

**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF NATURAL RESOURCES AND TOURISM**



**MEDIUM TERM STRATEGIC PLAN
2016/2017 – 2020/2021**

JULY, 2016

ABBREVIATIONS AND ACRONYMS

AAs	Authorized Associations
ACGEN	Accountant General
APIMONDIA	International Federation of Beekeepers
APTRADE AFRICA	Organization of Developing Trade of Bee Product
AWHF	African World Heritage Fund
BoQs	Bill of Qualities
BOT	Bank of Tanzania
CAG	Control and Audit General
CBFM	Community Based Forest Management
CCTV	Closed Circuit TV
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
EU	European Union
FDIs	Foreign Direct Investments
FYDP	Five Years Development Plan
GCAs	Game Controlled Areas
GDP	Gross Domestic Product
HIV/AIDS	Human Immunodeficiency Virus/ Acquire Immunodeficiency Syndrome
IAG	Internal Auditor General
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
ICOMOS	International Council on Monuments and Sites
ICT	Information Communication Technology
IMTC	Inter-Ministerial Technical Committee
LTPP	Long Term Perspective Plan
MATT	Multi-Agency Task Team on Environment Crime
MDAs	Ministries, Departments and Agencies
MTSP	Medium Term Strategic Plan
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NAO	National Audit Office
NFBKP	National Forest and Beekeeping Programme
NSGRP	National Strategy for Growth and Reduction of Poverty
SADC	Southern African Development Community
UNWTO	United Nations World Tourism Organization
UAE	United Arabs Emirates
SDGs	Sustainable Development Goals
SITE	Swahili International Tourism EXPO
STI	Science Technology Innovation
SWOC	Strength, Weakness, Opportunities and Challenges
UNESCO	United Nations Educational, Scientific and Cultural Organization
WMAs	Wildlife Management Areas

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS	ii
STATEMENT BY THE PERMANENT SECRETARY	v
EXECUTIVE SUMMARY	vii
CHAPTER ONE.....	1
INTRODUCTION	1
1.1. Background Information	1
1.2. The Major Roles and Functions	2
1.3. Purpose of the Plan.....	5
1.4. Methodology	6
1.5. Layout and Structure of the Document.....	6
CHAPTER TWO	7
SITUATION ANALYSIS	7
2.1. An Overview	7
2.2. Previous Set of Objectives.....	7
2.3. Performance Review	7
2.4. Challenges.....	17
2.5. Stakeholders Analysis	18
2.6. SWOC Analysis	21
2.7. Critical Issues	24
CHAPTER THREE.....	25
THE PLAN.....	25
3.1. An Overview	25
3.2. Vision	25
3.3. Mission	25
3.4. Core Values.....	25
3.5. Objectives.....	26
3.5.1. Objective A	26
3.5.2. Objective B	27
3.5.3. Objective C	27
3.5.4. Objective D	28
3.5.5. Objective E	29
3.5.6. Objective F	30
3.5.7. Objective G.....	31
3.5.8. Objective H	32
3.5.9. Objective I.....	33
CHAPTER FOUR	34
RESULT FRAMEWORK	34
4.1. An Overview	34
4.2. Developmental Goal of MNRT	34
4.3. Beneficiaries	34

4.4.	Link between MNRT SP and other National Frameworks and Policies	35
4.4.1.	National/Macro Level Policies and Strategies.....	35
4.4.2.	Sector Policies and Strategies	36
4.5.	Result Chain	37
4.6.	Result Framework.....	38
4.7.	Reviews, Monitoring and Evaluation Plan.....	40

STATEMENT BY THE PERMANENT SECRETARY

The Strategic Plan articulates the mandate, vision and mission of the Ministry of Natural Resources and Tourism Medium with the necessary strategies and activities to be carried out to achieve the planned objectives. The Ministerial Strategic Plan provides a logical sequence for systematically implementing the mandate of the Ministry and is inspired by the long-term national economic reforms, including the Tanzania's Development Vision 2025, which provides the overall national policy framework and advocates "Sustainable socio-economic development by the year 2025". The Plan is therefore designed in line with these broad national policies and frameworks that have been developed to redefine the understanding of specific sectoral issues relating to natural and cultural resources and tourism issues in the context of socio-economic development objectives. As such, the Plan provides the basis for developing Medium Term Expenditure Framework (MTEF) and Performance Agreements – that is, Open Performance Review and Appraisal System (OPRAS), which are components of an effective performance management system in the Ministry.

The review of the previous Strategic Plan (2013/2014 – 2016/2017) indicated that, remarkable achievements were recorded, despite challenges encountered in its implementation. Thus, the Ministry appreciates and value contributions of all stakeholders towards these achievements. Overall, the level of participation of stakeholders on conservation initiatives, policies, legislation and regulations formulation were attained in all sub sectors under the jurisdiction of the Ministry.

In supervising and managing natural and cultural resources and tourism development, the Ministry focused on sustainable use of natural and cultural resources, participatory management, private sector engagement, and its contribution to the national economy and poverty reduction. In terms of interventions, the Ministry's efforts were centered towards expansion of Community- Based Management through initiatives such as Community Based Forest Management, and establishment Wildlife Management Areas; Cost and Benefit sharing arrangements; increased level of sectoral self-financing; conservation of natural and cultural resources through patrols, research, tree planting, and beekeeping development; and integrating natural and cultural resources management with rural development. In addition, tourism development involved infrastructure development within and outside protected areas network, encouraging development of sustainable and quality tourism, and promotion and marketing. Furthermore, Hotels and accommodation facilities grading was performed as a means to standardize accommodation facilities in Tanzania.

On improving Management and Accountability of Physical Assets, Human and Financial Resources the sector increased revenue collection. The success is an outcome of reduced revenue loses and leakages. On top of this, the Ministry won Clean Certificates during the implementation of the Plan as reflected on audited financial reports. Moreover, the institutional capacity to deliver services effectively and efficiently has been attained and its success is seen in the minimal amount of registered complaints through the complaints desk. While there has been progress on several counts including establishment of Tanzania Wildlife Management Authority; raising the level of stakeholders' participation; raising the level of revenue collection; and improving governance. The great challenge remains in minimizing level of encroachment in protected areas.

This revised Strategic Plan (2016/2017 – 2020/2021) is geared to rejuvenate and give a new spirit to ensure involvement of all stakeholders and inculcating the sense of commitment towards achieving the vision. More efforts and approaches will be directed on increasing and promoting sustainable management of natural and cultural resources; and advancing on tourist attraction promotions both domestically and abroad. The success of the Plan will depend much on availability of Human and Financial resources. Therefore, capacity building in terms of human resource and revenue collection initiatives is highly commended.

Let us all cooperate with sense of team spirit to realize required targets in this Strategic Plan.



Maj Gen. Gaudence S. Millanzi
PERMANENT SECRETARY

EXECUTIVE SUMMARY

The Ministry of Natural Resources and Tourism is entrusted to:- formulate policies, legislation and guidelines; involve stakeholders in management and utilization of natural and cultural resources and undertake tourism operations; enhance institutional capacity building; ensure that opportunities and obligations from International fora bilateral and multilateral agreements that Tanzania is a party are realized; Promote law enforcement in management of natural and cultural resources and tourism operations; Promote effective management and accountability of physical assets, human and financial resources; and improve revenue collection accrued from natural and cultural resources and tourism industry.

This Strategic Plan provides a framework for improved service delivery in the MNRT by introducing performance based management systems in the Ministry. This is an integral part of the Public Service Reforms Programme. As part of the Reforms Programme, the Ministry continues to observe its Client Service Charter, which was firstly launched in 2002. The charter provides inputs in the preparation of the Strategic Plan.

Through the Strategic Plan, the Ministerial Medium Term Expenditure Framework (MTEF) is formulated to provide an opportunity to translate government policies, aspirations and perspectives into meaningful actions. These actions contribute towards achieving national goals and objectives. The Ministry will therefore continue to make deliberate efforts to link the MTSP and MTEF to ensure achievement of the desired goals.

The Strategic Plan is geared towards achieving the Ministry's Vision, Mission and Core Values. The Vision of the Ministry is:-

Conserved Natural and Cultural Resources for the Benefit of Tanzanians and the World while Leading in Contribution to the National Economy

The Mission of the Ministry is stated as:-

Sustainable Conservation of Natural and Cultural Resources and Development of Tourism for the Wellbeing of the Nation through:-

- i) Development of appropriate policies and strategies;
- ii) Formulation and enforcement of laws, regulation and guidelines;
- iii) Monitoring and evaluation of implementation of policies and laws;
- iv) Enhancing institutional Capacity building; and
- v) Regional and international cooperation.

The following were agreed to be the Core Values of the Ministry:-

- i) Professionalism;
- ii) Transparency and Accountability;

- iii) Commitment;
- iv) Participatory Focus;
- v) Conservation Oriented;
- vi) Integrity; and
- vii) Observe Code of Conduct.

The rationale for the Strategic Plan is to enable the Ministry to perform its functions effectively and efficiently. For this, the Plan defines Key Result Areas (KRAs) that address the following issues:-

- i) Sound Policy Formulation;
- ii) Vibrant Stakeholders Involvement;
- iii) Strong Institutional Capacity Building;
- iv) Enhance International Cooperation;
- v) Apply Law Enforcement;
- vi) Effective Management and Accountability of Physical Assets, Human and Financial Resources;
- vii) Revenue Collection Enhancement;
- viii) HIV/ AIDS Controls Measures; and
- ix) Anti-corruption Measures.

To realise the outcomes in these areas, the Strategic Plan include strategic objectives and strategies for their achievements. To ensure accountability, service delivery targets have been developed (**Appendix I**).

From this Strategic Plan, the Ministry will continue to work as a team. This involves technical divisions and support division and units. Objectives and Targets directly derived from MTSP will be implemented in the Medium Term Expenditure Framework (MTEF).

The revised Strategic Plan will enable the MNRT to organise itself to improve quality, efficiency, effectiveness and performance of services on a continuous basis and sustain the gains on longer terms.

CHAPTER ONE INTRODUCTION

1.1. Background Information

The Ministry of Natural Resources and Tourism (MNRT) has the responsibility of conserving and supervising the sustainable use of natural and cultural resources. That is, wildlife and forest, antiquities and to develop the tourism activities and bee keeping. As one of the productive sector, the Ministry is an axis of economic development and is estimated that the sector contribute 17.5 percent of the Gross Domestic Product (GDP). This GDP is contributed by forestry and beekeeping, wildlife, tourism and antiquities sub- sectors.

Tanzania has also Protected Areas (PAs) covering 24% of the total land surface of which 4.38 percent is National Parks (16), while 0.88 percent is Ngorongoro Conservation Area (NCA), 33 Game reserves (GRs) covering 12.98 percent and 43 Game Controlled Areas (GCA) that covers 5.54 percent. The Forest and woodland is estimated to cover about 48.1 million hectares which constitutes of 55% of the total land of the country, part of this 44.7 million hectare are classified as woodlands, 3.4 hectare are classified as catchment forest, mangroves, and government forest plantations. Protected area covers approximately 28 million.

From 2012, tourism has been the leading sector in terms of foreign exchange earnings, employment generating for both formal and informal sectors, directly or indirectly and is the 3rd largest recipient of Foreign Direct Investments (FDIs) after mining and manufacturing. Given its endowment and having exceptionally rich natural tourism assets of world heritage status, Tanzania's tourist sector is an ideal vehicle for propelling growth and poverty reduction. The country is ranked 4th among 140 countries with regard to endowment of tourism-related natural resources. The growth in tourist arrivals in Tanzania is robust and has remained fairly robust in the face of global economic turbulences.

