table 13	Evaluation Plan	165
Table 14	Internal Reporting Plan	167
Table 15	External Reporting Plan	168

LIST OF ANNEXES

Annex 1	Strategic Plan Matrix	169
Annex 2	MICAS Organizational Structure	180



LIST OF ABBREVIATIONS AND ACRONYMS

AU	African Union
AUSC	African Union Sports Council
AFCON	African Cup of Nations
CA	Chief Accountant
CMO	Copyrights Management Office
COSOTA	Copyright Office of Tanzania
DAHRM	Directorate of Administration and Human Resources Management
DPs	Development Partners
EAC	East African Community
FYDP III	Five Years Development Plan III
GCU	Government Communication Unit
GDP	Gross Domestic Product
HIV/AIDS	Human Immuno-deficiency Virus/ Acquired Immune Deficiency Syndrome
IAU	Internal Audit Unit
ICT	Information and Communication Technology
JAMAFEST	Jumuiya ya Afrika Mashariki Utamaduni Festival
KPIs	Key Performance Indicators
LTPP	Long-Term Perspective Plan
LSU	Legal Services Unit
MICAS	Ministry of Information, Culture, Arts and Sports
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
MTSP	Medium Term Strategic Plan
MTSPBM	Medium-Term Strategic Planning and Budgeting Manual

NACSAP III	National Anti-Corruption Strategy and Action Plan Phase III
NCDs	Non- Communicable Diseases
NGOs	Non-Governmental Organizations
NKC	National Kiswahili Council
NAC	National Arts Council
NSC	National Sports Council
NKRAs	National Key Results Areas
OC	Other Charges
PMU	Procurement Management Unit
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
SP	Strategic Planning
SADC	Southern African Development Community
SWOC	Strengths, Weaknesses, Opportunities and Challenges
SDG	Sustainable Development Goals
TFB	Tanzania Film Board
TSN	Tanzania Standard Newspapers
UNESCO	United Nations Educational Scientific and Cultural Organization





Statement of The MINISTER

The Ministry of Information, Culture, Arts, and Sports recognize the vital role it plays in managing Information, culture, arts and sports in the country. As we prepare our strategic plan, our primary objective is to outline a clear and actionable roadmap that will guide the Ministry's efforts over the next five (5) years (2026/27 – 2030/31). This strategic plan will focus on strengthening institutional capacity to deliver quality services to the public, and ensuring that our programs in information dissemination, cultural promotion, artistic development, and sports advancement are impactful, inclusive, and sustainable.

In preparing this strategic plan, we are committed to promoting innovation, accessibility, and excellence across all our departments. Improving infrastructure for information management, cultural centers, arts facilities, and sports venues is a key priority, as it creates an enabling environment for creativity, learning, and community engagement. Equally important is enhancing public access to information, ensuring that citizens are well-informed, empowered, and able to actively participate in national development.

The strategic plan will also emphasize the sustainable management of our environment and ecosystems in line with our cultural and sports initiatives. By integrating environmental stewardship into our operations, events, and infrastructure, we aim to preserve both natural and cultural heritage for future generations. This approach reflects our commitment to responsible and sustainable development, ensuring that the Ministry's activities positively contribute to the social, cultural, and environmental well-being of our nation.

Finally, this plan will serve as a blueprint for collaboration, innovation, and accountability. By strengthening partnerships with stakeholders, investing in human capital, and adopting modern technologies, the Ministry will enhance its efficiency, responsiveness, and public trust. Through this strategic plan, we reaffirm our commitment to fostering a vibrant, informed, and culturally enriched society, while promoting sports, arts, and information as key drivers of national development.

.....

Paul Christian Makonda (MP)

MINISTER FOR INFORMATION, CULTURE, ARTS AND SPORTS

Statement of The PERMANENT SECRETARY



As the Permanent Secretary of the Ministry of Information, Culture, Arts, and Sports, I am pleased to present our commitment to the preparation of a robust and forward-looking strategic plan. This plan is designed to provide a clear framework for strengthening the Ministry's operations, improving service delivery, and ensuring that our programs in information management, cultural development, arts promotion, and sports advancement are effective, sustainable, and inclusive. It reflects our determination to align the Ministry's activities with national development priorities and to respond to the evolving needs of our citizens.

The strategic plan will focus on enhancing institutional capacity through improved infrastructure, modern systems, and the development of skilled human resources. By upgrading our information, culture, arts, and sports facilities, and embracing innovative technologies, we aim to create an environment that encourages creativity, knowledge sharing, and active citizen engagement. Additionally, improving public access to information will be central to promoting transparency, informed participation, and accountability in all aspects of our work.

Sustainability and environmental stewardship will also be integral components of the plan. By adopting environmentally responsible practices across our programs and operations, we will safeguard natural resources and cultural heritage, ensuring that our initiatives in arts, culture, and sports are aligned with broader ecological and social sustainability goals. This approach reinforces the Ministry's role in fostering a balanced and resilient development trajectory for our nation.

Finally, this strategic plan will serve as a guiding framework for collaboration, coordination, and results-oriented management within the Ministry. Through strengthened partnerships, evidence-based decision-making, and enhanced monitoring and evaluation mechanisms, we will ensure efficient, accountable, and impactful delivery of services. The Ministry is committed to leveraging this strategic plan to create a vibrant, informed, and culturally enriched society, while advancing sports, arts, and information as pillars of national progress

.....

Gerson Msigwa
PERMANENT SECRETARY
MINISTRY OF INFORMATION, CULTURE, ARTS AND SPORTS



THer Excellency Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania meeting with Miss World 2025, Opal Suchata Chuangsri, during a high-level visit in Kizimkazi, Zanzibar

01



Chapter One
INTRODUCTION

01

1.1 Background

The Ministry of Information, Culture, Arts and Sports was established vide Government Notice No.36 of 17th January, 2025. Before Government Notice No. 36 of January 17, 2025, the Ministry was known as the Ministry of Information, Culture, Arts, and Sports, which was announced through Government Notices No. 384 of 7th May, 2021. Thereafter, the name of the Ministry was changed to the Ministry of Culture, Arts and Sports through Government Notice No. 783 of 22nd November, 2021. Through the Instrument of the Government Notice No.36 of 17th January, 2025.

Through the Government Notice No.36 of 17th January, 2025, there were nine (9) institutions under the mandate of the Ministry. The institutions are the National Arts Council (NAC), National Kiswahili Council (BAKITA), The Bagamoyo Arts and Culture Institute (TaSUBa), National Sports Council (NSC), Tanzania Film Board (TFB), Copyright Society of Tanzania (COSOTA), Tanzania Standard Newspapers (TSN), the Tanzania Broadcasting Corporation (TBC), and the Journalist Accreditation Board (JAB). The Ministry also coordinated and supervised Malya Institute of Sports Development, Tanzania Culture and Arts Trust Fund and African Liberation Heritage Centre.

1.2 Institutional Mandate

The Ministry of Information, Culture, Arts, and Sports is mandated to:

i. Formulate and monitor the implementation of Policies on Information, Culture, Arts and Sports;

ii. Coordination and Regulation of the Mass Media;

iii. Development and Regulation of Film and Theatrical Performances;

iv. Promotion of Arts, Sports and Culture, Copyrights, and Neighboring Rights; and

v. Performance Improvement and Development of Human Resources under the Ministry and Extra Ministerial Departments, Parastatal Organizations, Agencies, Programs, and Projects under this Ministry.

1.3 Purpose of the Plan

The Strategic Plan is a management tool for defining future direction of the organization. It provides a roadmap and act as a guide through which MICAS will deploy resources to achieve its vision and mission. It is a tool for informing stakeholders, management, employees and clients

about what the Ministry plans to do in the next five (5) years. The plan will be the main tool for reference when preparing annual plans and budgets and will enable the Ministry to make informed decisions with respect to its strategic direction to ensure the efficient and effective allocation of resources.

1.4 Approach

The formulation of this Strategic Plan was built on intensive and extensive participatory approach with MICAS management, staff and key stakeholders. A mixed method was used whereby different tools were used to gather required information to inform this plan. These included a performance review of the previous Strategic Plan 2021/22-2025/26, analytical tools, namely; strengths, weaknesses, opportunities and challenges (SWOC), stakeholder analysis as well as the political, economic, social, technological, environmental and legal (PESTEL) analysis, and a review of evaluation report and other relevant best practices.

This plan critically took into account among other things aspirations articulated in the Dira 2050, Five-Year Development Plan IV (FYDP IV) 2026/27-2030/31, Ruling Party Manifesto 2025/30, Sustainable Development Goals (SDGs) 2030, African Union (Agenda 2063) and various national sector and crosscutting policies. The above used methodological considerations provided insights that led to the identification of critical issues that formed the basis for developing the strategic objectives.

1.5 The layout of Strategic Plan

This Strategic Plan is organized into five chapters.

a. Chapter one: Provides the overall introduction and presents the background information, mandate and functions of the Ministry, rationale, approach and methodology used, and the layout of the Plan;

b. Chapter two: Presents a situational analysis, including an assessment of internal and external factors affecting performance, a review of the current vision, mission, and core values, and an evaluation of the existing Strategic Plan. It also presents the SWOC, PESTEL and stakeholder analysis, recent improvement initiatives, a review of relevant documents and proposed critical issues;

c. Chapter three: Outlines core elements of the Plan by articulating the vision, mission, core values, objectives, strategies, targets, and key performance indicators;

d. Chapter four: Details the resources required for successful implementation of the Plan, covering human and financial resources needed;

e. Chapter five: Presents the results framework which intends to provide guidance on how to measure the implementation of the plan; and

f. The annexes consist of the Organization Structure and Strategic Plan Matrix.



02



Chapter Two
SITUATIONAL ANALYSIS

02

This chapter analyzes the performance of the ending strategic plan, reviews vision, mission and core values, scan MICAS internal and external environment through SWOC Analysis, the review of relevant documents, Stakeholder's Analysis. Results of this analysis provides basis for formulating critical Issues that need to be addressed by the Plan

2.1 Analysis of Current Vision and Mission

2.1.1 Current Vision

"A Ministry that ensure Tanzania is internationally competitive in sports with high quality of artist works and culturally oriented for National Development".

2.1.2 Current Mission

"To foster, facilitate and promote national identity, good cultural values and norms, arts, games, and sports for national socio-economic development".

Slight changes have been made to the current Vision and Mission to include issues related to the Information Sector and reflect the Ministry's new aspirations for the period 2025–2030.

2.2 Reviewed Relevant Documents

2.2.1 Tanzania Development Vision 2050

Vision 2050 emphasizes information, culture, arts, and sports as central pillars of national identity, unity, prosperity, and global presence. Vision 2050 also emphasized that Information, Culture, arts, and sports are highlighted as both social and economic catalysts driving social cohesion, unity, engaging society and national pride. Therefore, the role of MICAS is to amplify cultural and development messaging to promote Swahili through advanced digital media and creative content, all of which align with the 2050 goals of inclusive growth, national building and global competitiveness. Additionally, in Vision 2050 Sports and creative sectors have been identified as transformative sectors with the potential to realize the goals and target of Vision 2050. These sectors hold untapped potential for driving socio-economic growth. Also, these sectors offer vast opportunities for economic growth, social cohesion and youth empowerment, providing diverse avenues for employment, skill development, and income generation. By 2050, Tanzania aims to become a leading cultural and sporting hub in Africa, with thriving industries in music, film, fashion and entertainment. Cultivating talent

and establishing a supportive ecosystem is essential in unlocking the creative and entrepreneurial potential of the youth. Additionally, investments in infrastructure and intellectual property rights will be crucial to ensuring the sustainability and growth of these industries.

2.2.2 Five Years Development Plan (FYDP IV) - 2026/27–2030/31

Tanzania's Five-Year Development Plans IV (FYDPs) translate Vision 2050 into sequenced strategies guiding investment, reform, and public private partnership - sector growth. FYDP IV focused on sports and creative industries and infrastructure to promote social and economic development, social cohesion, youth empowerment and innovation to enable national branding while FYDP II advanced industrialization and job creation. The current FYDP IV (2026/27–2030/31) elaborate the challenges that faces the sports and creative industries such as low market penetration, digital piracy, poor enforcement of intellectual property right, inadequate and poor infrastructure and weak institutional coordination. The plan emphasizes competitiveness, innovation, and inclusive human development. The plan priorities a series of transformative intervention that together establish an integrate value chain linking infrastructure, talent development, financing and commercialization of sports and creative sectors. This plan tends to integrate international standard stadium, sports science centre and coaching officiating academies, and commercial facilities designed to strengthen sports tourism, event hosting and branding. Through Annual Development Plans, progress is tracked across sectors. MICAS's Strategic Plan aligns with FYDP IV by positioning culture, arts, and sports as key drivers of creativity, cohesion, and youth employment. Despite financing and coordination challenges, the FYDP framework provides a coherent national roadmap for sustainable, people-centred industrial transformation. By fostering a business-friendly environment that attract private investment and nurtures entrepreneurship through incubators and accelerators, Tanzania can unlock immense economic values.



Malya Centre for Sports Excellency





Farasi training ground



Law School training ground



Gymkhana practice ground



Gymkhana 2 Practice Ground



Leaders Club training ground

2.2.3 Sustainable Development Goals 2030

The Sustainable Development Goals (SDGs) 2030 emphasize promoting SDG 9 (Industry, Innovation and Infrastructure), SDG 10 (Reduced Inequalities), SDG 3 (Good Health and Well-being), SDG 11 (Sustainable Cities and Communities), SDG 4 (Quality Education), SDG 5 (Gender Equality), and SDG 16 (Peace, Justice and Strong Institutions). MICAS will significantly influence the achievement of these goals by strengthening colleges, constructing new stadiums and recreational centers, establishing centres of excellence, and renovating existing stadiums, thereby contributing to SDG 3, SDG 4, SDG 9, and SDG 11. MICAS shall establish a robust information environment that ensures accurate government communication and public media, thereby supporting SDG 16 (Peace, Justice and Strong Institutions) through promoting access to reliable information and strengthening institutional effectiveness. Furthermore, MICAS will ensure collaboration with national and international stakeholders on sports, culture, arts, and information development and promotion, thereby advancing SDG 17 (Partnerships for the Goals).

2.2.4 Information and Broadcasting Policy (2003)

The main objective of this policy is to create and enabling environment for the growth of the media sector, ensure freedom and access to information, uphold professional ethics, and encourage plural ownership of media outlets while promoting communication infrastructure nationwide. The Ministry of Information, Culture, Arts, and Sports implement this policy by coordinating government communication, regulating broadcasting and press activities, and supporting reforms to strengthen professional media. It also uses its information departments to disseminate official government messages, expand access to information in underserved areas, and engage in ongoing legal reforms to align the media environment with the country's democratic and developmental needs. The Ministry will continue to implement the Information and broadcasting Policy (2003).

2.2.5 Culture Policy (1997)

The Culture Policy of 1997 aims to preserve and promote Tanzania's cultural heritage, foster Kiswahili as a national language, encourage creativity in the arts, music, theatre, and films, and provide education and training opportunities in cultural fields. It also seeks to facilitate the establishment of cultural associations and institutions while strengthening financing and management of cultural activities. The Ministry implements this through the Culture Development Department and institutions such as National Arts Council - BASATA and the National Kiswahili Council - BAKITA, which promotes artistic talent, safeguards heritage, and organizes cultural events. Recently, the Ministry revived the Tanzania Culture and Arts Fund and directed the region's culture officers to formalize structures that strengthen art promotion and cultural values across the country. The Ministry will continue with the Implementation of the Policy.



Miss World Tanzania 2026, Latricia Ian (Latricia Sawe), receiving the national flag from BASATA Acting Executive Secretary Edward Buganga during her farewell event in August 2026 before heading to the international competition in Vietnam.

2.2.6 Sports Development Policy (1995)

The policy's objectives are to promote mass participation in sports, nurture talent from grassroots to professional levels, build administrative and managerial capacity in sports bodies, ensure inclusivity for women and people with disabilities, and develop adequate infrastructure and training for coaches and officials in sports. The Ministry will continue to oversee its institutions to promote sports at the community level, train experts, host competitions, and develop youth at the school level while seeking partnerships and resources to strengthen both mass and elite sports in Tanzania.

World Swahili Conference







2.2.7 UNESCO Convention for Safeguarding of the Intangible Cultural Heritage of 2003

This Convention aims to safeguard the intangible cultural heritage of humanity through a community-based approach (i.e., practices, representations, expressions, knowledge, skills, instruments, objects, artifacts, and cultural spaces associated therewith) and to ensure respect for the intangible cultural heritage of the communities, groups, and individuals concerned. The Convention intends to raise awareness at the local, national, and international levels of the importance of safeguarding and appreciating present intangible cultural heritage as well as provide for international support and cooperation. MICAS will take appropriate measures to safeguard the country's intangible cultural heritage.

2.2.8 UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expression, 2005

This Convention aims to protect and promote the diversity of cultural expressions, creating the conditions for cultures to flourish and to freely interact in a mutually beneficial manner; promoting respect for the diversity of cultural expressions as well as raising awareness of its value at the local, national, and international levels. The Convention also aims to recognize the distinctive nature of cultural activities, goods and services as vehicles of identity, values and meaning. MICAS will set robust measures to ensure that the diversity of cultural expressions is well protected and promoted for the betterment of the nation.

2.2.9 International Convention against Doping in Sport, 2005

The Convention aims to restrict the availability and use of prohibited substances and methods in sports activities. MICAS supports the Convention by providing education and training programmes on anti-doping, focusing on youth and sports organizations; developing and implementing appropriate codes of conduct, good practice, and ethics related to anti-doping in sports through professional associations and institutions; and undertaking research on anti-doping. The ministry will continue to implement the convention.

Rio Ferdinand (former footballer) pictured during his visit to sports projects in Tanzania









2.2.10 Statute of the African Union Sports Council, 2016

This Statute established the African Union Sports Council (AUSC) as a specialized technical office responsible for coordinating the African Sports movement and fostering sports development on the continent. Its mandates are to serve as a forum for member states to collaborate on sports promotion, development, and the broader societal and economic benefits of sports. MICAS will jointly collaborate with the African Union Sports Council initiative to foster sports development and promotion at the national level.

2.2.11 Ruling Party Election Manifesto (2025/30)

The Ruling Party Manifesto, in Article 2.8, recognizes Culture, Arts, and Sports as important sectors in promoting sustainable economic growth by creating employment opportunities, stimulating the sale of cultural products both domestically and internationally, attracting investment, promoting tourism, and enhancing the country's international image. Furthermore, the Ruling Party Manifesto directs the contribution of the Culture, Arts, and Sports sectors in promoting tourism in the country through various cultural festivals, art exhibitions, and sports competitions, which attract both local and international tourists, thereby increasing revenue through tourism services, transportation, and accommodation. The Ruling Party Manifesto directs the Government to create a conducive environment to attract more investment in matters related to culture, arts and sports.

Some of the issues related to the Ministry's sectors that have been directed in the Ruling Party Manifesto includes: Promotion of the Kiswahili language internationally as a key symbol of the national culture and giving priority to the allocation of financial resource; to protect, preserve and develop heritage infrastructure linked to African liberation struggle with the aim of promoting liberation history and tourism; establishment of National Arts Gallery in Dodoma; allocating land to support cultural and artistic activities



The Mgambo training ground located in Arusha



The Engutoto training ground in Arusha

Photo highlights of the World Kiswahili Language Day celebrations held in France







and establishing cultural and arts centers at the regional level through Regional Authorities and Local Government; Constructing National Music and Film Digital Library; Strengthening systems for identifying and developing young people with artistic talents and integrating them into the formal system; Constructing a film production studio equipped with modern film production technology and equipment; Building a large entertainment center for exhibitions of art works and other national and international; entertainment activities and Establishment of sports academies aimed at developing athletes.

Other issues includes allocating and construct at least one sports field of national standard in each region; develop sports infrastructure that meets national and international quality standards, including investing in the construction of modern sports fields and training centers, as well as renovating existing infrastructure to enhance training

environments for citizens; ensuring that special schools designated for nurturing and developing athletes are provided with essential infrastructure and skilled professionals; Finalize the country's preparations to host the African Cup of Nations (AFCON 2027) by enhancing sports facilities, encouraging public participation, and establishing key supporting infrastructure such as hotels, restaurants, and transportation network. The Revised plan will be aligned the directives of Ruling party manifesto.

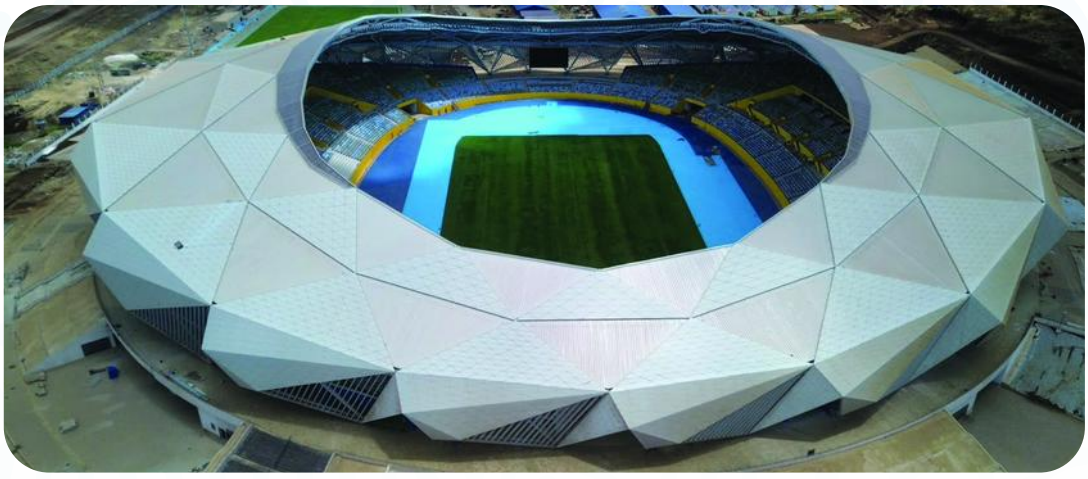






Photo highlights of the World Kiswahili Language Day celebrations held in France

The newly constructed Arusha Stadium in Arusha







Renovation of the Benjamin Mkapa Stadium playing surface (pitch)



2.2.12 National Anti-Corruption Strategy and Action Plan Phase Four (NACSAP IV) 2023 – 2030

The strategy aims to prevent and combat corruption by strengthening transparency, accountability, good governance, and ethical conduct in all government sectors. MICAS implements strategy by mainstreaming anti-corruption measures into its daily operations, promoting integrity in the management of arts, sports, media, and cultural institutions, and raising public awareness of corruption through mass media, cultural campaigns, and public communication platforms. The Ministry also works with oversight institutions to ensure that public funds allocated for sports, arts, and cultural activities are used effectively and responsibly.

Staff Training photo







2.2.13 National Multi – Sectoral Strategic Framework on HIV/AIDS

The key objectives of this strategy are to prevent new HIV infections, provide care and treatment to people living with HIV/AIDS, and reduce stigma and discrimination. MICAS contributes by using information, culture, and sports platforms to disseminate HIV/AIDS education, promote positive behavior change, and integrate awareness campaigns into sports events, cultural festivals, and the media. The Ministry also supports community mobilization through art and cultural expressions that address the stigma.

2.2.14 National Development Projects Approval Guideline

The National Development Projects Approval Guideline provides a framework for identifying, appraising, approving, implementing, monitoring, and evaluating public investment projects to ensure that they are economically viable, socially beneficial, environmentally sustainable, and aligned with national development priorities. During the implementation of the MICAS Strategic Plan (2026/27–2030/31), the Ministry will apply the Guideline throughout the project cycle by ensuring that all projects in the information, culture, arts, and sports sectors are initiated based on identified national needs and priorities. Before submission for approval, proposed projects will undergo feasibility studies, economic and financial appraisal, environmental and social impact assessments where applicable, risk assessments, and stakeholder consultations in accordance with the Guideline. This approach will ensure that investments such as the construction and rehabilitation of stadiums, sports academies, recreational facilities, cultural centres, museums, theatres, broadcasting infrastructure, digital information systems, and centres of excellence are technically feasible, financially sustainable, and capable of delivering measurable socio-economic benefits.

During the 2026/27–2030/31 period, MICAS will prioritize projects that are aligned with the Tanzania Development Vision 2050, the National Five-Year Development Plan, sector policies, and other national planning frameworks. The Ministry will prepare bankable project proposals, establish clear implementation schedules, define performance indicators, and integrate results-based planning, monitoring, evaluation, and reporting into all approved projects. Regular project reviews will be conducted to assess progress, manage implementation risks, ensure value for money, and take corrective actions where necessary. These measures will strengthen accountability, improve project performance, and ensure efficient utilization of public resources.

To implement the Guideline effectively, MICAS will strengthen institutional coordination with the President's Office – Planning and Investment, the Ministry of Finance, Local Government Authorities, development partners, the private sector, civil society organizations, and other stakeholders involved in project planning and implementation. The Ministry will also enhance the capacity of its staff in project preparation, appraisal, procurement, contract management, monitoring, and evaluation to ensure compliance with the Guideline and national public investment management requirements.

Furthermore, MICAS will ensure that all projects contribute to national priorities by promoting access to quality information services, preserving and promoting cultural heritage, developing the arts and creative

industries, improving sports infrastructure and talent development, expanding recreational opportunities, and strengthening public communication systems. By implementing the National Development Projects Approval Guideline throughout the 2026/27–2030/31 Strategic Plan period, MICAS will ensure that public investments are well-planned, properly appraised, effectively implemented, closely monitored, and sustainably managed, thereby maximizing their contribution to inclusive economic growth, social development, and Tanzania's long-term development aspirations.

2.3 Performance Review

The Strategic Plan of 2020/21- 2025/26 comprised of Seven (7) objectives. This section provides the review of key achievement, constraints and way forward.

Objective A: Services Improved and HIV/AIDS Infections Reduced

Achievements

The Ministry has managed to provide awareness to over 200 MICAS employees on HIV/AIDS and Non-communicable diseases through seminars and training. Services such as counselling, voluntary testing, and provision of support and access to care and treatment to self-disclosed employees have been provided by 100 percent and regular exercises have reduced the rate of HIV/AIDS and non-communicable diseases.

Constraints

During implementation, the Ministry faced persistent behavioural and systemic challenges that limited the effectiveness of workplace health interventions. These included low willingness among employees to undergo voluntary HIV testing and self-disclosure, stigma-related concerns, and limited participation in physical exercise and wellness activities. The challenges were compounded by behavioural barriers, insufficiently targeted interventions, and the absence of an institutionalized workplace wellness system to support sustained participation and behaviour change.

Way forward

i. Strengthen workplace wellness programs by implementing targeted behaviour-change communication on HIV/AIDS and non-communicable diseases, supported by confidential counselling and testing services to address stigma and low willingness to participate; and

ii. Promote a healthy workforce by integrating structured physical activity programs into workplace routines, providing supportive facilities, and introducing incentives that encourage regular participation in exercise and wellness activities.



Tanzanian professional boxer Ibrahim Mgenda (Ibrahim Class), holding his two newly won World Boxing Council (WBC) belts.

Objective B: National Anti-corruption Strategies and Action Plan Enhanced and Sustained

Achievements

Awareness of matters related to corruption among MICAS employees has increased through the conducting of four (4) seminars and workshops. Additionally, the NACSAP III action plan was developed, an Integrity Committee was established and four (4) quarterly meetings were conducted.

Constraints

The evaluation highlights systemic gaps in institutional integrity, including weak internal accountability mechanisms, limited effectiveness of ethics committees, inadequate reporting channels, and the absence of clear incentives that encourage compliance with anti-corruption requirements. Integrity practices are not consistently monitored, and anti-corruption responsibilities are not fully integrated into HR and performance management systems. These weaknesses contributed to low employee compliance in reporting and addressing corruption, as well as limited participation in related training during implementation.

Way forward

i. Strengthen integrity and anti-corruption systems by institutionalizing regular awareness programs, improving staff understanding of ethical obligations, and integrating corruption-prevention measures into performance management and internal accountability mechanisms;

ii. Enhance employee compliance and reporting through user-friendly reporting channels, confidential complaint mechanisms, and stronger engagement with the Integrity Committee;

iii. Build capacity of MICAS staff and Integrity Committee members on ethics, corruption prevention, and investigative procedures to ensure consistent enforcement of integrity standards; and

iv. Develop and monitor clear compliance indicators and reporting practices to track integrity performance across departments and LGAs.

Objective C: Policy, Regulatory, and Institutional Frameworks Governing Management and Development of Culture, Arts, and Sports Sectors Improved.

Achievements

Several achievements were realized in the implementation of this objective. In the Culture and Arts Sectors, key achievements include the Establishment of Culture, Arts and Sports Unit at the Local Governments to reinforce the implementation of the National Culture Policy of 1997. The Unit acts as a bridge between the Central and Local governments. Other achievements include the signing of 100 contracts and memoranda of understanding to promote culture and arts sectors.

Additionally, A comparison of sectoral growth between 2021 and 2025 indicates notable changes in economic performance. In 2021, the arts and entertainment sector recorded the highest growth rate of 8.7 percent, while the information and communication sector grew by 9.3 percent. By 2025, growth in the arts and entertainment sector had declined significantly to 8.5 percent a reduction of 0.2 percentage points, whereas the information and communication sector recorded 8.8 percent representing only a slight decline of 0.5 percentage points from its 2021 level. These trends suggest that although the arts and entertainment sector experienced stronger growth in 2021, the information and communication sector demonstrated greater resilience by maintaining relatively stable growth over the period, highlighting its increasing role as a sustainable driver of economic growth.

In the sports sector, improvements in policy, legal, and institutional frameworks have enabled MICAS to significantly advance various strategic initiatives to develop sports in Tanzania. Key initiatives include integrating sports policies with national development goals by aligning them with priorities in education, health, youth empowerment, and economic growth; strengthening legal and policy frameworks to ensure safeguarding, equity, and transparency in athlete management; and forging strong partnerships with educators, sports federations, the private sector, and other stakeholders to promote sports development.

Constraints

i. Reluctance of some of Journalists and Media owners to comply with the Media Services Act, Cap 229;
ii. Absence of Laws and Regulations for the Preservation and Promotion of National Intangible Cultural Heritage;
iii. Inadequate awareness of the significance of culture and arts to the community;
iv. Absence of a comprehensive database for information, sports, culture, and creative industries;
v. Inadequate infrastructure to support the effective delivery of cultural and artistic services;
vi. Moral decay reflected in some artistic works;
vii. Rapid growth of science and technology, particularly the use of artificial intelligence in creative

production, poses new complexities for this sector;

viii. Lack of reliable markets, largely caused by the low quality of certain artistic works, which continues to hinder the industry's ability to grow sustainably and compete effectively at the national, regional, and international levels;

ix. Presence of piracy in film, music, and cultural products due to technological advancement; and

x. Absence of Laws to control doping in sports. Also, disparities between national policy ambitions and local execution, coupled with low prioritization by local governments, undermine the sustainable and inclusive development of sports.