The MNRT is mandated with the management of natural and cultural resources and developing tourism. This is undertaken through:-

- i) Policy formulation, review and monitoring;
- ii) Formulation and review of Laws and regulations;
- iii) Regulation and control usage of forest, bee, wildlife, and antiquity resources, and tourism products;
- iv) Undertaking training, extension services, publicity and technical advice;
- v) Development and promotion of tourism, natural and cultural resources;
- vi) Identification of research areas, prioritization and coordination of research undertaken by various institutions and organizations;
- vii) Monitoring and evaluation of performance, resources utilization and revenue collection;
- viii) Law enforcement including control of illegal practices, enhance safety and quality standards of natural resources products, accommodation facilities and tour operators;
- ix) Establishment and operationalization of management information system; and
- x) Preparation of plans and budgets.

In collaboration with its Agencies, Authority and Research Institutes, the Ministry is supervising conservation and development of the sector. These organization, agencies and authority are:- Tanzania National Parks (TANAPA); Ngorongoro Conservation Area Authority (NCAA); Tanzania Wildlife Management Authority (TAWA); Tanzania Tourism Board (TTB); National Museum of Tanzania (NMT); Tanzania Tree Seed Agency (TTSA) and Tanzania Forest Service Agency (TFS). Tanzania Wildlife Research Institute (TAWIRI), Tanzania Forest Research Institute (TAFORI).

1.2. The Major Roles and Functions

The Ministry's functions are assigned to four (4) Technical Divisions namely:-

- i) **Wildlife:** Responsible with conservation through: - developing, monitoring, evaluation and reviewing of wildlife policies, guidelines, strategies and laws; oversee community based wildlife management and investment promotion in and outside protected areas; The Wildlife division also manages and regulates sustainable utilization of Wildlife and undertake anti-poaching operation in the country. It is also a Management Authority for several international convention notably the Ramsar Convention on Wetlands, CITES, Lusaka Agreement, AEWA and CMS.
- ii) **Forest and Beekeeping:** Responsible with management of the forest and beekeeping resources through: developing, monitoring, evaluation and reviewing forestry and beekeeping policies, strategies, legislations and laws; management of forest-based industries and other forest-based activities; striving to maintain conservation of the countries ecosystem and biological diversity; enhancement of the institutional framework and arrangement of the necessary human resources and financial inputs to meet the pre-conditionals for the desired development. Through institutional transformation of the sector, the Tanzania Forest Services Agency was formed to oversee operational activities, while forest and beekeeping Division is responsible for development of policy and legislation, programs and guidelines. The division is also overseeing their overall implementation.
- iii) **Tourism:** Dealing with developing, monitoring, evaluation and reviewing of tourism policies guidelines, strategies and laws; development of tourism; and investment promotion.
- iv) **Antiquities:** Responsible for Research and Conservation of cultural heritage, developing heritage sites, monitoring, evaluation and reviewing of heritage policies, laws, guidelines, and strategies on cultural heritage conservation, promotion of cultural heritage tourism.

Supporting services are provided by two (2) divisions namely:-

- v) **Administration and Human Resources Management:** The division is responsible with provision of expertise and services on human resources management and administrative matters to the Ministry.

- vi) **Policy and Planning:** Oversees provision of services to the Ministry through policy formulation and analysis, planning and budgeting, monitoring and evaluation, and coordination of bilateral and multilateral cooperation on issues related to natural resources and tourism.

Furthermore, there are six supporting units under the Ministry. These are: Finance and Accounts, Legal, Government Communication, Procurement, Internal Audit and Management Information System. There are also 16 Parastatal Organizations and Agencies under the general responsibility of the Ministry. These organizations support the Ministry to achieve its national objectives. In terms of strategic planning, the organizations are obliged to plan in tandem with the Ministerial Strategic Plan. These organizations are:-

- i) **National Museum of Tanzania (NMT)** is governmental non-profit body corporate that includes the Museum and House of Culture Dar es Salaam, Village Museum, Arusha Declaration Museum, Natural History Museum, Mwalimu J. K. Nyerere Museum, and any other museum that may be declared a National Museum in accordance to the National Museum act No 7 of 1980. It is a scientific, educational and cultural institution for collecting, conserving, displaying and researching on cultural and natural matters.
- ii) **Tanzania Tourism Board Tanzania Tourism Board (TTB)** was established by the Tanzania National Tourism Board (Amendment) Act of 1992. Key functions of the Board are marketing and promotion of the destination Tanzania. In principle, TTB promotes Tanzania to local and international markets. In executing this function, TTB works in close collaboration with the private sector that comprises all operators and agents from the various the Sectors. The most common techniques used in destination promotion include participation in the local and international tourism trade fairs, road shows, media/public relations, advertising in local and international media.
- iii) **National College of Tourism (NCT)** originates from the Hotel & Tourism Training Institute (HTTI) which was established in 1969 under a British firm called "Hallmark Hotels Ltd". The objective was to provide basic skills in Front Office Operations, Housekeeping & Laundry, Food Production and Food & Beverage Service. The Institute was first handed over to Tanzania Tourist Corporation (TTC) and then in 1977 to the Ministry of Natural Resources & Tourism. Due to the emerging need for improving service delivery and the growth demand of the tourism industry, NCT was launched as an Executive Agency under the Ministry of Natural Resources and Tourism on 2003 in accordance with the Executive Agency Act No. 30 of 1997. The College offers great potential for growth of both hospitality and tourism sector in the country.
- iv) **Tanzania Forestry Research Institute (TAFORI)** was established by Act No. 5 of 1980. Its key mandate is: to conduct, co-ordinate and promote research activities in Forestry as well as to ensure documentation and dissemination of research results for sustainable forest management in the country.
- v) **Tanzania Forest Service Agency (TFS)** is a semi-autonomous government Executive Agency whose establishment is supported by the Executive Agency Act (Cap. 245 Revised Edition 2009), the National Forest and Beekeeping Policies adopted in March 1998 and administered through The

Forest Act (No. 14 of 2002) and Beekeeping Act (No. 15 of 2002) which provides legal framework for the management of forests and bee resources.

- vi) **Tanzania National Parks:** The Tanganyika National Parks Ordinance CAP [412] of 1959 established the organization now known as Tanzania National Parks (TANAPA). TANAPA manages 16 National Parks is mandated to: manage and regulate the use of areas designated as National Parks; encompassing natural and cultural resources, both tangible and intangible resource values, including the fauna and flora, wildlife habitat, natural processes, wilderness quality and scenery therein and to provide for human.
- vii) **The Tanzania Wildlife Research Institute (TAWIRI)** is a public institution that was established under the Ministry of Natural Resources and Tourism in 1980 with the mandate to carry out and co-ordinate wildlife research in the United Republic of Tanzania. TAWIRI is the CITES Scientific Authority in Tanzania. Tanzania. TAWIRI's vision is to attain high level of excellence in advising and providing scientific information on wildlife and biodiversity conservation and management.
- viii) **Ngorongoro Conservation Area Authority:** The Ngorongoro Conservation Area Ordinance of 1959 created the Ngorongoro Conservation Area Authority (NCAA) which was charged with ensuring multiple land use there to assist in conserving and developing its natural resources. The 1975 Ngorongoro Conservation Area Ordinance stipulates the objectives of the Authority as follows: conservation and development of the NCA's natural resources; promotion of tourism; and the safeguarding and promotion of the interests of the Maasai.
- ix) **College of African Wildlife Management – Mweka:** The College of African Wildlife Management (CAWM) was established in 1963 as a pioneer institution in the field of technical wildlife management training. In 1964 the Parliament enacted the College of African Management Act No. of 1964. The Mission is “to provide high standards of relevant professional and technical training to meet the needs of African wildlife organizations for qualified and competent management staff”. The College provides relevant and diverse range of practical wildlife management training; and carrying out research and consultancy that enhance training capacity.
- x) **Forest Training Institute – Olmotonyi (FTI)** was established in 1937 to provide two year training for Forest Rangers at certificate and diploma level. The Institute has accreditation from the National Council for Technical Education (NACTE) since December 2005. The FTI vision is to be the centre of excellence for capacity building in development and management of forest and beekeeping resources and the environment. To provide the adequate knowledge, skills and attitudes to our clients for sustainable development and management of trees, forests, bee resources and the environment.
- xi) **Forestry Industries Training Institute (FITI)** was established in 1975 with the aim of providing technical knowledge in sawmills, logging and other wood processing systems. From 1994 – 2003 it

was not operating in full course provision but offered short courses. From 2004, the certificate level course in mechanical wood industries resumed.

- xii) **Pasiansi Wildlife Training Institute (PWTI)** was established in 1966 as a game scouts training centre. By then, the name of the Institute was Natural Resources Institute (NRI). The overall objective of NRI was to provide training services to game scouts for then Department of Game in Tanzania. In 1987, the Institute made a major curriculum review its name was changed to Pasiansi Wildlife Training Institute (PWTI).
- xiii) **Tanzania Tree Seed Agency (TTSA)** is a semi-autonomous Organization under the ambits of the Ministry. The aim of the Agency is to enhance sustainable supply of forest products and environment conservation by producing, procuring and marketing high quality tree seed and other propagating materials. It operates through three zonal centers throughout Tanzania namely; Southern and Western Zonal Tree Seed Centre, Eastern and Central Zonal Tree Seed Centre, and Northern Zonal Tree Seed Centre. The main roles of TTSA are; to provide high quality tree seed and other propagating materials for different end uses; to provide technical support for awareness creation and facilitation of customers in raising seedlings from seeds supplied by TTSA; and to enhance environmental conservation initiatives.
- xiv) **Beekeeping Training Institute (BTI)** started in 1969 for certificate course and 1970 diploma course in Olmotonyi (BTI). In 1978 both the certificate and Diploma courses in Beekeeping were shifted to Tabora Beekeeping Institute until 1994. In 1995 the courses was transferred back to Olmotonyi. In 2006 the beekeeping courses were combined with forestry courses. This system came to end in 2008 when the two courses were separated again. Tabora Beekeeping Institute started again 2010/2011 by offering Beekeeping course.
- xv) **Community Based Conservation Training Centre Likuyu Sekamaganga (CBCTC)** was established in July 1995 as a result of joint efforts by the Governments of the United Republic of Tanzania and Federal Republic of German. The aim of the establishment was to implement The National Wildlife Policy which emphasizes the Community participation in the Conservation and Utilization of Wildlife for Sustainable Development. Its objectives are to equip villagers with appropriate knowledge and skills on; controlling ravaging and dangerous game; importance of wildlife Conservation for Sustainable Development; Importance of Community participation in the Conservation of Natural Resources; Setting up Community Enterprises/projects which are not destructive to the environment; Behavior, Ecology and Movement of Wildlife in their Wildlife Management Areas (WMAs) National College of Tourism.

1.3. Purpose of the Plan

The Medium Term Strategic Plan reviews the previous one (2013 – 2016) to take on board the pending and emerging issues in the revised MTSP (2016 – 2021). This Strategic Plan is the fifth MTSP in the series of Strategic Plans and will cover a period of five years from 2016/2017 to 2020/2021 in a tandem with the implementation of the Second National Five Years Development Plan of 2016/2017 – 2020/2021.