Way forward

i. Develop and enact comprehensive laws for the protection and promotion of national intangible cultural heritage, including clear enforcement mechanisms and collaboration with the Office of the Chief Parliamentary Draftsman;

ii. Review and modernize the National Culture Policy of 1997 to reflect current cultural dynamics, digital transformation, creative economy trends, and international cultural governance standards;

iii. Strengthen community and stakeholder understanding of the value of culture and arts through structured outreach programs, partnerships with LGAs, and targeted public engagement strategies;

iv. Establish integrated, digital data systems for information, culture, arts, sports, and creative industries to support evidence-based planning, monitoring, and reporting across national and LGA levels;

v. Develop and implement a National Moral Control Strategy to enhance ethical standards, safeguard national values, and guide artistic production, supported by compliance and monitoring mechanisms;

vi. Formulate and operationalize anti-doping legislation in line with international sports standards to strengthen integrity, compliance, and athlete protection in the sports sector;

vii. Operationalize the National Sports Development Strategy by establishing clear implementation frameworks, coordination mechanisms with LGAs and sports bodies, and a monitoring and reporting system;

viii. Strengthen monitoring and enforcement of the Artistic Ethical Guidelines through structured compliance mechanisms, stakeholder engagement, and digital monitoring tools; and

ix. Promote talent development and creativity in cultural and artistic industries through formal talent pathways, capacity-building programs, creative economy support initiatives, and partnerships with private sector and development partners.

Objective D: Culture, Arts, Sports Performance, and Events Developed and Promoted.

Achievements

In the implementation of this Objective, the Ministry has attained significant growth in the Culture and Arts economic activities, recording 8.5 percent growth in 2025, making it one of the fastest-growing economic activities nationally. Key achievements include the establishment of the National Culture Festival for appreciating, celebrating, and promoting the wealth of cultural heritage for present and future posterity, whereby three national Culture Festivals were conducted in Dar es Salaam, Njombe, and Ruvuma; the declaration of the World Kiswahili Language Day, whereby four celebrations of the World Kiswahili Language Day at the National and regional levels were coordinated; the establishment of the International Kiswahili Conference, whereby one conference was held in Cuba; the usage of Kiswahili language in the regional and international communities such as the AU and EAC; the preparation of the national inventory of intangible cultural heritage for preservation and protection purposes; and the development of the National Ethics Guidelines for the protection of national morals.

In the Arts Sector, key achievements include coordinating the construction of the Mwalimu Nyerere Monument in Addis Ababa to honor SADC founding fathers, coordinating national School Arts Competitions at UMMISETA and UMITASHUMTA, and reinstating the Culture and Arts Fund to empower Culture and Arts industries. Other milestones include the development of the Artist Management Information System (AMIS) for the formal registration of culture and arts practitioners; coordination of national and international festivals such as the Serengeti Arts Festival, Jumuiya ya Afrika Mashariki Utamaduni Festival (JAMAFEST), Miss and Mr. Deaf, International, Singeli, and mixed music festivals to raise awareness and attract participation in the CHAN Finals; the reinstatement of the Tanzania Music Awards (TMA) to connect artists with international market platforms; and coordination of the ACCES Conference aimed at training Tanzanian Music Artists to sell music through digital platforms.

In the Sports Sector, there have been initiatives to promote events as a source of employment while enabling athletes to represent Tanzania internationally. In the event, Tanzania participated in the Commonwealth Games and won seven gold medals; the All-African Games won two Gold Medals and the 2024 Olympics in Paris won Seven Medals; and Winning WAFCON under 17 in 2024. Other achievements include successful preparations of the CHAN 2024; development of the systems for monitoring athletes playing abroad; coordination and identification of young athletes at UMITASHUMTA and UMISSETA; Coordination of Sports Officers Conferences for the purpose of promoting sports sector.



The Third National Cultural Festival held in Songea

Constraints

The implementation of this objective was constrained by low and inconsistent engagement of key stakeholders in national festivals and cultural events, particularly at local and community levels. In addition, rapid technological advancement intensified piracy of cultural and artistic works, while enforcement and digital monitoring mechanisms remained weak. These challenges reduced stakeholder ownership, limited market access for creators, and undermined the sustainability and economic potential of cultural and artistic activities.

Way forward

In order to address the challenges,

i. Institutionalize stakeholder engagement mechanisms for national festivals, cultural events, and sports programmes through coordinated planning frameworks, digital platforms, and LGA participation;

ii. Strengthen legal, regulatory, and digital enforcement systems to combat piracy and protect intellectual property in the arts, culture, and information sectors;

iii. Improve the investment climate for information, culture, arts, and sports by reforming policies, expanding public–private partnerships (PPP), and establishing sustainable financing and revenue-generation mechanisms; and

iv. Promote inclusive participation in sports and cultural activities by strengthening grassroots talent identification systems, expanding community-level infrastructure, and building LGA capacity.



The Third National Cultural Festival held in Songea







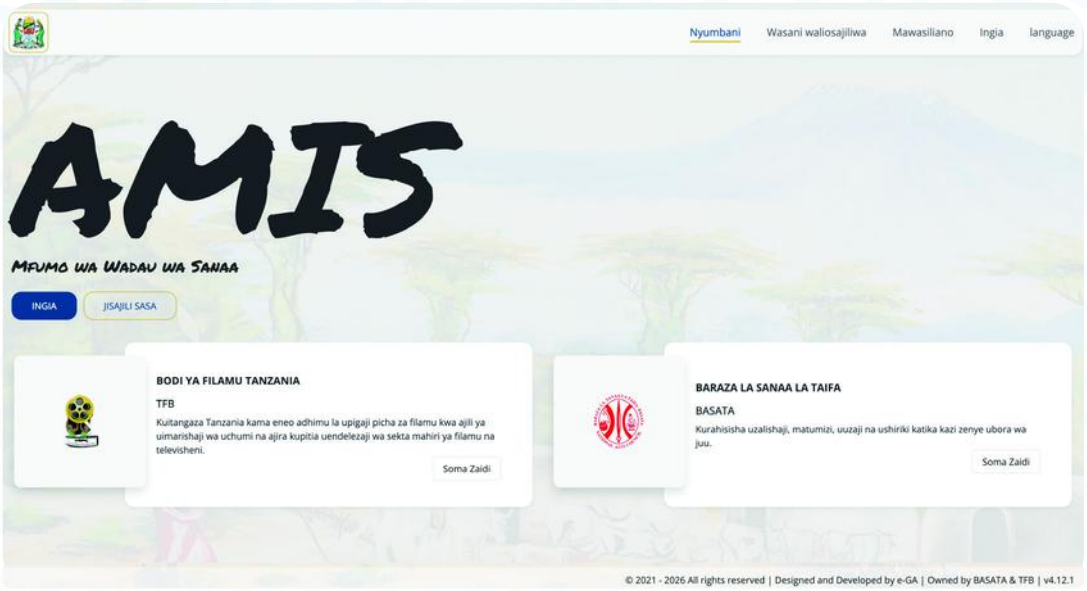








The fourth National Cultural Festival was held in the Morogoro Region, alongside the UMISETA and UMINTASHUNTA sports competitions for secondary and primary schools.



The AMIS Arts Stakeholders System, used by BASATA and the Film Board







The major arts and culture festival of the East African Community (EAC) countries – JAMAFEST





Tanzania Music Awards (TMA)





Women's Under-17 Africa Cup of Nations (WAFCON)



Athlete Simbu at the 2024 Olympic Games held in Paris, France



The opening ceremony of the African Nations Championship (CHAN) held in Dar es Salaam in 2025

Objective E: Culture, Arts and Sports infrastructure and systems are developed and improved.

Achievements

The initiative to renovate the OAU Liberation Committee Building has witnessed vital achievements, such as an increased number of visitors from within and outside the country for tourism, research, and learning about liberation struggles. In the sports sector, achievements include construction of six (6) training grounds at leaders club, Gymkhana 2, Farasi, Engutoto, Kisongo and Mgambo, the renovation of three soccer training fields (Gymkhana, Law School, and Major Gen. Isamuhyo); Benjamini Mkapa National Stadium and Uhuru Stadium; introduction of N-Card systems which have expanded opportunities for wider participation, revenue collections, creation of employment opportunities, and staging major competitions such as CHAN Finals. Other developments include the ongoing construction of new stadia in Arusha and Dodoma; recreational centers in Dodoma and Dar es Salaam; and the Center of Excellence at Malya College of Sports Development.

Constraints

The implementation of this objective was hindered by systemic challenges affecting the development and management of sector infrastructure. These included limited availability of essential materials for sports infrastructure construction, shortages of skilled personnel to oversee and maintain arts and sports facilities, and widespread inadequacy of culture, arts, and sports infrastructure across regions. Persistent encroachment on land designated for sector development, coupled with weak land protection mechanisms, further undermined progress. These issues were compounded by poor infrastructure maintenance and inadequate coordination at national and LGA levels, resulting in the deterioration and destruction of existing facilities.

Way forward

i. Strengthen private sector participation in the development of sports, culture, arts, and information infrastructure by establishing clear PPP frameworks, investment incentives, and supply chains for locally manufactured materials and equipment;

ii. Build technical and managerial capacity of MICAS staff and LGAs to plan, operate, and maintain information, culture, arts, and sports infrastructure through structured training programs, digital skills development, and institutionalizing asset management systems;

iii. Develop, manage, and maintain sector infrastructure using standardized designs, lifecycle costing, digital monitoring tools, and coordinated national and LGA-level infrastructure plans to ensure sustainability and value for money; and

iv. Establish robust land governance mechanisms, including land audits, inter-agency enforcement, boundary demarcation, and digital registries to acquire, secure, and protect land allocated for information, culture, arts, and sports infrastructure;

v. Strengthen community participation and accountability in protecting sector infrastructure by introducing community-based management models, local bylaws, awareness programs, and partnerships with civil society and traditional leaders.



Tanzanian athlete John Nahhay Wele won the 18th PKO Poznań Half Marathon in Poland on April 19, 2026

Objective F: Services delivery and Supporting Services in the Ministry enhanced

Achievements

The Ministry has achieved clean audit reports for four consecutive years, reflecting strong financial and asset management and transparency. Risk management and internal controls were improved by conducting 72 audit engagements; 128 MICAS employees were promoted, 63 MICAS employees participated in long term course and 116 employees participated in short course training; Four (4) Schemes of services of institutions under the Ministry were reviewed and implemented and Complaints handling desk established.

Information and Communication Technology (ICT) was embraced to streamline workflows and improve accountability, which was implemented by establishing and implementing guiding documents, including the ICT policy, disaster recovery plan, and ICT security policy, and expanding Local Area Network (LAN) infrastructure, internet, and email connection services. Moreover, Ministry works, goods, and services were procured in compliance with the Public Procurement Act, Cap 410. Public awareness of the implementation of the Ministry's activities and projects by covering 500 key events and effective dissemination of information to the public. These improvements are the result of strengthened operational efficiency, increased responsiveness, and sustained investments in staff capacity-building initiatives.



Constraints

Implementation of this objective was affected by several institutional and operational limitations. The Ministry faced shortages of qualified staff and lacked essential working tools, including servers, printers, laptops, and other ICT equipment needed for efficient service delivery. Rapid technological change outpaced staff capacity, revealing gaps in technical skills, digital competencies, and knowledge of procurement procedures. Limited financial resources further constrained the timely implementation of planned activities. In addition, the absence of reliable and comprehensive data across the information, culture, arts, and sports sectors hindered evidence-based planning, monitoring, and decision-making.

Way forward

i. Strengthen the Ministry's workforce through strategic staffing, skills forecasting, and recruitment plans to ensure adequate and competent personnel at national and LGA levels for effective delivery of MICAS functions;

ii. Improve employee welfare and institutionalize performance management and professional development systems to enhance motivation, retention, and productivity;

iii. Upgrade working tools and ICT equipment through structured procurement planning, asset management, and maintenance systems to support efficient service delivery across all departments;

iv. Institutionalize continuous capacity-building programs on emerging technologies, digital skills, regulatory frameworks, and technical competencies to address evolving sector needs;

v. Expand and modernize office and operational facilities using standardized designs, lifecycle costing, and maintenance plans to support efficient Ministry and sector operations; and

vi. Develop and digitize sectoral data and information systems to improve data collection, storage, analysis, interoperability, and reporting for evidence-based planning and oversight.



A Tanzanian professional Said Hakimu Mafia Boxing Promotion, boxer and super featherweight champion, being declared the winner in the boxing ring

Objective G: Public Access to Timely, Accurate, and Reliable Information Enhanced

Achievements

Tanzania has made remarkable progress in strengthening media freedom and its communication systems. The country improved its global ranking on the World Press Freedom Index from 142nd in 2023 to 97th in 2024, reflecting an enhanced respect for press rights. By 2025, 147 newspapers, 68 television stations, 355 online media outlets, and 72 blogs were officially registered under the Media Services Act cap 229. Engagement with the media has been strengthened through 120 meetings between government spokespersons and journalists. Annual meetings of Government Communication Officers have been organized across different regions from 2021 to 2025, with more than 400 officers attending a single meeting. In partnership with TBC, the Ministry coordinated a total of 58 TV and Radio programs known as TUMEWASIKIA TUMEWAFIKIA, which were aired through TBC1 and TBC Taifa. Targeting Ministers, Permanent Secretaries, Regional Commissioners, and other heads of government institutions, the programs explained the achievements recorded in implementing their institutional policies, strategies, programs, and available opportunities for utilization by the public.

Another program aired, known as KAZI IENDELEE. A total of 58 TV advertisements and 300 newspaper articles were prepared and published/broadcast in various media, such as TV, Radio, Newspapers, and social media. In addition, information on the implementation of government projects across regions, councils, and strategic projects is collected and television programs, an online magazine known as NCHI YETU, and posters were produced.

The Ministry also conducted 6,100 live coverage of various government events to ensure citizens are well-informed about ongoing developments in the country, as well as managing and updating content on the Tanzania Government Portal. Other key achievements include the establishment of the Digital and Multimedia Section and the Journalists Accreditation Board (JAB), which marked a significant milestone in strengthening media governance and reinforcing professionalism, accountability, and compliance within Tanzania's media landscape.



Constraints

Implementation of this objective was constrained by systemic weaknesses in the national information and communication ecosystem. Information dissemination across government departments remained inconsistent due to limited coordination, inadequate digital skills, and a shortage of experts among Government Communications Officers. The Ministry also faced significant operational gaps, including shortages of production tools, inadequate equipment for live coverage, and limited capacity to monitor and filter inaccurate or misleading online content. Compliance challenges further affected performance, as some journalists and media owners were reluctant to adhere to the Media Services Act, Cap 229, while several government and parastatal publications failed to allocate funds for mandatory license renewals. These issues collectively reduced the effectiveness, reach, and reliability of public information services.

Way foward

i. Operationalize and enforce the National Communication Strategy through clear institutional roles, coordination mechanisms, performance standards, and monitoring frameworks to ensure consistent and accurate dissemination of government information;

ii. Strengthen public engagement through structured and accountable use of digital platforms by establishing content standards, analytics-based engagement monitoring, and safeguards against misinformation and disinformation;

iii. Upgrade information dissemination systems by procuring modern equipment for live coverage, content production, and online media monitoring, supported by maintenance plans and integration with digital communication workflows;

iv. Institutionalize continuous capacity building for Government Communications Officers at national and LGA levels, focusing on digital communication, content management, regulatory compliance, crisis communication, and data-driven public engagement;

v. Enhance compliance with the Media Services Act, Cap 229 through targeted awareness programs, strengthened enforcement mechanisms, compliance monitoring, and engagement with media owners and practitioners; and

vi. Review and update the Information and Broadcasting Policy of 2003 to align with contemporary digital media environments, emerging technologies, cybersecurity risks, and international best practices.

2.4 SWOC Analysis

Analysis of internal environment (strengths and weaknesses) and external environment (opportunities and Challenges) was done to identify factors that may influence the operations of MICAS in the implementation period. A detailed explanation of the SWOC analysis of MICAS is provided below.

Strength

MICAS has visionary leaders who promote creativity, innovation, and timely decision-making. MICAS has competent and experienced staff, as demonstrated by their dedication to upholding their activities, which drive the Ministry towards achieving its goals and fulfilling its mission effectively. MICAS is the Custodian of Kiswahili language at the national, regional, and international levels; Legal and policy framework: Presence of Media Services Act, Cap 229, policies, laws, and strategies for regulation; Other strengths include Availability of Institutional infrastructure: facilities like Malya Sports College, and culture infrastructure that support the functional operations of the Ministry; Existence of Governance and systems and Workers Council which plays a pivotal role in ensuring MICAS employees have a platform to voice their concerns, advocate for their rights, and collaborate with management to address workplace issues.

Weaknesses

Despite its notable strengths, MICAS also faces internal weaknesses that may hinder the effective implementation of its planned activities in the future. These include inadequate staff, working facilities, and training, lack of an internal succession plan, and inadequate exposure, which directly limits the institution's capacity to deliver services. Other weaknesses include lack of knowledge on emerging technology: This reduces MICAS efficiency, innovation, and competitiveness in modern service delivery; and the existence of outdated Laws and Regulations that govern the information, culture, arts, and sports sectors which hinders institutional relevancy and effectiveness; Inadequate management of sports and cultural infrastructure that reduces MICAS's ability to deliver quality sports and cultural programs.

Opportunities

MICAS operates in a dynamic environment that presents several opportunities to accelerate the achievement of its activities. These opportunities include a supportive political environment that enables the Ministry to design, formulate, and oversee the implementation of Information, Culture, and Sports policies with a high degree of certainty. Existence of Institutions that provide technical training and assistance offered by professional boards that regulate career development; presence of NACTE as a regulator; stakeholder engagement and involvement; and presence of institutions under the sector of Information, Culture, Arts, and Sports. Well-established cooperation with regional and international organizations provides valuable opportunities for collaboration, knowledge sharing, and capacity-building initiatives.

Also, through partnerships with organizations such as the United Nations, NGOS's and other multilateral institutions, the Ministry can access a wide range of resources, expertise, and technical assistance to support its objectives. The ministry complies with multiple financial management information systems that support the execution of core functions. Such systems include MUSE, CBMS,

GAMIS, GSPP, PEPMIS, NEST, and GMS. Other opportunities include the high demand for Kiswahili experts abroad, the high demand for sports and artist experts, and the possibility of creating new policies and regulations implementation strategies.

Challenges

In the course of implementing its mandate, MICAS faces several challenges that slow progress. These include a lack of effective coordination mechanisms between MICAS, RAS, and LGAs; the increased piracy of cultural and artistic works due to technological advancement affects the growth of the culture and arts sector; the reluctance of some Journalists and Media owners to comply with the Media Services Act, Cap 229. Currently, the community encroach on lands designated for culture, arts, and sports infrastructure due to weak cooperation with key stakeholders, hence the destruction of sports and culture facilities.

Other challenges include Cyber-attacks on the systems, rapid growth of technology, labor turnover, stiff competition from other international languages, and the presence of other countries that have the ability to disseminate Kiswahili language; inconsistent information dissemination across government departments; noncompliance of the Media Service Act, Cap 229, and low engagement of key stakeholders in national festivals and events.

2.5 Stakeholders Analysis

Stakeholders' analysis was conducted to identify MICAS key stakeholders; Services offered to them and their expectations. MICAS acknowledges the importance of various stakeholders in the implementation of this Strategic Plan. MICAS will continue to identify and establish partnerships with key stakeholders in order to widen its scope in meeting the goals and objectives of this strategic plan. Table 1 below presents the MICAS stakeholders, services offered, and stakeholder expectations.



Tanzania's U-17 national football team (Serengeti Boys) alongside a Senegalese player holding individual and team awards after the 2026 TotalEnergies CAF U-17 Africa Cup of Nations final in Rabat, Morocco

Table 1: Stakeholders Analysis

Na	Stakeholders	Services offered by the Ministry	Stakeholder's Expectations	Ministry's Expectations from Stakeholders
1	Public	• National leaders' photos; • Dissemination of government information; • Information on history and museum of liberation of Africa; • Sports facilities; • Technical advice on the construction, rehabilitation and management of sports infrastructure; • Training programmes on sports management; • Professional consultation and outreach programmes; and • Policy, laws, regulations and guidelines.	• Quality national leader's pictures; • Timely and reliable information; • Affordable price; and • Good customer care.	• Citizens to actively consume copyright-compliant creative products and participate in community sports networks to drive structural health indicators; and • Local communities to support the protection of gazetted sports fields and green recreational zones from encroachment.
2.	Media owners	• Information on implementation of Government matters; • Registration of Magazine and Journals; and • Technical advice.	• Timely and reliable information; and • Timely issuance of license.	• Private media houses to fully comply with the provisions of the Media Services Act, Cap 229; and • Co-finance alternative media dissemination models to ensure broad and consistent public distribution of strategic national development updates.

Na	Stakeholders	Services offered by the Ministry	Stakeholder's Expectations	Ministry's Expectations from Stakeholders
3.	Development Partners	• Information sharing; • Technical advises; and • Implementation reports.	• Timely and accurate information; • Timely submission of report; • Alignment to national and international standards; • Cooperation and collaboration; and • Transparency and accountability.	• Provide predictable technical assistance and resources aligned directly with the long-term benchmarks of Dira 2050; and • Facilitate global market pathways and cultural exchange frameworks for Tanzanian creative and sports talents.
4	Ministries, Independent Department, Agencies (MDAs) and other public institutions.	• Technical advice; • Information sharing; and • Policy, laws, regulations and guidelines.	• Timely and accurate information; • Timely submission of report; • Engagement in formulation of laws and regulation; and • Alignment with national policy and goals.	• Mainstream sector-specific culture, arts, and sports sub-votes directly within decentralized institutional annual budgets; and • Coordinate seamlessly during public investment project appraisal cycles via the Projects Approval Guideline framework.
5.	Editors and Journalist	• Information on implementation of Government matters; and • Capacity building on government matters.	• Timely and reliable information; and • Regular trainings.	• Active enrollment into the registers of the Journalist Accreditation Board to enforce industry professionalism; and • Practice rigid fact-checking to actively filter online disinformation and safeguard public communication platforms.
6.	Government Communication Officers	• Professional development; • Policy, laws, regulations and guidelines; and • Technical advice Information sharing.	• Accurate and reliable information.	• Fully operationalize the National Communication Strategy across all administrative tiers to reduce information latency; and • Upgrade technical competencies in digital and multimedia content production to optimize government branding metrics.

Na	Stakeholders	Services offered by the Ministry	Stakeholder's Expectations	Ministry's Expectations from Stakeholders
7.	Culture and Arts Practitioners Associations	• Technical advice; • Financial support; • Information sharing; and • Prizes and Awards.	• Timely and accurate information; • Timely disbursement of loans; and • Involvement on ministry events.	• Enforce institutional compliance among members to register all commercial projects on the Artist Management Information System (AMIS); and • Set high-quality baseline metrics to minimize sub-standard artistic outputs and optimize digital royalty collections.
8	Sports stakeholders (Athletes, Federation, Associations, Clubs and Board)	• Information sharing; • Sports facilities; • Technical advice; • Financial support; and • Policy, laws, regulations and guidelines.	• Timely and accurate information; • Support and collaboration; and • Timely disbursement of fund.	• Optimize training capacity to achieve the national milestones of ≥15 international music awards and 133 film awards; and • Uphold absolute delivery integrity by strictly enforcing anti-doping regulations across all competitive sporting frameworks.
9.	Service Provider	• Tender awards; • Payments on services; and • Information sharing.	• Timely information sharing; • Timely payments of services; and • Fair bidding opportunities.	• Ensure strict compliance with Public Procurement Act regulations to deliver value-for-money capital goods and support retooling; and • Leverage localized material supply chains to ensure cost-effective and timely rollout of sector infrastructure.
10	MICAS staff	• Working tools; • Capacity building; and • Information sharing.	• Conducive working environment; • Motivation; • Accurately and timely information; and • Transparency and accountability.	• Master and adopt newly deployed e-Government tracking systems (PEPMIS, NEST, GMS, MUSE) to eliminate administrative delays; and • Strictly enforce internal financial management controls and risk mitigation frameworks to achieve clean audit certificates.

Na	Stakeholders	Services offered by the Ministry	Stakeholder's Expectations	Ministry's Expectations from Stakeholders
11	Institutions under the Ministry	• Policy, laws, regulations and guidelines; • Information sharing; and • Technical advice.	• Timely and accurate information; • Engagement in formulation of policy, laws and regulation; and • Timely advice.	• Incorporate the central ministry's results framework indicators directly into institutional medium-term plans. • Sync organizational tracking metrics to feed real-time compliance and performance data into the national e-FYDP system.
12	Parliament, Judicially and political parties	• Information sharing; • Performance report on Ministry activities; • Technical advice; and • Policy, laws, regulations and guidelines.	• Timely response to parliamentary matters; • Timely submission of performance report; and • Timely review of laws and regulations.	• Pass updated legislative adjustments (such as the Cultural Heritage Act) to protect creative rights and intellectual property; and • Endorse and secure multi-year development budget projections allocated for flagship stadiums and AFCON 2027 logistics.
13	Tanzania Evaluation Association (TanEA)	• Information sharing on Ministry programmes, policies, and performance; • Engagement and collaboration on monitoring, evaluation, and learning initiatives; and • Participation in policy dialogue, reviews, and learning forums related to results, accountability, and performance improvement.	• Timely and accurate programme and performance information; • Strengthened results-based planning, monitoring, evaluation, and learning systems; • Alignment with national and international MEL standards and professional practices; and • Opportunities to contribute to capacity building, learning, and knowledge sharing.	• Provide advanced evaluation specialists to independently validate results chain architectures across 18 key programs and projects; and • Support continuous capacity building to transition reporting styles from activity to outcome measurement.

2.6 Institutional Self-Assessment (ISA) and Benchmarking

This self-assessment presents a comprehensive evaluation of the implementation of the Ministry of Information, Culture, Arts and Sports (MICAS) Strategic Plan covering the period 2021/22–2025/26. The assessment was conducted at the end of the five-year strategic planning cycle to determine the extent to which the Ministry achieved its strategic objectives, evaluate organizational performance, identify institutional strengths and implementation challenges, and provide evidence-based recommendations to inform the preparation of the next Strategic Plan. The assessment was undertaken using the OECD-DAC evaluation framework, which examines organizational performance through six internationally recognized evaluation criteria: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability. Data were collected from 559 respondents representing 16 institutions, including the Ministry Headquarters, Executive Agencies, Regional Secretariats, Local Government Authorities (LGAs), and other key stakeholders, providing a broad institutional perspective on implementation performance.

The assessment found that the Strategic Plan remained highly relevant throughout the implementation period, with approximately 85 percent alignment with Government policies and national development priorities. The Ministry successfully implemented a substantial proportion of its planned programmes and activities, as reflected by 87 percent of respondents reporting positive implementation results. These findings indicate that the Strategic Plan provided an appropriate framework for guiding the Ministry's operations and contributed positively to the development of the information, culture, arts, and sports sectors. Despite these achievements, the assessment also identified several organizational weaknesses that limited implementation effectiveness and long-term sustainability. Key challenges included inadequate financial resources, delayed budget disbursement, shortages of qualified personnel at decentralized levels, weak monitoring and evaluation systems, fragmented information and communication technology (ICT) systems, limited operational efficiency within Local Government Authorities, and insufficient evidence of long-term programme outcomes. Furthermore, only 12 percent of respondents expressed confidence that programme achievements would continue without external financial or institutional support, indicating that sustainability remains a major institutional concern.

The findings suggest that while the Ministry possesses a strong strategic direction and an established planning framework, future strategic implementation will require stronger institutional systems, enhanced coordination across all administrative levels, improved resource management, and a greater emphasis on Results-Based Management (RBM).

2.6.1 Criteria Used in the Evaluation of the Ministry's Strategic Plan Implementation

The evaluation of the implementation of the Ministry's Strategic Plan for 2021/22–2025/26 was conducted in accordance with national and international evaluation standards, applying the Organisation for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC) evaluation criteria. The assessment was based on the following six internationally recognized criteria which are Relevance, Coherence, Effectiveness, Efficiency,

Impact and Sustainability. The evaluation found that the Ministry's Strategic Plan was implemented successfully because it was well aligned with both the Ministry's priorities and national development priorities. Most of the planned objectives were achieved to a large extent through the implementation of annual plans and budgets.

However, the evaluation also revealed significant implementation challenges, particularly at the regional and Local Government Authority (LGA) levels. Major challenges included unsatisfactory implementation performance at decentralized levels, weaknesses in Monitoring and Evaluation systems, and inadequate as well as delayed financial resources.

2.6.2 Gaps Identified during the Evaluation of the Strategic Plan Implementation

i. Lack of Outcome Indicators

The previous Strategic Plan did not include outcome indicators capable of measuring actual changes resulting from implementation. Consequently, the Plan lacked indicators that could assess real development outcomes such as reductions in corruption or the impact of HIV/AIDS interventions.

ii. Absence of Integrated Monitoring, Evaluation, and ICT Systems from the Ministry to Regional and Local Government Levels

The evaluation found that there is no integrated digital system linking information from the Ministry (Central Government) to Regional Secretariats, Local Government Authorities (LGAs), and villages under the President's Office – Regional Administration and Local Government (PO-RALG). This has made it difficult to monitor organizational performance and implementation progress in a timely manner across all administrative levels.

iii. Inadequate and Delayed Financial Resources

Delays in the release of financial resources resulted in the postponement and interruption of major planned development projects, thereby reducing implementation efficiency and delaying the achievement of planned outputs.

iv. Shortage of Qualified Personnel at Regional Secretariats and District Councils

The evaluation established that several Regional Secretariats and District Councils have only one technical officer representing the Ministry's sectors, while some areas have no qualified sector personnel at all. This shortage has significantly constrained the implementation of sector responsibilities and service delivery at decentralized levels.

v. Slow Implementation of Major Sector Infrastructure Projects

Implementation of major development and infrastructure projects has progressed slowly due to inadequate financial resources and heavy dependence on funding from the Central Government Treasury.

vi. Weak Revenue Generation Systems

Revenue collection systems and anti-piracy control mechanisms have not been adequately supported by reliable data and evidence. As a result, revenue mobilization remains weak, limiting the long-term financial sustainability of the sectors under the Ministry.

vii. Implementation Driven by Events Rather than Sustainable Systems

Many achievements in the Arts, Culture, and Sports sectors have largely been driven by periodic events rather than by well-established and sustainable institutional systems capable of delivering long-term development outcomes.