The five year Strategic Plan will effectively contribute towards achieving developmental objective of the Ministry in implementing FYDP II in order to attain LTPP to accelerate realization of vision 2025. The SP will be operationalised through Medium Term Expenditure Framework of the Ministry and corresponding annual budgets.

1.4. Methodology

Revision of the Strategic Plan employed participatory approach whereby a task force including members from different departments within the Ministry was formed to fast-track the process. For alignment of new Strategic Plan with higher level government initiatives, the formed task force initially perused several plans and implementation reports including Tanzania Development Vision 2025, the Ruling Party Election Manifesto 2015 – 2020, the second Five Years Development Plan, Natural, cultural resources and Tourism Development policies, their Implementation strategies and Programs. In addition, several consultative meeting involving key stakeholders were also conducted, their comments were collected and incorporated. Finally, the draft was presented through different levels of authorities and then approved

1.5. Layout and Structure of the Document

This Plan is divided into four parts. Chapter one presents the introduction to the Plan, including a background of the Ministry in brief, major roles and functions, short description of the approach adopted, and layout. Chapter two highlights a systematic collection and evaluation of past and present economic, political, social and technological data, aimed at identification of internal and external forces that may influence Ministry performance and choice of strategies, assessment of current and future strength, weakness, opportunities and challenges. From the analysis critical and current issues were identified and address in the Plan.

Chapter three highlights the future direction of the Ministry of Natural Resources and Tourism by describing Vision, Mission, and core values of the institution. In chapter four, a result framework is presented. It provide a link between MNRT and other national frameworks and policies, beneficiaries, developmental goal, result chain and Monitoring and Evaluation framework.

CHAPTER TWO SITUATION ANALYSIS

2.1. An Overview

This chapter highlights a systematic collection and evaluation of past and present economical, political, social and technological data, aimed at identification of internal and external forces that may influence Ministry performance and choice of strategies, assessment of current and future strength, weakness, opportunities and challenges. From the analysis critical and current issues were identified and address in the plan.

During review of the previous SP 2013 – 2016 the situation analysis revealed that the current Vision and Mission are still relevant. However the situation some objectives and targets were reformulated.

2.2. Previous Set of Objectives

The previous sets of objectives were:-

- i) Services Improved and HIV/ AIDS Infections Reduced;
- ii) Enhance sustain and effective implementation of the National Anti-Corruption Strategy;
- iii) Management Decisions Based on Clear Policies, Legislation, Guidelines and Researched Information Realized;
- iv) Revenue collection system from natural and cultural resources; and tourism operations improved;
- v) Institutional Capacity to Deliver Services Effectively and Efficiently Attained;
- vi) Stakeholders Increasingly Involved In Sustainable Management and Utilization of Natural, Cultural Resources and Tourism operations;
- vii) Management and Accountability of Physical Assets, Human and Financial Resources Improved;
- viii) Law enforcement in management of natural and cultural resources and tourism operations strengthened; and
- ix) Opportunities and Obligations from International Forum (Bilateral And Multilateral Agreements) Realized.

2.3. Performance Review

The implementation of the previous Strategic Plan July 2013 – June 2016 positive achievements were noted in the following areas:- law enforcement; revenue collection, stakeholders' participation, enhanced International cooperation, capacity building; transparency and accountability in management of natural and cultural resources, and HIV/AIDS control. In view of existing performance criteria; the Ministry successfully addressed the following Objectives:-

- i) Law enforcement in management of natural and cultural resources and tourism operations strengthened;

- ii) Revenue accrued from natural, cultural resources and tourism operations increased from Sh. 72bn in 2013 to Sh. 150bn by 2016;
- iii) Stakeholders' involvement in sustainable management and utilization of natural, cultural resources and tourism operations increased;
- iv) Opportunities and obligations from international fora, bilateral and multilateral Agreements that Tanzania is a party are realized;
- v) Institutional capacity to deliver services effectively and efficiently attained;
- vi) Management decisions based on clear policies, legislation, guidelines and researched information realized;
- vii) Management and accountability of physical assets and financial resources improved;
- viii) Health and wellbeing of staff Improved, HIV/AIDS intervention and prevention programs at work places operationalized; and
- ix) Enhance, sustain and effectively implement the National Anti-corruption strategy.

Detailed performance review on Strategic Objectives is as follows:

a) Law enforcement in management of natural and cultural resources and tourism operations strengthened.

Performance under this strategic objective aimed at reviewing and strengthening of laws and regulation pertaining to conservation and protection of natural and cultural resources and tourism development. Achievements made are outlined as follows:-

- i) A total of 532,172 patrol days were conducted in and outside Game Reserves, Game Controlled Areas and Wildlife Management Areas (WMAs). 5,834 culprits were arrested for various offences and 3,234 cases were filed in different courts of law. 1,566 cases with 1,783 culprits were concluded in which a total of TZS 1,082,290,180.00 was paid as fine. 610 cases comprised of 156 alleged offenders were concluded to a sentence of 2,570 months. 1058 cases comprising 3895 culprits are still in various stages of prosecution;
- ii) Confiscated government trophies include 7,605 elephant tusks weighing 23,234.32 kilograms, bush meat, 122,642 kilograms, 672 live tortoise, 102 vehicles, and 356 motorcycles, 31,752 heads of cattle, 42,051 pieces of timber and 46,894 sacks of charcoal. Apprehended firearms under this period under review were 1,379 of which 619 were riffles and the rest (760) being muzzleloaders. A total of 1830 ammunitions of various calibers were seized;
- iii) Eviction of encroachers was done in 52 forest reserves (Nyahua Mbuga, Goweko, Uyui Kigwa – Rubuga, Uruma, Igombe River, Ilombelo, North Ugala and Mpandaline in Tabora region; Mkwani and Nikonga in Shinyanga region; Inyonga West, Mlele Hills, North-East Mpanda and Uruwa in Katavi region; Kising'alugalo in Iringa region; Mbeya Range and Kipembawe in Mbeya region, Mangalisa and Chenene in Iringa region, North Mamiwa-Kisara and south Mamiwa – Kisara, Palaulanga, Ukwiva, Mamboya and Milindo, Biharamulo and Nyantakala, Minziro NR, Ruvu South, Amani NR, Kwani, Tongwe, Magamba NR, Mkingu NR, Chome NR, Bombo East and Bombo West,

Nilo NR, Bubamavumbi, Kilindi, Korogwe Fuel wood, Kwasumba and Jungu, Mkuti, Makere North, Makere South and Mwalye, Geita Sayanga and Rau;

- iv) A total of 53,708 patrol days were jointly conducted in seven zones to monitor compliance on conducting trade of forest and bee products. Patrols were conducted in forest reserves, business sites and along the roads. During patrols about 1,098 charcoal kilns were destroyed; 530 culprits were apprehended and 198 culprits were fined. A total of 101 cases were filed in various courts of law and 33 persons were imprisoned. Furthermore, 100 illegal charcoal camps were destroyed in Central and Eastern zones. Also 339 temporary houses were destroyed and 1052ha of agricultural crops were slashed in Central Zone (9ha), Eastern Zone (26ha) and Lake Zones (1017ha);
- v) Seventy two (72) checkpoints were facilitated to conduct routine inspection of trucks carrying forest products. Strengthening of checkpoints was effected through purchase and installation of 8 Solar panel systems in Western Zone checkpoints at Kakonko, Kalenge, Simbo and Ipole;
- vi) Licensing, permits and registration for harvesting, trade, transportation and exports of forest and bee products was undertaken to enhance sustainable utilization of forest and bee resources. A total of 59,127 m³ out of 2,979,286 m³ of standing trees were licensed for harvesting from natural forests in 33 districts. Also, harvesting permits were issued for 74,267 bags of charcoal in 26 districts; 9,350 mangrove scores in Rufiji delta; 55,707.7 m³ of firewood from five districts of Eastern and Northern zone;
- vii) A total of 62 export permits for forest products; 18 export permits for bee products and 24 import approvals for forest products were issued. Total revenue collected from export fees for forest products was TZS 411,015,778;
- viii) Collection and laboratory analysis of 113 honey samples from 33 districts were done for implementation of chemical residual monitoring plan to meet the international quality standards. The results indicate that there are no chemical residues in the samples. The districts involved includes; Handeni, Same, Mwanza, Hai, Monduli, Babati, Hanang, Manyoni, Kahama, Bukombe, Uyui, Kasulu, Kibondo, Kigoma, Sikonge and Urambo, Southern highland zone: Iringa rural, Mufindi, Wanging'ombe, Njombe, Ludewa, Makete, Mlele and Mpanda, Chunya, Liwale, Nachingwea, Ruangwa, Mtwara rural, Newala, Namtumbo, Kongwa, Singida;
- ix) Six border posts of Horohoro -Tanga, Holili-Kilimanjaro, Namanga-Arusha, Sirari-Mara, Rusahunga - Shinyanga and Mtukula-Bukoba were visited to introduce and issue guidance to staff on the method of operation during inspecting bee products. Also, books on Sanitary Certificates for Beeswax and Honey, Export permits of bee products and Certificates of Registration of dealers in bee products were distributed;
- x) Inspection exercises were conducted in four zones in the following regions; Dar es Salaam, Pwani, Arusha, Kilimanjaro, Manyara, Tanga, Iringa and Mwanza. The exercise is being done for the purpose of curbing illegal tourism operation and improving revenue collection;

- xi) The five meetings were conducted by Tanzania Tourism Licensing Board meetings. The Board is mandated to approve the tourism business licenses. For the past three years (2013-2015) the board approved 1,672 tourism business operators;
 - xii) Inspections of accommodation facilities were conducted in 25 regions for the purpose of identifying facilities which contributed in Tourism Development Levy (TDL). The regions inspected were Dar es Salaam (291), Morogoro (50), Tanga (84), Kilimanjaro(81), Manyara (82), Iringa (44), Mbeya(63) Ruvuma (44), Njombe (10), Rukwa (19), Katavi (32), Mwanza (54), Kagera (19), Shinyanga (44), Singida (68), Dodoma (140), Tabora (90), Mtwara (38), Lindi (15), Kigoma (25), Mara (8), Geita(10) and Simiyu (15);
 - xiii) The Antiquities Legislation for management of cultural heritage in Tanzania was reviewed and submitted to relevant Authorities;
 - xiv) National cultural heritage register and cultural recourses available in the country were identified and compiled for each region; and
 - xv) Research permit and rehabilitation /restoration permit were issued between 2013 to 2015 for rehabilitation of Bwaga House in Pangani, old Boma Dar es Salaam, Old post office in Dar es Salaam, Fan Love Light House in Songosongo Kilwa, and Fish Market in Bagamoyo and Dunda Ward Executive Secretary Office in Bagamoyo.
- b) Revenue accrued from natural, cultural resources and tourism operations increased from Sh. 72bn in 2013 to Sh. 150bn by 2016**

This objective was geared towards increasing revenue of the sector, focusing on introducing new sources of revenue, and developing computerized collection systems. The achievements were:-

- i) The average revenue collection for the Sector increased by 105 percent from Shillings 72 billion in 2013, to Shillings 148 billion by 2015;
- ii) Three computerized revenue collection systems of tourism hunting; photographic safaris; tourism registration and licensing were developed. The systems minimized leakages, improved customer services and hence reduced complains in service delivery; and
- iii) The Tourism Development Levy (TDL) was identified as a new source of revenue and operationalised. Tourism Development Levy was established under section 59 (2) of the Tourism Act no. 29 of 2008 the levy collection commenced on 1st October 2013. The sources of TDL are: three percent of Tanzania National Park Authority's gross revenue; three percent from Ngorongoro Conservation Area Authority's gross revenue; a bed night levy of 1.5 USD per tourist and fee for grading or regarding accommodation facilities; donations and grants made to account and any other sum may in any manner become payable to the account. The revenue collected to date is Tsh. 6,988,541,673.

c) Stakeholders' involvement in sustainable management and utilization of natural, cultural resources and tourism operations increased

Performances under this objective aimed at improving stakeholders' involvement in management of natural, cultural resources and tourism development as well as creation of awareness on their importance. Achieved performances were as follows:-

- i) The Inter-Ministerial Conflict Resolutions Committee under the guidance of Prime Minister's Office was established. In the team, the Ministry is also represented. The Team addressed various conflicts connected to human - wildlife land use and political interference;
- ii) Monitoring visits were conducted to UKUTU BURUNGE, IKONA, IPOLE, MAKAME, JUKUMU, MBARANG'ANDU, ENDUIMENT, UYUMBU, MBOMIPA, JUHIWANGUMA, WAGA, and UMEMERUWA Wildlife Management Areas (WMAs). During the visits, training on proper use of zoned areas, conservation education, wildlife utilization and negotiation skills were imparted to members of the Authorized Associations (AAs) in Wildlife Management Areas;
- iii) The Ministry updated Ivory database in the country the acts that helped to understand the status of the ivory trafficking and related measures;
- iv) Awareness raising and training on appropriate beekeeping technologies were extended to 2,061 beekeepers in 16 districts of Kahama, Namtumbo, Chunya, Rungwe, Ileje, Geita, Magu, sengerema, Bukombe, Kilombero, Ulanga, Longido, Monduli, Lindi, Mpanda and Sumbawanga. As a result, 54 beekeeping groups were established in Bukombe, Geita, Sumbawanga and Kahama. Also, 1,022 beehives were made and distributed to Same, Kahama, Nachingwea, Tunduru, Mpanda and Lindi districts. Video shows were conducted in 9 villages of Singida (R), Mpwapwa, Kongwa, and Chamwino. Various documents of 43 booklets on: people and bees; 30 on PFM guidelines; 40 Beekeeping and 20 Forest Policies; 90 arc Journals; 30 Forest Act and 21 MJUMITA journal were produced and distributed to stakeholders. This campaign raised community response in beekeeping practices as initiatives to fight poverty;
- v) Monitoring visits were conducted in: The Private Forestry Programme; National Forestry and Beekeeping Programme phase II (NFBKP-II); Mkungunero Game Reserve; Manyoni and Arusha Anti Poaching Units; Mwanza; Kilwa; Lukwika/Lumensule & Msanjesi; Tabora; Songea; Mbinga; Morogoro; Kagera; Karagwe; Biharamulo; Sumbawanga; Chunya Kondo; Kilimanjaro and Dodoma;
- vi) Monitoring visits were conducted to UKUTU (for land conflict resolution between BRN investments) and Ipole, Uyumbu, Lake Natron and Enduiment Wildlife Management Areas;
- vii) Participatory Forest Management intervention activities were introduced in 11 Districts countrywide; Monitoring and Evaluation on implementation of PFM activities were conducted;

- viii) Through the National Tree Planting Day, campaigns were conducted in 14 villages of Namtumbo, Mbinga, Songea, Chunya and Mbeya (R) Districts using meetings and video shows. Also, awareness rising on commercial tree growing were convened. Tree Growers Associations in 17 villages in Mbinga, Namtumbo, Songea and Liwale were established;
- ix) Identification of tourist attractions in Singida, Tabora, Katavi and Rukwa regions has been done. The attractions have been documented for future investment and development. However, most of the tourist attractions are under the mandate of other authorities in which the central government does not have a direct authority towards development of such attraction;
- x) The Ministry participated at local and international tourism promotion fairs include local fairs such as Dar es Salaam International Trade Fair (Sabasaba), Nane Nane, Karibu Travel Market, World Tourism Day, Swahili International Tourism EXPO (SITE), Tanga Tourism Fair. However, international promotion fairs includes; Dutch Tourism Expo, FITUR, MAP, ITB, INDABA, Reunion, World Travel Market, TTG, Dubai and Road Show held in USA. These exhibitions resulted in an increasing of number of domestic and international tourists, providing opportunities for tourism businesses, strengthening regional and international relations as well as attract investors. Through local and international fairs the number of tourists has increased by 5.9 % from 1,077,058 in the year 2012 to 1,140,156 in the year 2014. The outcome of promoting tourist attractions in various world markets resulted in the emerging of new markets in China and Dubai;
- xi) Through various domestic tourism promotion campaigns which are organized by TANAPA, NCAA, TTB and other tourism stakeholders, many domestic tourists visited attractions. For example, a campaign known as “Utalii Uanze kwa Mtanzania Mwenyewe” which means tourism shall begin with Tanzanians themselves which was done by the Ministry through TTB in collaboration with tourism stakeholders;
- xii) Kalenga Museum, on sport Museum at Isimila, in Iringa, the Ruins of Kilwa Kisiwani and Songo Mnara were rehabilitated. Moreover, Water drainage system at Isimila was constructed and Bill of Quantities (BoQs) and drawings for construction of information centres for Amboni, Tanga and Mbozi, Mbeya sites were completed;
- xiii) Map for the Central Slave and Ivory Trade Route was amended in collaboration with UNESCO and submitted to the World Heritage Centre as a requirement for inclusion on the World Heritage List. Also Cultural Heritage Promotion and Development Strategy and Management Plan for Kilwa Kisiwani and Songo Mnara were prepared;
- xiv) Twenty three historical buildings in Dar es Salaam Conservation Area were identified to be conserved and protected under the Antiquities Act Cap 333. Two stakeholders meeting were conducted in 2014 and 2015 for awareness rising to the public on the conservation of historical buildings in Dar es Salaam;

- xv) The Ministry prepared and aired local 15 TV programs on the historical importance of the City of Dar es salaam. This included: Askari Monument; Lutheran Church- Azania Front; St Joseph Cathedral; Botanical Garden; Former Parliament Conference Hall- Karimjee; Mnazi Mmoja ground; Kariakoo market; Ocean Road Hospital; Clock Tower; National Museum; Kunduchi Ruins; Mwl. J.K.Nyerere House at Magomeni. Also, ZAMADAMU, Domestic Tourism and Afro culture programs were prepared and aired;
- xvi) The Ministry in collaboration with the African “World Heritage Fund – (AWHF) conducted awareness raising campaigns on the importance of protecting environment surrounding such as rock arts in Kolo communities as well as education campaigns to primary and secondary schools in Thawi village on the importance of rock arts; and
- xvii) Mikindani historical town was surveyed for the purpose of declaring it and National heritage, cultural resources was identified and documented; also, conservation guidelines were developed.

d) Opportunities and obligations from international fora, bilateral and multilateral Agreements that Tanzania is a party are realized.

Performances under the strategic objective were geared toward fulfillments of international/regional obligations on natural and cultural resources management. Attained achievements under the objective were as follows:-

- i) The Arusha Declaration on Regional Conservation and Combating Wildlife/Environmental Crime was signed on 8th November, 2014 that involved eight countries namely: Tanzania, Burundi, Mozambique, Uganda, Kenya, Malawi, Zambia and Southern Sudan;
- ii) In May, 2015 the Ministry convened a national conference on protection of elephant where key stakeholders (EU, World Bank and Japan) were invited;
- iii) Participation in SADC, trans-boundary, German Funded Steering Committee and Lake Victoria Basin Meetings;
- iv) Tanzania and Mozambique signed a MoU that enables the two countries to share information on conserving and combating wildlife/environment crime in Selous - Niassa corridor;
- v) The Ministry participated in various national, regional and international conferences including; East African Community, SADC, UNWTO, RETOSA, Honey Expo, World Forest Congress, International Federation of Beekeepers Associations (APIMONDIA); Organization of Developing Trade of Bee Product (APITRADE AFRICA), UNESCO, ICCROM and ICOMOS whereby in 2015 Tanzania has been elected as member of secretariat of the World Heritage Committee;
- vi) The Ministry participated in investment forum in Netherlands and Tourism investment and business promotion in Dubai (UAE);

- vii) Participation in Tourism Satellites Account (TSA) and Regional Seminar on capacity building on TSA in Mauritius as well as classification workshop in South Africa. The technical officers acquired knowledge on how Tanzania can continue with its efforts to proceed with experiential TSA;
- viii) Furthermore, the Ministry participated in the World Heritage Committee at its 38 session meetings held in Doha, Qatar whereby the Ruins of Kilwa Kisiwani and Songo Mnara was removed from the list of World Heritage sites. Also the Ministry participated in the governing council of Lusaka Agreement in Brazzaville – Congo May, 2015; and
- ix) Tanzania was nominated to be the President of the State Parties to the International Centre for the Study of Preservation and Restoration of Cultural Property (ICCROM) in 2013.

e) Institutional capacity to deliver services effectively and efficiently attained

The institutional capacity in delivering services to clients was enhanced. Working systems and environments in terms of financial, human and capital resources was on top agenda. Some initiatives are as follows:-

- i) Ministerial Computer Network has been connected to Government Network (GovNET) which connects all Government Institutions by Fibre Network. Local Area Network at MNRT has been upgraded, and 100 IP Telephones were distributed to staff for communication within the Ministry and with other Government Institutions. Also, Local Area Network was installed at Matambwe, Mtemere and Arusha stations;
- ii) Improved security by installation of CCTV camera at the Ministry and Ivory room by monitoring and tracking movement and employee activities;
- iii) The Ministry trained 949 staff in different areas of specialties via short and long courses inside and outside the country. This training helped the sector to have knowledgeable staff;
- iv) The Ministerial Audit Committee members were trained on Risk Management skills and undertaking the roles and responsibilities of the committee;
- v) National Fire Technical Committee was formed. The committee members were from Ministry of Natural Resources and Tourism, Sokoine University of Agriculture UA, Ministry of Agriculture, Food Security and Cooperatives, Ministry of Livestock and Fisheries Development, Vice President's Office- Environment, Private Sector and NGOs. Their first meeting was held in November 2014;
- vi) Constructed kitchen and dining hall at Beekeeping Training Institute (BTI) in Tabora Region. Electric system for nine buildings including five staff houses, one dormitory, store water pump and library were renovated. Three new buildings were constructed at Sao Hill, Mtibwa and Longuza;

- vii) Rehabilitation of staff houses was undertaken at Sao Hill, Mtibwa, Kawetire, Longuza, Ukaguru and one at Ruvu fuel wood project. Construction of two staff houses in Maswa Game Reserve was completed;
 - viii) Two zonal tourism offices were established in Iringa and Mwanza. The existence of zonal offices has led to the increase of revenue due to close follow-up and inspection which is conducted regularly by officers. Furthermore, customer complaints have been reduced to a great extent especially on process and procedure followed in tourism licensing;
 - ix) Basic staff amenities and statutory payments were provided to the staff accordingly;
 - x) A total of 750 employees of different cadre were promoted; and 1,120 new employees were employed; and
 - xi) Different Working gears including motor vehicles; motorcycles, helicopters; office equipments (computers, printers, chair and tables) were acquired and serviced. In addition, various financial and technical supports in terms of were received from Development Partners.
- f) Management decisions based on clear policies, legislation, guidelines and researched information realized**