2.6.3 Recommendations

i. Shift Towards Results-Based Management (RBM)

The Ministry should reorient implementation by adopting a Results-Based Management approach that emphasizes the achievement of measurable development outcomes rather than merely completing planned activities.

ii. Develop Outcome Measurement Systems

The Ministry should establish a comprehensive system for measuring development outcomes by introducing indicators that assess behavioural change, service utilization, and broader social impacts.

iii. Strengthen the Integrated Digital Monitoring and Evaluation System

A unified national digital Management Information System (MIS) should be established to connect the Ministry with Regional Secretariats and Local Government Authorities (LGAs) for real-time data collection, analysis, and reporting.

iv. Strengthen the Capacity of Regional Secretariats and District Councils

Institutional capacity at decentralized levels should be strengthened through comprehensive interventions aimed at improving organizational performance and service delivery.

v. Recruit Qualified Sector Specialists and Strengthen Capacity

The Ministry should recruit qualified professionals for every Local Government Authority, allocate dedicated budgets for decentralized institutions, and provide continuous professional development and technical training to staff.

vi. Introduce Performance-Based Budgeting

A Performance-Based Budgeting (PBB) system should be institutionalized whereby financial resource allocation is linked to previous organizational performance and achievement of results, thereby improving accountability, efficiency, and value for money.

vii. Strengthen Sector Revenue Sources

The Ministry should improve financial sustainability by expanding digital services, strengthening royalty collection systems, enhancing broadcasting rights management, and promoting Public-Private Partnerships (PPPs) to mobilize additional financial resources.

viii. Institutionalize Monitoring and Evaluation

The Ministry should establish comprehensive Monitoring and Evaluation systems by conducting both mid-term and end-term evaluations and ensuring that evaluation findings are systematically used to inform planning, budgeting, and decision-making processes.

ix. Promote a Culture of Learning and Accountability

The Ministry should institutionalize organizational learning and accountability by conducting quarterly performance review meetings and actively engaging stakeholders throughout the Monitoring and Evaluation process. This will strengthen evidence-based decision-making, improve transparency, and enhance organizational performance.

2.7 Pestel Analysis

Political, economic, social, technological and legal (PESTEL) analysis focused on understanding the environment under which MICAS operates with a view to appreciating the factors that would support or impede its implementation. The PESTEL analysis MICAS is summarized as follows.

Political Aspect

Political stability, good governance, peace, and security are critical success factors for MICAS. Tanzanian Government has maintained a conducive political environment through good governance, diplomatic engagement, and peace, which has increased the development of the Information, Culture, Arts, and Sports sectors under MICAS. MICAS recognize that Cultural, arts, and sports sector promote unity in the country and bring together people regardless of its race, religion, and tribal and will ensure that People are well-informed on different national matters.

Economic aspect

In 2025, the arts and entertainment sector demonstrated robust performance, registering a real growth rate of 8.5 percent, up from 4.8 percent in 2024. The improved performance was primarily driven by the expansion of performing arts, museum operations, sports, and recreational activities, reflecting increased economic activity within the sector. Despite this strong growth, the sector's contribution to Gross Domestic Product (GDP) remained unchanged at 0.3 percent, indicating that while the sector expanded significantly, its relative share in the overall economy remained stable.

The information and communication sector recorded a real growth rate of 8.8 percent in 2025, compared to 11.2 percent in 2024. Although the pace of growth moderated, the sector remained among the five fastest-growing sectors of the economy, underscoring its strategic importance in supporting national economic transformation and digital development. The deceleration in growth largely reflected the sector's continued stabilization following substantial investments undertaken in preceding years. Consequently, the sector's contribution to Gross Domestic Product (GDP) marginally declined from 1.7 percent in 2024 to 1.6 percent in 2025, reflecting the slower growth relative to other sectors of the economy.

Headline inflation is projected to remain within the 3–5 percent range, while the government expects the tax-to-GDP ratio to increase to 13.2 percent by 2025/26 through improved business conditions, support for SMEs, and strengthened tax administration. MICAS is positioned to contribute to this growth through investment in cultural infrastructure, promotion of creative industries, development of sports programs, and enhancement of information and media services. The expansion of arts festivals, cultural tourism, and professional sports leagues can generate revenue, create jobs, and stimulate local economies.

Social Aspect

Demographic changes, urbanization, and globalization have drawn attention to the need for a clear and robust mechanism to develop and promote the Information, Culture, Arts, and Sports sector. Citizens, as part of society, benefit directly or indirectly from services and opportunities financed through cultural development programs, sports initiatives, information dissemination, and arts promotion. Public attitudes towards cultural, arts, and sports participation often depend on the perceived benefits they receive in terms of access to recreational facilities, preservation of cultural heritage, promotion of creativity, and opportunities for youth engagement. MICAS must build a society with a positive attitude towards cultural values, sports participation, and artistic development by raising awareness of the importance of creativity, national identity, and inclusive information sharing. In addition, MICAS intends to adopt a comprehensive engagement strategy that combines awareness creation, facilitation of cultural and sports platforms, educational campaigns, and Corporate Social Responsibility initiatives to encourage active citizen participation.

Technological Aspects

Technological developments have significantly transformed the global landscape of information sharing, cultural promotion, creative industries and sports management. The rapid growth of the digital economy, new business models, and innovative platforms has created opportunities for MICAS to expand its outreach, modernize service delivery, and promote Tanzania's cultural heritage, arts, and sports at both regional and international levels. The availability of advanced technologies, data-driven insights and increasing international cooperation provides new avenues for the Ministry to strengthen cultural diplomacy, enhance talent development, and improve efficiency in service

Environmental Aspects

The Ministry of Information, Culture, Arts, and Sports (MICAS) align its operations with national guidelines and standards to ensure a sustainable and environmentally friendly working environment. Environmental considerations are guided by key frameworks, such as the National Environmental Policy of 2021 and the Environment Management Act of 2004. MICAS implements these government initiatives by emphasizing the responsible use of resources, proper waste management, and reduction of environmental risks for environmental protection.

Legislative Aspects

The Ministry of Information, Culture, Arts, and Sports (MICAS) are committed to implementing and adhering to national laws, regulations, and policies that govern the development of information, cultural industries, creative arts, and sports. The ministry will ensure that relevant legislation is enacted and/or amended in line with the Government's Vision 2050 to promote cultural preservation, support creative industries, expand sports infrastructure, and enhance freedom of information while maintaining social responsibility.

2.8 Recent Initiatives

Recent initiatives describe immediate steps taken by MICAS to address challenges that occurred during the implementation of the ending plan. Initiatives implemented by the Ministry outside the Plan involved the following:

i. Coordination of the Miss and Mr. Deaf International Competitions (2022 and 2023)

MICAS coordinated the successful hosting of the Miss and Mr. Deaf International competitions in Dar es Salaam in 2022 and 2023. The events brought together contestants and delegates from several countries, promoting inclusivity and equal participation of persons with hearing impairments in arts and cultural activities. The competitions showcased Tanzania's commitment to disability inclusion, cultural diversity, and talent development while enhancing the country's visibility as a destination for international cultural events.

ii. Coordination of the 1st and 2nd Ordinary Sessions of the African Union Sports Council (AUSC) Region IV Ministers' Meetings (2023 and 2025)

The Ministry coordinated the organization of the 1st and 2nd Ordinary Sessions of the African Union Sports Council (AUSC) Region IV Ministers' Meetings held in 2023 and 2025. These high-level meetings brought together Ministers responsible for sports from Member States to deliberate on regional sports development, governance, infrastructure, athlete development, and preparations for regional and continental sporting events. The meetings strengthened regional cooperation and reinforced Tanzania's leadership role in advancing sports development within the Southern African region.

iii. Hosting the Secretariat of the African Union Sports Council (AUSC) Region IV

MICAS facilitated Tanzania's continued hosting of the African Union Sports Council (AUSC) Region IV Secretariat. Hosting the Secretariat has enhanced Tanzania's strategic position as a regional hub for sports administration, coordination, and policy development. The Secretariat supports the planning and implementation of regional sports programmes, facilitates cooperation among Member States, and promotes the harmonization of sports policies, competitions, and capacity-building initiatives across the region.

iv. Hosting the TotalEnergies African Nations Championship (CHAN) 2024

The Ministry coordinated preparations for hosting the TotalEnergies African Nations Championship (CHAN) 2024 in collaboration with relevant government institutions, regional partners, and football governing bodies. Preparations included upgrading sports infrastructure, strengthening security and emergency preparedness, improving accommodation and transport services, mobilizing stakeholders, and enhancing event management capacity. The tournament is expected to promote sports tourism, stimulate local economic activities, create employment opportunities, and strengthen Tanzania's reputation as a destination capable of hosting major international sporting events.

Photo highlights of the World Kiswahili Language Day celebrations held in France









v. Renovation and Construction of Sports Infrastructure

MICAS continued implementing strategic investments in sports infrastructure through the renovation of existing stadiums such as Benjamin Mkapa Stadium, Uhuru Stadium and the construction of new sports like Arusha and Dodoma Stadia and recreational facilities such as Dar Es Salaam and Dodoma to meet national and international standards. The initiatives included improvements in playing surfaces, spectator facilities, athlete support amenities, lighting systems, security infrastructure, and accessibility features. These investments aim to improve athlete performance, increase public participation in sports and recreation, support talent identification and development, and position Tanzania to host regional and international competitions.

vi. Kiswahili International Symposium (November 2024)

In November 2024, MICAS organized the Kiswahili International Symposium to promote the Kiswahili language as a catalyst for regional integration, cultural diplomacy, education, and socio-economic development. The symposium brought together scholars, policymakers, language experts, cultural practitioners, and international organizations to discuss strategies for advancing the global use of Kiswahili, strengthening research and innovation, promoting cultural exchange, and expanding the language's role in international communication, trade, education, and diplomacy. The initiative further reinforced Tanzania's leadership in the promotion and development of Kiswahili at the regional and global levels.

2.9 Critical Issues

The situational analysis shows that MICAS has made notable progress in information management, cultural promotion, artistic development, and sports advancement. However, several systemic and sector-specific issues continue to limit the Ministry's ability to deliver consistent, measurable, and sustainable results. The following critical issues require strategic attention during the 2026/27–2030/31 planning period:

2.9.1 Weak results architecture and limited outcome measurement

i. Current objectives and indicators focus heavily on activities and outputs rather than measurable outcomes;

ii. Baselines, targets, and data sources are missing across several sectors, limiting accountability and learning; and

iii. Misalignment between the Strategic Plan, annual plans, and performance reporting weakens the Ministry's ability to demonstrate results.

2.9.2 Inadequate sectoral data systems and fragmented information management

i. The Ministry lacks reliable and up-to-date data on artists, cultural operators, sports infrastructure, media institutions, and digital platforms;

ii. There is no integrated system for data collection, storage, analysis, or reporting across the information, culture, arts, and sports sectors; and

iii. Councils lack digital tools and capacity, reducing the quality, accuracy, and timeliness of information.

2.9.3 Outdated policies, laws, and regulatory frameworks

i. Key policies and laws (e.g., Culture Policy 1997, Sports Policy 1995, Information & Broadcasting Policy 2003) no longer address current sector realities;

ii. Gaps in laws for intangible cultural heritage, anti-doping, digital piracy, creative rights, and AI governance constrain effective regulation; and

iii. Slow policy reform limits sector growth, investment, and competitiveness.

2.9.4 Limited coordination and uneven implementation across levels

i. Coordination challenges persist between MICAS, LGAs, institutions, and federations, leading to duplication and inconsistent standards;

ii. Roles and mandates are unclear in several areas, particularly between the ministry and its agencies; and

iii. Implementation varies widely across councils due to differences in capacity, priorities, and resource availability.

2.9.5 Inadequate workforce capacity, skills, and tools

i. Staff shortages exist across information, culture, arts, and sports functions, especially at LGA level;

ii. Limited digital and technical skills hinder effective service delivery and regulatory enforcement; and

iii. Inadequate working tools (equipment, ICT systems, production tools, sports gear) affect performance across departments and institutions.

2.9.6 Insufficient and unpredictable financing for core sector priorities

i. Budget ceilings, delayed releases, and insufficient predictable funding for development constrain implementation;

ii. Major infrastructure projects depend on inconsistent funding and lack long-term maintenance plans; and

iii. Limited internal revenue generation reduces the sustainability of sports, arts, and information programs.

2.9.7 Infrastructure gaps, land insecurity, and weak maintenance systems

i. Many regions lack adequate cultural, sports, and information infrastructure to support sector growth;

ii. Encroachment and land insecurity affect sports and cultural facilities; and

iii. Absence of standard designs and maintenance frameworks undermines the value of investments.

2.9.8 Rapid technological change and rising digital risks

i. The rise of Artificial Intelligence (AI), digital production tools, and online platforms is transforming creative and information ecosystems faster than current policy and skills can keep up;

ii. Piracy, copyright violations, misinformation, and cyberattacks threaten content creators and public information integrity; and

iii. Institutions lack modern systems for monitoring digital content and enforcing compliance.

2.9.9 Low participation and limited stakeholder engagement

i. Employees' participation in HIV testing and wellness programs is limited;

ii. Journalists, media owners, artists, and communities are not fully engaged in key sector initiatives; and

iii. Weak incentives and limited awareness reduce uptake of cultural, arts, sports, and information programs.

2.9.10 Weak sustainability mechanisms and limited institutional learning

i. Achievements depend on short-term projects and individual initiatives rather than institutionalized systems;

ii. Learning from previous planning cycles is not systematically documented or used to improve future performance and

iii. Monitoring, evaluation, and adaptive management practices are not consistently applied across sectors.







Ambassador Saidi Yakubu, Tanzania's Permanent Representative to UNESCO, speaking at a podium during an International Swahili Symposium held in Paris, France, in July 2026.

03



Chapter Three
THE PLAN

03

This chapter presents the plan to be executed in the next five (5) years, from 2026/27 to 2030/31. The chapter delineates the vision, mission, core values, achievable objectives, strategies, targets, and outcome indicators.

3.1 Vision

"To be well informed and competitive society in sports, with high-quality art works and culturally oriented for sustainable development"

3.2 Mission

"To foster national identity by facilitating flow of information and promote culture, arts and sports for sustainable economic growth and national development"

3.3 Core Values

Based on the vision and mission, implementation of the current Strategic Plan, MICAS will be guided by the following five (5) core values: -

CORE VALUE	EXPLANATION OF CORE VALUE
Customer focus	We treat our customers, colleagues and stakeholders with courtesy and dignity;
Results oriented performance	We base our performance on desired outputs, timeliness and acceptable standards;
Excellence	We deliver the best services to the customers with utmost professionalism, competencies and ethics;
Transparency	We are open to each other and to customers when rendering services; and
Respect to the rule of law	We adhere to the rule of law.



3.4 Objectives

In order to achieve MICAS's vision and mission and address critical issues identified in Chapter Two, the following eight (8) objectives were developed:



Accordingly, the Ministry has defined the following strategic objectives to guide implementation during the 2026/27–2030/31 planning period:

Objective A: HIV/AIDS infections and Non-Communicable Diseases reduced, and supportive services improved.

Rationale

Dira 2050 recognizes human capital, health, and wellbeing as critical foundations for productivity, institutional performance, and sustainable development. HIV/AIDS and non-communicable diseases continue to pose significant risks to workforce wellbeing, service delivery, and economic performance, including within public service institutions. As a non-health Ministry, MICAS has a responsibility to mainstream workplace prevention, care, and support measures in line with the Tanzania National Multisectoral Strategic Framework for HIV and AIDS and national NCD guidelines. Strengthening workplace health promotion, prevention, and support systems reduces health-related risks, improves staff morale and productivity, and supports effective delivery of the Ministry's mandate, consistent with Dira 2050's human capability and social development pillars.



Strategies

i. Mainstream implementation of national HIV/AIDS and NCD workplace guidelines across MICAS policies, plans, and operational practices;

ii. Strengthen staff awareness, prevention, and behaviour change interventions related to HIV/AIDS and non-communicable diseases;

iii. Strengthen access to care, support, and referral services for staff affected by HIV/AIDS and NCDs, in line with national guidelines; and

iv. Promote holistic workplace wellbeing programmes, including physical activity, mental health, and healthy lifestyle initiatives.

Targets

i. 261 Staff sensitized on HIV/AIDS and NCDs conducted by June 2031;

ii. 20 Preventive HIV/AIDS and NCD risk reduction programmes implemented for MICAS staff by June 2031;

iii. Care and support services for 2 staff living with HIV provided by June 2031;

iv. 20 Workplace wellness and one psychosocial support programmes implemented by June 2031; and

v. Absenteeism related to HIV/AIDS and NCDs reduced by 95% by June 2031.

Outcome Indicators

i. % staff with adequate HIV/NCD prevention knowledge;

ii. % change in new HIV cases (staff);

iii. NCD incidence rate (per 1,000 staff); and

iv. % staff participating in wellbeing programmes.

Objective B: Implementation of the National Anti-Corruption Strategy enhanced and sustained.

Rationale

Dira 2050 identifies good governance, integrity, and accountability as foundational conditions for sustainable socio-economic development and effective public service delivery. Corruption erodes public trust, weakens institutions, and undermines the efficient mobilization and use of public resources, thereby constraining development outcomes. Sustained implementation of the National Anti-Corruption Strategy and Action Plan (NACSAP III) within MICAS is therefore essential to embed ethical values, strengthen internal controls, enhance transparency, and improve accountability in decision-making and service delivery. Strengthened integrity systems reduce corruption risks while reinforcing performance-based management and public confidence in public institutions.

Strategies

i. Mainstream NACSAP IV principles and actions into MICAS policies, strategies, plans, and operational processes;

ii. Strengthen integrity systems, ethical culture, and leadership accountability across MICAS and its affiliated institutions;

iii. Enhance staff awareness, capacity, and compliance with anti-corruption laws, regulations, and public service ethics; and

iv. Strengthen functionality and oversight of integrity structures, including the Integrity Committee and internal reporting mechanisms.

Targets

i. 261 Staff sensitized on anti-corruption and public service ethics programs conducted by June, 2031; and

ii. 20 MICAS Integrity committee functions conducted by June, 2031.

Outcome Indicators

i. % staff compliant with ethics/integrity standards;

ii. Stakeholder perception index on integrity/corruption at MICAS; and

iii. % change in confirmed corruption cases and integrity breaches.



Objective C: Governance, management systems, and evidence-driven implementation in the Information, Culture, Arts, and Sports sectors strengthened

Rationale

Dira 2050 positions good governance, accountable public service, and evidence-driven implementation as essential foundations for sustainable development and economic transformation. In response, strengthening governance, management systems, and results-based implementation within MICAS is critical to ensuring that the information, culture, arts, and sports sectors achieve measurable social, cultural, and economic results. Enhanced management systems will improve policy coordination, planning, resource allocation, and accountability, while stronger monitoring, evaluation, and learning will enable the Ministry to track outcomes, learn and adapt strategies from implementation to address emerging challenges and opportunities. Together, these reforms provide the institutional foundation for effective service delivery, stakeholder engagement, digital transformation, and performance-based management across all ministry objectives.

Strategies

i. Strengthen policy coherence, quality, and implementation arrangements across the information, culture, arts, and sports sectors;

ii. Strengthen results-based planning, monitoring, evaluation, reporting, and learning systems across MICAS and its institutions;

iii. Institutionalize evidence use, accountability, and performance review mechanisms to support decision-making and adaptive management; and

iv. Strengthen coordination, oversight, and performance monitoring of bilateral, regional, and multilateral agreements and partnerships.

Targets

i. National Cultural Policy of 1997 reviewed by June 2027;

ii. Sports Development Policy of 1995 reviewed by June 2027;

iii. Information and Broadcasting Policy of 2023 reviewed by June 2027;

iv. Review of three (3) Ministry policies coordinated by June 2027 and 300 policy documents analyzed by June 2031;

v. Strategy for implementation of Sports Development Policy developed and implemented by June 2031;

vi. Strategy for implementation of National Cultural Policy developed and implemented by June 2031;

vii. Five (5) National Bilateral/regional/multilateral culture agreements implemented by June 2031;

viii. Two (2) UNESCO conventions implemented by 2031;

ix. Cultural Heritage Act enacted by June 2031;

x. Strategy for implementation of Information and Broadcasting Policy developed and implemented by June 2031;

xi. Independent Media Council Established and operationalized by June 2031;

xii. Development and review of three (3) MICAS policies implementation strategies coordinated by June 2031;

xiii. Arts Development Plan developed and disseminated by June 2031;

xiv. Monitor implementation of Culture Policy in arts sector across 7 zones by June 2031;

xv. Monitor Culture Policy on ethnic languages, customs and traditions across 7 zones by June 2031;

xvi. 20 Monitor compliance with printing media regulatory framework by June 2031;

xvii. Three (3) sectoral policies and legislations monitored and evaluated by June 2031;

xviii. Ministry statistical report prepared annually;

xix. Eighteen (18) projects and programs monitored and evaluated by June 2031;

xx. M&E plan developed by June 2031;

xxi. Annual M&E Plan developed, reviewed, and implemented;

xxii. Annual M&E reports for agreements and MoU's prepared by June 2031;

xxiii. Annual risk based internal audit plan and charter prepared and reviewed by 2031;

xxiv. Four (4) reports on the implementation of Ministry Risk and Fraud Management reviewed annually;

xxv. Nine (9) e Government guiding documents reviewed and implemented by June 2031;

xxvi. Performance audit on Twenty (20) project conducted by June 2031;

xxvii. Twenty (20) Audit Committee meeting conducted by June 2031;

xxviii. 140 operational audits conducted by June 2031;

xxix. Review of seven (7) existing Legislations for MICAS and its Institutions coordinated by June 2031;

xxx. Four (4) National bilateral/regional/ multilateral meetings coordinated annually; and

xxxi. Enactment of five (5) Legislations for MICAS and its Institutions coordinated by June 2031.

Outcome Indicators

i. % of policies, programmes, and projects implemented with clearly defined outcome indicators, baselines, and targets;

ii. % management decisions informed by monitoring, evaluation, or performance review evidence;

iii. % bilateral, regional, and multilateral agreements monitored and reported on annually;

iv. Stakeholder satisfaction level with governance, transparency, and service coordination at MICAS; and

v. Information, sports, culture and arts participation rate

Objective D: Participation, performance, and socio-economic contribution of information, culture, arts and sports to national development enhanced.

Rationale

Information, culture, arts, and sports are key drivers of human development, social cohesion, youth empowerment, and economic transformation. Strengthening participation and performance in these sectors reinforces national identity and values while expanding employment and market opportunities in the creative and sports economies. Effective promotion and communication are critical enablers of these outcomes, as they increase public awareness, participation, and access to opportunities, and raise the national and international visibility of Tanzanian cultural and sporting excellence. Treating promotion as a strategic tool rather than an end in itself ensures that events and initiatives in these sectors contribute measurable results in inclusive growth, community engagement, and Tanzania's global profile, consistent with Dira 2050 priorities.

Strategies

i. Expand inclusive participation and performance in information, culture, arts, and sports;

ii. Strengthen talent identification, development, and transition to markets;

iii. Use strategic promotion and communication to increase participation and visibility;

iv. Strengthen research, innovation, and evidence generation; and

v. Strengthen institutional oversight and performance management.

Targets

i. Seventy (70) Local and Twenty-five (25) international sports events coordinated by June 2031;

ii. Twenty (20) Local and seven (7) international Arts and entertainment events coordinated by June 2031;

iii. Twenty (20) Local and ten (10) international Cultural events coordinated by June 2031;

iv. Ten (10) Local and twenty (20) International events for information sector coordinated by June 2031;

v. Twenty (20) Cultural heritage and traditional way of life preserved and promoted by June 2031;

vi. Ten (10) ethnic language, customs and traditions research conducted by June 2031;

vii. Twenty (20) Kiswahili language promotion sessions and events conducted at local and regional levels, and ten (10) Kiswahili promotion events conducted at the international level by June 2031;

viii. Cultural heritage Act enacted by June 2031;

ix. Guideline and strategy for National Ethics developed, approved and implemented by June 2031;

x. Private sector participation in 10 Cultural activities promoted by June 2031;

xi. Private sector participation in 20 Arts activities promoted by June 2031;

xii. Private sector participation in 75 Sports activities promoted by June 2031;

xiii. Private sector participation in 30 information activities promoted by June 2031;

xiv. Identification, nurturing and promotion of 10,000 talents in Arts facilitated by June 2031;

xv. Identification, nurturing and promotion of 20,000 talents in Sports facilitated by June 2031;

xvi. A study on the contribution of the arts and entertainment sector to social-economic development in Tanzania conducted by June, 2031;

xvii. Guideline on research and innovation matters for the Ministry developed and implemented by June 2031;

xviii. Ten (10) working sessions with cultural stakeholders conducted by 2031;

xix. Performance of five (5) Public Institutions under Arts Department coordinated by June 2031;

xx. Performance of two (2) Public Institutions under Culture Department coordinated by June 2031;

xxi. Five (5) Capacity building training among culture officers at regional and local government level conducted by June 2031;

xxii. Performance of three (3) Public Institutions under Information Department coordinated by June 2031;

xxiii. Performance of three (3) Public Institutions under Sports Department coordinated by June 2031;

xxiv. Sustainable source of funds for sports activities established by June 2031;

xxv. Performance assessment for five (5) Public Institutions under Arts Department conducted by June 2031;

xxvi. Sustainable source of funds for culture and arts activities established by June 2031;

xxvii. Performance assessment for two (2) Public Institutions under Culture Department conducted by June 2031;

xxviii. Media Accreditation Board, Independent Media Council and Media Training Fund Operationalized by June 2031;

xxix. To coordinate rehabilitation of African Liberation heritage sites in Tanzania by June 2031;

xxx. To coordinate and conduct public outreach and awareness campaigns on African liberation Heritage during commemorative events (Africa days, Southern Africa liberation day) by June, 2031;

xxxi. Performance assessment for three (3) Public Institutions under Information Department conducted by June 2031;

xxxii. Performance assessment for three (3) Public Institutions under Sports Department conducted by June 2031;

xxxiii. Access of Information promoted and developed by June 2031;

xxxiv. TBC Coverage enhanced by June 2031; and

xxxv. Liberation Heritage Programme implemented by June 2031.

Outcome Indicators

i. Participation rate in culture/arts/sports events (disaggregated);

ii. % of artists/talents transitioning to formal/commercialized sector;

iii. % change in sector contribution to employment/income (use study/ statistics); and

iv. % of MICAS institutions with satisfactory performance ratings.



JKT Queens women's football team from Tanzania celebrating their victory as champions of the 2025 CAF Women's Champions League CECAFA Zonal Qualifiers

Objective E: Access to quality, inclusive, and sustainable information, culture, arts, and sports infrastructure enhanced.

Rationale

Dira 2050 identifies infrastructure development as a key driver of inclusion, productivity, competitiveness, and national cohesion. Adequate and well-managed infrastructure for information, culture, arts, and sports is essential to support creativity, communication, talent development, and equitable access to opportunities across regions and population groups. Improved infrastructure strengthens service delivery, preserves cultural heritage and enables Tanzania to host regional and international events that attract tourism, investment, and global recognition. By positioning infrastructure as a core enabling foundation, the Ministry will unlock the full social, cultural, and economic potential of the information, culture, arts, and sports sectors in line with Dira 2050 aspirations.

Strategies

i. Expand and upgrade information, culture, arts, and sports infrastructure to improve access, safety, functionality, and inclusiveness at national and subnational levels;

ii. Strengthen management, maintenance, and sustainability of sector infrastructure to ensure optimal utilization and long-term service delivery;

iii. Promote equitable geographic distribution of infrastructure to reduce regional disparities and increase participation across all zones; and

iv. Leverage public–private partnerships and stakeholder collaboration to mobilize resources for infrastructure development and management.

Targets

i. Construction and upgrading of twenty-five (25) Sports infrastructures coordinated and managed by June, 2031;

ii. Construction and upgrading of three (3) Culture infrastructures coordinated and managed by June, 2031;

iii. Construction and upgrading of five (5) Arts infrastructures coordinated and managed by June, 2031; and

iv. Construction and upgrading of one (1) information infrastructures coordinated and managed by June, 2031.

Outcome Indicators

i. #/standard of functional facilities meeting standards;

ii. % districts with multi-purpose facility;

iii. events hosted using improved infrastructure; and

iv. Utilization rate of major facilities.

Objective F: Service delivery, institutional capacity, and internal support systems enhanced.

Rationale

Dira 2050 underscores the importance of a capable, ethical, and performance-oriented public service as a foundation for sustainable development and effective governance. Strengthening service delivery and internal support systems within MICAS is essential for effective implementation of the Ministry's mandate in information dissemination, cultural development, artistic creativity, and sports advancement. Improved human resource management, modernized systems, strong financial controls, and a supportive working environment enhance institutional efficiency, responsiveness, and coordination with stakeholders. These enablers are critical for delivering quality services, maximizing programme impact, and building public trust, in line with Dira 2050's emphasis on accountability, professionalism, and value for money.

Strategies

i. Strengthen human resource management and staff welfare systems to improve motivation, retention, and performance;

ii. Enhance staff capacity and professional skills through structured and targeted training aligned to institutional and sector needs;

iii. Improve working environment, tools, and ICT systems to support efficient service delivery and internal operations;

iv. Strengthen institutional performance management, assessment, and accountability mechanisms across MICAS and its affiliated institutions; and

v. Strengthen internal controls, financial management, procurement, and risk management systems to enhance transparency, efficiency, and compliance.