Policies, Legislation, Regulations and various pronouncements are the guiding tools for the Ministry to work effectively. It is through this ground, for the span of three years, the ministry experiences numbers of initiatives in connection to this Strategic objective. Following initiatives was undertaken:-

- i) The Ministry in collaboration with Worldwide Fund for Nature conducted an aerial census in Rungwa - Ruaha Ecosystem;
- ii) Wildlife Conservation Act Tourist Hunting 2010 regulations has been reviewed;
- iii) The WMA Regulations (2012) have been revised to address concerns from the local communities particularly on revenue generated from Tourism Hunting;
- iv) The Government has launched and operationalized National Strategy to Combat Poaching and Ivory Trafficking;
- v) The Ministry established Tanzania Wildlife Authority (TAWA) vide GN No. 135 of 9th May 2014 and GN No. 20 of 15th January 2015. TAWA was officially launched by H.E. Dr. Jakaya Mrisho Kikwete, President of the United Republic of Tanzania on 16th October 2015 by inaugurations of TAWA Board of Directors;
- vi) Establishment of Tanzanian Alliance for Religious Leaders and Conservation in 4th November 2014 with a view of promoting wildlife conservation and campaigning against poaching and illegal wildlife trade;

- vii) Establishment of a Basket Fund in 2014 to support the implementation of national anti-poaching strategy. This was done in collaboration with UNDP/GEF which contributed as a seed money amounting \$ 400,000;
 - viii) Establishment of the Multi-Agency Task Team on Environmental Crime (MATT);
 - ix) Registry and verification of database for the ivory stockpile was undertaken in collaboration with CITES and Stop Ivory;
 - x) A total of TZS 1,116,678,628.00 and USD 1,948,248.60 as share of 25% of revenues accrued from wildlife utilization were remitted to UKUTU BURUNGE, IKONA, IPOLE, MAKAME, JUKUMU, MBARANG'ANDU, ENDUIMENT, UYUMBU and MBOMIPA Wildlife Management Areas;
 - xi) A total of 5,277 patrol person days of problem animal control were conducted in 46 seriously affected districts of Iringa (R) Ilemela, Bunda, Morogoro (R), Nanyumbu, Kilwa, Karagwe, Kyerwa, Ngara, Dodoma, Tunduru, Serengeti, Tabora (R), Biharamulo, Babati, Kilolo, Loliondo, Monduli, Masasi, Manyoni, Simanjiro, Mpanda, Kondoa, Kilosa, Bariadi, Rombo and Siha. Consolation funds amounting TZS 722,108,750 was paid to 335 families whose relatives were injured or killed by wild animals in Ilemela, Kilwa, Karagwe, Nanyumbu Dodoma, Tunduru, Tarime, Masasi, Singida, Mpanda and Tabora Districts;
 - xii) The Ministry in collaboration with the Bank of Tanzania (BOT), National Bureau of Statistics (NBS), Immigration Department and Zanzibar Commission of Tourism conducted an annual International visitor's exit survey in Kilimanjaro International Airport, Julius Nyerere International Airport, Namanga, Zanzibar International Airport, Tunduma, Kasumulo and Mtukula. The survey results indicate that the average length of stay of a tourist is 10 nights and the average of expenditure per tourist per day is \$ 277. Tourism earnings increased from \$1.8 million in 2013 to \$2.0 in 2014. The growth in tourism earnings emanated from increase in the number of international arrivals;
 - xiii) International Visitors' statistics were collected, analysed and compiled. The results shows that number of international tourist arrivals increase year by year from 1,077,058 visitors in 2012 to 1,140,156 visitors in 2014. The increase was attributed by marketing efforts of promoting Tanzania destination in various international Markets as well as the improvement of service sector especially tourism infrastructure and superstructure; and
 - xiv) Accommodation facilities statistics were collected in Morogoro (50), Lindi (15), Mtwara (38), Singida (68), Shinyanga (44), Simiyu (15), Kagera (19), Njombe (10), Rukwa (19), Katavi (32), Dar es Salaam 291), Mwanza (54), Mara (8) Geita (10) and Arusha (127) regions. The analysis indicated that the regions have 22,049 employees, 28,618 rooms and 35,421 beds.
- g) Management and accountability of physical assets and financial resources improved**

In implementing this objective, the achievement is outlined hereunder:-

- i) Level of compliance to financial and procurement Acts and Regulations were substantially increased. The increase can be measured in terms of number of audit query incidences raised decreased; also, the ministry received clean certificate for final reports prepared and submitted to the National Accounts Office (NAO) for verification;
- ii) Annual financial statement was prepared and submitted to CAG, ACGEN and IAG as required by the Public Financial Act, 2004 Revised 2012;
- iii) The Ministry has managed to receive clean financial report for three years consecutively.
- iv) The Ministry prepared and updated fixed assets register as provided by the clause 55 of the Public Finance Regulations, 2001; and
- v) The Ministry conducted Annual Stock Taking for the purpose of financial records and the value thereof credited to revenue and debited to the allocated stores expenditure item.

- h) Health and wellbeing of staff Improved, HIV/AIDS intervention and prevention programs at work places operationalised**
- i) Twenty four employees (24) living with HIV/AIDS confidentially were financially supported to meet alienated expenses connected to their health status; An amount equivalent to Shillings 104,400,000 were paid;
- ii) The Ministry participated in Shirikisho la Michezo ya Wizara (SHIMIWI) and May Day tournaments annually; and
- iii) Sixteen Employees benefitted from Loans granted by MNRT SACCOS; the loans help staff to meet their requirements. A total loan of Shillings 8,000,000 was disbursed.

- i) Enhance, sustain and effectively implement the National Anti-corruption strategy**
- i) The Ministerial Integrity Committee reviewed stock of complains and corruption cases for actions;
- ii) Ethics and Code of conduct reports were prepared and submitted to the authority; and
- iii) Ministerial Client Services Charter was reviewed and channeled to stakeholders for references.

2.4. Challenges

During implementation of this Plan the Ministry encountered challenges including:-

- i) Insufficient budget fund allocation for implementation of research, conservation and promotion activities of natural and cultural resources;
- ii) Inadequate and ineffective local community participation in conservation and management of natural and cultural resources;
- iii) Poaching incidences particularly elephant poaching for ivory due to increased black market prices of ivory and rhino horns in illegal international markets particularly South East Asia and Middle East;
- iv) Increasing illegal harvesting and unsustainable utilization of natural resources;
- v) Conflict of interest among stakeholders on extraction of natural resources;
- vi) Inaccessibility of most of the Game Reserves and Antiquities site due to poor infrastructure (particularly roads, bridges and airstrips); and
- vii) Political instability in the neighboring countries leading to adverse travel advisories.

2.5. Stakeholders Analysis

The MNRT carried out analysis to identify who are the stakeholders of the Ministry and what kind of service and product offered to them, their expectations and assessing the impact if stakeholder's expectations are not met. A summary of the main stakeholders, their expectations, the potential impacts if their expectations are classified below:-

Stakeholders	Service/Product MNRT Offers	Expectations	Potential Impacts if Expectations are not Met
Ministry of Finance and Planning	MTEF report, Quarterly progress implementation reports, Action Plan, Monthly financial and physical reports, Economic Survey Report and non-tax revenue collection.	Increased revenue collection, Medium Term budget estimates adherence to approved ceiling; Compliance to budget Act of 2016, Public finance Act 2004 as amended, public procurement Acts of 2011 as amended and other regulation and seculars as spell out by payment Master General.	Delayed implementation process, delayed budget execution, reduced disbursement and decline in resource allocation.
Vice President Office-Environment	Environmental related plans and reports,	Mainstreaming environmental and climate change issues into plans.	<ul style="list-style-type: none"> • Failure to implement agreements and treaties that Tanzania is a party to.
Prime Minister's Office	Quarterly progress implementation reports, Action Plan, MTEF, Budget Memorandum,	<ul style="list-style-type: none"> • Timely submission of performance • plans and expenditures; • Citizens and Residents get services • Improved security and habitats 	<ul style="list-style-type: none"> • Delayed implementation process.
Ministry of Energy and minerals	Ministerial Policies and related legislation	Compliance to national policies and legislations of resources	<ul style="list-style-type: none"> • Poor economic performance; • Loss of government revenue; • Degradation of resources

Stakeholders	Service/Product MNRT Offers	Expectations	Potential Impacts if Expectations are not Met
Other Ministries, Independent Departments & Agencies (MDAs)	Policies, laws and regulation	<ul style="list-style-type: none"> • Compliance to national policies and legislations; • Increased employees productivity; • Increased contribution to economic growth; 	<ul style="list-style-type: none"> • Poor economic performance; • Loss of government revenue; • Degradation of resources;
Local Government Authorities	Policies, laws and regulation, technical advice and guidance on management of natural and cultural heritage resource and tourism development, financial supports	<ul style="list-style-type: none"> • Capacity building programmes; • Participation in formulation of policies and legislation; • Sharing of revenue and responsibilities; • Law enforcement. 	<ul style="list-style-type: none"> • Conflicts over roles and functions; • Degradation and depletion of resources;
Investors (direct or indirect on natural resources)	Policies, Laws and regulation, Guidelines, information of investment opportunities and markets, Licenses, permits and Certificates	Conducive investment environment, Timely processed licenses, permits and certificates,	<ul style="list-style-type: none"> • Accelerated illegal trade of natural, and tourism resources product; • loss of government revenue; • depletion of cultural heritage resource • Increased complaints.
Tour Operators	Policies, Laws and regulation, Guidelines, information of investment opportunities and markets, Licenses, permits and Certificates	Conducive investment environment, Timely processed licenses and permits	<ul style="list-style-type: none"> • Negative image, reduced spending, low repeat visit • Increased complaints • loss of government revenue
Hunting Block Owners and Operators	Policies, Laws and regulation, Guidelines, graded Hunting Block, Licenses, permits and Certificates	Conducive hunting environment, timely processed licenses, permits and certificates,	<ul style="list-style-type: none"> • Increased complains, accelerate black market and corruption practices • loss of government revenue
Forest product Dealers (timber, charcoal and other products)	Policies, Laws and regulation, Guidelines, Licenses, and permits	Timely processed licenses, permits and certificates,	<ul style="list-style-type: none"> • Increased complains, accelerate black market and corruption practices • Reduced level of compliance • deforestation and forest degradation
Processors and traders of bee products	Policies, Laws and regulation, Guidelines, Licenses, permits and quality certificate	Improved production in terms of Quality and quantity	<ul style="list-style-type: none"> • Increased complains, low production and poor quality
Civil Society Organizations	Policies, Laws and regulation and Guidelines	<ul style="list-style-type: none"> • Clear policies, laws and guidelines; • Benefits to communities; • Transparency in access to resource; • Easy access to accurate information; • To complement conservation efforts; 	<ul style="list-style-type: none"> • Conflicts over resource; • Bad image and negative support.
Non-Governmental Organizations (NGOs) and CBOs	Policies, Laws and regulation, Guidelines and MOU	<ul style="list-style-type: none"> • Clear policies, laws and guidelines; • Benefits to communities; 	<ul style="list-style-type: none"> • Inadequate participation in management of natural resources. • Low accountability