Targets

i. Comprehensive Human Resource Plan developed and implemented by June, 2031;

ii. File Management system reviewed by June 2031;

iii. Five (5) ICT infrastructure maintained and expanded by June 2031;

iv. 200 ICT hardware and software maintained by June 2031;

v. 261 MICAs staff have access to reliable transport services by June 2031;

vi. Statutory entitlements and administrative support to Arts staff provided by June, 2031;

vii. Statutory entitlements and administrative support to Culture staff provided by June, 2031;

viii. Statutory entitlements and administrative support to Information staff provided by June, 2031;

ix. Statutory entitlements and administrative support to Sports staff provided by June, 2031;

x. Statutory entitlements and administrative support to DAHRM staff provided by June, 2031;

xi. Statutory entitlements and administrative support to DPP staff provided by June, 2031;

xii. Statutory entitlements and administrative support to M&E Unit staff provided by June, 2031;

xiii. Statutory entitlements and administrative support to PMU staff provided by June, 2031;

xiv. Statutory entitlements and administrative support to ICT staff provided by June, 2031;

xv. Statutory entitlements and administrative support to Accounts and Finance staff provided by June, 2031;

xvi. Ministry Strategic Plan, Short Term and MediumTerm plans and annual Budget Plans and Performance reports developed and implemented by 2031;

xvii. Statutory entitlements and administrative support to IAU staff provided by June, 2031;

xviii. Statutory entitlements and administrative support to GCU staff provided by June, 2031;

xix. 3000 public awareness about Ministry policies, events and projects coordinated and disseminated by June 2031;

xx. Statutory entitlements and administrative support to LSU staff provided by June, 2031;

xxi. Comprehensive staff training Plan for MICAS staff developed and implemented by June 2031;

xxii. Training program for Information Services Division developed and implemented by June, 2031;

xxiii. Training program for Arts Division developed and implemented by June, 2031;

xxiv. Training program for Culture Division developed and implemented by June, 2031;

xxv. Training program for Sports Division developed and implemented by June, 2031;

xxvi. Training program for Information Division Staff developed and implemented by June, 2031;

xxvii. Training program for DAHRM developed and implemented by June, 2031;

xxviii. Training program for DPP developed and implemented by June 2031;

xxix. Training program for PMU developed and implemented by June 2031;

xxx. Training program for LSU developed and implemented by June 2031;

xxxi. Training program for M&E Unit developed and implemented by June 2031;

xxxii. Training program for GCU developed and implemented by June 2031;

xxxiii. Training program for Accounts and Finance Unit developed and implemented by June, 2031;

xxxiv. Training program for IA Unit developed and implemented by June 2031;

xxxv. Training program for ICT Unit developed and implemented by June 2031;

xxxvi. Service Delivery Survey and institutional Self-Assessment conducted by June 2031;

xxxvii. Institutional Communication strategy reviewed and implemented by June, 2031;

xxxviii. Financial Management and Accounting Regulation and Procedures operationalized by June, 2031;

xxxix. Annually Financial reports prepared by June 2031;

xl. Procurement and Supply Chain Management including evaluation, negotiation, due diligence and preparation of monthly and quarterly reports coordinated by June, 2031;

xli. Quarterly Ministerial tender board meetings facilitated by June, 2031;

xlii. Asset register and disposal of assets by tender managed annually;

xliii. Legal and advisory support services provided and documented annually for MICAS and its affiliated institutions by June 2031;

xliv. Risk Management framework implemented and monitored by June 2031;

xlv. Four (4) Strategic guidelines, short- and Medium-Term Plans and annual budgets developed and implemented by June 2031;

xlvi. Four (4) Strategic guidelines, short- and Medium-Term Plans and annual budgets monitored and evaluated by June 2031;

xlvii. Review of MICAs Organizational Structure and its affiliated institutions coordinated by June 2031;

xlviii. Sustainability reporting (Non-Financial Reporting on ESG Matters – Environmental, Social and Governance);

xlix. Improvement of working environment, including provision of suitable equipment/tools and maintenance of office building facilitated by June 2031;

i. Planning, budgeting, reporting, plans and strategies coordinated and strengthened by June 2031;

ii. MICAS training Programme prepared and training conducted to 40 staff by June 2031;

iii. Working environment including appropriate working equipments improved by June 2031; and

iv. Review of Performance Management Systems facilitated and implemented by June 2031.

Outcome indicators

i. % clients satisfied with service delivery;

ii. Voluntary staff turnover rate;

iii. % reduction in audit queries/internal control weaknesses; and

iv. % units meeting service standards.

Objective G: Public access to timely, accurate, and reliable information enhanced

Rationale

Expanding public access to information enables citizens to understand government policies, programmes, and opportunities, participate meaningfully in social and economic life, and hold public institutions accountable. In an increasingly digital and media-rich environment, strengthening access to credible information and effective government communication is critical to counter misinformation, promote equitable access to knowledge, and build public trust. Enhanced access to information therefore supports informed decision-making, social inclusion, and effective governance, in line with Dira 2050's vision of an engaged and empowered society.

Strategies

i. Strengthen media freedom, professionalism, and communication systems to improve availability, credibility, and consistency of public information;

ii. Enhance public access, awareness, and engagement on government policies, programmes, and services through integrated traditional and digital communication platforms;

iii. Strengthen digital communication, content management, and rapid response mechanisms to counter misinformation and safeguard public trust; and

iv. Strengthen oversight, coordination, and performance monitoring of public information platforms across government institutions.

Targets

i. 250 Printing Media Licenses issued and monitored by June 2031;

ii. 450 Press conferences for Government Officials Coordinated by June 2031;

iii. 150 Programs on implementation of Government projects prepared and aired in different media by June 2031;

iv. National Communication Strategy developed and disseminated by June 2031;

v. 12,500 Public Education Materials prepared and disseminated to the PIs and General Public by June 2031;

vi. Social media strategy to enhance public engagement developed and implemented by June 2031;

vii. Rapid response strategy for detection, verification, and response to online misinformation developed and implemented by June 2031;

viii. 180 Periodic updates of the National website facilitated by June 2031;

ix. 200 Public Institution's Websites and social media accounts monitored and reported by June 2031;

x. TBC coverage enhanced by June, 2031; and

xi. Access of information promoted and developed by June, 2031.

Outcome indicators

i. % satisfied with accessibility/timeliness/ reliability of information;

ii. % citizens reporting improved understanding of government policies;

iii. #/% misinformation incidents detected and addressed; and

iv. Utilization of official platforms (analytics).

Objective X: Management of Environment and Ecosystems enhanced and sustained.

Rationale

Dira 2050 highlights environmental sustainability, climate resilience, and responsible resource use as foundations for long-term development. For MICAS, integrating environmental considerations into operations and programmes is essential to protect natural and cultural heritage, sustain cultural, artistic, and sports infrastructure, and promote responsible practices. Effective environmental management reduces negative impacts, strengthens conservation awareness, and aligns the Ministry with national and global sustainability commitments, supporting sustainable service delivery in line with Dira 2050 priorities.

Strategies

i. Mainstream environmental and ecosystem management principles into MICAS policies, programmes, infrastructure development, and operational guidelines;

ii. Strengthen institutional capacity and awareness on environmental sustainability within MICAS and its affiliated institutions;

iii. Promote environmentally responsible practices in culture, arts, information, and sports events, facilities, and service delivery; and

iv. Strengthen coordination with relevant environmental authorities and stakeholders to support conservation, compliance, and resilience initiatives.

Targets

i. Environmental management guidelines integrated into MICAS policies, programmes, and infrastructure development processes by June 2031;

ii. Five (5) Environmental management programmes operationalized across MICAS and its affiliated institutions by June 2031;

iii. 26 Staff awareness and capacity-building programmes on environmental sustainability and ecosystem management conducted by June 2031; and

iv. Five (5) Environmental sustainability measures in culture, arts, information, and sports events and facilities implemented by June 2031.

Outcome Indicators

i. % programmes/projects integrating environmental measures;

ii. institutions implementing environmental guidelines;

iii. % reduction in environmental compliance incidents; and

iv. % staff aware of environmental standards.

04

RESOURCES FOR THE PLAN



Chapter Four
RESOURCES FOR THE PLAN

04

4.1 Introduction

This chapter sets out resources needed for effective implementation of MICAS's Strategic Plan from 2026/27 to 2030/31. The Plan will depend on diverse resources, including human, financial, technological, and physical assets, to ensure successful execution and sustainability.

4.2 Resources Required

4.2.1 Human Resources

Implementation of the MICAS Strategic Plan will uphold on a coordinated team with strong leadership dedicated to guide and facilitate decision-making, specialized experts to turn goals into actionable tasks, and operational staff to perform the duties in line with the Plan. MICAS will also consider providing support to its personnel in terms of finance, information technology, communication, and administration to foster smooth operations that support the achievement of the planned interventions. In some cases, the MICAS will take on board external experts such as consultants, trainers, and technical specialists to provide specialized skills that the organization lacks internally in achieving aspirations articulated in the Plan. The required MICAS human resources have been assessed across different dimensions, including their positions, skills, roles, areas for further training and gaps. The human resources needed for implementing the upcoming five-year Strategic Plan (2026/27-2030/31) are listed in Table 2.



Tanzania national football team, (Taifa Stars)

Table 2: Human Resource

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
1	Administration and Human Resources Management Division	Minister	2025/26	1	1	1	1	1	1
		Deputy Minister	2025/26	1	1	1	1	1	1
		Permanent Secretary	2025/26	1	1	1	1	1	1
		Deputy Permanent Secretary	2025/26	1	1	1	1	1	1
		Director	2025/26	1	1	1	1	1	1
		Assistant Director (Admin)	2025/26	1	1	1	1	1	1
		Assistant Director (HR)	2025/26	1	1	1	1	1	1
		Principal Administrative Officer I	2025/26	2	2	2	4	4	4
		Principal Administrative Officer II	2025/26	1	1	2	2	2	1
		Senior Administrative Officer	2025/26	1	1	2	1	1	1
		Administrative Officer I	2025/26	1	1	1	1	1	1
		Administrative Officer II	2025/26	0	0	1	1	1	0
		Principal Human Resources Officer II	2025/26	0	0	2	2	2	0
		Senior Human Resources Officer	2025/26	2	2	0	0	1	1
		Human Resources Officers I	2025/26	0	2	1	1	1	0
		Human Resources Officers II	2025/26	1	0	1	1	1	1
		Principal Transport Officer I	2025/26	0	0	0	0	0	0
		Transport Officer II	2025/26	1	1	1	1	1	0
		Librarian Grade I	2025/26	0	0	0	0	0	0
		Librarian Assitant II	2025/26	0	0	0	0	0	0
		Principal Office Management Secretary I	2025/26	2	2	2	3	3	3

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
1	Administration and Human Resources Management Division	Principal Office Management Secretary II	2025/26	0	1	1	1	1	1
		Senior Office Management Secretary	2025/26	1	2	2	2	2	1
		Office Management Secretary I	2025/26	2	3	4	4	4	4
		Office Management Secretary II	2025/26	0	0	1	1	1	1
		Personal Secretary Grade III	2025/26	0	0	0	0	0	0
		Principal Records Officer I	2025/26	0	0	1	1	1	1
		Principal Records Officer II	2025/26	1	1	0	0	0	0
		Principal Records Management Assistant II	2025/26	0	0	2	2	2	2
		Senior Records Management Assistant	2025/26	3	4	4	4	4	6
		Records Management Assistant Grade I	2025/26	4	4	2	2	2	0
		Records Management Assistant Grade II	2025/26	2	0	0	0	1	1
		Principal Security Guard I	2025/26	2	2	2	2	2	2
		Principal Security Guard II	2025/26	0	1	0	0	0	0
		Principal Office Assistant I	2025/26	0	1	1	1	1	1
		Principal Office Assistant II	2025/26	1	0	0	0	0	0
		Principal Kitchen/Mess Attendant	2025/26	1	1	1	1	1	1
		Senior Kitchen/Mess Attendant	2025/26	0	0	0	0	0	0
		Senior Driver	2025/26	1	8	8	8	8	8
		Driver Grade I	2025/26	5	3	7	7	7	7
		Driver Grade II	2025/26	2	3	3	3	3	1
		Principal Youth Development Officer II	2025/26	0	0	1	1	1	1
		Senior youth Development Officer	2025/26	0	1	0	0	0	0

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
2	Finance and Accounts Unit	Chief Accountant	2025/26	1	1	1	1	1	1
		Principal Accountant Grade I	2025/26	1	1	2	2	2	2
		Principal Accountant Grade II	2025/26	1	2	1	1	1	1
		Senior Accountant	2025/26	1	0	0	0	1	1
		Accountant Grade I	2025/26	0	0	0	2	2	2
		Accountant Grade II	2025/26	1	2	2	0	0	0
		Principal Accounts Officer I	2025/26	0	1	1	1	1	1
		Principal Accounts Officer II	2025/26	0	2	5	5	5	5
		Senior Accounts Officer	2025/26	5	3	1	1	1	1
		Accounts Officer I	2025/26	2	0	0	0	1	1
		Accounts Officer II	2025/26	0	1	0	0	1	0
		Assistant Accounts	2025/26	1	2	2	2	1	1
		Principal Office Assistant	2025/26	1	1	1	1	1	1
		Driver I	2025/26	1	1	1	1	1	2
		Office Management Secretary I	2025/26	1	1	1	1	1	2
3	Policy and Planning Division	Director of Policy and Planning	2025/26	1	1	1	1	1	1
		Assistant Director of Planning and Budgeting	2025/26	1	1	1	1	1	1
		Assistant Director of Policy Research and Innovation	2025/26	0	1	1	1	1	1
		Principal Planning Officer I	2025/26	1	1	1	1	1	1
		Principal Economist I	2025/26	1	1	1	1	1	1
		Principal Economist II	2025/26	0	1	1	2	2	2

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
3	Policy and Planning Division	Senior Economist	2025/26	1	1	2	1	1	1
		Economist I	2025/26	1	0	0	3	3	3
		Economist II	2025/26	3	3	3	0	0	1
		Principal Statistician I	2025/26	1	1	1	2	2	2
		Principal Statistician II	2025/26	0	1	1	2	2	2
		Senior Statistician I	2025/26	1	1	1	0	0	0
		Statistician I	2025/26	0	0	1	1	1	1
		Statistician II	2025/26	1	1	0	0	0	1
		Senior Office Assistant	2025/26	0	0	0	0	0	0
		Office Management Secretary I	2025/26	0	0	0	1	1	1
		Office Management Secretary II	2025/26	1	1	0	0	0	0
		Driver I	2025/26	0	0	0	1	1	1
		Driver II	2025/26	1	1	0	0	0	0
4	Government Communication Unit	Principal Information Officer I	2025/26	0	1	1	2	2	2
		Principal Information Officer II	2025/26	2	2	2	1	1	1
		Senior Information Officer	2025/26	1	0	0	0	0	0
		Information Officer I	2025/26	0	0	0	0	2	0
		Information Officer II	2025/26	2	2	0	0	0	0
		Senior Driver	2025/26	0	0	0	0	1	1
		Driver I	2025/26	1	1	1	1	0	0

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
5	Procurement Management Unit	Director	2025/26	1	1	1	1	1	1
		Principal Procurement Officer I	2025/26	0	0	0	0	0	0
		Principal Supplies Officer I	2025/26	0	0	0	0	2	2
		Senior Supplies Officer	2025/26	1	2	2	2	5	5
		Supplies Officer I	2025/26	0	3	3	3	3	3
		Supplies Officer II	2025/26	2	0	0	0	0	0
		Senior Procurement Officer I	2025/26	0	2	2	2	0	0
		Procurement Officer I	2025/26	1	0	0	0	1	1
		Procurement Officer II	2025/26	0	1	1	1	0	0
		Assistant Procurement I	2025/26	1	1	1	1	1	1
		Principal Office Management Secretary II	2025/26	0	0	1	1	1	0
		Senior Office Management Secretary I	2025/26	1	1	0	0	0	0
		Office Management Secretary II	2025/26	0	0	0	0	0	0
		Senior Driver I	2025/26	0	0	0	0	1	1
		Driver I	2025/26	0	1	1	1	0	0
		Driver II	2025/26	0	0	0	0	0	0
6	Internal Audit Unit	Chief Internal Auditor	2025/26	1	1	1	1	1	1
		Principal Internal Auditor I	2025/26	0	1	1	1	1	1
		Principal Internal Auditor II	2025/26	0	0	0	0	1	1
		Internal Auditor I	2025/26	1	1	1	1	0	0
		Internal Auditor II	2025/26	0	0	0	0	0	0
		Senior Internal Audit Officer	2025/26	1	1	0	0	0	1
		Internal Audit Officer Grade I	2025/26	1	1	1	1	1	0

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
6	Internal Audit Unit	Internal Audit Officer Grade II	2025/26	0	0	0	0	0	0
		Senior Office Management Secretary II	2025/26	0	0	0	0	0	1
		Office Management Secretary II	2025/26	0	1	1	1	1	0
		Senior Driver	2025/26	0	0	0	0	0	0
7	Information ,Communication and Technology Unit	Principal ICT Officer I	2025/26	1	2	2	2	6	6
		Principal ICT Officer II	2025/26	1	4	4	4	2	2
		Senior ICT Officer	2025/26	5	1	1	1	1	1
		ICT Officer Grade I	2025/26	0	0	0	0	0	0
		ICT Officer Grade II	2025/26	0	0	0	0	0	0
		Principal Assistant ICT Officer	2025/26	0	0	0	0	1	1
		Senior Assistant ICT Officer	2025/26	0	1	1	1	0	0
		Assistant ICT Officer Grade I	2025/26	1	1	0	0	0	0
		Asstant ICT Officer II	2025/26	0	0	0	0	0	0
		Driver I	2025/26	0	0	0	0	0	1
		Driver II	2025/26	0	1	1	1	1	0
8	Legal Services Unit	Head of Legal Services	2025/26	1	1	1	1	1	1
		Principal Legal Officer I	2025/26	0	0	0	0	0	0
		Principal State Attorney II	2025/26	0	0	0	0	0	0
		Senior Legal	2025/26	0	0	0	1	1	1
		Senior Legal	2025/26	1	1	0	0	0	0
		Legal Officer I	2025/26	0	0	0	0	0	4
		Legal Officer II	2025/26	4	4	0	0	0	0
		Office Management Secretary II	2025/26	1	1	1	1	1	1

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
		Driver I	2025/26	0	0	0	0	0	1
		Driver II	2025/26	0	1	1	1	1	0
9	Culture Development Division	Director of Culture Development	2025/26	1	1	1	1	1	1
		Assistant Director of Language Development	2025/26	1	1	1	1	1	1
		Assistant Director of Culture Heritage and National Ethics	2025/26	1	1	1	1	1	1
		Principal Cultural Officer I	2025/26	0	2	2	2	10	10
		Principal Cultural Officer II	2025/26	2	8	8	8	1	1
		Senior Cultural Officer	2025/26	8	1	1	1	2	2
		Cultural Officer I	2025/26	1	2	2	2	6	6
		Cultural Officer II	2025/26	7	6	6	6	0	0
		Principal Accounts Officer	2025/26	1	0	0	0	1	1
		Senior Accounts Office	2025/26	1	1	1	1	0	0
		Office Management Secretary I	2025/26	0	0	0	0	0	1
		Office Management Secretary II	2025/26	0	0	1	1	1	0
		Personal Secretary III	2025/26	1	1	0	0	0	0
		Principal Librarian II	2025/26	0	0	0	0	1	1
		Senior Librarian	2025/26	1	1	1	1	0	0
		Librarian II	2025/26	0	1	1	1	0	0
		Economist II	2025/26	0	0	0	0	0	0
		Statistician I	2025/26	0	0	0	0	0	0
		ICT I	2025/26	0	0	0	0	0	0
		ICT II	2025/26	0	0	0	0	0	0

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
		Assistant ICT Officer Grade II	2025/26	1	1	1	1	0	0
		Information Officer II	2025/26	0	0	0	0	0	0
		Senior Driver	2025/26	1	1	1	1	1	1
		Driver I	2025/26	0	0	0	0	1	1
		Driver II	2025/26	1	1	1	1	0	0
		Principal Management Secretary	2025/26	0	0	0	0	1	1
		Senior Management Secretary	2025/26	0	1	1	1	0	0
		Office Management Secretary I	2025/26	1	0	0	0	0	0
		Principal Office Assistant	2025/26	0	0	0	0	0	0
10	Sports Development Division	Director	2025/26	0	1	1	1	1	1
		Assistant Director of Games and Sports Development	2025/26	1	1	1	1	1	1
		Assistant Director of Games and Sports Infrastructure Development	2025/26	1	1	1	1	1	1
		Principal Games and Sports I	2025/26	4	4	4	4	7	7
		Principal Games and Sports II	2025/26	0	3	3	3	6	7
		Senior Games and Sports	2025/26	9	7	7	7	3	3
		Games & Sports Officer I	2025/26	1	2	2	2	15	15
		Games & Sports Officer II	2025/26	10	15	15	15	0	0
		Principal Information Officer I	2025/26	0	0	0	0	0	0
		Senior Marketing Officer I	2025/26	0	0	0	0	0	0
		Administrative II	2025/26	1	0	0	0	0	0
		Senior Administrative	2025/26	0	0	0	0	1	1

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
10	Sports Development Division	Administrative I	2025/26	1	1	1	1	0	0
		ICT I	2025/26	0	0	0	0	1	1
		ICT II	2025/26	1	1	1	1	0	0
		Librarian II	2025/26	0	0	0	0	0	0
		Senior Assistant Games and Sports Officer	2025/26	1	1	1	1	0	0
		Assistant Games and Sports Officer I	2025/26	0	0	0	0	0	0
		Assistant Games and Sports Officer II	2025/26	0	0	0	0	0	0
		Principal Agricultural Officer I	2025/26	0	1	1	1	1	1
		Principal Agricultural Officer II	2025/26	1	0	0	0	0	0
		Principal Agricultural Field Officer II	2025/26	0	2	2	2	2	0
		Senior Agricultural Field Officer I	2025/26	2	0	0	0	0	0
		Principal Assistant Medical Officer I	2025/26	0	1	1	1	1	1
		Principal Assistant Medical Officer II	2025/26	1	0	0	0	0	0
		Principal Assistant Nursing Officer I	2025/26	1	1	1	1	1	1
		Principal Assistant Nursing Officer II	2025/26	0	0	0	0	0	0
		Senior Clinical Officer	2025/26	0	0	0	0	0	0
		Senior Physiotherapist	2025/26	2	0	0	0	0	0
		Principal Physiotherapist II	2025/26	0	2	2	2	0	0
		Senior ICT	2025/26	0	0	0	0	0	0
		Principal Accountant I	2025/26	0	0	0	0	1	1
		Principal Accountant II	2025/26	1	1	1	1	0	0
		Senior Engineer Electrical	2025/26	0	0	0	0	0	0

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
10	Sports Development Division	Civil Engineer I	2025/26	0	0	0	0	0	0
		Senior Engineer	2025/26	0	0	0	0	1	1
		Water Engineer I	2025/26	0	1	1	1	0	0
		Water Engineer II	2025/26	0	0	0	0	0	0
		Engineer I	2025/26	0	0	0	0	4	4
		Engineer II	2025/26	0	4	4	4	0	0
		Principal Technician	2025/26	1	2	2	2	2	2
		Senior Technician	2025/26	1	0	0	0	0	0
		Technician I	2025/26	0	0	0	0	10	10
		Technician II	2025/26	6	10	10	10	0	0
		Library Assistant I	2025/26	0	0	0	0	1	1
		Library Assistant II	2025/26	1	1	1	1	0	0
		Principal Office Management Secretary I	2025/26	0	0	0	1	1	1
		Principal Office Management Secretary II	2025/26	1	1	1	0	0	0
		Office Management Secretary I	2025/26	0	0	0	0	3	3
		Office Management Secretary II	2025/26	2	3	3	3	0	0
		Principal Office Assistant	2025/26	0	0	0	0	0	0
		Principal Security Guard	2025/26	0	2	2	2	2	2
		Principal Security Guard II	2025/26	2	0	0	0	0	0
		Principal Kitchen/Mess Attendant	2025/26	3	3	3	3	3	3
		Senior Record Management Assistant	2025/26	0	0	0	0	0	0
		Record Management Assistant I	2025/26	0	0	0	0	1	1

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
10	Sports Development Division	Record Management Assistant II	2025/26	1	1	1	1	0	0
		Senior Supplies Officer	2025/26	0	2	2	2	0	0
		Supplies Officer I	2025/26	2	0	0	0	1	1
		Supplies Officer II	2025/26	1	1	1	1	0	0
		Accounts Officer II	2025/26	0	0	0	0	0	0
		Senior Economist	2025/26	0	0	0	0	0	0
		Information Officer II	2025/26	0	0	0	0	0	0
		Senior Driver	2025/26	1	1	1	1	2	2
		Driver I	2025/26	0	1	1	1	3	3
		Driver II	2025/26	1	2	2	2	0	0
11	Monitoring and Evaluation	Director	2025/26	0	1	1	1	1	1
		Assistant Director Monitoring and Evaluation	2025/26	1	1	1	1	1	1
		Principal Statician I	2025/26	1	1	1	1	2	2
		Principal Statistician Officer II	2025/26	1	1	1	1	0	0
		Senior Statician	2025/26	0	0	0	0	1	1
		Stastician I	2025/26	0	1	1	1	0	0
		Senior Economist	2025/26	0	0	0	0	0	0
		Economist I	2025/26	1	1	1	1	2	2
		Economist II	2025/26	0	1	1	1	1	1
		Driver I	2025/26	1	1	1	1	0	0
		Office Management Secretary II	2025/26	0	1	1	1	1	0

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
12	Arts Development Division	Director of Arts Development	2025/26	1	1	1	1	1	1
		Assistant Director of Rights and Artist Development	2025/26	1	1	1	1	1	1
		Assistant Director of Arts Industry Coordination	2025/26	1	1	1	1	1	1
		Manager of Empowerment Funds Management	2025/26	1	1	1	1	1	1
		Principal Cultural Officer I	2025/26	0	1	1	1	2	2
		Principal Cultural Officer II	2025/26	1	1	1	1	3	3
		Senior Culturjal Officer	2025/26	2	3	3	3	0	0
		Cultural Officer I	2025/26	4	2	2	2	2	5
		Cultural Officer II	2025/26	2	3	3	3	3	3
		ICT II	2025/26	1	0	0	0	1	1
		ICT I	2025/26	0	1	1	1	0	0
		Principal Office Management Secretary II	2025/26	0	0	0	0	0	0
		Office Management Secretary II	2025/26	1	1	1	1	1	0
		Principal Office Assistant	2025/26	0	0	0	0	0	0
		Senior Driver I	2025/26	0	1	1	1	1	1
		Driver I	2025/26	1	0	0	0	0	1
		Driver II	2025/26	1	1	1	1	1	0

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
13	Information Service Division	Director of Information Services	2025/26	0	1	1	1	1	1
		Assistant Director of Press and Photo Section Services	2025/26	1	1	1	1	1	1
		Assistant Director of Government Communication Coordination and National Branding	2025/26	1	1	1	1	1	1
		Assistant Director of Digital and Multmedia Section	2025/26	0	1	1	1	1	1
		Assistant Director of Newspaper Licensing and Compliance Section	2025/26	0	0	0	0	0	0
		Principal Information Officer I	2025/26	4	4	4	4	4	12
		Principal Information Officer II	2025/26	0	8	8	8	11	3
		Senior Information Officer	2025/26	10	3	3	3	0	0
		Information Officer I	2025/26	1	0	0	0	0	8
		Information Officer II	2025/26	8	8	8	8	8	0
		Principal State Attorney I	2025/26	0	1	1	1	1	1
		Principal State Attorney II	2025/26	1	0	0	0	0	0
		Senior Engineer I	2025/26	0	0	0	0	1	1
		Engineer I	2025/26	1	1	1	1	1	1
		Engineer II	2025/26	0	1	1	1	0	0
		Principal Receptionist II	2025/26	0	0	0	0	0	0
		Senior Receptionist	2025/26	0	1	1	1	1	1
		Receptionist 1	2025/26	1	0	0	0	0	0
		Office Management Secretary II	2025/26	0	1	1	1	0	0

S/n	Department/Unit	Position Description	Baseline/ Employees Current Status		Employee targets (2026/2027 – 2030/31)				
			Year	Current Status	Y1	Y2	Y3	Y4	Y5
		Senior Driver	2025/26	1	1	1	1	3	3
		Driver I	2025/26	1	2	2	2	2	2
		Driver II	2025/26	1	2	2	2	0	0
		Senior Security Guard	2025/26	1	1	1	1	1	1
		Security Guard I	2025/26	0	0	0	0	0	0

Table 3: Training and Capacity Building plan

S/n	Departement/Unit	Employees' Training and Skills gaps		Training and Capacity building Plan (2026/2027 – 2030/31)				
		Year	Training Needs	Y1	Y2	Y3	Y4	Y5
1	Administration and Human Resources Management Division	2025/26	On job Training	On job Training	On job Training	On job Training	On job Training	On job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree
		2025/26	Diploma in Secretarial Services	Diploma in Secretarial Services	Diploma in Secretarial Services	Diploma in Secretarial Services	Diploma in Secretarial Services	Diploma in Secretarial Services
		2025/26	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I
		2025/26	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II
		2025/26	Advanced Drivers Course I	Advanced Drivers Course I	Advanced Drivers Course I	Advanced Drivers Course I	Advanced Drivers Course I	Advanced Drivers Course I
		2025/26	Advanced Drivers Course Grade II	Advanced Drivers Course Grade II	Advanced Drivers Course Grade II	Advanced Drivers Course Grade II	Advanced Drivers Course Grade II	Advanced Drivers Course Grade II

S/n	Departement/Unit	Employees' Training and Skills gaps		Training and Capacity building Plan (2026/2027 – 2030/31)				
2	Finance and Accounts Unit	2025/26	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	Diploma in Accounts	Diploma in Accounts	Diploma in Accounts	Diploma in Accounts	Diploma in Accounts	Diploma in Accounts
		2025/26	Office Management and Customer Care	Office Management and Customer Care	Office Management and Customer Care	Office Management and Customer Care	Office Management and Customer Care	Office Management and Customer Care
		2025/26	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II
		2025/26	Advanced Drivers Course I	Advanced Drivers Course I	Advanced Drivers Course I	Advanced Drivers Course I	Advanced Drivers Course I	Advanced Drivers Course I
3	Policy and Planning Division	2025/26	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I
		2025/26	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II
		2025/26	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I
4	Government Communication Unit	2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I

S/n	Departement/Unit	Employees' Training and Skills gaps		Training and Capacity building Plan (2026/2027 – 2030/31)				
5	Procurement Management Unit	2025/26	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree
		2025/26	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I
		2025/26	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II
		2025/26	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I
6	Internal Audit Unit	2025/26	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I
		2025/26	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II
		2025/26	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I
7	Information ,Communication and Technology Unit	2025/26	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree
		2025/26	Diploma in ICT	Diploma in ICT	Diploma in ICT	Diploma in ICT	Diploma in ICT	Diploma in ICT
		2025/26	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I

S/n	Departement/Unit	Employees' Training and Skills gaps		Training and Capacity building Plan (2026/2027 – 2030/31)				
8	Legal Services Unit	2025/26	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I
		2025/26	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I
9	Culture Development Division	2025/26	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree
		2025/26	Diploma in Secretarial Services & MDEA I	Diploma in Secretarial Services & MDEA I	Diploma in Secretarial Services & MDEA I	Diploma in Secretarial Services & MDEA I	Diploma in Secretarial Services & MDEA I	Diploma in Secretarial Services & MDEA I
		2025/26	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II	MDEA II
		2025/26	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I
10	Sports Development Division	2025/26	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree
		2025/26	Full Technician Certificate	Full Technician Certificate	Full Technician Certificate	Full Technician Certificate	Full Technician Certificate	Full Technician Certificate

S/n	Departement/Unit	Employees' Training and Skills gaps		Training and Capacity building Plan (2026/2027 – 2030/31)				
		2025/26	Form IV & Technician Certificate	Form IV & Technician Certificate	Form IV & Technician Certificate	Form IV & Technician Certificate	Form IV & Technician Certificate	Form IV & Technician Certificate
		2025/26	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I
		2025/26	Form IV, Militias Training	Form IV, Militias Training	Form IV, Militias Training	Form IV, Militias Training	Form IV, Militias Training	Form IV, Militias Training
		2025/26	Office management and custome care	Office management and custome care	Office management and custome care	Office management and custome care	Office management and custome care	Office management and custome care
		2025/26	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I
11	Monitoring and Evaluation	2025/26	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I
		2025/26	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I

S/n	Departement/Unit	Employees' Training and Skills gaps		Training and Capacity building Plan (2026/2027 – 2030/31)				
12	Arts Development Division	2025/26	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I	MDEA I
		2025/26	Office Management and Customer Care	Office Management and Customer Care	Office Management and Customer Care	Office Management and Customer Care	Office Management and Customer Care	Office Management and Customer Care
		2025/26	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I
13	Information Service Division	2025/26	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training	On Job Training
		2025/26	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree	Master Degree
		2025/26	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree	Bachelor Degree
		2025/26	Diploma	Diploma	Diploma	Diploma	Diploma	Diploma
		2025/26	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I	Advanced Drivers Course Grade I

In addressing the gaps identified in Table 2, the MICAS will embark on several strategies for mobilizing human resources required to implement the Strategic Plan. This includes: -

a. Recategorizing MICAS staff to meet the required demand;
b. Provide training to MICAS staff to attain the required skills;
c. Undertake promotions to attain the required level of ranks;
d. Conduct skills audits to determine current competencies against the required one;
e. Recruit individuals with needed skills;
f. Use contract or temporary workers to quickly fill urgent gaps;
g. Implement training programs;
h. Develop leadership and managerial capability through coaching and mentoring;
i. Rotate employees across roles to build versatile skills; and
j. Enhance Succession plan.

4.2.2 Financial Resources

MICAS Strategic Plan will require adequate financial resources to finance its activities like staffing, training, technology investments, operational improvements, and monitoring systems that support achievements of planned interventions. This includes budget allocations for retooling, infrastructure, program activities, capacity building initiatives and monitoring and evaluations. The MICAS will uphold proper financial planning and budgeting that ensure each strategic objective is well funded, enabling successful and sustainable execution. The effective rollout of this Strategic Plan for 2026/27-2030/31 will depend on both internal and external source to finance the planned interventions. The revenue sources, targeted spending areas, and budget estimates for the next five years are outlined in Table 4&5.



Tanzania's women's national futsal team posing with a certificate ahead of the 2025 FIFA Futsal Women's World Cup in the Philippines

4.2.2.1 Source of Financial Resource

Table 4: Objectives Cost Breakdown and Projections

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
A. HIV/AIDS infections and Non-Communicable Diseases reduced, and supportive services improved							
	Strengthen staff awareness, prevention, and behavior change	261 Staff sensitization on HIV/AIDS and NCDs conducted by June 2031;	53,020,000	54,020,000.00	55,020,000.00	56,020,000.00	57,020,000.00
		20 Preventive HIV/AIDS and NCD risk reduction programmes implemented for MICAS staff by June 2031;	16,690,000	17,000,000.00	18,000,000.00	19,000,000.00	20,000,000.00
		Care and support services for 2 staff living with HIV provided by June 2031;	0	5,000,000.00	5,500,000.00	6,000,000.00	6,500,000.00
		20 Workplace wellness and one psychosocial support programmes implemented by June 2031;	0	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00
		Absenteeism related to HIV/AIDS and NCDs reduced by 95% by June 2031;	0	5,000,000.00	-	5,000,000.00	-
	Strengthen access to care, support, and referral services	Care and supportive Services to SLWHIV provided by June, 2031	0	3,000,000.00	-	3,000,000.00	-

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
	Promote holistic workplace wellbeing programmes	Wellbeing programs to staff provided by June 2031	0	5,000,000.00	5,000,000.00	5,000,000.00	5,000,000.00
	Total Objective A		69,710,000	99,020,000.00	93,520,000.00	104,020,000.00	98,520,000.00
B. Implementation of the National Anti-Corruption Strategy enhanced and sustained							
	Enhance staff awareness, capacity, and compliance	261 Staff sensitization on anti-corruption and Public Service Ethics programs conducted by June, 2031;	48,532,500	50,000,000.00	50,000,000.00	50,000,000.00	50,000,000.00
	Strengthen functionality and oversight of integrity structures	20 MICAS Integrity committee functions facilitated by June, 2031;	0	-	12,000,000.00	-	12,000,000.00
	Total Objective B		48,532,500	50,000,000.00	62,000,000.00	50,000,000.00	62,000,000.00
C. Governance, management systems, and evidence-driven implementation in the Information, Culture, Arts, and Sports sectors strengthened							
	Strengthen policy coherence, quality, and implementation arrangements	The National Cultural Policy of 1997 reviewed by June, 2027	82,500,000	74,530,000.00	65,900,000.00	65,900,000.00	50,000,000.00
		Sports Development Policy of 1995 reviewed by June, 2027	95,850,000	85,769,000.00	75,400,000.00	65,460,000.00	60,000,000.00
		Information and Broadcasting Policy of 2023 reviewed by June 2027	16,800,000	15,499,000.00	13,400,000.00	12,000,000.00	10,000,000.00
		3 Ministry's Policies reviewed and 150 Policy documents analyzed by June 2031	2,045,638,500	2,100,000,000.00	2,150,000,000.00	2,200,000,000.00	2,250,000,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
		Two (2) UNESCO conventions implemented by 2031;	58,750,000	60,000,000.00	62,000,000.00	64,000,000.00	66,000,000.00
	Strengthen policy coherence, quality, and implementation arrangements across the information, culture, arts, and sports sectors	Strategy for the implementation of Sports Development Policy developed and implemented by June 2031	30,000,000	30,000,000.00	-		-
		Strategy for the implementation of the National Cultural Policy developed and implemented by June 2031	30,000,000	30,000,000.00	-		-
		Strategy for the implementation of information and broadcasting policy developed and implemented by June 2031	30,000,000	30,000,000.00	-		-
		Development and review of three (3) MICAS policies implementation strategies coordinated by June 2031;	0	100,000,000.00	-	-	100,000,000.00
	Strengthen results-based planning, monitoring, evaluation, reporting, and learning systems across MICAS and its institutions	Arts Development Plan developed by June, 2031	44,828,000	-	-	-	-

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
		Monitor implementation of Culture Policy in arts sector across 7 zones by June 2031	20,600,000	22,600,000.00	24,600,000.00	26,600,000.00	28,600,000.00
		Monitor Culture Policy on ethnic languages, customs and traditions across 7 zones by June 2031	0	20,000,000.00	20,000,000.00	20,000,000.00	20,000,000.00
	Strengthen results-based planning, monitoring, evaluation, reporting, and learning systems across MICAS and its institutions	Eighteen (18) projects and programs monitored and evaluated by June, 2031;	0	50,000,000.00	40,000,000.00	30,000,000.00	20,000,000.00
		Nine (9) e Government guiding documents reviewed and implemented by June 2031	119,050,000	119,050,000.00	119,050,000.00	119,050,000.00	119,050,000.00
		Annual M&E reports for agreements and MoUs prepared by June 2031	13,850,000	13,850,000.00	13,850,000.00	13,850,000.00	13,850,000.00
		Independent Media Council Established and operationalized by June 2031;	34,800,000	35,000,000.00	36,000,000.00	37,000,000.00	38,000,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
	Strengthen coordination, oversight, and performance monitoring of bilateral, regional, and multilateral agreements and partnerships	Annual M&E Plan developed, reviewed, and implemented	12,600,000	13,000,000.00	14,000,000.00	15,000,000.00	15,000,000.00
		Review of seven (7) existing Legislations for MICAS and its Institutions coordinated by June 2031;	16,100,000	16,100,000.00	16,100,000.00	16,100,000.00	16,100,000.00
	Strengthen coordination, oversight, and performance monitoring of bilateral, regional, and multilateral agreements and partnerships	Five (5) National Bilateral/regional/ multilateral culture agreements implemented by June 2031	58,100,000	50,000,000.00	50,000,000.00	50,000,000.00	50,000,000.00
		Performance audit on Twenty (20) project conducted by June,2031	102,686,000	80,000,000.00	80,000,000.00	80,000,000.00	80,000,000.00
		Annual risk based internal audit plan and charter prepared and reviewed by June 2031	7,540,000	7,540,000.00	7,540,000.00	7,540,000.00	7,540,000.00
		Quarterly reviewed and reports on the implementation of Ministry Risk and Fraud Management	10,200,000	10,200,000.00	10,200,000.00	10,200,000.00	10,200,000.00
		140 operational audits conducted by June 2031	116,387,000	116,387,000.00	116,387,000.00	116,387,000.00	116,387,000.00
	Total Objective C		3,122,139,500	3,285,925,000	3,121,827,000	3,157,487,000	3,280,127,000

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
	D. Participation, performance, and socio-economic contribution of information, culture, arts, and sports to national development enhanced						
	Use strategic promotion and communication to increase participation and visibility	Seventy (70) Local and twenty-five (25) international sports events coordinated by June 2031;	908,649,500	800,000,000.00	700,000,000.00	600,000,000.00	500,000,000.00
		Twenty (20) Local and seven (7) international Arts and entertainment events coordinated by June 2031;	353,057,500	400,000,000.00	420,000,000.00	440,000,000.00	460,000,000.00
		Twenty (20) Local and ten (10) international Cultural events coordinated by June 2031;	334,715,000	350,000,000.00	355,000,000.00	360,000,000.00	365,000,000.00
		Ten (10) Local and twenty (20) International events for information sector coordinated by June 2031;	201,430,000	210,000,000.00	220,000,000.00	230,000,000.00	240,000,000.00
		Twenty (20) Cultural heritage and traditional way of life preserved and promoted by June 2031;	222,100,000	250,000,000.00	260,000,000.00	270,000,000.00	280,000,000.00
		Ten (10) ethnic language, customs and traditions research conducted by June 2031;	0	30,000,000.00	-	-	30,000,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
	Strengthen talent identification, development, and transition to markets	Twenty (20) Kiswahili language promotion sessions and events conducted at local and regional levels, and ten (10) Kiswahili promotion events conducted at the international level by June 2031;	3,539,800,000	3,700,000,000.00	3,750,000,000.00	3,800,000,000.00	3,850,000,000.00
		Guideline and strategy for National ethics developed and implemented by June 2031;	77,500,000	20,000,000.00	25,000,000.00	30,000,000.00	35,000,000.00
		Private sector participation in 10 Cultural activities facilitated by June 2031;	0	10,000,000.00	15,000,000.00	20,000,000.00	25,000,000.00
		Private sector participation in 20 Arts activities facilitated by June 2031;	55,403,500	60,000,000.00	62,000,000.00	64,000,000.00	66,000,000.00
		Private sector participation in 75 Sports activities facilitated by June 2031;	0	40,000,000.00	42,000,000.00	44,000,000.00	46,000,000.00
		Private sector participation in 30 information activities facilitated by June 2031;	27,000,000	27,000,000.00	27,000,000.00	27,000,000.00	27,000,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
		Identification, nurturing and promotion of talents in 10,000 Arts facilitated by June 2031;	356,745,500	360,000,000.00	365,000,000.00	370,000,000.00	375,000,000.00
		Identification, nurturing and promotion of 20,000 talents in sports facilitated by June 2031;	92,232,500	100,000,000.00	110,000,000.00	115,000,000.00	120,000,000.00
		Media Accreditation Board, Independent Media Council and Media Training Fund Operationalized by June 2031	301,000,000	310,000,000.00	315,000,000.00	320,000,000.00	325,000,000.00
		Sustainable source of funds for sports activities established by June 2031	54,500,000,000	60,500,000,000.00	65,500,000,000.00	70,500,000,000.00	75,500,000,000.00
		Sustainable source of funds for culture and arts activities established by June 2031;	5,000,000,000	6,000,000,000.00	7,000,000,000.00	8,000,000,000.00	9,000,000,000.00
	Strengthen research, innovation, and evidence generation	A study on the contribution of Arts and Entertainment Sector on Social - Economic Development in Tanzania conducted by June, 2031;	32,953,500	33,953,500.00	34,953,500.00	35,953,500.00	36,953,500.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
		Guideline on research and innovation matters for the Ministry developed by June 2031;	35,870,000	35,870,000.00	35,870,000.00	35,870,000.00	36,870,000.00
		Liberation Heritage Programme implemented by June 2031	4,001,576,000	3,001,576,000.00	2,001,576,000.00	1,001,576,000.00	1,001,576,000.00
	Strengthen institutional oversight and performance management	Performance of five (5) Public Institutions under Arts Department coordinated by June, 2028	14,050,000	19,050,000.00	23,050,000.00	27,050,000.00	31,050,000.00
		Performance of two (2) Public Institutions under Culture Department coordinated by June, 2028	48,400,000	55,000,000.00	55,000,000.00	55,000,000.00	55,000,000.00
		Performance of three (3) Public Institutions under Information Department coordinated by June, 2028	6,499,608,000	6,700,000,000.00	6,800,000,000.00	6,900,000,000.00	7,000,000,000.00
		Performance of five (5) Public Institutions under Sports Department coordinated by June, 2028	963,903,000	1,000,000,000.00	1,200,000,000.00	1,400,000,000.00	1,600,000,000.00
	Total Objective D		77,565,994,000	84,012,449,500	89,316,449,500	94,645,449,500	101,005,449,500

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
	E. Access to quality, inclusive, and sustainable information, culture, arts, and sports infrastructure enhanced						
	Expand and upgrade infrastructure for access, safety, functionality, inclusiveness	Construction and upgrading of twenty-five (25) sports infrastructures coordinated and managed by June, 2031	350,755,442,000	355,000,000,000.00	360,000,000,000.00	365,000,000,000.00	370,000,000,000. 00
		Construction and upgrading of three (3) Culture infrastructures coordinated and managed by June, 2031	0	1,000,000,000.00	1,000,000,000.00	1,000,000,000.00	1,000,000,000.00
		Construction and upgrading of five (5) Arts infrastructures coordinated and managed by June, 2031	3,532,700,000	3,700,000,000.00	3,900,000,000.00	4,000,000,000.00	4,100,000,000.00
		Construction and upgrading of one (1) information infrastructures coordinated and managed by June, 2031	15,013,800,000	13,000,000,000.00	11,000,000,000.00	9,000,000,000.00	7,000,000,000.00
		Access of Information promoted and developed by June 2031	2,700,000,000	2,800,000,000.00	2,900,000,000.00	3,000,000,000.00	3,100,000,000.00
	Total Objective E		372,001,942,000	375,500,000,000	378,800,000,000	382,000,000,000	385,200,000,000

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
	F. Services delivery and supporting services in the Ministry enhanced						
	Strengthen HR management and staff welfare systems	Comprehensive Human Resource Plans developed and implemented by June, 2031	128,600,000	129,000,000.00	130,000,000.00	131,000,000.00	132,000,000.00
	Improve working environment, tools, and ICT systems	Five (5) ICT infrastructure maintained and expanded by June 2031	70,500,000	72,000,000.00	74,000,000.00	76,000,000.00	78,000,000.00
		Working environment including appropriate working equipment's improved by June 2031	4,191,881,000	4,300,000,000.00	4,400,000,000.00	4,500,000,000.00	4,600,000,000.00
		Five (5) ICT hardware and software maintained by June 2031	83,700,000	85,700,000.00	87,700,000.00	89,700,000.00	91,700,000.00
		261 MICAs staff have access to reliable transport services by June 2031	631,404,000	632,404,000.00	633,404,000.00	634,404,000.00	635,404,000.00
		Statutory entitlements and administrative support to Arts staff provided by June, 2031	81,260,000	83,000,000.00	85,000,000.00	87,000,000.00	89,000,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
		Statutory entitlements administrative support to Culture staff provided by June, 2031	79,840,000	80,000,000.00	81,000,000.00	82,000,000.00	83,000,000.00
		Statutory entitlements administrative support to Information staff provided by June, 2031	907,363,000	910,363,000.00	913,363,000.00	916,363,000.00	919,363,000.00
		Statutory entitlements administrative support to Sports staff provided by June, 2031	209,410,000	210,410,000.00	211,410,000.00	212,410,000.00	213,410,000.00
		Statutory entitlements administrative support to DAHRM staff provided by June, 2031	2,751,360,000	2,851,360,000.00	2,951,360,000.00	3,000,360,000.00	3,100,360,000.00
		Statutory entitlements administrative support to DPP staff provided by June, 2031	152,706,000	154,706,000.00	156,706,000.00	158,706,000.00	160,706,000.00
		Statutory entitlements administrative support to DME Unit staff provided by June, 2031	22,280,000	24,280,000.00	26,280,000.00	28,280,000.00	30,280,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
		Statutory entitlements administrative support to PMU staff provided by June, 2031	115,828,578	117,828,578.00	119,828,578.00	121,828,578.00	123,828,578.00
		Statutory entitlements administrative support to CA staff provided by June, 2031	112,875,000	114,875,000.00	116,875,000.00	118,875,000.00	120,875,000.00
		Statutory entitlements administrative support to IAU staff provided by June, 2031	16,180,000	18,180,000.00	20,180,000.00	22,180,000.00	24,180,000.00
		Statutory entitlements administrative support to GCU staff provided by June, 2031	60,950,000	62,950,000.00	64,950,000.00	66,950,000.00	68,950,000.00
		Statutory entitlements administrative support to ICT staff provided by June, 2031	21,560,000	23,560,000.00	25,560,000.00	27,560,000.00	29,560,000.00
		Statutory entitlements administrative support to LSU staff provided by June, 2031	90,780,000	92,780,000.00	94,780,000.00	96,780,000.00	98,780,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
	Enhance staff capacity through structured training	Comprehensive staff Training Plan for MICAs staff developed and implemented by June 2031	174,020,000	176,020,000.00	178,020,000.00	180,020,000.00	182,020,000.00
		Training program for Information Services Division developed and implemented by June, 2031	35,100,000	37,100,000.00	39,100,000.00	41,100,000.00	43,100,000.00
		Training program for Arts Division developed and implemented by June, 2031	29,050,000	31,050,000.00	33,050,000.00	35,050,000.00	37,050,000.00
		Training program for Culture Division developed and implemented by June, 2031	18,770,000	20,770,000.00	22,770,000.00	24,770,000.00	26,770,000.00
		Training program for Sports Division developed and implemented by June, 2031	69,380,000	71,380,000.00	73,380,000.00	75,380,000.00	77,380,000.00
		Training program for Administration and HR Management Department developed and implemented by June, 2031	31,460,000	33,460,000.00	35,460,000.00	37,460,000.00	39,460,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
		Training program for Policy and Planning Division developed and implemented by June, 2031	67,550,000	69,550,000.00	71,550,000.00	73,550,000.00	75,550,000.00
		Training program for PMU developed and implemented by June, 2031	31,344,000	33,344,000.00	35,344,000.00	37,344,000.00	39,344,000.00
		Training program for LSU developed and implemented by June, 2031	18,050,000	20,050,000.00	22,050,000.00	24,050,000.00	26,050,000.00
		Training program for Monitoring and Evaluation unit developed and implemented by June, 2031	31,937,000	33,937,000.00	35,937,000.00	37,937,000.00	39,937,000.00
		Training program for GCU developed and implemented by June, 2031	26,857,000	28,857,000.00	30,857,000.00	32,857,000.00	34,857,000.00
		Training program for CA Unit developed and implemented by June, 2031	96,718,000	98,718,000.00	100,718,000.00	102,718,000.00	104,718,000.00
		Training program for IAU Unit developed and implemented by June, 2031	34,480,000	36,480,000.00	38,480,000.00	40,480,000.00	42,480,000.00
		Training program for ICT Unit developed and implemented by June, 2031	59,524,000	61,524,000.00	63,524,000.00	65,524,000.00	67,524,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
		MICAS training Programme prepared and training conducted to 40 staff by June 2031;	522,200,000	524,200,000.00	526,200,000.00	528,200,000.00	530,200,000.00
	Strengthen performance management, assessment, and accountability	Service Delivery Survey and institutional Self-Assessment conducted by June 2031	0	-		350,000,000.00	300,000,000.00
		File Management system reviewed by June 2031	23,500,000	24,500,000.00	25,500,000.00	26,500,000.00	27,500,000.00
		3000 public awareness about Ministry policies, events and projects coordinated and disseminated by June 2031	332,156,000	333,156,000.00	334,156,000.00	335,156,000.00	336,156,000.00
		Financial Management and Accounting Regulation and Procedures operationalized by June, 2031.	129,514,000	130,514,000.00	131,514,000.00	132,514,000.00	133,514,000.00
		Sustainability reporting (Non-Financial Reporting on ESG Matters – Environmental, Social and Governance);	31,277,000	32,277,000.00	33,277,000.00	34,277,000.00	35,277,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
		Procurement and Supply Chain Management including evaluation, negotiation, due diligence and preparation of monthly and quarterly reports coordinated by June, 2031;	37,644,800	39,644,800.00	41,644,800.00	43,644,800.00	45,644,800.00
		Quarterly tender board meeting facilitated by June, 2031	68,000,000	68,000,000.00	68,000,000.00	68,000,000.00	68,000,000.00
		Asset register and disposal of assets by tender managed by June, 2031	69,572,622	70,572,622.00	71,572,622.00	72,572,622.00	73,572,622.00
		Legal and advisory support services provided and documented annually for MICAS and its affiliated institutions by June 2031;	58,100,000	60,100,000.00	62,100,000.00	64,100,000.00	66,100,000.00
		Risk Management framework implemented and monitored by June 2031	40,500,000	42,500,000.00	44,500,000.00	46,500,000.00	48,500,000.00
		Four (4) Strategic guidelines, short- and Medium-Term Plans and annual budgets developed and implemented by June 2031;	250,700,000	255,700,000.00	260,700,000.00	265,700,000.00	270,700,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
		Review of MICAs Organizational Structure and its affiliated institutions coordinated by June 2031	9,950,000	8,950,000.00	7,950,000.00	6,950,000.00	5,950,000.00
		Review of Performance Management Systems facilitated and implemented by June 2031.	23,300,000	25,000,000.00	27,000,000.00	29,000,000.00	31,000,000.00
		Planning, budgeting, reporting, plans and strategies coordinated and strengthened by June 2031	523,770,000	550,000,000.00	555,000,000.00	560,000,000.00	565,000,000.00
	Total Objective F		12,572,902,000	12,880,751,000	13,161,751,000	13,741,751,000	13,972,751,000

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
	G. Public access to timely, accurate, and reliable information enhanced						
	Strengthen media freedom, professionalism, and communication systems	125 Printing Media Licenses issued and monitored by June 2031	42,250,000	50,250,000.00	55,250,000.00	60,250,000.00	65,250,000.00
		300 Press conferences for Government Officials Coordinated by June 2031	66,100,000	68,000,000.00	70,000,000.00	72,000,000.00	74,000,000.00
		120 Programs on implementation of Government projects prepared and aired in different media annually	56,350,000	60,000,000.00	64,000,000.00	68,000,000.00	72,000,000.00
		National Communication Strategy developed and disseminated by June 2031	57,950,000	30,000,000.00	30,000,000.00	30,000,000.00	30,000,000.00
	Enhance public access, awareness, and engagement through integrated platforms	125 Public Education Materials prepared and disseminated to the PIs and General Public by June 2031	72,200,000	80,000,000.00	82,000,000.00	84,000,000.00	86,000,000.00
		30 Public Institution's Websites and social media accounts monitored by June 2031	88,400,000	89,000,000.00	90,000,000.00	91,000,000.00	92,000,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
	Strengthen digital communication and rapid response to counter misinformation	Social media strategy to enhance public engagement developed and implemented by June 2031	75,750,000	76,750,000.00	77,750,000.00	78,750,000.00	79,750,000.00
		TBC Coverage enhanced by June 2031;	14,000,000,000	16,000,000,000.00	18,000,000,000.00	20,000,000,000.00	22,000,000,000.00
	Strengthen oversight and performance monitoring of public information platforms	Rapid response strategy to safeguard Government reputation and counter misinformation on the cyberspace developed and implemented by June 2031.	21,500,000	19,500,000.00	17,500,000.00	15,500,000.00	13,500,000.00
		180 Periodic updates of the National website facilitated by June 2031	23,500,000	25,500,000.00	27,500,000.00	29,500,000.00	31,500,000.00
	Total Objective G		14,504,000,000	16,499,000,000	18,514,000,000	20,529,000,000	22,544,000,000

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
X. Management of Environment and Ecosystems Enhanced and Sustained							
	Environmental management guidelines integrated into MICAS policies/ programmes/ infrastructure processes by June 2031	Environmental management guidelines integrated into MICAS policies, programmes, and infrastructure development processes by June 2031;	18,550,000	19,900,000.00	19,900,000.00	20,000,000.00	20,000,000.00
		Five (5) Environmental management programmes operationalized across MICAS and its affiliated institutions by June 2031;	25,400,000	26,400,000.00	27,400,000.00	28,400,000.00	29,400,000.00
		26 Staff awareness and capacity-building programmes on environmental sustainability and ecosystem management conducted by June 2031.	0	15,000,000.00	17,000,000.00	19,000,000.00	21,000,000.00

S/N	Strategies	Targets	Financial Requirement (TZS) 2026/27 – 2030/31				
			YR 1	YR 2	YR 3	YR 4	YR 5
		Five (5) Environmental sustainability measures in culture, arts, information, and sports events and facilities implemented by June 2031	0	15,000,000.00	17,000,000.00	19,000,000.00	21,000,000.00
	Total Objective X		43,950,000	76,300,000	81,300,000	86,400,000	91,400,000
	Grand total objective		479,929,170,000	492,403,445,500	503,150,847,500	514,314,107,500	526,254,247,500

Table 5: Source of Financial Resource

S/N	Strategies	Targets	Source of Financial Resource (TZS)												
			Y1		Y2		Y3		Y4		Y5		Total		Grand Total
			Gov	Forex	Gov	Forex	Gov	Forex	Gov	Forex	Gov	Forex	Gov	Forex	(Gov + Forex)
	Objective A: HIV/AIDS infections and Non-Communicable Diseases reduced, and supportive services improved.														
1.	Strengthen staff awareness, prevention, and behavior change	261 Staff sensitization on HIV/AIDS and NCDs conducted by June 2031;	53,020,000		54,020,000		55,020,000		56,020,000.00		57,020,000.00		275,100,000		275,100,000
		20 Preventive HIV/AIDS and NCD risk reduction programmes implemented for MICAS staff by June 2031;	16,690,000		17,000,000		18,000,000		19,000,000.00		20,000,000.00		90,690,000		90,690,000
		Care and support services for 2 staff living with HIV provided by June 2031;	0		5,000,000		5,500,000		6,000,000.00		6,500,000.00		23,000,000		23,000,000

	20 Workplace wellness and one psychosocial support programmes implemented by June 2031;				40,000,000	10,000,000	6,000,000	20,000,000	464,790,000
									0
					40,000,000	10,000,000	6,000,000	20,000,000	464,790,000
									0
	Absenteeism related to HIV/AIDS and NCDs reduced by 95% by June 2031;				10,000,000.00			5,000,000.00	98,520,000.00
					10,000,000.00	5,000,000.00	3,000,000.00	5,000,000.00	104,020,000.00
									0
					10,000,000	0	0	5,000,000	93,520,000
									0
					10,000,000	5,000,000	3,000,000	5,000,000	99,020,000
									0
					0	0	0	0	69,710,000
		2	Strengthen access to care, support, and referral services	Care and supportive Services to SLWHIV provided by June, 2031					
		3	Promote holistic workplace wellbeing programmes	Wellbeing programs to staff provided by June 2031					
				Total Objective A					
Objective B: Implementation of the National Anti-Corruption Strategy enhanced and sustained.									
	261 Staff sensitization on anti-corruption and Public Service Ethics programs conducted by June, 2031;				248,532,500				272,532,500
									0
					248,532,500				272,532,500
									0
	20 MICAS Integrity committee functions facilitated by June, 2031;				50,000,000.00	12,000,000.00			62,000,000.00
					50,000,000.00				50,000,000.00
									0
					50,000,000	12,000,000			62,000,000
									0
					50,000,000	0			50,000,000
									0
					48,532,500	0			48,532,500
		1	Enhance staff awareness, capacity, and compliance						
		2	Strengthen functionality and oversight of integrity structures						
				Total Objective B					

Objective C: Governance, management systems, and evidence-driven implementation in the Information, Culture, Arts, and Sports sectors strengthened								
			338,830,000	382,479,000	67,699,000	10,745,638,500	1,370,750,000	60,000,000	60,000,000
							1,325,000,000		
			338,830,000	382,479,000	67,699,000	10,745,638,500	310,750,000	60,000,000	60,000,000
							265,000,000		
			50,000,000.00	60,000,000.00	10,000,000.00	2,250,000,000.00	66,000,000.00		
							265,000,000		
			65,900,000	65,460,000.00	12,000,000.00	2,200,000,000.00	64,000,000.00	0	0
							265,000,000		
			65,900,000.00	75,400,000.00	13,400,000.00	2,150,000,000.00	62,000,000	0	0
							265,000,000		
			74,530,000.00	85,769,000.00	15,499,000.00	2,100,000,000.00	60,000,000	30,000,000.00	30,000,000.00
							265,000,000		
			82,500,000	95,850,000	16,800,000	2,045,638,500	58,750,000	30,000,000	30,000,000
1	Strengthen policy coherence, quality, and implementation arrangements	The National Cultural Policy of 1997 reviewed by June, 2027	Sports Development Policy of 1995 reviewed by June, 2027	Information and Broadcasting Policy of 2023 reviewed by June 2027	3 Ministry's Policies reviewed and 150 Policy documents analyzed by June 2031	Two (2) UNESCO conventions implemented by 2031;	Strategy for the implementation of Sports Development Policy developed and implemented by June 2031	Strategy for the implementation of the National Cultural Policy developed and implemented by June 2031
2	Strengthen policy coherence, quality, and implementation arrangements across the information, culture, arts, and sports sectors							