Stakeholders	Service/Product MNRT Offers	Expectations	Potential Impacts if Expectations are not Met
		<ul style="list-style-type: none"> • Transparency in access to resource; Easy access to accurate information; 	<ul style="list-style-type: none"> • Bad image and negative support.
Local Communities	Technical and financial report, Policies, Laws and regulation and Guidelines.	<ul style="list-style-type: none"> • Joint management of resources; • Involvement in formulation of policies, laws and guidelines; • Benefit sharing 	<ul style="list-style-type: none"> • Loss of resources and revenue through illegal activities; • Environmental degradation; • Increased conflicts. • Inadequate participation in management of natural resources.
Regional/ International Community	Rectified convection and agreements, Policies, Laws and regulation Guidelines and Ministry reports, Fees and contributions.	<ul style="list-style-type: none"> • Collaboration in formulation of policies and strategies; • Compliance to agreements 	<ul style="list-style-type: none"> • Environmental degradation; • Depletion of resources; • Escalated conflicts on trans-boundary resources.
Politicians	Policies, Laws and regulation and Guidelines, Ministerial performance reports, plans and budget.	<ul style="list-style-type: none"> • Transparency and accountability in management of resources; • Implementation of the Ruling Party Manifesto; • Physical and financial performance report • Financial statement 	<ul style="list-style-type: none"> • Lack of political support • • inadequate participation • Inadequate resource allocation • Depletion of resources; •
Media	Data and Information	<ul style="list-style-type: none"> • Access to accurate information. • Transparency. • Immediate response. 	<ul style="list-style-type: none"> • Bad reputation; • Low understating of the sector.
Tourists and Travelers	Tourism information, Directories, and Travelers' maps and publications. Guidelines, client service charter, safety and Security services.	<ul style="list-style-type: none"> • Quality and standard services (value for money); • Safety and security; • Unique tourist experience; 	<ul style="list-style-type: none"> • Reduced number of night spent; • Loss of Government revenue • Low repeat visits; • Low tourist arrivals; • Poor economic performance in the tourism sub sector.
Researchers and Academia	Research permits, data and information, license, publication of status of critical areas and guidelines.	<ul style="list-style-type: none"> • Timely issuing of permits; • Prompt response and easy access to information; • Technical and financial support. 	<ul style="list-style-type: none"> • Inadequately informed decision making; • Non published research information; • Low capacity and capability in sector professional development;
Employees of MNRT	<ul style="list-style-type: none"> • Salaries and Wages; • Capacity building; • Job security, terminal and other benefits. • Management stewardship services 	<ul style="list-style-type: none"> • Conducive working environment; • Timely payment of remuneration, statutory and non statutory benefits and other fringe benefit. • Good leadership 	<ul style="list-style-type: none"> • Poor service delivery; • Low productivity; • High staff turnover; • Low implementation of National Ant-corruption strategy
Diplomatic Communities	Policies and legislations, reports, data and information.	<ul style="list-style-type: none"> • Transparency and accountability; 	<ul style="list-style-type: none"> • Poor image; • Lack of support;

Stakeholders	Service/Product MNRT Offers	Expectations	Potential Impacts if Expectations are not Met
		<ul style="list-style-type: none"> • Good governance and adherence to human rights; • Clear policies and legislations; • Current information. 	<ul style="list-style-type: none"> • Loss of market; • Low investment.
Development Partners	Implementation reports, Policies and legislations, data and information.	<ul style="list-style-type: none"> • Transparency and accountability; • Good governance and adherence to human rights and agreement • Clear policies and legislations; 	<ul style="list-style-type: none"> • Lack of support • Low investment

2.6. SWOC Analysis

The Ministry has the strength that facilitates it to realize undersigned mission. Also, there are some weaknesses that inhibit realization of the intended strategic objectives. The analysis of the strength and weaknesses reveals opportunities that the Ministry can capitalize on to improve its performance. In addition, there are challenges that affect performances. The SWOC analysis is presented below:-

Criteria	Strength	Weaknesses	Opportunities	Challenges
Leadership	<ul style="list-style-type: none"> • Existence of visionary, strategic and high performing leaders • Existence of highly qualified management team 	<ul style="list-style-type: none"> • Existence of vacant managerial position 	<ul style="list-style-type: none"> • Existence of National Anti corruption strategy • Existence of Uongozi Institute • Existence of institute of Directors • Existence of National Defense college 	<ul style="list-style-type: none"> • Frequent change of top leadership • Delays in appointment
HR and Staffing	<ul style="list-style-type: none"> • Motivated and committed staff • Existence of qualified staff with both academic and professional background • Existence of Scheme of services 	<ul style="list-style-type: none"> • Inadequate staff • Delays in promotion • Inadequate office, working tools and equipment, • Inadequate transport facilities, • Inadequate amenities, tools, infrastructure for disadvantaged and people with disabilities 	<ul style="list-style-type: none"> • Presence of OPRAS for measuring staff performance • Availability of Government and donors sponsorship for short term and long term courses • Good governance code of ethics • Existence of Code of conduct for public service servants 	<ul style="list-style-type: none"> • Remuneration for civil service personnel not in commensurate to market • Insufficient allocation for recruitment of new staff and filling of vacant positions • HIV/AIDS pandemic and non communicable diseases
Policies and Strategies	<ul style="list-style-type: none"> • Existence of various strategic frameworks managed by MNRT such as Policies, laws, regulation and guidelines 	<ul style="list-style-type: none"> • Inadequate data to support policy formulation and review • Time lag between policies 	<ul style="list-style-type: none"> • Existence of Five Years Development Plan (FYDP) • Existence of BRN Initiatives 	<ul style="list-style-type: none"> • Conflict of interest among stakeholders on conservation and use of natural and cultural resources

Criteria	Strength	Weaknesses	Opportunities	Challenges
	<ul style="list-style-type: none"> Existing mechanism for stakeholders participation in policy formulation and initiating sectorial policy issues on wildlife, tourism and forestry Policies and strategies translated into Kiswahili 	<ul style="list-style-type: none"> formulation, translation and inceptions Lack of effective follow up mechanism on implementation and communication flow Inadequate Policy implementation strategies 	<ul style="list-style-type: none"> Existence of sustainable development goals (SDGs) Existence of ruling Party Manifesto Existence of publication and research findings Potential increase of natural resources and development of tourism sector 	<ul style="list-style-type: none"> Local community understanding and use of policies, laws and guidelines
Customer Relationship	<ul style="list-style-type: none"> Existence of client service charter Improved dissemination of information Existence of Government Communication Unit Existence of complain desk 	<ul style="list-style-type: none"> Unrealistic service standards in the client service charter Lack of systems for monitoring and evaluation of Client Service Charter Inadequate feedback mechanism Lack of Ministry's communication policy 	<ul style="list-style-type: none"> Existence of ICT to improve service delivery Existence of benchmarking and best practices Existence of an expanded customer base Existence of domestic and international exhibitions and events 	<ul style="list-style-type: none"> Lack of Government communication policy Institutionalizing the culture of treating staff seeking for internal services as customers.
Information Communication and Technology (ICT)	<ul style="list-style-type: none"> Availability of structured network infrastructure Availability of ICT management systems Enhanced use of ICT facilities 	<ul style="list-style-type: none"> Lack of ICT operational manual and best practice guidelines Lack of Disaster Recovery Sites Gap of ICT usage 	<ul style="list-style-type: none"> Existence of IFMS (epicor, Active Planer, Procurement module) Existence of Tanzania Inter-bank settlement system (TISS) Existence of e-GePG Existence of National Data Centre Existence of e-Government Agency Existence of ICT Regulatory Board Existence of National ICT Infrastructure Backbone 	<ul style="list-style-type: none"> Change of ICT environment Technological advancement Frequent upgrading of systems and software
Security and safety	<ul style="list-style-type: none"> Existence of manual and automated surveillance, access control and attendance system Presence of internal controls systems Existence of safety equipments such as fire extinguisher, exit doors, assembly points, alarm 	<ul style="list-style-type: none"> Some of the systems are defective Lack of Business Continuity Plan (BCP) Slow pace of training on the use of security system and equipments 	<ul style="list-style-type: none"> Availability of suitable and efficient security systems Technological Advancement Existence of Security, Safety and Rescue Institutions 	<ul style="list-style-type: none"> Technological Advancement Frequent changes of infrastructure use Change in Technology Existence of hackers

Criteria	Strength	Weaknesses	Opportunities	Challenges
	<ul style="list-style-type: none"> and bell and fire detector • Presence of Sniffer Dogs 			
Wildlife Conservation	<ul style="list-style-type: none"> • Existence of demarcated Protected Areas. • Existence of training and Research institution • Existence of Wildlife resources • Presence of paramilitary system • Existence of conservation Authorities (TANAPA,NCAA,TAWA) • Existence of wildlife conservation clubs such as Malihai Club of Tanzania • Presence of Zoo and Ranches • Existence of Wildlife Conservation Act No. 5 of 2009 	<ul style="list-style-type: none"> • Inadequate patrol equipments and infrastructure • Remoteness of the conservation areas 	<ul style="list-style-type: none"> • Existence of private sector, NGOs, CBOs active in the sector Support from other sectors such as Police, LGAs and JWTZ • Presence of Private Zoo and Ranches • Presence of SUA, UDSM-IRA, • Existence of security and intelligence institutions 	<ul style="list-style-type: none"> • Lack of feedback mechanism and intelligence information • Competition in land use • Conflict of interest among stakeholders on conservation and use of wildlife resources
Forest Conservation	<ul style="list-style-type: none"> • Existence of vast forest areas • Areas rich in biodiversity • Presence Forest data (NAFORMA) • Existence of training and Research institution • Existence of TFS and TTSA 	<ul style="list-style-type: none"> • Inadequate supply of forest products • Limited periodic resource assessment 	<ul style="list-style-type: none"> • Recurrent • Fifth phase Industrialization drive • Ready Markets for forest products • Presence of SUA, UDSM-IRA,\ • Existence of private sector, NGOs, CBOs active in the sector 	<ul style="list-style-type: none"> • Unsustainable utilization of forest products • Poor quality of products • Competition in land uses • Conflict of interest among stakeholders on conservation and use of forest resources • Deforestation and forest degradation
National cultural Heritage	<ul style="list-style-type: none"> • Existence of cultural Heritage resources • Existence of researched information • Existence of Museum 	<ul style="list-style-type: none"> • Undocumented and gazette cultural heritage resources • Un-surveyed and demarcated cultural heritage sites • Remoteness of heritage resources • Inadequate infrastructure • Inadequate financial and human resources 	<ul style="list-style-type: none"> • Presence of offering cultural and heritage courses (UDSM, UDOM, Tumaini, VETA). • Existence of private sector, NGOs, CBOs active in the sector. 	<ul style="list-style-type: none"> • Competition in land uses • Conflict of interest among stakeholders on conservation and use of forest resources • Low participation in conservation of heritage resources • Destruction of Historical buildings
Tourism	<ul style="list-style-type: none"> • Availability of tourism products and accommodation facilities • Existence of Tourist Board 	<ul style="list-style-type: none"> • Inadequate infrastructure • Inadequate financial and human resources 	<ul style="list-style-type: none"> • Presence of University offering tourism courses 	<ul style="list-style-type: none"> • Presence of unregistered training institutes. • Competition in land uses

Criteria	Strength	Weaknesses	Opportunities	Challenges
	<ul style="list-style-type: none"> Existence of tourism training institutes 	<ul style="list-style-type: none"> Lack of designated areas for tourism investment Inadequate promotion Local/ domestic tourism 	<ul style="list-style-type: none"> Existence of private sector, NGOs, CBOs active in the sector Existence of tour operators, tour guide and Travel agents Existence of regional and international tourism fora 	<ul style="list-style-type: none"> inadequate of quality and standard of services offered

2.7. Critical Issues

MNRT will continue to address the following critical Issues highlighted in the Medium Term Strategic Plan (2016-2021):-

- i) Rapid depleting of Natural and Cultural resources due to unsustainable management Utilization and illegal trafficking of Natural and Cultural resources;
- ii) Inadequate Human and Financial resources to manage and develop natural and cultural resources;
- iii) Inadequate Stakeholders involvement in natural and cultural resource management;
- iv) Inadequate information and data for Planning and Management decision making;
- v) Inadequate facilities and infrastructure;
- vi) Inadequate Capacity to meet Regional and International Obligations;
- vii) Low revenue from Wildlife, Forestry, Beekeeping; Antiquities and Tourism; and
- viii) Conflicts in the Implementation of Policies and Enforcement of Laws.

The presentation of each intervention area briefly discusses critical issues and highlights the strategic objective, focus areas, strategies and targets. The interventions are further elaborated in the matrix, which identifies the strategic objective, strategies, targets, line responsibility and key performance indicators.

CHAPTER THREE THE PLAN

3.1. An Overview

This Chapter highlights the future direction of the Ministry of Natural Resources and Tourism by describing Vision, Mission, and core values of the institution. The Vision and Mission statements spell out both the aspirations, which should serve to act as a motivation for the functioning of the Ministry and its purpose of existence. Furthermore, the core values of the ministry were formulated to depict the culture of the Ministry.

3.2. Vision

The Vision of the Ministry is “**Conserved natural and cultural resources for the benefit of Tanzanians and the world while leading in contribution to the national economy**”.

3.3. Mission

The mission is Sustainable **conservation of natural and cultural resources and development of tourism for the wellbeing of the nation through: -**

- i) Development of appropriate policies, strategies and guidelines;
- ii) Formulation and enforcement of laws and regulation;
- iii) Monitoring and evaluation of implementation of policies and laws;
- iv) Enhancing institutional Capacity building;
- v) Regional and international cooperation;
- vi) Enhance revenue collection measures; and
- vii) Enhancing sector Research and training.

3.4. Core Values

These are values which form the foundation on which the ministry holds internal conduct as well as relationship with external clients for service delivery. In pursuit of the mission the MNRT is guided by the following core values:-

- i) **Professionalism:** Staff will demonstrate highest level of professionalism. This will be portrayed through their high levels of integrity, respect, impartiality, courtesy, timeliness, effectiveness and efficiency in the course of discharging their duties based on the Ministerial Client Service Charter, respect of laws, not seek or accept gifts favors or inducement, financial or otherwise;
- ii) **Transparency and Accountability:** Ministry’s staff will exercise openness, accuracy and promptness in sharing information with all stakeholders and shall be accountable for their actions, exercise diligence to all duties assigned and ensure optimum use of resources;

- iii) **Commitment:** Ministry's staff shall have the highest levels of commitment and shall work together, collaborating and coordinating in discharging their duties and delivering services to their clients and stakeholders;
- iv) **Participatory Focus;** The Ministry shall involve stakeholders in formulating, implementing, monitoring and evaluation of policies, programmes and strategies; and
- v) **Conservation Oriented:** Staff of the Ministry shall be an example of conservation amongst the communities by putting all their efforts to conserve natural and cultural resources in their surroundings.

3.5. Objectives

3.5.1. Objective A

Intervention and prevention of HIV/AIDS and non-communicable disease programs at work places strengthened.

Rationale

The Ministry recognizes the impact of HIV/AIDS pandemic and non-communicable diseases and thus initiatives to fight against these deadly diseases are undertaken. These include awareness creation and provision nutritional support to identified MNRT staff. However, the Ministry is planning to continue to provide more support in fighting against the syndrome through improving strategy and its associated targets.

Strategies

- i) Sensitize MNRT staff on HIV/AIDS preventive measures;
- ii) Provide care and supportive services; and
- iii) Encourage staff to have a culture of performing regular physical exercises.

Targets

Preventive and supportive services program on HIV/AIDS prepared and implemented by June 2021.

Outcome indicator

- i) Number of sensitization seminar/workshop undertaken;
- ii) Number of Staff accessing supportive services; and
- iii) Percentage of staff attending voluntary HIV/AIDS test.

3.5.2. Objective B

Internalization of the National Anti-corruption strategy enhanced.

Rationale

The Ministry assists and guides clients to exercise openness, accuracy, commitment, participatory focus and promptness in sharing of information. However, the Ministry aims at achieving optimal performance on the issues of accountability, transparency, rule of law and standards on service delivery. In achieving good governance, there is a need for improving standards of service delivery and uphold ethical code of conduct.

Strategies

Strengthen systems and institutional ethics, accountability and transparency.

Targets

- i) Reported complaints to Ministerial Integrity Committee reduced from 40 percent to 8 percent by June 2021; and
- ii) 1200 staff sensitized on Ministerial roles and responsibility by June, 2021.

Outcome indicator

- i) Number of complaints; and
- ii) Number of staff attended training on ministerial roles and responsibility.

3.5.3. Objective C

Management decisions based on clear policies, legislation, guidelines and researched information realized.

Rationale

The Ministry is obliged to undertake informed management decision for the effective and efficient performance, better co-ordination and attainment of ministerial developmental goal. Availability of reliable and research based information serves as a basis for development of the policy, laws and guidelines.

Strategies

- i) Support research and training institutions;
- ii) Improve and increase access to support services; and
- iii) Harmonize intra and inter sectoral policies and legislations.

Targets

- i) Support to ministerial research and training Institutions increased to 50% of resources allocation by June, 2021;
- ii) Ministerial policies, laws and regulations reviewed and updated by June, 2021;
- iii) Risks identified and management strategy developed by June, 2021; and
- iv) Cultural heritage resources surveyed and demarcated by June 2021.

Outcome Indicator

- i) Percentage of budget allocated to all Institutions;
- ii) Number of reviewed and approved policies, laws and regulations;
- iii) Risk strategy in place;
- iv) Number of new cultural heritage resources gazette; and
- v) Number of cultural heritage resources demarcated.

3.5.4. Objective D

Revenue collected from natural, cultural resources and tourism operations increased from TSh. 150bn in 2016 to Tsh. 180bn by 2021.

Rationale

The mission of the MNRT is to ensure that natural and cultural resources become the highest contributor to the GDP in Tanzania. For this to happen it requires that not only natural and cultural resources are sustainable utilized but also the revenue collection systems are improved and design in a way that will maximize realization of revenue. In order for this to be attained, it is essential that any deficiencies in revenue collection system be addressed. It is also essential that the revenue base of natural and cultural resources is expanded, and that tourism products and investments opportunities are developed and promoted.

Strategies

- i) Strengthen collection mechanisms;
- ii) Developing a log tracking system; and
- iii) Promote diversification to non-consumptive natural, cultural heritage resources and tourism products.

Targets

- i) Eight new sources of revenue identified and developed by 2021;
- ii) Six new investment opportunities identified and promoted by 2021;

- iii) Computerization and integration of revenue collection tracking systems strengthened by June 2021; and
- iv) Natural, cultural heritage resources and tourism services promoted in 10 Tanzania's Embassies Abroad by June 2021.

Outcome indicator

- i) Revenue Collection increased;
- ii) Number of new revenue sources established;
- iii) Number of new investments identified and promoted;
- iv) Number of Embassies with Displays; and
- v) Number of tourism products displayed and promoted.

3.5.5. Objective E

Institutional capacity to deliver optimal required services attained

Rationale

The Ministry is endowed with natural, cultural, and tourism development. The institutional capacity building plays a big role in performance and growth of the sector. Inadequate capacity to deliver optimal required services stands as one of the challenges that impede successful discharge of service to customers. In order to achieve the optimal services, sufficient capacity building in terms of human and financial resources, modern equipments and other facilities will be given a due consideration.

Strategies

- i) Improve working environment for effective operations and service delivery;
- ii) Improve human resources capacity and productivity;
- iii) Improve infrastructure and services in natural, cultural and tourism development; and
- iv) Strengthen staff capacity.

Targets

- i) Job list/staffing level Developed and implemented by June, 2021;
- ii) Level of provision of requisite working facilities, equipment and utilities attained by 85% June 2021;
- iii) Training programme for 1,250 staff prepared and implemented by June 2021;
- iv) Staff performance appraisals based on OPRAS implemented by 100% by June 2021;
- v) Physical infrastructure and service provision maintained and increased by 80% by June 2016; and
- vi) Application of ICT in service delivery increased by 90% by June, 2021.

Outcome indicator

- i) Number of staff recruited and promoted;
- ii) Number of staff provided with basic amenities;
- iii) Number of staff trained;
- iv) Level of achievement in implementation of Action plan;
- v) Level of Physical infrastructure maintained; and
- vi) Level of ICT services provided.

3.5.6. Objective F

Stakeholders` participation in sustainable management and utilization of natural, cultural resources and tourism operations enhanced.

Rationale

MNRT has played a big role in conservation efforts. The challenge encountered in sustainable management and utilization of natural and cultural resources is inadequate involvement of stakeholders. As a result, human wildlife conflicts, encroachment, clearing of trees, destruction of historical buildings and overgrazing (to name a few) are increasing. The Ministry will continue to provide awareness campaigns to stakeholders pertaining to sharing the benefits accrued from sustainable use of natural, cultural heritage and tourism development. Successful awareness rising to stakeholders requires a detailed analysis of community understanding and perception regarding knowledge and educational background.

Strategies

- i) Promote environmental friendly income generating activities for communities adjacent to protected areas;
- ii) Develop programmes for increasing local community control of benefits from natural and cultural resources and engagement in tourism activities;
- iii) Encourage private sector to invest in development and Management of natural and cultural resources; and
- iv) Promote conservation education and public awareness on natural and cultural resources and tourism products.

Targets

- i) Environmental Friendly income generating activities identified and promoted to the communities adjacent to Protected Areas by June 2021;
- ii) Areas under community based conservation and private sector involvement increased by at least 30% by June 2021;
- iii) Efficient and appropriate technologies in natural and cultural resources management and utilization promoted in 4 technical divisions by June 2021;

- iv) Level of awareness and coverage in natural, cultural and domestic tourism issues raised by 70% by 2021;
- v) 6 areas/sites with cultural heritage identified by June 2021;
- vi) 5 projects developed and submitted to donors for funding by June 2021; and
- vii) 4 programs for increasing involvement of stakeholders in forest management developed by 2021.

Outcome Indicator

- i) Number of Income generating activities identified and promoted;
- ii) Area of natural and cultural resources managed by communities and private sector;
- iii) Types of technologies identified and promoted ;
- iv) Level of awareness and coverage;
- v) Number of heritage sites identified;
- vi) Number of projects developed; and
- vii) Number of forest programs developed.

3.5.7. Objective G

Management and accountability of physical assets and financial resources to prevailing laws, regulations and guidelines enhanced.

Rationale

Efficient management and accountability in public sector is governed by adherence of prevailing laws, regulations, guidelines, circulars and directives. Deviation in executing activities away from the guiding principles will lead to inadequate compliance to procurement procedure, financial and institutional administrative set up. The Ministry will continue to ensure laws, regulations, guidelines and directives are adhered.

Strategies

- i) Enhance Monitoring and Evaluation systems; and
- ii) Capacity building on financial, procurement and good governance.