60,000,000	200,000,000	44,828,000	123,000,000	80,000,000	120,000,000	680,460,000	207,000,000
60,000,000	200,000,000	44,828,000	123,000,000	80,000,000	120,000,000	680,460,000	207,000,000
	100,000,000.00		28,600,000.00	20,000,000.00	30,000,000.00	138,000,000.00	41,400,000.00
0			26,600,000.00	20,000,000.00	30,000,000.00	137,000,000.00	41,400,000.00
0	0	0	24,600,000	20,000,000	30,000,000	136,000,000	41,400,000
30,000,000.00	100,000,000	0	22,600,000	20,000,000	30,000,000	135,000,000	41,400,000
30,000,000	0	44,828,000	20,600,000	0	0	134,460,000	41,400,000
Strategy for the implementation of information and broadcasting developed and implemented by June 2031	Development and review of three (3) MICAS policies implementation strategies coordinated by June 2031;	Arts Development Plan developed by June, 2031	Monitor implementation of Culture Policy in arts sector across 7 zones by June 2031	Monitor Culture Policy on ethnic languages, customs and traditions across 7 zones by June 2031	Monitor 20 compliance with printing media regulatory framework by June 2031	Three (3) sectoral policies and legislations monitored and evaluated by June, 2031.	Ministry's statistics reports prepared annually
		Strengthen results-based planning, monitoring, evaluation, reporting, and learning systems across MICAS and its institutions					
		3					

4	Strengthen results-based planning, monitoring, evaluation, reporting, and learning systems across MICAS and its institutions	Eighteen (18) projects and programs monitored and evaluated by June, 2031;	0	119,050,000	13,850,000	34,800,000	12,600,000	16,100,000	58,100,000	102,686,000
			50,000,000	119,050,000	13,850,000	35,000,000	13,000,000	16,100,000	50,000,000	80,000,000
			40,000,000	119,050,000	13,850,000	36,000,000	14,000,000	16,100,000	50,000,000	80,000,000
			30,000,000.00	119,050,000.00	13,850,000.00	37,000,000.00	15,000,000.00	16,100,000.00	50,000,000.00	80,000,000.00
			20,000,000.00	119,050,000.00	13,850,000.00	38,000,000.00	15,000,000.00	16,100,000.00	50,000,000.00	80,000,000.00
			140,000,000	595,250,000	69,250,000	180,800,000	69,600,000	80,500,000	258,100,000	422,686,000
			140,000,000	595,250,000	69,250,000	180,800,000	69,600,000	80,500,000	258,100,000	422,686,000
		Nine (9) e Government guiding documents reviewed and implemented by June 2031								
		Annual M&E reports for agreements and MoUs prepared by June 2031								
		Independent Media Council Established and operationalized by June 2031;								
5	Strengthen coordination, oversight, and performance monitoring of bilateral, regional, and multilateral agreements and partnerships	Annual M&E Plan developed, reviewed, and implemented								
		Review of seven (7) existing Legislations for MICAS and its Institutions coordinated by June 2031;								
6	Strengthen coordination, oversight, and performance monitoring of bilateral, regional, and multilateral agreements and partnerships	Five (5) National Bilateral/regional/ multilateral culture agreements implemented by June 2031								
		Perfomance audit on Twenty (20) projects conducted by June,2031								

						37,700,000	51,000,000	581,935,000
						37,700,000	51,000,000	581,935,000
						7,540,000.00	10,200,000.00	116,387,000.00
						7,540,000.00	10,200,000.00	116,387,000.00
						7,540,000	10,200,000	116,387,000
						7,540,000	10,200,000	116,387,000
						7,540,000	10,200,000	116,387,000
						Annual risk based internal audit plan and charter prepared and reviewed by June, 2031	Quarterly reviewed and reports on the implementation of Ministry Risk and Fraud Management prepared by June , 2031	140 operational audits conducted by June 2031

1,101,430,000	1,282,100,000	60,000,000	18,639,800,000	187,500,000	70,000,000	307,403,500	172,000,000
1,101,430,000	1,282,100,000	60,000,000	18,639,800,000	187,500,000	70,000,000	307,403,500	172,000,000
240,000,000.00	280,000,000.00	30,000,000.00	3,850,000,000.00	35,000,000.00	25,000,000.00	66,000,000.00	46,000,000.00
230,000,000.00	270,000,000.00	-	3,800,000,000.00	30,000,000.00	20,000,000.00	64,000,000.00	44,000,000.00
220,000,000	260,000,000	0	3,750,000,000	25,000,000	15,000,000	62,000,000	42,000,000
210,000,000	250,000,000	30,000,000	3,700,000,000	20,000,000	10,000,000	60,000,000	40,000,000
201,430,000	222,100,000	0	3,539,800,000	77,500,000	0	55,403,500	0
Ten (10) Local and twenty (20) International events for information sector coordinated by June 2031;	Twenty (20) Cultural heritage and traditional way of life preserved and promoted by June 2031;	Ten (10) ethnic language, customs and traditions research conducted by June 2031;	Twenty (20) Kiswahili language promotion sessions and events conducted at local and regional levels, and ten (10) Kiswahili promotion events conducted at the international level by June 2031;	Guideline and strategy for National ethics developed and implemented by June 2031;	Private sector participation in 10 Cultural activities facilitated by June 2031;	Private sector participation in 20 Arts activities facilitated by June 2031;	Private sector participation in 75 Sports activities facilitated by June 2031;
			2 Strengthen talent identification, development, and transition to markets				

135,000,000	1,826,745,500	537,232,500	1,571,000,000	326,500,000,000	35,000,000,000	174,767,500
135,000,000	1,826,745,500	537,232,500	1,571,000,000	326,500,000,000	35,000,000,000	174,767,500
27,000,000.00	375,000,000.00	120,000,000.00	325,000,000.00	75,500,000,000.00	9,000,000,000.00	36,953,500.00
27,000,000.00	370,000,000.00	115,000,000.00	320,000,000.00	70,500,000,000.00	8,000,000,000.00	35,953,500.00
27,000,000	365,000,000	110,000,000	315,000,000	65,500,000,000	7,000,000,000	34,953,500
27,000,000	360,000,000	100,000,000	310,000,000	60,500,000,000	6,000,000,000	33,953,500
27,000,000	356,745,500	92,232,500	301,000,000	54,500,000,000	5,000,000,000	32,953,500
Private sector participation in 30 information activities facilitated by June 2031;	Identification, nurturing and promotion of talents in 10,000 Arts facilitated by June 2031;	Identification, nurturing and promotion of 20,000 talents in sports facilitated by June 2031;	Media Accreditation Board, Independent Media Council and Media Training Fund Operationalized by June 2031	Sustainable source of funds for sports activities established by June 2031	Sustainable source of funds for culture and arts activities established by June 2031;	A study on the contribution of Arts and Entertainment Sector on Social - Economic Development in Tanzania conducted by June, 2031;
						Strengthen research, innovation, and evidence generation
						3

180,350,000	11,007,880,000	114,250,000	268,400,000	33,899,608,000	6,163,903,000	446,545,792,000
						0
180,350,000	11,007,880,000	114,250,000	268,400,000	33,899,608,000	6,163,903,000	446,545,792,000
						0
36,870,000.00	1,001,576,000.00	31,050,000.00	55,000,000.00	7,000,000,000.00	1,600,000,000.00	101,005,449,500
						0
35,870,000.00	1,001,576,000.00	27,050,000.00	55,000,000.00	6,900,000,000.00	1,400,000,000.00	94,645,449,500
						0
35,870,000	2,001,576,000	23,050,000	55,000,000	6,800,000,000	1,200,000,000	89,316,449,500
						0
35,870,000	3,001,576,000	19,050,000	55,000,000	6,700,000,000	1,000,000,000	84,012,449,500
						0
35,870,000	4,001,576,000	14,050,000	48,400,000	6,499,608,000	963,903,000	77,565,994,000
Guideline on Research and innovation matters for the Ministry developed by June 2031;	Liberation Heritage Programme implemented by June 2031	Performance of five (5) Public Institutions under Arts Department coordinated by June, 2028	Performance of two (2) Public Institutions under Culture Department coordinated by June, 2028	Performance of three (3) Public Institutions under Information Department coordinated by June, 2028	Performance of five (5) Public Institutions under Sports Department coordinated by June, 2028	
		4 Strengthen institutional oversight and performance management				Total Objective D

Objective E: Access to quality, inclusive, and sustainable information, culture, arts, and sports infrastructure enhanced.							
1	Expand and upgrade infrastructure for access, safety, functionality, inclusiveness	Construction and upgrading of twenty-five (25) sports infrastructures coordinated and managed by June, 2031	Construction and upgrading of three (3) Culture infrastructures coordinated and managed by June, 2031	Construction and upgrading of five (5) Arts infrastructures coordinated and managed by June, 2031	Construction and upgrading of one (1) information infrastructures coordinated and managed by June, 2031	Access of Information promoted and developed by June 2031	
		350,755,442,000	0	3,532,700,000	15,013,800,000	2,700,000,000	372,001,942,000
							0
		355,000,000,000	1,000,000,000	3,700,000,000	13,000,000,000	2,800,000,000	375,500,000,000
		100,000,000,000		45,000,000,000			145,000,000,000
		360,000,000,000	1,000,000,000	3,900,000,000	11,000,000,000	2,900,000,000	378,800,000,000
		100,000,000,000		45,000,000,000			145,000,000,000
		365,000,000,000.00	1,000,000,000.00	4,000,000,000.00	9,000,000,000.00	3,000,000,000.00	382,000,000,000
		100,000,000,000		49,000,000,000			149,000,000,000
		370,000,000,000.00	1,000,000,000.00	4,100,000,000.00	7,000,000,000.00	3,100,000,000.00	385,200,000,000
							0
		1,800,755,442,000	4,000,000,000	19,232,700,000	55,013,800,000	14,500,000,000	1,893,501,942,000
				139,000,000,000			139,000,000,000
		2,100,755,442,000	4,000,000,000	158,232,700,000	55,013,800,000	14,500,000,000	2,332,501,942,000
							Total Objective E

		650,600,000	370,500,000	21,991,881,000	438,500,000	3,167,020,000	425,260,000	405,840,000
		650,600,000	370,500,000	21,991,881,000	438,500,000	3,167,020,000	425,260,000	405,840,000
		132,000,000.00	78,000,000.00	4,600,000,000.00	91,700,000.00	635,404,000.00	89,000,000.00	83,000,000.00
		131,000,000.00	76,000,000.00	4,500,000,000.00	89,700,000.00	634,404,000.00	87,000,000.00	82,000,000.00
		130,000,000	74,000,000	4,400,000,000	87,700,000	633,404,000	85,000,000	81,000,000
		129,000,000	72,000,000	4,300,000,000	85,700,000	632,404,000	83,000,000	80,000,000
		128,600,000	70,500,000	4,191,881,000	83,700,000	631,404,000	81,260,000	79,840,000
	Objecrive F: Services delivery and supporting services in the Ministry enhanced							
1	Strengthen HR management and staff welfare systems	Comprehensive Human Resource Plans developed and implemented by June, 2031	Five (5) ICT infrastructure maintained and expanded by June 2031	Working environment including appropriate working equipment's improved by June 2031	Five (5) ICT hardware and software maintained by June 2031	261 MICAs staff have access to reliable transport services by June 2031	Statutory entitlements and administrative support to Arts staff provided by June, 2031	Statutory entitlements administrative support to Culture staff provided by June, 2031
2	Improve working environment, tools, and ICT systems							

4,566,815,000	1,057,050,000	14,654,800,000	783,530,000	131,400,000	599,142,890	584,375,000
4,566,815,000	1,057,050,000	14,654,800,000	783,530,000	131,400,000	599,142,890	584,375,000
919,363,000.00	213,410,000.00	3,100,360,000.00	160,706,000.00	30,280,000.00	123,828,578.00	120,875,000.00
916,363,000.00	212,410,000.00	3,000,360,000.00	158,706,000.00	28,280,000.00	121,828,578.00	118,875,000.00
913,363,000	211,410,000	2,951,360,000	156,706,000	26,280,000	119,828,578	116,875,000
910,363,000	210,410,000	2,851,360,000	154,706,000	24,280,000	117,828,578	114,875,000
907,363,000	209,410,000	2,751,360,000	152,706,000	22,280,000	115,828,578	112,875,000
Statutory entitlements administrative support to Information staff provided by June, 2031	Statutory entitlements administrative support to Sports staff provided by June, 2031	Statutory entitlements administrative support to Administration and HR Management Department staff provided by June, 2031	Statutory entitlements administrative support to DPP staff provided by June, 2031	Statutory entitlements administrative support to Monitoring and Evaluation Unit staff provided by June, 2031	Statutory entitlements administrative support to PMU staff provided by June, 2031	Statutory entitlements administrative support to CA staff provided by June, 2031

100,900,000	324,750,000	127,800,000	473,900,000	890,100,000	195,500,000	165,250,000	113,850,000
100,900,000	324,750,000	127,800,000	473,900,000	890,100,000	195,500,000	165,250,000	113,850,000
24,180,000.00	68,950,000.00	29,560,000.00	98,780,000.00	182,020,000.00	43,100,000.00	37,050,000.00	26,770,000.00
22,180,000.00	66,950,000.00	27,560,000.00	96,780,000.00	180,020,000.00	41,100,000.00	35,050,000.00	24,770,000.00
20,180,000	64,950,000	25,560,000	94,780,000	178,020,000	39,100,000	33,050,000	22,770,000
18,180,000	62,950,000	23,560,000	92,780,000	176,020,000	37,100,000	31,050,000	20,770,000
16,180,000	60,950,000	21,560,000	90,780,000	174,020,000	35,100,000	29,050,000	18,770,000
Statutory entitlements administrative support to IAU staff provided by June, 2031	Statutory entitlements administrative support to GCU staff provided by June, 2031	Statutory entitlements administrative support to ICT staff provided by June, 2031	Statutory entitlements administrative support to LSU staff provided by June, 2031	Comprehensive staff Training Plan for MICAS staff developed and implemented by June 2031	Training program for Information Services Division developed and implemented by June, 2031	Training program for Arts Division developed and implemented by June, 2031	Training program for Culture Division developed and implemented by June, 2031
				Enhance staff capacity through structured training			
				3			

366,900,000	177,300,000	357,750,000	176,720,000	110,250,000	179,685,000	154,285,000	503,590,000
366,900,000	177,300,000	357,750,000	176,720,000	110,250,000	179,685,000	154,285,000	503,590,000
77,380,000.00	39,460,000.00	75,550,000.00	39,344,000.00	26,050,000.00	39,937,000.00	34,857,000.00	104,718,000.00
75,380,000.00	37,460,000.00	73,550,000.00	37,344,000.00	24,050,000.00	37,937,000.00	32,857,000.00	102,718,000.00
73,380,000	35,460,000	71,550,000	35,344,000	22,050,000	35,937,000	30,857,000	100,718,000
71,380,000	33,460,000	69,550,000	33,344,000	20,050,000	33,937,000	28,857,000	98,718,000
69,380,000	31,460,000	67,550,000	31,344,000	18,050,000	31,937,000	26,857,000	96,718,000
Training program for Sports Division developed and implemented by June, 2031	Training program for DAHRM developed and implemented by June, 2031	Training program for Policy and Planning Division developed and implemented by June, 2031	Training program for PMU developed and implemented by June, 2031	Training program for LSU developed and implemented by June, 2031	Training program for DME developed and implemented by June, 2031	Training program for GCU developed and implemented by June, 2031	Training program for CA Unit developed and implemented by June, 2031

192,400,000	317,620,000	2,631,000,000	650,000,000	127,500,000	1,670,780,000	657,570,000	166,385,000
192,400,000	317,620,000	2,631,000,000	650,000,000.00	127,500,000	1,670,780,000	657,570,000	166,385,000
42,480,000.00	67,524,000.00	530,200,000.00	300,000,000.00	27,500,000.00	336,156,000.00	133,514,000.00	35,277,000.00
40,480,000.00	65,524,000.00	528,200,000.00	350,000,000.00	26,500,000.00	335,156,000.00	132,514,000.00	34,277,000.00
38,480,000	63,524,000	526,200,000	0	25,500,000	334,156,000	131,514,000	33,277,000
36,480,000	61,524,000	524,200,000	0	24,500,000	333,156,000	130,514,000	32,277,000
34,480,000	59,524,000	522,200,000	0	23,500,000	332,156,000	129,514,000	31,277,000
Training program for IAU Unit developed and implemented by June, 2031	Training program for ICT Unit developed and implemented by June, 2031	MICAS training Programme prepared and training conducted to 40 staff by June 2031;	Service Delivery Survey and institutional Self-Assessment conducted by June 2031	File Management system reviewed by June 2031	3000 public awareness about Ministry policies, events and projects coordinated and disseminated by June 2031	Financial Management and Accounting Regulation and Procedures operationalized by June, 2031.	Sustainability reporting (Non-Financial Reporting on ESG Matters – Environmental, Social and Governance);
			Strengthen performance management, assessment, and accountability				
			4				

208,224,000	340,000,000	357,863,110	310,500,000	222,500,000	1,303,500,000	39,750,000	135,300,000
208,224,000	340,000,000	357,863,110	310,500,000	222,500,000	1,303,500,000	39,750,000	135,300,000
45,644,800.00	68,000,000.00	73,572,622.00	66,100,000.00	48,500,000.00	270,700,000.00	5,950,000.00	31,000,000.00
43,644,800.00	68,000,000.00	72,572,622.00	64,100,000.00	46,500,000.00	265,700,000.00	6,950,000.00	29,000,000.00
41,644,800	68,000,000	71,572,622	62,100,000	44,500,000	260,700,000	7,950,000	27,000,000
39,644,800	68,000,000	70,572,622	60,100,000	42,500,000	255,700,000	8,950,000	25,000,000
37,644,800	68,000,000	69,572,622	58,100,000	40,500,000	250,700,000	9,950,000	23,300,000
Procurement and Supply Chain Management including evaluation, negotiation, due diligence and preparation of monthly and quarterly reports coordinated by June, 2031;	Quarterly tender board meeting facilitated by June, 2031	Asset register and disposal of assets by tender managed by June, 2031	Legal and advisory support services provided and documented annually for MICAS and its affiliated institutions by June 2031;	Risk Management framework implemented and monitored by June 2031	Four (4) Strategic guidelines, short- and Medium-Term Plans and annual budgets developed and implemented by June 2031;	Review of MICAs Organizational Structure and its affiliated institutions coordinated by June 2031	Review of Performance Management Systems facilitated and implemented by June 2031.

2,753,770,000	66,329,906,000		273,250,000	350,100,000	320,350,000	177,950,000	404,200,000	
	0							
2,753,770,000	66,329,906,000		273,250,000	350,100,000	320,350,000	177,950,000	404,200,000	
	0							
565,000,000.00	13,972,751,000		65,250,000.00	74,000,000.00	72,000,000.00	30,000,000.00	86,000,000.00	
	0							
560,000,000.00	13,741,751,000		60,250,000.00	72,000,000.00	68,000,000.00	30,000,000.00	84,000,000.00	
	0							
555,000,000	13,161,751,000		55,250,000	70,000,000	64,000,000	30,000,000	82,000,000	
	0							
550,000,000	12,880,751,000		50,250,000	68,000,000	60,000,000	30,000,000	80,000,000	
	0							
523,770,000	12,572,902,000		42,250,000	66,100,000	56,350,000	57,950,000	72,200,000	
Planning, budgeting, reporting, plans and strategies coordinated and strengthened by June 2031			125 Printing Media Licenses issued and monitored by June 2031	300 Press conferences for Government Officials Coordinated by June 2031	120 Programs on implementation of Government projects prepared and aired in different media annually	National Communication Strategy developed and disseminated by June 2031	125 Public Education Materials prepared and disseminated to the PIs and General Public by June 2031	
	Total Objective F	Objective G: Public Access to Timely, Accurate, and Reliable Information Enhanced						
		1	Strengthen media freedom, professionalism, and communication systems					
		2					Enhance public access, awareness, and engagement through integrated platforms	

450,400,000	388,750,000	90,000,000,000	87,500,000	137,500,000	92,590,000,000
					0
450,400,000	388,750,000	90,000,000,000	87,500,000	137,500,000	92,590,000,000
					0
92,000,000.00	79,750,000.00	22,000,000,000.00	13,500,000.00	31,500,000.00	22,544,000,000
					0
91,000,000.00	78,750,000.00	20,000,000,000.00	15,500,000.00	29,500,000.00	20,529,000,000
					0
90,000,000	77,750,000	18,000,000,000	17,500,000	27,500,000	18,514,000,000
					0
89,000,000	76,750,000	16,000,000,000	19,500,000	25,500,000	16,499,000,000
					0
88,400,000	75,750,000	14,000,000,000	21,500,000	23,500,000	14,504,000,000
30 Public Institution's Websites and social media accounts monitored by June 2031	Social media strategy to enhance public engagement developed and implemented by June 2031	TBC Coverage enhanced by June 2031;	Rapid response strategy to safeguard Government reputation and counter misinformation on the cyberspace developed and implemented by June 2031.	180 Periodic updates of the National website facilitated by June 2031	
	Strengthen digital communication and rapid response to counter misinformation		Strengthen oversight and performance monitoring of public information platforms		Total Objective G
	3		4		

		98,350,000	137,000,000	72,000,000	72,000,000	379,350,000	2,956,111,818,000
Objective X. Management of Environment and Ecosystems Enhanced and Sustained						0	140,325,000,000
		98,350,000	137,000,000	72,000,000	72,000,000	379,350,000	2,516,051,818,000
						0	265,000,000
		20,000,000.00	29,400,000.00	21,000,000.00	21,000,000.00	91,400,000.00	526,254,247,500.00
						-	149,265,000,000.00
		20,000,000.00	28,400,000.00	19,000,000.00	19,000,000.00	86,400,000.00	514,314,107,500.00
						0	145,265,000,000
		19,900,000	27,400,000	17,000,000	17,000,000	81,300,000	503,150,847,500
						0	145,265,000,000
		19,900,000	26,400,000	15,000,000	15,000,000	76,300,000	492,403,445,500
						0	265,000,000
		18,550,000	25,400,000	0	0	43,950,000	479,929,170,000
	Environmental management guidelines integrated into MICAS policies, programmes, and infrastructure development processes by June 2031;		Five (5) Environmental management programmes operationalized across MICAS and its affiliated institutions by June 2031;	26 Staff awareness and capacity-building programmes on environmental sustainability and ecosystem management conducted by June 2031.	Five (5) Environmental sustainability measures in culture, arts, information, and sports events and facilities implemented by June 2031		
1	Environmental management guidelines integrated into MICAS policies/programmes/infrastructure processes by June 2031					Total Objective X	Grand total objective

4.2.3 Technological Resources

The effective implementation of MICAS's strategic plan increasingly depends on a deliberate and forward-looking approach to technology, which entails identifying and deploying the most appropriate technological solutions panning software, digital platforms, and multimedia systems to achieve the organisation's objectives. The current state of ICT utilisation within MICAS reflects notable progress, characterised by the growing adoption of digital content management systems for media archives, cultural heritage documentation, and sports administration, as well as the presence of integrated platforms that enhance public engagement, artistic promotion, and athletic development.

The Plan further provides an opportunity to adopt emerging technologies while maximising the potential of existing ICT infrastructure to strengthen operational efficiency and stakeholder engagement. Accordingly, MICAS will expand and modernise its ICT infrastructure to improve the delivery of services to key stakeholders, including artists, cultural practitioners, media professionals, athletes, sports federations, and the general public. This will be achieved through the adoption of digital broadcasting technologies, virtual and augmented reality for cultural preservation, e-ticketing and event management platforms for sports and arts venues, online repositories for national archives and cultural assets, and data analytics tools to monitor sports performance and audience engagement trends.

The Plan also realises that the foundation for successful technological advancement lies in implementing a robust technology governance framework, guided by established national ICT policies and the e-Government Authority (e-GA) procedures to ensure standardisation, security, and interoperability across all systems. In implementing its technological possessions, MICAS will be guided by circulars, frameworks, and guidelines issued by the e-Government Authority, as well as sector-specific standards for media, cultural heritage, and sports informatics (Table 6).

Table 6: Technological Resource

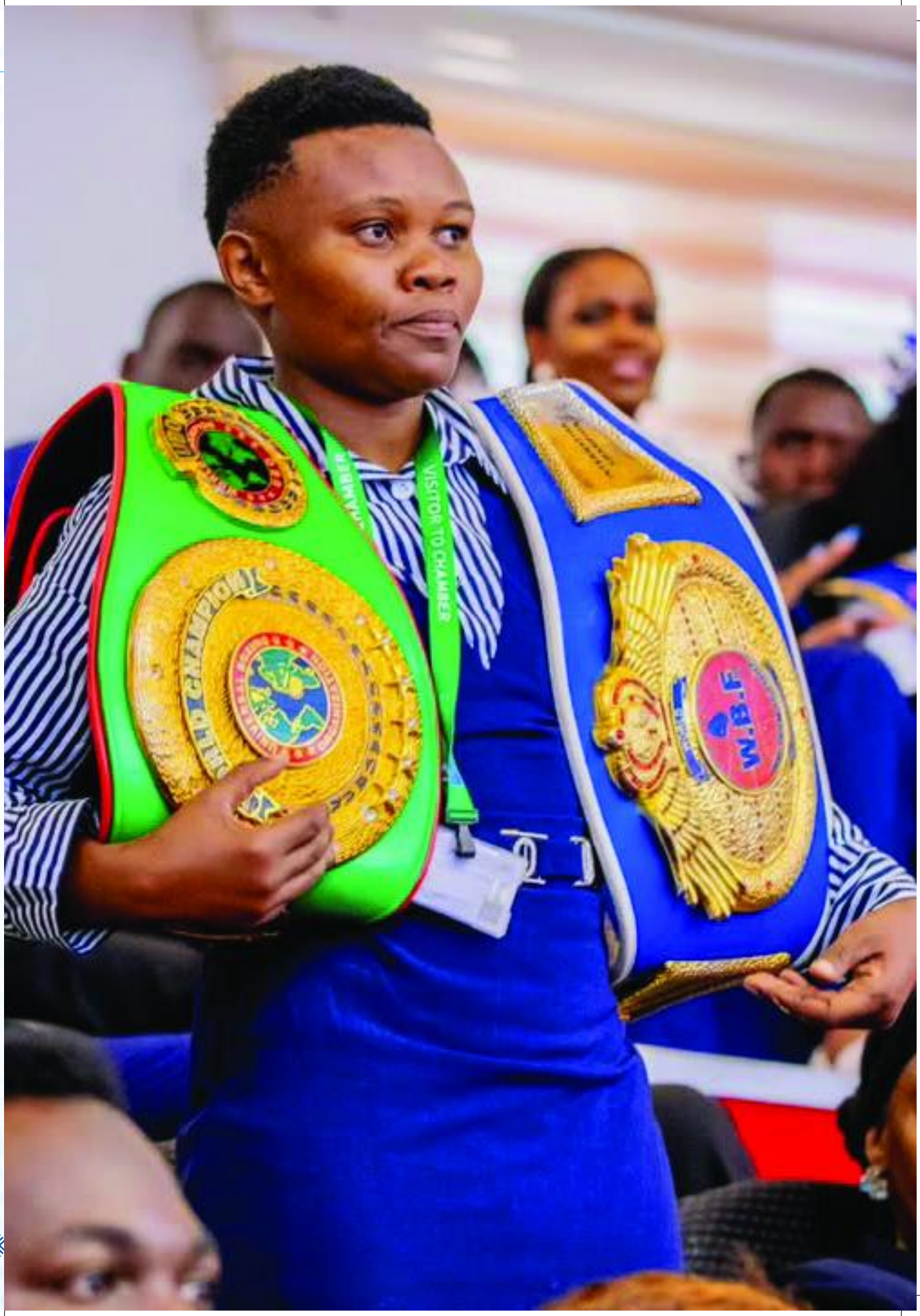
S/n	Department/Unit	Hardware, Software and Systems		Hardware, Software and Systems targets (2026/2027 – 2030/31)				
		Type	Current status	Y1	Y2	Y3	Y4	Y5
Hardware								
1	INFORMATION SERVICE DEPARTMENT	Laptop	30	6	10	5	5	5
		Desktop	10	10	10	5	5	5
		Printer	2	2	1	1	0	0
		Video camera	6	2	2	2	0	3
		PB-8 Press Box	2	0	2	0	2	0
		Audio Mixer	3	0	2	0	0	2
		Audio tech Headphones	1	5	5	0	5	5
		Dynamic Mic	14	0	0	5	0	0
		Mic stands (Podcast)	8	2	0	0	4	2
		Video Recorder	2	2	0	2	0	2
		Liveu Solo	2	2	2	0	0	2
		Senheiser Wireless Receiver	1	2	0	0	2	2
		Hollyland wireless cam tx	5	2	3	0	2	1
		Hollyland intercom	14	10	5	5	0	5
		Video Coaxial Cable	2	2	0	0	0	2
		Camera	5	0	0	3	0	3
		Yamaha powered studio monitor	2	0	2	0	0	2
		Avmatrix video switcher	1	2	0	0	0	1

		Aputure lantern	3	0	2	0	2	0
		Dji drone	2	2	2	2	0	3
		Camera stand	2	0	2	0	1	0
2	CULTURE DEVELOPMENT DEPARTMENT	Laptop	10	5	5	5	0	5
		Desktop	10	5	0	5	0	0
		Printer	4	2	0	0	2	0
3	SPORTS DEVELOPMENT DEPARTMENT	Laptop	6	10	12	15	15	15
		Desktop	12	15	17	20	20	20
		Printer	6	6	8	8	8	8
4	ARTS DEVELOPMENT DEPARTMENT	Laptop	3	5	7	7	10	10
		Desktop	7	8	10	10	10	10
		Printer	2	3	5	5	5	5
5	ADMINISTRATION AND HUMAN RESOURCES MANAGEMENT	Desktop	20	25	30	30	30	30
		Laptop	12	15	20	25	30	30
		Pinter	9	10	12	15	15	15
		Scanner	5	7	10	10	10	10
6	FINANCE AND ACCOUNTS UNIT	Laptop	2	4	7	13	15	15
		Desktop	14	14	15	15	15	15
		Printer	6	6	8	8	8	10
7	POLICY AND PLANNING DEPARTMENT	Laptop	6	13	13	13	13	13
		Desktop	13	13	13	13	13	13
		Printer	6	7	7	7	7	7

8	GOVERNMENT COMMUNICATION UNIT	Laptop	3	4	5	6	6	6
		Desktop	1	4	5	6	6	6
		Printer	2	2	3	4	4	4
		Camera	5	1	0	3	0	2
		Lens	2	2	0	3	0	2
		Camera Stand	2	2	0	3	0	2
		Wireless mic	2	1	0	3	0	2
		Speedlight	2	0	0	3	0	2
		Drone	1	0	0	1	1	0
9	PROCUREMENT MANAGEMENT UNIT	Laptop	4	3	4	5	5	5
		Desktop	5	5	7	7	7	7
		Printer	2	3	4	6	6	6
10	INFORMATION AND TELECOMMUNICATION UNIT	Laptop	5	5	7	8	9	9
		Desktop	3	5	7	8	9	9
		Server	1	0	0	0	0	0
		Printer	2	4	5	5	5	5
11	INTERNAL AUDIT UNIT	Laptop	4	4	4	4	4	4
		Desktop	5	5	5	5	5	5
		Printer	2	3	5	5	5	5
12	LEGAL SERVICES UNIT	Desktops	5	3	5	5	5	5
		Laptop	1	3	4	5	5	5
		Printers	2	3	3	3	4	4

13	MONITORING AND EVALUATION UNIT	Desktops	5	5	5	5	5	5
		Laptop	4	4	4	4	5	5
		Printers	2	3	4	4	4	4
Tota of Information Service Department			37	51	50	30	28	45
Total of Government Communication Unit			20	16	13	32	17	26
Software and Systems								

• INFORMATION AND TELECOMUNICATION UNIT	Sectorial Statistics Management System		MICAS Intergrated Management System – Michezo Module	Habari Module	Utamaduni and Sanaa Module	Full operational	Full operational
	Subscriptions and licensing	i. Fortinet Licensing Subscriptions ii. Antivirus iii. Govnet	Annual subscription and licenses	Annual subscription and licenses renewal	Annual subscription and licenses renewal	Annual subscription and licenses renewal	Annual subscription and licenses linewal
• INFORMATION SERVICE DEPARTMENT	Government Information Officers Performance Evaluation System		Government Information Officers Performance Evaluation System	Full operational	Full operational	Full operational	Full operational
Total Systems	2						
Subscriptions and licensing	3						


VISITOR TO CHAMBER
W.B.F

05



Chapter Five
RESULTS FRAMEWORK

05

5.1 Introduction

This Chapter presents the Results Framework for the Strategic Plan, including how results will be measured, monitored, reviewed, and evaluated over the 2026/27–2030/31 period. It outlines the Development Objective, key beneficiaries, the Results Framework Matrix (objectives, intermediate outcomes, and outcome indicators), the Monitoring Plan, planned reviews, evaluation studies, and the reporting plan. The framework supports results-based management by linking strategic objectives to measurable outcomes, clear indicators, and evidence generation for decision-making and accountability.

5.2 The Development Objective

The Development Objective of MICAS is: *"To develop and strengthen the quality, access, and impact of information, cultural expression, artistic creativity, and sports in ways that contribute to national development, social cohesion, economic growth, and global competitiveness."*

MICAS will contribute to this objective through policy execution, institutional coordination, strengthened information systems, promotion of culture and arts, sports development, stakeholder partnerships, and robust monitoring and evaluation. Achievement of this Development Objective will also depend on contributions from other actors and will be influenced by resource availability, human capacity, and leadership commitment.

5.3 Beneficiaries of MICAS Services

Key beneficiaries of MICAS services include:

i. Citizens and communities, including youth, women, persons with disabilities, and underserved populations;

ii. Media institutions and practitioners, including journalists, editors, broadcasters, online media, and government communication officers;

iii. Artists and creative industry actors, including performers, producers, creators, cultural practitioners, and creative enterprises;

iv. Sports actors, including athletes, teams, federations, schools, and sports development institutions;

v. Public institutions and Local Government Authorities implementing sector programmes and services;

vi. Private sector investors and partners supporting events, infrastructure, and sector growth; and

vii. Regional and international stakeholders engaged through cultural diplomacy, Kiswahili promotion, and international events.

5.4 Linkage with the National Frameworks (FYDP IV)

The implementation of this Strategic Plan marks a decisive transition for the Ministry from the foundational infrastructure and talent identification milestones achieved under Vision 2025 to the high-level macro-economic ambitions of Vision 2050. Guided by the National Planning Guideline (NPG 2025), this section establishes a coherent, results-driven integration that positions MICAS as a core driver within the national "3i" pathway (Investment, Infusion, and Innovation). While the Fourth Five-Year Development Plan (FYDP IV) framework explicitly defines the national targets and sectoral expectations necessary to absorb graduate labor and reduce youth unemployment, this Strategic Plan outlines the specific, actionable policy pathways through which the Ministry will operationalize those mandates. By shifting from isolated, activity-based tracking to an integrated results chain, the Ministry ensures that its institutional outputs directly fuel the national aspiration of attaining an upper-middle-income status of USD 7000 per capita income and a USD 1 trillion economy by 2050.

To translate this national blueprint into measurable ministerial interventions, MICAS completely aligns its strategic objectives and results framework with the specific transformational enablers of the Sports and Creative Industry detailed in Section 3.3.8 of FYDP IV. The Ministry's market-expansion initiatives (Objective D) and infrastructure modernizations (Objective E) are purposefully engineered to serve as downstream entry points for National Flagship Programmes, particularly the National Sports Excellence and Innovation Park and the associated regional talent networks. Accountability and delivery discipline are structurally reinforced by adopting the precise metrics stipulated in Table 3.11 of the national plan. By embedding these exact national targets such as accelerating the sectoral annual growth rate to ≥ 20, expanding verified film project financing to 228 loans, and guaranteeing that at least 20% of creatives receive statutory royalties. This architecture feeds directly into the national Results-Based Monitoring, Evaluation, Accountability and Learning (RBMEA&L) tracking dashboard to ensure compliance with the National Planning Commission.

5.5 The Result Framework Matrix

viii. This matrix contains MICAS overall development objective, objectives, intermediate outcomes and outcome indicators. The matrix envisages how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of intermediate outcomes and objectives. The result framework matrix is detailed below.

Table 7: Result Framework Matrix

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOME	OUTCOME INDICATORS
"To develop and strengthen the quality, access, and impact of information, cultural expression, artistic creativity and sports in ways that contribute to national development, social cohesion, economic growth and global competitiveness"	A	HIV/AIDS infections and Non-Communicable Diseases reduced, and supportive services;	(i) Increased voluntary counseling and testing (ii) Reduced new HIV cases (iii) Reduced new NCD cases (iv) Increased awareness on preventive measures on HIV and NCD (v) Increased staff declaring their status (vi) Decreased stigma among staff (vii) Change in lifestyle of staff	(i) % staff with adequate HIV/ NCD prevention knowledge (ii) % change in new HIV cases (staff) (iii) NCD incidence rate (per 1,000 staff) (iv) % staff participating in wellbeing programmes
	B	Implementation of the National Anti-Corruption Strategy enhanced and sustained;	(i) Increased awareness on anti – corruption strategies (ii) Reduced corruption incidences/ allegations (iii) Reduced disciplinary cases (iv) Increased awareness on National Anti-Corruption Strategy (v) Improved ethical conduct of staff (vi) Reduced complaints (vii) Improved transparency in service delivery	(i) % staff compliant with ethics/ integrity standards (ii) Stakeholder perception index on integrity/corruption at MICAS (iii) % change in confirmed corruption cases and integrity breaches

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOME	OUTCOME INDICATORS
	C	Governance, management systems, and evidence-driven implementation in the Information, Culture, Arts, and Sports sectors strengthened	(i) Improved transparency and accountability (ii) Improved coordination across sectors and institutions (iii) Improved evidence-based decision-making and performance management	(i) % of policies/programmes/ projects with outcome indicators, baselines & targets (ii) % of management decisions informed by M&E evidence (iii) % of bilateral/regional/ multilateral agreements monitored and reported annually (iv) Stakeholder satisfaction with governance, transparency, and coordination (score/index)
	D	Participation, performance, and socio-economic contribution of information, culture, arts, and sports to national development enhanced;	i. Increased Visibility and Participation in Information, Culture, Arts and Sports Events ii. Enhanced National and International Recognition iii. Expanded Opportunities for Artists, Athletes, and Cultural Practitioner iv. Increased platforms for showcasing talent v. Improved intercultural understanding and unity vi. Increased community engagement through cultural and sporting activities vii. Increased employment opportunities	i. Participation rate in culture/arts/sports events (disaggregated) of artists/ talents transitioning to formal/commercialized sector ii. % change in sector contribution to employment/ income (use study/statistics) iii. % of MICAS institutions with satisfactory performance ratings

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOME	OUTCOME INDICATORS
	E	Access to quality, inclusive, and sustainable information, culture, arts, and sports infrastructure enhanced	(i) Improved Access to Information, Cultural, Arts and Sports Facilities (ii) Improved Performance and Service Delivery (iii) Increased use of facilities for commercial events and activities (iv) Enhanced National and International Recognition	i. # of new facilities constructed ii. # of facilities rehabilitated iii. # of international events hosted as a result of new infrastructure
	F	Service delivery, institutional capacity, and internal support systems enhanced;	(i) Increased performance among MICAS staff. (ii) Increased motivation among MICAS staff (iii) Reduced staff complaints (iv) Improved working environment; (v) Improved services delivery (vi) Strengthened internal controls and financial management.	(i) % clients satisfied with service delivery (ii) Voluntary staff turnover rate (iii) % reduction in audit queries/ internal control weaknesses (iv) % units meeting service standards

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOME	OUTCOME INDICATORS
	G	Public access to timely, accurate, and reliable information enhanced	i. Increased availability of timely, accurate and relevant information ii. Increased coverage of information through print, broadcast, and digital platforms iii. Improved access to information in rural and underserved communities iv. Increased inclusion of vulnerable and marginalized groups v. Improved Transparency and Accountability	(i) % satisfied with accessibility/ timeliness/reliability of information (ii) % citizens reporting improved understanding of government policies (iii) #/% misinformation incidents detected and addressed (iv) Utilization of official platforms (analytics)
	X	Management of Environment and Ecosystems enhanced and sustained	(i) Improved staff and public awareness of environmental protection and sustainable practices (ii) Improved waste management skills and practices among staff and surrounding neighborhood	(i) % programmes/projects integrating environmental measures (ii) institutions implementing environmental guidelines (iii) % Increase in environmental compliance incidents % staff aware on environmental standards

5.6 Monitoring, Reviews and Evaluation Plan

This section details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five (5) years of the strategic planning cycle from 2026/27 to 2030/2031.

The Monitoring and Evaluation (M&E) Plan is a structured framework that outlines how MICAS will track performance, measure results, and generate evidence to guide decision-making throughout the implementation of the Strategic Plan. It specifies what will be measured, how data will be collected, who will be responsible, and how findings will be reported and used. The plan ensures that progress toward objectives is monitored consistently, results are verified through reliable data, and strategic decisions are informed by timely and credible evidence.

5.6.1 Monitoring Plan

The Monitoring and Evaluation Plan outlines the mechanisms MICAS will use to track progress, measure results, generate evidence, and inform decision-making throughout the 2026/27–2030/31 Strategic Plan period. The plan ensures that implementation remains aligned with the Ministry's objectives and that performance is assessed using reliable, timely, and verifiable data.

The monitoring plan consists of:

i. Indicators and their descriptions;
ii. Baseline values for each indicator;
iii. Annual and end-line target values;
iv. Data sources and collection methods;
v. Tools and analytical approaches;
vi. Frequency of data collection and reporting; and
vii. Divisions/Units responsible for data collection, analysis, and reporting

Monitoring will be conducted continuously to track implementation progress, identify challenges, and inform corrective action. Evaluation will be carried out periodically to assess performance, outcomes, and impact, and to generate lessons for adaptive management, learning, and accountability.

A set of Key Performance Indicators (KPIs) will be reported annually, with quarterly tracking where feasible. These headline KPIs provide high-level oversight of progress toward the strategic objectives. Additional supporting indicators will be monitored in line with data availability, reporting cycles, and programme requirements.

The M&E system will be coordinated by the Monitoring and Evaluation Unit in collaboration with relevant Divisions, Units, Regions, and Institutions under MICAS. This coordinated approach ensures consistency, strengthens data quality, and supports evidence-based planning, implementation, and reporting. The monitoring plan ipps detailed below in Table 8.

Table 8: Outcome Indicator Tracking Matrix

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible
				Year	Baseline indicator value	Y1	Y2	Y3	Y4	Y5				
A	HIV/AIDS infections and Non-Communicable Diseases reduced, and supportive services improved.	Reduced heath related risk and improved well being	(i) % of staff with adequate HIV/NCD prevention knowledge	2025/26	50%	60%	65%	70%	80%	85%	MICAS Survey	Biennial	Survey Report	DAHRM
			(ii) % change in new HIV cases (staff);	2025/26	Baseline	Stable	-10%	-15%	-20%	-30%	Health records	Annual	Health summaries	DAHRM
			(iii) NCD incidence rate (per 1,000 staff); and	2025/26	Baseline	No increase	-5%	-10%	-15%	Down ward	Health reports	Annual	Medical reports	DAHRM
			(iv) % staff participating in wellbeing programmes.	2025/26	30%	40%	50%	60%	70%	75%	Programme records	Annual	Attendance logs	DAHRM
B.	Implementation of the National Anti-Corruption Strategy enhanced and sustained.	Enhanced institutional integrity and ethical conduct	(i) % staff compliant with ethics/integrity standards.	2025/26	65%	70%	75%	80%	85%	90%	Compliance reports	Annual	Assessment reports	Integrity Committee
			(ii) % reduction in confirmed corruption cases and integrity breaches.	2025/26							TanEA/ PCCB	Annual	Investigation reports	Integrity Committee
			(iii) Stakeholder perception index on integrity/ corruption	2025/26	Baseline	Improved	Improved	Improved	High	Sustained	Perception surveys	Biennial	Survey reports	M&E Unit

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible
				Year	Baseline indicator value	Y1	Y2	Y3	Y4	Y5				
C	Governance, management systems, and evidence-driven implementation in the Information, Culture, Arts, and Sports sectors strengthened	Evidence-driven decision making and accountability	(i) % of management decisions informed by M&E evidence	2025/26	15%	25%	35%	50%	65%	75%	Meeting minutes	Quarterly	Decision Memos	M&E Unit / DPP
			(ii) % of policies, programmes, and projects implemented with clearly defined outcome indicators, baselines, and targets;	2025/26	25%	35%	50%	65%	80%	90%	Plans, log frames	Annual	Approved plans	Planning Directorate; M&E Unit
			(iii) % bilateral, regional, and multilateral agreements monitored and reported on annually;	2025/26	30%	45%	60%	75%	85%	95%	Agreement registry	Annual	Annual reports	International Cooperation Unit
			(iv) Stakeholder satisfaction level with governance, transparency, and service coordination at MICAS; and	2025/26	3.0/5	3.2	3.4	3.6	3.8	4.0	Stakeholder surveys	Biennial	Survey reports	M&E Unit
			(v) Information, sports, culture and arts participation rate	2025/26	TBD	Baseline	5%	10%	15%	20%	Participation surveys	Biennial	Survey datasets	Statistics Unit

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible
				Year	Baseline indicator value	Y1	Y2	Y3	Y4	Y5				
D	Participation, performance, and socio-economic contribution of information, culture, arts and sports to national development enhanced.	Expanded Opportunities for Artists, Athletes, and Cultural Practitioner	(i) Participation rate in culture/arts/sports events (disaggregated);	2025/26	TBD	Baseline	5%	10%	15%	20%	Surveys	Periodic	Sector Studies	Arts & Sports Directorates
			(ii) % of artists/talents transitioning to formal/commercialized sector;	2025/26	Baseline	+10%	+20%	+30%	+40%	+50%	Programme records	Annual	Registration records	Arts & Sports Directorates
			(iii) % change in sector contribution to employment/income (use study/statistics); and	2025/26	Baseline	Framework	5%	10%	+15%	+20%	Labour surveys	Periodic	Sector studies	Research Unit
			(iv) % of MICAS institutions with satisfactory performance ratings.	2025/26	30%	40%	55%	65%	75%	85%	Scorecards	Annual	Assessment reports	Performance Management Unit
E	Access to quality, inclusive, and sustainable information, culture, arts, and sports infrastructure enhanced.	Improved availability and usage of standard facilities	(i) #/standard of functional facilities meeting standards;	2025/26	Baseline	+5	+10	+15	+20	+25	Audit reports	Annual	Audit reports	Infrastructure Unit
			(ii) % districts with multi-purpose facility;	2025/26	45%	50%	55%	65%	75%	80%	District registry	Annual	Registry reports	Planning Directorate
			(iii) Events hosted using improved infrastructure; and	2025/26	Baseline	+10%	+20%	+30%	75%	+40%	Event permits	Annual	Permits	Sector Directorates
			(iv) Utilization rate of major facilities (%)	2025/26	50%	55%	60%	65%	70%	75%	Facility logs	Quarterly	Facility reports	Facility Managers

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible
				Year	Baseline indicator value	Y1	Y2	Y3	Y4	Y5				
F	Service delivery, institutional capacity, and internal support systems enhanced.	Well-informed society and trusted public communication	(i) % clients satisfied with service delivery;	2025/26	60%	65%	70%	75%	80%	85%	Client surveys	Annual	Survey reports	Client Service Unit
			(ii) Voluntary staff turnover rate;	2025/26	12%	11%	10%	9%	8%	≤7%	HRMIS	Annual	HRMIS reports	DAHRM
			(iii) % reduction in audit queries/internal control weaknesses; and	2025/26	Baseline	10%	30%	50%	60%	75%	Audit reports	Annual	Audit reports	Internal Audit
			(v) % units meeting service standards.	2025/26	40%	50%	60%	70%	80%	85%	Scorecards	Annual	Reports	Planning Directorate
G	Public access to timely, accurate, and reliable information enhanced	Increased availability of timely, accurate and relevant information	(i) % satisfied with accessibility/ timeliness/reliability of information	2025/26	55	60	65	70	75	80	Surveys	Annual	Survey reports	Communications Unit
			(ii) % citizens reporting improved understanding of government policies;	2025/26	Baseline	5%	10%	15%	25%	30%	Citizen surveys	Biennial	Survey reports	Research Unit
			(iii) #/% misinformation incidents detected and addressed; and	2025/26	Ad hoc	40%	55%	65%	70%	75%	Response logs	Quarterly	Response records	ICT Unit
			(iv) Utilization of official platforms (analytics).	2025/26	Baseline	+10%	+20%	+30%	+40%	+50%	Analytics	Quarterly	Analytics reports	ICT Unit

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible
				Year	Baseline indicator value	Y1	Y2	Y3	Y4	Y5				
X	Management of environment and ecosystems enhanced and sustained	Improved staff and public awareness of environmental protection and sustainable practices	(i) % programmes/ projects integrating environmental measures;	2025/26	30%	40%	50%	65%	75%	85%	Project docs	Annual	Project files	Planning Directorate
			(ii) Institutions implementing environmental guidelines;	2025/26	Baseline	+2	+4	+6	+8	All	Compliance reports	Annual	Compliance reports	Environmental Focal Units
			(iii) % reduction in environmental compliance incidents; and	2025/26	Baseline	-10%	-20%	-35%	-50%	-60%	Inspection reports	Annual	Inspection reports	Environmental Authorities
			(iv) % staff aware of environmental standards	2025/26	Low	Improved	Improved	Moderate	High	Sustained	Surveys	Biennial	Survey reports	DAHRM

Table 9 : Monitoring Plan

OBJECTIVE A: HIV/AIDS infections and Non-Communicable Diseases reduced, and supportive services improved;

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
A1	Staff with HIV/AIDS & NCD prevention knowledge. This indicator intends to measure staff knowledge of HIV/AIDS and non-communicable disease prevention. It is calculated as X/Y*100 where X is the number of staff demonstrating adequate knowledge and Y is the total assessed.	FY 2026/27	50%	65%	70%	80%	85%	95%	Surveys	Knowledge survey	Biennial	Survey reports	Biennial	DAHRM
A2	Reduction in new HIV/AIDS cases This indicator intends to measure changes in new HIV/AIDS cases among MICAS staff over time. It is calculated as (Pb–Pt)/Pb*100.	FY 2026/27	Baseline	Stable	-10%	-15%	-20%	-30%	Health records	Trend analysis	Annual	Health summaries	Annual	DAHRM
A3	Incidence of priority NCDs This indicator intends to measure the incidence of priority non-communicable diseases among MICAS staff. It is calculated as the number of new cases per 1,000 staff per year.	FY 2026/27	Baseline	No increase	-5%	-10%	-15%	Downward	Health reports	Monitoring	Annual	Medical reports	Annual	DAHRM
A4	Staff participating in wellbeing programmes This indicator intends to measure staff engagement in workplace wellbeing initiatives. It is calculated as X/Y*100 where X is the number of participating staff and Y is the total staff.	FY 2026/27	30%	40%	50%	60%	70%	75%	Programme records	Attendance tracking	Annual	Attendance logs	Annual	DAHRM

OBJECTIVE B: Implementation of the National Anti-Corruption Strategy enhanced and sustained.

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
B1	Staff compliance with ethics standards This indicator intends to measure staff compliance with public service ethics and integrity standards. It is calculated as X/Y*100 where X is the number compliant and Y is the total assessed.	FY 2026/27	65%	70%	75%	80%	85%	90%	Compliance reports	Ethics assessment	Annual	Assessment reports	Annual	Integrity Committee
B2	Stakeholder perception on corruption This indicator intends to measure stakeholder perceptions of integrity and corruption levels at MICAS using a composite perception index.	FY 2026/27	Baseline	Improved	Improved	Improved	High	Sustained	Perception surveys	Index analysis	Biennial	Survey reports	Biennial	M&E Unit
B3	Reduction in confirmed corruption cases This indicator intends to measure changes in confirmed corruption cases and integrity breaches. It is calculated as (Pb–Pt)/Pb*100.	FY 2026/27	Baseline	-10%	-20%	-30%	-40%	-50%	Case records	Trend analysis	Annual	Investigation reports	Annual	Integrity Committee

OBJECTIVE C: Governance, management systems, and evidence-driven implementation in the Information, Culture, Arts, and Sports sectors strengthened.

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
C1	% of policies/programmes/projects with outcome indicators, baselines & targets This indicator intends to measure the extent to which MICAS has institutionalized results-based planning across its policies, programmes, and projects. It is calculated as X/Y*100 where X is the number of active policies, programmes, and projects with approved outcome indicators, baselines, and targets, and Y is the total number of active policies, programmes, and projects.	FY 2026/27	25%	35%	50%	65%	80%	90%	Plans, log frames	RBM desk review	Annual	Approved plans	Annual	Planning Directorate; M&E Unit
C2	% of management decisions informed by M&E evidence This indicator intends to measure the extent to which monitoring, evaluation, and performance evidence informs management decision-making. It is calculated as X/Y*100 where X is the number of management decisions explicitly referencing M&E evidence and Y is the total number of decisions reviewed.	FY 2026/27	15%	25%	35%	50%	65%	75%	Meeting minutes	Content analysis	Quarterly	Decision memos	Annual	M&E Unit

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
C3	% of agreements monitored and reported annually This indicator intends to measure the effectiveness of MICAS in monitoring and reporting on bilateral, regional, and multilateral agreements. It is calculated as X/Y*100 where X is the number of active agreements monitored and reported during the year and Y is the total number of active agreements.	FY 2026/27	30%	45%	60%	75%	85%	95%	Agreement registry	Registry review	Annual	Annual reports	Annual	International Cooperation Unit
C4	Stakeholder satisfaction with governance (score) This indicator intends to measure stakeholder perceptions of governance quality, transparency, accountability, and coordination at MICAS. It is calculated as the average score from a standardized stakeholder satisfaction survey.	FY 2026/27	3.0/5	3.2	3.4	3.6	3.8	4.0	Stakeholder surveys	Structured survey	Biennial	Survey reports	Biennial	M&E Unit
C5	Participation rate in information, culture, arts & sports This indicator intends to measure the proportion of the population participating in information, culture, arts, or sports activities supported by MICAS. It is calculated as X/Y*100 where X is the number of unique participants and Y is the total eligible population.	FY 2026/27	TBD	Baseline	5%	10%	15%	20%	Participation surveys	Household survey	Biennial	Survey datasets	Biennial	Statistics Unit

OBJECTIVE D: Participation, performance, and socio-economic contribution of information, culture, arts, and sports to national development enhanced.

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
D1	% change in participation by age and gender This indicator intends to measure changes in participation levels in culture, arts, and sports activities across age and gender groups over time. It is calculated as (Pt–Pb)/ Pb*100 where Pt is the current participation rate and Pb is the baseline participation rate.	FY 2026/27	TBD	Baseline	5%	10%	15%	20%	Surveys	Participation analysis	Biennial	Survey reports	Biennial	Statistics Unit
D2	Artists & sports talents transitioning to formal sector This indicator intends to measure the effectiveness of MICAS interventions in supporting artists and sports talents to transition from informal participation to formal and commercialized engagement. It is calculated as a count of individuals meeting formalization criteria.	FY 2026/27	Baseline	+10%	+20%	+30%	+40%	+50%	Programme records	Registry tracking	Annual	Registration records	Annual	Arts & Sports Directorates
D3	Contribution to employment and income This indicator intends to measure the contribution of the culture, arts, and sports sectors to employment creation and income generation using official statistics and sector studies.	FY 2026/27	Baseline	Framework	5%	10%	+15%	+20%	Labour surveys	Economic analysis	Periodic	Sector studies	Periodic	Research Unit

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
D4	% of MICAS institutions with satisfactory performance This indicator intends to measure the proportion of MICAS institutions achieving satisfactory or high performance based on agreed assessment criteria. It is calculated as X/Y*100 where X is the number of institutions rated satisfactory or above and Y is the total number assessed.	FY 2026/27	30%	40%	55%	65%	75%	85%	Scorecards	Performance assessment	Annual	Assessment reports	Annual	Performance Management Unit
D5	Research studies used for policy/ programmes This indicator intends to measure the extent to which research and assessments are actively used to inform policies, programmes, and investments. It is calculated as a count of studies with documented evidence of use.	FY 2026/27	2	5	8	12	16	20	Research registry	Evidence-use tracking	Annual	Policy documents	Annual	Research & M&E Units

OBJECTIVE E: Access to quality, inclusive, and sustainable information, culture, arts, and sports infrastructure enhanced.

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
E1	Functional sports facilities meeting standards This indicator intends to measure the availability of sports facilities that meet national or international safety and functionality standards. It is calculated as a count of compliant facilities.	FY 2026/27	Baseline	+5	+10	+15	+20	+25	Audit reports	Infrastructure audits	Annual	Audit reports	Annual	Infrastructure Unit
E2	% of districts with multi-purpose facility This indicator intends to measure geographic access to culture or sports infrastructure across districts. It is calculated as X/Y*100 where X is the number of districts with at least one functional multi-purpose facility and Y is the total number of districts.	FY 2026/27	45%	50%	55%	65%	75%	80%	District registry	Infrastructure mapping	Annual	Registry reports	Annual	Planning Directorate
E3	Events hosted using improved infrastructure This indicator intends to measure the extent to which improved infrastructure is utilized to host national, regional, and international events. It is calculated as a count of qualifying events hosted.	FY 2026/27	Baseline	+10%	+20%	+30%	+35%	+40%	Event permits	Event tracking	Annual	Permits	Annual	Sector Directorates

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
E4	Utilization rate of major facilities This indicator intends to measure how effectively major information, culture, arts, and sports facilities are utilized. It is calculated as X/Y*100 where X is actual usage time and Y is total available time.	FY 2026/27	50%	55%	60%	65%	70%	75%	Facility logs	Usage analysis	Quarterly	Facility reports	Annual	Facility Managers

OBJECTIVE F: Service delivery, institutional capacity, and internal support systems enhanced

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
F1	Client satisfaction with MICAS services This indicator intends to measure client satisfaction with the quality and efficiency of services delivered by MICAS. It is calculated as X/Y*100 where X is the number of satisfied clients and Y is the total interviewed.	FY 2026/27	60%	70%	75%	80%	85%	95%	Client surveys	Service survey	Annual	Survey reports	Annual	Client Service Unit
F2	Voluntary staff turnover rate This indicator intends to measure staff retention and organizational stability within MICAS. It is calculated as X/Y*100 where X is the number of voluntary separations and Y is the average staff size.	FY 2026/27	12%	11%	10%	9%	8%	≤7%	HRMIS	HR analysis	Annual	HRMIS reports	Annual	DAHRM

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
F3	Reduction in audit queries This indicator intends to measure improvements in financial management and internal controls. It is calculated as (Pb–Pt)/Pb*100 where Pb is baseline audit queries and Pt is current audit queries.	FY 2026/27	Baseline	10%	30%	50%	60%	75%	Audit reports	Audit comparison	Annual	Audit reports	Annual	Internal Audit
F4	MICAS units meeting performance standards This indicator intends to measure compliance of MICAS units with agreed service delivery and performance standards. It is calculated as X/Y*100 where X is the number of compliant units and Y is the total assessed.	FY 2026/27	40%	50%	60%	70%	80%	85%	Scorecards	Performance review	Annual	Reports	Annual	Planning Directorate

OBJECTIVE G: Public access to timely, accurate, and reliable information enhanced

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
G1	Stakeholder satisfaction with public information This indicator intends to measure stakeholder satisfaction with the accessibility, timeliness, and reliability of public information provided by MICAS. It is calculated as X/Y*100 where X is the number of satisfied stakeholders and Y is the total surveyed.	FY 2026/27	55%	70%	75%	80%	85%	90%	Surveys	Satisfaction survey	Annual	Survey reports	Annual	Communications Unit
G2	Citizen understanding of government policies This indicator intends to measure the extent to which citizens report improved understanding of government policies and programmes. It is calculated as X/Y*100 where X is the number reporting improved understanding and Y is the total surveyed.	FY 2026/27	Baseline	5%	10%	15%	25%	30%	Citizen surveys	Perception analysis	Biennial	Survey reports	Biennial	Research Unit
G3	Misinformation incidents addressed This indicator intends to measure the effectiveness of MICAS mechanisms for detecting and responding to misinformation. It is calculated as X/Y*100 where X is the number of incidents addressed and Y is the total incidents detected.	FY 2026/27	Ad hoc	40%	55%	65%	70%	75%	Response logs	Incident tracking	Quarterly	Response records	Quarterly	ICT Unit

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
G4	Utilization rate of official platforms This indicator intends to measure public usage of official government communication platforms. It is calculated as the percentage change in platform usage relative to baseline using analytics data.	FY 2026/27	Baseline	+10%	+20%	+30%	+40%	+50%	Analytics	Web analytics	Quarterly	Analytics reports	Quarterly	ICT Unit

OBJECTIVE X: Management of environment and ecosystems enhanced and sustained

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
X1	Programmes integrating environmental measures This indicator intends to measure the extent to which environmental management measures are integrated into MICAS programmes and projects. It is calculated as X/Y*100 where X is the number integrating measures and Y is the total reviewed.	FY 2026/27	30%	40%	50%	65%	75%	85%	Project docs	Checklist review	Annual	Project files	Annual	Planning Directorate

S/N	Indicator & Indicator Description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
X2	Institutions implementing environmental guidelines This indicator intends to measure adoption of approved environmental management guidelines across MICAS institutions. It is calculated as a count of compliant institution.	FY 2026/27	Baseline	+2	+4	+6	+8	All	Compliance reports	Institution tracking	Annual	Compliance reports	Annual	Environmental Focal Units
X3	Reduction in environmental compliance incidents This indicator intends to measure improvements in environmental compliance related to MICAS operations and events. It is calculated as (Pb–Pt)/Pb*100.	FY 2026/27	Baseline	-10%	-20%	-35%	-50%	-60%	Inspection reports	Incident analysis	Annual	Inspection reports	Annual	Environmental Authorities
X4	Staff awareness of environmental standards This indicator intends to measure staff awareness and compliance with environmental sustainability standards. It is calculated as X/Y*100 where X is the number demonstrating adequate awareness and Y is the total assessed.	FY 2026/27	Low	Improved	Improved	Moderate	High	Sustained	Surveys	Awareness survey	Biennial	Survey reports	Biennial	DAHRM

5.6.2 PLANNED REVIEWS

There will be reviews that aim to obtain progress status on the implementation of Strategic Plan. The planned reviews consist of Review meetings, Milestones and Rapid appraisals.

5.6.2.1 Review Meetings

Various meetings will be conducted to track progress on the milestones which are critical for achievement of the organizational objectives. Review meetings are as follows:

Table 10: Planned Review Meeting

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1	Ministry (policy) meeting	Quarterly	Permanent Secretary	Management and Affiliated Institutions
2	Management	Monthly	Permanent Secretary	Head of Divisions and Units
3	Staff	Semi -Annually	Permanent Secretary	All staff
4	Workers Council	Semi Annually	Permanent Secretary	Workers Council Members
5	Division/Units meetings	Monthly	Head of Divisions/ Units	Division/Unit staff
6	External Audit (entrance and exit meetings)	Annually	Permanent Secretary	Management
7	Internal Audit	Quarterly	Permanent Secretary	Management
8	Budget Committee	Monthly	Accounting Officer	Committee members
9	Tender Board	Quarterly	Tender Board Chairperson	Tender Board Members
10	Audit Committee	Quarterly	Committee Chairperson	Committee members

5.6.2.2 Planned Milestones

In the course of implementing this Strategic Plan, it is planned to carry out reviews. The reviews will be based on total of 29 pre-planned milestones. The specific milestones to be reviewed are detailed in table 11.

Table 11: Planned Milestones

Years	Planned Reviews	Milestone	Time Frame	Responsible Division/Unit
Year 1 2026/27	Two Reviews Per Year - (Mid-Year and Annual Reviews)	Sports Development Policy of 1995 reviewed	June 2027	Policy and Planning Division Sports Development Division
		Information and Broadcasting Policy of 2003 reviewed	June 2027	Policy and Planning Division Information Services Division
		Culture Development Policy of 1997 reviewed	June 2027	Culture Development Division
		The review of three (3) Ministry Policies coordinated	June 2027	Policy and Planning Division
		Arts Development Plan developed	June 2027	Policy and Planning Division Arts Development Division
		Arts and Entertainment activities during AFCON 2027 coordinated	June 2027	Sports Development Division Arts Development Division Policy and Planning Division
		Local and international sports events coordinated	June 2027	Sports Development Division
		National Communication Strategy developed and disseminated	June 2027	Information Services Division Policy and Planning Division

Years	Planned Reviews	Milestone	Time Frame	Responsible Division/Unit
		Social media strategy to enhance public engagement developed and implemented	June 2027	Information Services Division
		Comprehensive Human Resource Plans developed and implemented	June 2027	Administration and Human Resources Management
Year 2 2027/28	Two Reviews Per Year - (Mid-Year and Annual Reviews)	Guideline on research and innovation matters for the Ministry developed	June 2028	Policy and Planning Division
		Performance assessment for five (5) Public Institutions under Arts Department conducted	June 2028	Arts Development Division
		Performance assessment for two (2) Public Institutions under Culture Department conducted	June 2028	Culture Development Division
		Performance assessment for three (3) Public Institutions under Information Department conducted	June 2028	Information Services Division
		Performance assessment for five (5) Public Institutions under Sports Department conducted	June 2028	Sports Development Division
Year 3 2028/29	Two Reviews Per Year - (Mid-Year and Annual Reviews)	Strategy for the implementation of Sports Development Policy developed	June 2029	Policy and Planning Division Sports Development Division
		Strategy for the implementation of the National Cultural Policy developed	June 2029	Culture Development Division Policy and Planning Unit
		The preparation of three (3) National Festivals coordinated and Participation in three (3) International Arts Festivals facilitated	June 2029	Arts Development Division

Years	Planned Reviews	Milestone	Time Frame	Responsible Division/Unit
		Identification, nurturing and promotion of talents in sports facilitated	June 2029	Sports Development Division
Year 4 2029/30	Two Reviews Per Year - (Mid-Year and Annual Reviews)	The review of MICAs Organizational its affiliated institutions coordinated	June 2030	Administration and Human Resources Management
		Institutional Communication strategy reviewed and implemented	June 2030	Government Communication Unit
		Strategic guidelines, short- and Medium-Term Plans and annual budgets in place and functional	June 2030	Policy and Planning Division
		Natural resources and environmental management programmes in MICAS and its affiliated institutions coordinated	June 2030	Policy and Planning Division
		Public Education Materials prepared and disseminated to the PIs and General Public	June 2030	Information Services Division
Year 5 2030/31	Two Reviews Per Year - (Mid-Year and Annual Reviews)	Construction of sports infrastructures coordinated and managed	June 2031	Sports Development Division
		Construction of Culture infrastructures coordinated and managed	June 2031	Culture Development Division
		Construction of Arts infrastructures coordinated and managed	June 2031	Arts Development Division
		Construction of information infrastructures coordinated and managed	June 2031	Information Services Division

Years	Planned Reviews	Milestone	Time Frame	Responsible Division/Unit
		Development and review of Performance Management Systems facilitated and implemented	June 2031	Administration and Human Resources Management Division
		Service Delivery Survey and institutional Self-Assessment conducted	June 2031	Administration and Human Resources Management

5.6.2.3 Rapid Appraisals

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. The table below indicates MICAS Rapid Appraisal for the next five (5) years from 2026/27 – 2030/31.

Table 12: Rapid Appraisal

SN	Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsibility
1	Stakeholder satisfaction study	This rapid appraisal intends to establish the level of stakeholder satisfaction with MICAS services, coordination, and responsiveness to inform service improvement actions.	i. To what extent are stakeholders satisfied with MICAS services? ii. Which services perform well or poorly? iii. What specific improvements do stakeholders recommend?	Structured survey (online and in-person)	2030/31	M&E Unit
2	Stakeholder perception on corruption and integrity	This rapid appraisal intends to assess stakeholder perceptions of integrity, transparency, and corruption risks within MICAS to inform NACSAP implementation.	i. How do stakeholders perceive integrity and corruption risks at MICAS? ii. Which processes are perceived as most vulnerable? iii. What actions could strengthen transparency and accountability?	Perception survey	2030/31	M&E Unit

SN	Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsibility
3	Rapid assessment of evidence uses in decision-making	This rapid appraisal intends to assess how monitoring, evaluation, and performance information is used in management decisions across MICAS.	i. To what extent do managers use M&E data in decision-making? ii. What types of evidence are most commonly used? iii. What barriers limit evidence uses?	Document review and key informant interviews	2027/28	M&E Unit; Planning Directorate
4	Infrastructure functionality and utilization review	This rapid appraisal intends to assess functionality, accessibility, and utilization of selected information, culture, arts, and sports facilities to inform infrastructure management decisions.	i. Are facilities functional and meeting minimum standards? ii. How frequently are facilities used? iii. What constraints affect utilization and maintenance?	Facility observation checklist and administrative data review	2028/29	Infrastructure Unit; Sector Directorates
5	Rapid appraisal of public access to information	This rapid appraisal intends to assess accessibility, timeliness, and reliability of public information disseminated by MICAS, including digital platforms.	i. How easily can citizens access official information? ii. Are updates timely and understandable? iii. What channels are most and least effective?	User survey and platform analytics review	2027/28	Communications Unit; ICT Unit
6	Service delivery bottleneck analysis	This rapid appraisal intends to identify operational bottlenecks affecting MICAS service delivery and internal processes.	i. Which services experience delays or complaints? ii. What process or resource constraints cause these issues? iii. What quick fixes are feasible?	Process mapping and staff interviews	2028/29	Planning Directorate; M&E Unit
7	Rapid staff wellbeing and workplace environment assessment	This rapid appraisal intends to assess staff wellbeing, workplace conditions, and participation in wellness programmes to inform HR and wellbeing interventions.	i. How do staff perceive their working environment? ii. What wellbeing risks affect productivity? iii. Are wellness programmes accessible and relevant?	Short staff survey and focus group discussions	2029/30	DAHRM; M&E Unit

SN	Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsibility
8	Rapid appraisal of environmental compliance in MICAS operations	This rapid appraisal intends to assess integration of environmental management measures in MICAS programmes, events, and facilities.	i. To what extent are environmental guidelines applied? ii. What compliance gaps exist? iii. What practical improvements are needed?	Document review and key informant interviews	2030/31	DAHRM

5.7 Evaluation Plan

Evaluations intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan. The table below show evaluation plan.

Table 13: Evaluation Plan

SN	Evaluation / Appraisal Study	Aim	Key Evaluation Questions	Methods	Time Frame	Responsible Person
1	Design Evaluation of Infrastructure Expansion Programmes (Objectives C)	To assess whether programme design, standards, and targeting are adequate to achieve inclusive, equitable, and sustainable infrastructure outcomes	i. Is the programme design aligned with Dira 2050 and sector standards? ii. Are infrastructure location, standards, and PPP models appropriate? iii. Are inclusion, regional equity, and sustainability adequately addressed in design?	Desk review Key informant interviews Theory of Change assessment	2026/27	Policy & Planning Division with M&E Unit
2	Mid-Term Process Evaluation of Public Information and Communication Interventions (Objective D)	To assess effectiveness of implementation, coordination, and responsiveness of public information systems	i. To what extent are communication strategies implemented as planned? ii. Are digital and traditional platforms functioning effectively? iii. What implementation bottlenecks affect access and trust?	Desk review Survey FGDs Administrative data review	2028/29	M&E Unit

3	Outcome Evaluation of Service Delivery and Institutional Capacity Strengthening (Objective E)	To determine whether institutional strengthening interventions have improved service delivery, performance, and internal systems	i. To what extent has service delivery improved? ii. How has staff capacity, systems, and performance changed? iii. What factors enabled or constrained results?	Survey Document review Key informant interviews Performance data analysis	2029/30	Policy & Planning Division
4	Thematic Evaluation on Workplace Health, HIV/ AIDS and NCD Interventions (Objective F)	To assess effectiveness of workplace health interventions on staff wellbeing and productivity	i. To what extent has staff knowledge and participation improved? ii. Are prevention and support mechanisms effective? iii. What changes are observed in absenteeism and health outcomes?	Survey Administrative health records review Interviews	2029/30	M&E Unit in collaboration with DAHRM
5	Governance and Integrity Evaluation under NACSAP III (Objective G)	To assess effectiveness of integrity systems, ethics compliance, and corruption prevention measures	i. To what extent are integrity mechanisms functional? ii. How have staff behaviour and perceptions changed? iii. What systemic risks remain?	Survey Document review Case analysis	2028/29	Integrity Committee with M&E Unit
6	Environmental Sustainability and Compliance Evaluation (Objective H)	To assess integration and effectiveness of environmental management practices in MICAS operations	i. To what extent are environmental measures integrated in programmes and infrastructure? ii. Are institutions complying with environmental guidelines? iii. What environmental risks and mitigation gaps exist?	Desk review Key informant interviews Compliance records analysis	2029/30	Policy & Planning Division

7	End-Term Evaluation of MICAS Strategic Plan (2026/27–2030/31)	To assess achievement of outcomes, sustainability of results, and lessons for future planning	i. ii. iii.	To what extent have strategic objectives been achieved? What factors influenced performance? What lessons and recommendations inform the next Strategic Plan?	Desk review Survey Key informant interviews Outcome analysis	2030/31	Policy & Planning Division

5.7.1 REPORTING PLAN

This is a plan that shows all reports that will be used in the execution of the strategic plan. The report plan contains both Internal and external reports.

5.7.1.1 Internal Reporting Plan

Internal Reporting Plan contains reports that are used within MICAS, Management and Staff. The reporting plan is in accordance with statutory requirements or as may be required from time to time. The Reporting Plan is detailed in Table below:

Table 14: Internal Reporting Plan

SN	Type of Report	Recipient	Frequency	Responsible
1	Budget performance reports	Management	Quarterly	DPP
2	Implementation report	DME	Weekly & Quarterly	Head of Divisions/ Units
4	Statistical reports	Permanent Secretary	Annually	DME
5	Monitoring report	Management	Quarterly	DME
6	Mini - Evaluation report	Management	Annually	DME
7	Internal auditing report	Audit Committee	Quarterly	CIA
8	Annual performance report	Permanent Secretary	Annually	DPP
9	Revenue and Expenditure Report	Minister	Annually	DPP
10	Budget Committee report	Management	Monthly	DPP
11	Risk implementation report	Management	Quarterly	DPP
12	Tender board reports	Management	Quarterly	PMU
13	HR Training implementation report	Training Committee	Annually	DAHRM
14	Employment Committee report	Committee	Periodic	DAHRM

5.7.1.2 External Reporting Plan

External reporting plan contains reports that are used by external entities. The reports are prepared on quarterly and annually basis. The Reporting Plan is detailed in Table 15:

Table 15: External Reporting Plan

SN	Type of Report	Recipient	Frequency	Responsible
1	Progressive report	MoF	Quarterly	DPP
2	Audited Financial statements	CAG	Annually	CA
3	Annual procurement plan implementation report	PPRA/MoF/CAG	Annually	PMU
4	Annual monitoring and evaluation report	PMO-PPC	Annually	DME
5	Manifesto implementation report	PMO	Annually	DPP
6	Project implementation report	NPC	Quarterly	DPP
7	Mid-year review report	MoF	Semi - Annual	DPP
8	Risk implementation report	MoF	Quarterly	DPP



The newly constructed Arusha Stadium in Arusha

ANNEXTURES

Annex 1 : Strategic Plan Matrix

	Objective	Strategies	Targets	KPIs
A	Workplace health, wellbeing, and productivity enhanced through reduction of HIV/AIDS and non-communicable disease risks.	Strengthen staff awareness, prevention, and behaviour change	261 Staff sensitization on HIV/AIDS and NCDs conducted by June 2031;	i. % of staff who are aware of HIV/AIDs ii. % change in HIV new cases iii. NCDs Incidence rate
			20 Preventive HIV/AIDS and NCD risk reduction programmes implemented for MICAS staff by June 2031;	
			Care and support services for 2 staff living with HIV provided by June 2031;	
			20 Workplace wellness and one psychosocial support programmes implemented by June 2031;	
			Absenteeism related to HIV/AIDS and NCDs reduced by 95% by June 2031;	
		Strengthen access to care, support, and referral services	Care and supportive Services to SLWHIV provided by June, 2031	
		Promote holistic workplace wellbeing programmes	Wellbeing programs to staff provided by June 2031	
B	Integrity, transparency, and accountability strengthened through sustained implementation of the National Anti-Corruption Strategy and Action Plan;	Enhance staff awareness, capacity, and compliance	261 Staff sensitization on anti-corruption and Public Service Ethics programs conducted by June, 2031;	i. Stakeholders' perception on corruption at MICAS ii. % change in corruption cases confirmed
		Strengthen functionality and oversight of integrity structures	20 MICAS Integrity committee functions facilitated by June, 2031;	

	Objective	Strategies	Targets	KPIs
C	Governance, management systems, and evidence-driven implementation in the Information, Culture, Arts, and Sports sectors strengthened	Strengthen policy coherence, quality, and implementation arrangements	The National Cultural Policy of 1997 reviewed by June, 2027	i. Sports participation rate; and ii. % of stakeholders satisfied with effectiveness and efficiency of MICAS services
			Sports Development Policy of 1995 reviewed by June, 2027	
			Information and Broadcasting Policy of 2023 reviewed by June 2027	
			The review of three (3) Ministry Policies coordinated by June 2027	
		Strengthen policy coherence, quality, and implementation arrangements across the information, culture, arts, and sports sectors	Strategy for the implementation of Sports Development Policy developed and implemented by June 2031	
			Strategy for the implementation of the National Cultural Policy developed and implemented by June 2031	
			Strategy for the implementation of information and broadcasting developed and implemented by June 2031	
			Development and review of three (3) MICAS policies implementation strategies coordinated by June 2031;	
		Strengthen results-based planning, monitoring, evaluation, reporting, and learning systems across MICAS and its institutions	Arts Development Plan developed by June, 2031	
			Monitor implementation of Culture Policy in arts sector across 7 zones by June 2031	
			Monitor Culture Policy on ethnic languages, customs and traditions across 7 zones by June 2031	
			20 Monitor compliance with printing media regulatory framework by June 2031	
			Three (3) sectoral policies and legislations monitored and evaluated by June, 2031.	

	Objective	Strategies	Targets	KPIs
			Ministry's statistics reports prepared annually	
		Strengthen results-based planning, monitoring, evaluation, reporting, and learning systems across MICAS and its institutions	Eighteen (18) projects and programs monitored and evaluated by June, 2031;	
		Strengthen results-based planning, monitoring, evaluation, reporting, and learning systems across MICAS and its institutions	M&E plan developed by June 2031	
		Strengthen coordination, oversight, and performance monitoring of bilateral, regional, and multilateral agreements and partnerships	Annual M&E Plan developed, reviewed, and implemented	
		Strengthen coordination, oversight, and performance monitoring of bilateral, regional, and multilateral agreements and partnerships	Two (2) National bilateral/regional/multilateral meetings coordinated annually	
			Perfomance audit on Twenty (20) project conducted by June,2031	
			Annual risk based internal audit plan and charter prepared and reviewed by 2031	
			Twenty (20) Audit Committee meeting conducted by June,2031	
			Quartely reviewed and reports on the implementation of Ministry Risk and Fraud Management	

	Objective	Strategies	Targets	KPIs
D	Information, Culture, Arts and Sports Events and Performances Promoted.	Use strategic promotion and communication to increase participation and visibility	Ten (70) Local and five (25) international sports events coordinated by June 2031;	i. # of institutions with high-performance scores ii. # of artist transforming from informal to formal sector
			Twenty (20) Local and seven (7) international Arts and entertainment events coordinated by June 2031;	
			Twenty (20) Local and ten (10) international Cultural events coordinated by June 2031;	
			Ten (10) Local and twenty (20) International events for information sector coordinated by June 2031;	
			Twenty (20) Cultural heritage and traditional way of life preserved and promoted by June 2031;	
		Strengthen talent identification, development, and transition to markets	Ten (10) ethnic language, customs and traditions research conducted by June 2031;	
			Twenty (20) Kiswahili language promotion sessions and events conducted at local and regional levels, and ten (10) Kiswahili promotion events conducted at the international level by June 2031.	
			Cultural heritage Act enacted by June 2031	
			Guideline and strategy for National ethics developed and implemented by June 2031	
			Private sector participation in 10 Cultural activities facilitated by June 2031;	
			Private sector participation in 20 Arts activities facilitated by June 2031;	

	Objective	Strategies	Targets	KPIs
			Private sector participation in 75 Sports activities facilitated by June 2031;	
			Private sector participation in 30 information activities facilitated by June 2031;	
			Identification, nurturing and promotion of talents in 10,000 Arts facilitated by June 2031;	
			Identification, nurturing and promotion of 20,000 talents in sports facilitated by June 2031;	
		Strengthen research, innovation, and evidence generation	A study on the contribution of Arts and Entertainment Sector on Social - Economic Development in Tanzania conducted by June, 2031	
			Guideline on research and innovation matters for the Ministry developed by June 2031	
		Strengthen institutional oversight and performance management	Performance of five (5) Public Institutions under Arts Department coordinated by June, 2028	
			Performance of two (2) Public Institutions under Culture Department coordinated by June, 2028	
			Performance of three (3) Public Institutions under Information Department coordinated by June, 2028	
			Performance of five (5) Public Institutions under Sports Department coordinated by June, 2028	

	Objective	Strategies	Targets	KPIs
		Strengthen institutional oversight and performance management	Performance assessment for five (5) Public Institutions under Arts Department conducted by June, 2028	
			Performance assessment for two (2) Public Institutions under Culture Department conducted by June, 2028	
			Performance assessment for three (3) Public Institutions under Information Department conducted by June, 2028	
			Performance assessment for five (5) Public Institutions under Sports Department conducted by June, 2028	
E	Access to quality, inclusive, and sustainable information, culture, arts, and sports infrastructure enhanced.	Expand and upgrade infrastructure for access, safety, functionality, inclusiveness	Construction and upgrading of twenty-five (25) sports infrastructures coordinated and managed by June, 2031	i. # of new facilities constructed ii. # of facilities rehabilitated iii. # of international events hosted as a result of new infrastructure
			Construction and upgrading of three (3) Culture infrastructures coordinated and managed by June, 2031	
			Construction and upgrading of five (5) Arts infrastructures coordinated and managed by June, 2031	
			Construction and upgrading of one (1) information infrastructures coordinated and managed by June, 2031	
F	Services delivery and supporting services in the Ministry enhanced	Strengthen HR management and staff welfare systems	Comprehensive Human Resource Plans developed and implemented by June, 2031	i. % of clients satisfied with service delivery; ii. Voluntary Staff turnover rate; and iii. % change in audit queries

	Objective	Strategies	Targets	KPIs
		Improve working environment, tools, and ICT systems	Five (5) ICT infrastructure maintained and expanded by June 2031	
			Five (5) ICT hardware and software maintained by June 2031	
			261 MICAs staff have access to reliable transport services by June 2031	
			Statutory entitlements and administrative support to Arts staff provided by June, 2031	
			Statutory entitlements administrative support to Culture staff provided by June, 2031	
			Statutory entitlements administrative support to Information staff provided by June, 2031	
			Statutory entitlements administrative support to Sports staff provided by June, 2031	
			Statutory entitlements administrative support to DAHRM staff provided by June, 2031	
			Statutory entitlements administrative support to DPP staff provided by June, 2031	
			Statutory entitlements administrative support to DME Unit staff provided by June, 2031	
			Statutory entitlements administrative support to PMU staff provided by June, 2031	
			Statutory entitlements administrative support to CA staff provided by June, 2031	
			Statutory entitlements administrative support to IAU staff provided by June, 2031	
			Statutory entitlements administrative support to GCU staff provided by June, 2031	
			Statutory entitlements administrative support to ICT staff provided by June, 2031	

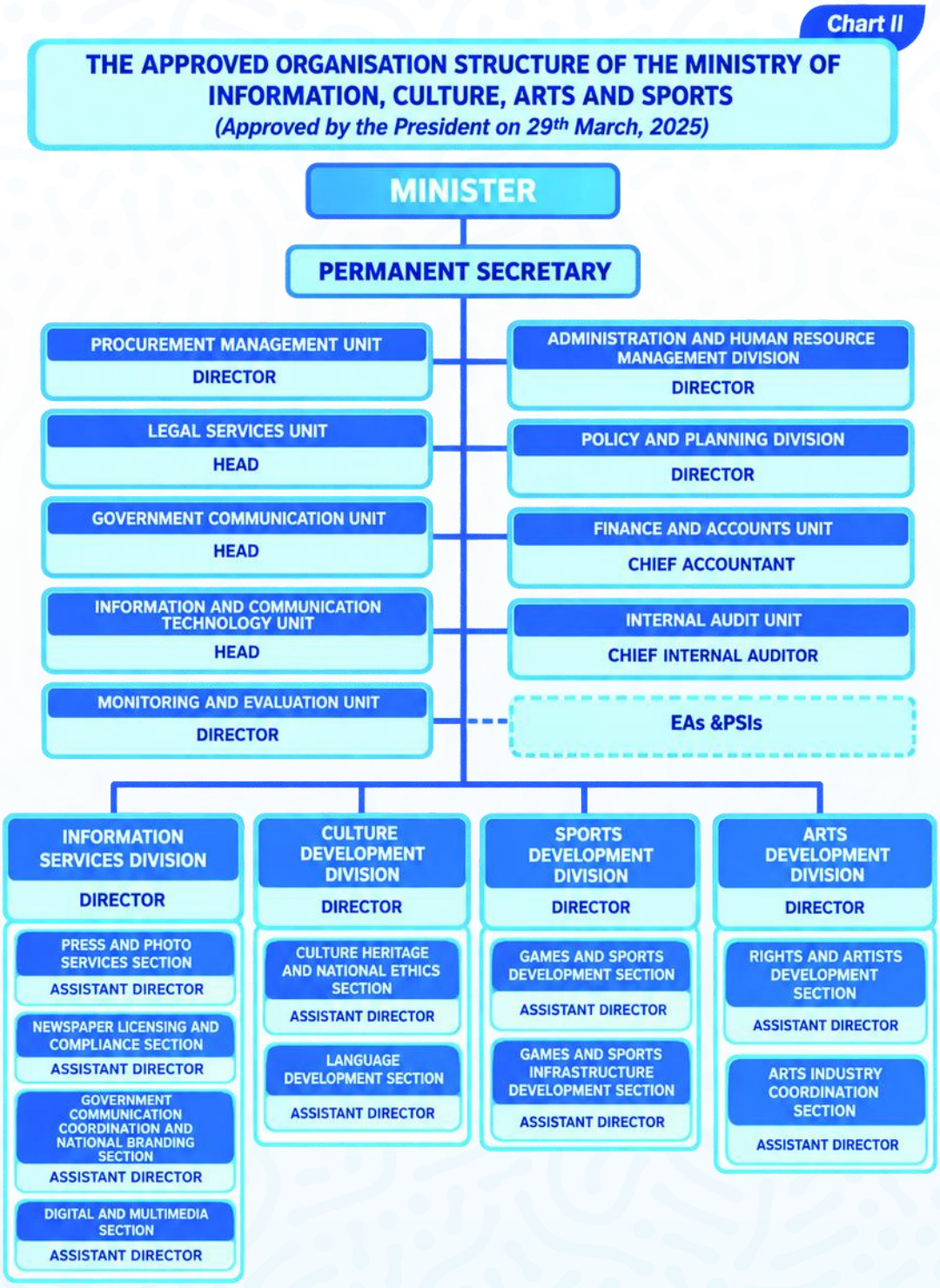
	Objective	Strategies	Targets	KPIs
		Enhance staff capacity through structured training	Statutory entitlements administrative support to LSU staff provided by June, 2031	
			Comprehensive staff Training Plan for MICAs staff developed and implemented by June 2031	
			Training program for Information Services Division developed and implemented by June, 2031	
			Training program for Arts Division developed and implemented by June, 2031	
			Training program for Culture Division developed and implemented by June, 2031	
			Training program for Sports Division developed and implemented by June, 2031	
			Training program for DAHRM developed and implemented by June, 2031	
			Training program for Policy and Planning Division developed and implemented by June, 2031	
			Training program for PMU developed and implemented by June, 2031	
			Training program for LSU developed and implemented by June, 2031	
			Training program for DME developed and implemented by June, 2031	
			Training program for GCU developed and implemented by June, 2031	
			Training program for CA Unit developed and implemented by June, 2031	
			Training program for IAU Unit developed and implemented by June, 2031	

	Objective	Strategies	Targets	KPIs
		Strengthen performance management, assessment, and accountability Strengthen internal controls, financial management, procurement, and risk systems	Training program for ICT Unit developed and implemented by June, 2031	
			Service Delivery Survey and institutional Self-Assessment conducted by June 2031	
			Institutional Communication strategy reviewed and implemented by June, 2031;	
			Financial Management and Accounting Regulation and Procedures operationalized by June, 2031.	
			Quarterly Financial reports prepared by June 2027;	
			Internal financial management system reviewed and implemented by June 2031.	
			Procurement and Supplies requirements fully met by June, 2031;	
			Quarterly tender board meeting facilitated by June, 2031	
			Asset register and disposal of assets by tender managed by June, 2031	
			Legal and advisory support to MICAS and its affiliated institutions provided by June, 2031.	
			Risk Management Strategy implemented and monitored by June 2031	
			Four (4) Strategic guidelines, short- and Medium-Term Plans and annual budgets developed and implemented by June 2031;	
			Four (4) Strategic guidelines, short- and Medium-Term Plans and annual budgets monitored and evaluated by June 2031;	
			Internal Audit services facilitated by June 2031;	

	Objective	Strategies	Targets	KPIs
			Review of MICAs Organizational Structure and its affiliated institutions coordinated by June 2031	
			Review of Performance Management Systems facilitated and implemented by June 2031.	
G	PUBLIC ACCESS TO TIMELY, ACCURATE, AND RELIABLE INFORMATION ENHANCED	Strengthen media freedom, professionalism, and communication systems	125 Printing Media Licenses issued and monitored by June 2031	% of stakeholders satisfied with information accessibility
			300 Press conferences for Government Officials Coordinated by June 2031	
			120 Programs on implementation of Government projects prepared and aired in different media annually	
			National Communication Strategy developed and disseminated by June 2031	
		Enhance public access, awareness, and engagement through integrated platforms	125 Public Education Materials prepared and disseminated to the PIs and General Public by June 2031	
			30 Public Institution's Websites and social media accounts monitored by June 2031	
		Strengthen digital communication and rapid response to counter misinformation	Social media strategy to enhance public engagement developed and implemented by June 2031	
		Strengthen oversight and performance monitoring of public information platforms	Rapid response strategy to safeguard Government reputation and counter misinformation on the cyberspace developed and implemented by June 2031.	
			180 Periodic updates of the National website facilitated by June 2031	

	Objective	Strategies	Targets	KPIs
X	Management of Environment and Ecosystems Enhanced and Sustained	Environmental management guidelines integrated into MICAS policies/programmes/ infrastructure processes by June 2031	Environmental management guidelines integrated into MICAS policies, programmes, and infrastructure development processes by June 2031;	# of environmental management programs implemented
			Five (5) Environmental management programmes operationalized across MICAS and its affiliated institutions by June 2031;	
			26 Staff awareness and capacity-building programmes on environmental sustainability and ecosystem management conducted by June 2031.	
			Five (5) Environmental sustainability measures in culture, arts, information, and sports events and facilities implemented by June 2031	

Annex 2: MICAS Organizational Structure




MISS WOR
2026



Prepared by:

Permanent Secretary

Ministry of Information, Culture, Arts and Sports,

Mtumba City, 2 Michezo Street,P.O Box 25, 40481 DODOMA

Tel: +255 26 2322 129 Fax: +255 26 2322 128

Email: km@michezo.go.tz | **Website:** https:www.michezo.go.tz