Targets

- i) Level of service delivery improved to all customers by 100% as per approved Client Service Charter by June 2021;
- ii) Monitoring and Evaluation strategy developed and operationalised by June 2021;
- iii) Strategic Plan objectives internalized and comprehended by June 2021;
- iv) Compliance to financial & procurement acts and its regulations enhanced by 100 percent by June 2021; and
- v) Gender mainstreaming objectives internalized in Ministerial functions by June 2021.

Outcome Indicators

- i) Level of service provision improved;
- ii) M&E strategy developed and operationalized;
- iii) Monthly, quarterly and M&E reports in place;
- iv) Ministerial budget in place; and
- v) Gender Mainstreaming Strategy in place.

3.5.8. Objective H

Law enforcement in management of natural, cultural resources and tourism development strengthened.

Rationale

Natural and cultural resources management is facing a number of challenges that includes illegal harvesting, trade and trafficking. Over utilization of natural and cultural resource products has led to habitat loss, reduction in numbers and consequently some key species disappear. This resulted in reduced quality of services and products from natural, cultural heritage and tourism development.

The Plan will therefore put emphasis on Law enforcement through protection, intelligence led operations, promotion and amendment of laws, regulations and guidelines cross border collaborations with neighboring countries.

Strategies

- i) Support and strengthen law compliance, intelligence and enforcement; and
- ii) Promote actions that incorporate environmental protection measures in plans.

Targets

- i) The National Strategy to Combat Poaching and illegal ivory trafficking operationalized by 2021;
- ii) Compliance to regulations and quality standards attained at 100% by June 2021;
- iii) Investment and conservation guidelines in 16 cultural heritage resources prepared and operationalized by June 2021; and
- iv) 14 historical buildings documented and gazetted by June 2021.

Outcome Indicators

- i) Number of poaching events and illegal ivory trafficking;
- ii) Percentage of adherence to regulation and quality standards set;
- iii) Number of investment and conservation guidelines prepared and implemented; and
- iv) Number of GN enacted.

3.5.9. Objective I

Opportunities and commitments from regional, bilateral and multilateral Agreements that Tanzania is a party are realized.

Rationale

Tanzania is a member of the regional, bilateral and multilateral agreements, conventions and treaties. Obligations of the parties includes adherence to norms, rules, resolutions and commitments. The Ministry is committed to implement a number of international agreements, conventions and treaties on Wildlife, Forest and Beekeeping, Antiquities and Tourism. Successful implementation of mentioned joint obligations require investment on human resource, political will, technology transfer, research, and financial in conservation and management of natural, cultural resources and tourism development.

Strategies

- i) Strengthen national, regional and international cooperation in natural & cultural resources management and tourism development; and
- ii) Comply on regional and international commitment that the Government of Tanzania is a member.

Targets

- i) Benefits accrued from bilateral and multilateral agreements attained by 75% by June, 2021; and
- ii) Compliance to regional, bilateral and multilateral treaties and agreements attained by 100% by June 2021.

Outcome Indicators

- i) Number of programs and projects supported;
- ii) Number of MOU signed;
- iii) Number of International for a attended; and
- iv) Subscription fees paid.

CHAPTER FOUR

RESULT FRAMEWORK

4.1. An Overview

This chapter on result framework presents a link between MNRT and other national frameworks and policies, beneficiaries, developmental goal, result chain and Monitoring and Evaluation framework. Implementation of this Strategic Plan requires effective coordination and collaboration among key actors. Prioritization of objectives, targets and strategies is very important for effective and efficient allocation and utilization of resources in the course of execution of the Plan. The Policy and Planning Division is responsible to lead the co-ordination of implementation of this Strategic Plan. The inter-relationship of various players will be spelt out in detail by the respective division and units.

Experience has shown that execution of number of plans fail due to inadequate, fragmented, and unsustainable availability of funds. Sustainable funding mechanism plays a major role in implementation of Strategic Plan. This entails sufficient and timely release of funds.

4.2. Developmental Goal of MNRT

The overriding Developmental goal of the Ministry, in order to achieve Vision 2025, is to ensure sustainable management and utilization of natural, cultural resources and tourism development contributes to the National Development Agenda.

4.3. Beneficiaries

The beneficiaries of MNRT services are divided into groups as follows:-

- i) MDAs: MNRT, Ministry of Finance and Planning; Vice President Office- Environment; Prime Minister's Office; Ministry of Energy; Ministry of Minerals; Other Ministries, Independent Departments & Agencies (MDAs); and Local Government Authorities;
- ii) Investors and Business Community, Tour Operators, Hunting Block Owners and Operators, Forest Dealers (timber, charcoal and other products), Processors and traders of bee products and Tourists and Travelers;
- iii) Civil Society Organizations and Non-Governmental Organizations (NGOs);
- iv) Local Communities;
- v) Politicians and Media;
- vi) Researchers and Academia; and
- vii) Regional and International Community.

4.4. Link between MNRT SP and other National Frameworks and Policies

4.4.1. National/Macro Level Policies and Strategies

The review of the 2013-2016 Strategic Plan has considered existing macro policies, plans and strategies including Policies and statements reflected in the Tanzania Development Vision 2025, CCM Manifesto 2015 - 2020; the Long Term Perspectives Plan (2011/12 – 2025/26). Other frameworks considered includes Sustainable Development Goals (SDGs), National Strategy for Growth and Reduction of Poverty II, the Five Year Development Plan (2011/12-2015/16), Environmental Framework Plan, Joint Assistance Strategy (JAST) and Public Private Partnership (PPP) Policy. All these documents highlight areas of focus which, the Ministry of Natural Resources and Tourism have to incorporate into SP in order to attain agreed national development agenda.

i) The Tanzania Development Vision 2025

The Tanzania Development Vision 2025 (TDV) outlines the economic framework that the Country desires to achieve by 2025. The fundamental objective of the Vision 2025 is to spell out what Tanzania aspires to be by 2025, and therefore provides focus and opportunity to rally the society towards the intended objective. Through implementation of the Vision 2015, Tanzania geared to move from a least developed country to a middle income country by 2025, and that a solid foundation for a competitive, dynamic and highly productive economy will have been laid by this time. The Vision also envisages that this economic prosperity will be manifested in, and accompanied by five main attributes - high quality livelihood for all Tanzanians, peace, stability and national unity, good governance, a well-educated and learning society, and a competitive economy capable of producing sustainable and shared growth.

ii) The Long Term Perspective Plan (LTTP) 2011/12- 2025/26

The Long Term Perspective Plan (LTTP) 2011/12- 2025/26 was developed as a means to implement Vision 2025. While providing broad, long- term directions, it has been broken down into three successive Five Year Development Plans (or FYDPs): FYDP I (2011/12 - 2015/16) with the theme of “Unleashing Tanzania’s latent Growth Potential”; FYDP II (2016/17- 2020/21), with the theme of “Nurturing an Industrial Economy”; and FYDP III (2021/22- 2025/26), anchored on the theme of “Attaining Export Growth and Competitiveness”. Five Years Development Plans will be operationalized through Annual Development Plans (implemented in the sequence of Budget Guidelines; Medium-Term Expenditure Frameworks, MTEFs; Parliamentary Authorization; Execution; and Monitoring and Evaluation.

MDAS and LGS will be responsible in implementing Projects identified through FYDPs that falls under their jurisdiction.

iii) Second Five Year Development Plan: 2016/17-2020/21

Second Five Year Development Plan for the period of 2016/17 – 2020/21 (FYDP II) aims at economic transformation and human development. It outlines new interventions to enable industrialization in a way

that will transform the economy and the society. Unfinished interventions from the predecessor Plan (FYDPI) and MKUKUTA II will be taken care during the implementation of the aspirations of FYDP II.

Interventions to strengthen natural resource management and tourism development will involve:- Protecting, restoring and promoting sustainable use of terrestrial ecosystems; combating poaching, sustainably managing forests; combating desertification; and halting land degradation. In Tourism sector, efforts will be directed at promotion and marketing of tourism products (southern circuit, identification of new areas, heritage tourism); infrastructure improvement (roads, airports, sea ports); and encouraging local tourism.

4.4.2. Sector Policies and Strategies

i) The National Tourism Policy (1999)

The National Tourism Policy (1999); is geared toward contributing to economic development and livelihood of the people. This is done by encouraging the development of sustainable and responsible tourism that is culturally and socially acceptable, economically viable, ecologically friendly and environmentally sustainable. The Policy now is under review so as to accommodate changes that has taken place. Specific Objectives of the Tourism Policy includes:- revenue generation; employment creation; human resource development; creation of investment opportunities; stimulate the development of the infrastructures; support institutional and linkages among the institutions related tourism; stimulate the transfer of technology and development of local industries; enhance regional and international and encourage cross cultural exchange. In order to achieve the objectives set out in the Policy, specific strategies are developed and implemented in specific and key areas. These are Product Development and marketing Policy strategies. The Policy is now under review so as to take into account new developments in the Sector.

ii) Tourism Master Plan Strategy (2002)

The Tourism Master Plan Strategy of 2002 aims at making sure that Tanzania is among the competitive destination. The strategic focused on ensuring that Tanzania as a single holiday destination by building up other product such as beach resorts and culture/ historical attractions. The Government will play regulatory role through controlling tourism and creating conducive environment for private sector investment.

The Strategy is geared towards making Tanzania a competitive market, with the following components: knowledge and skills; improving choices and quality; providing information on customers; and distribution channels. Other component focuses on infrastructure development and capacity building.

iii) Wildlife Policy of Tanzania (2007)

Wildlife Policy of Tanzania (2007): advocates for: conservation, managing, and developing wildlife and wetland resources specifically the policy focuses on protection and conservation of Wildlife and wetlands. The sustainable utilization of wildlife, wetlands management and development of Wildlife enhance communication, education public awareness and fostering of regional and International cooperation.

iv) National Forest Policy (1998)

National Forestry Policy (1998): advocates conservation and management of natural resources for the benefit of present and future generations which is in line with the emphasis on sustainable tourism Developments. The Policy is now under review.

v) National Beekeeping Policy (1998)

The National Beekeeping Policy (1998): are emphasizing on sustainable beekeeping management that considers strategic sectoral planning and takes into account changes in the macro-economic policies towards market economy and participation of the private sector and other relevant stakeholders. The Policy is now under review.

vi) National Cultural Heritage Policy (2008)

The National Cultural Heritage Policy of 2008 advocates conservation and management of cultural heritage resources for the benefits of parents and future generation which lies with the emphasis on sustainable cultural Tourism Development and livelihood of the people. Conservation and protection of sites and articles of paleontological, archaeological value provides the institutional framework, administration regulation and ways in which stakeholders participation can be enhanced for development of such resources.

vii) National Environment Policy (1997)

National Environment Policy of 1997 provides the overall frame work for accommodating environmental agenda into other National Sectoral Policies. Investment projects in one sector may have a negative environmental impact in other sectors. Internationalization of environmental considerations in sectoral policies is essential. The Policy is now under review.

Therefore implementation of Natural Resources and Tourism Policies through SP must link with National Environment Policy and other various National Sectoral Policies.

4.5. Result Chain

A combination of objectives and targets from Strategic Plan and activities and inputs from MTEF form MNRT Result chain. There is causal linkage in the various elements of MNRT result chain. The inputs will lead to the implementation of the activities which in turn contribute to attainment of targets in order to realize set objectives. Realization of objectives will lead to achievement of output and outcome which contribute to impact. Outputs, outcomes or impacts of development interventions, with each element contributing to the next level, as set out in result chain below. The links between each element are as important as result themselves.

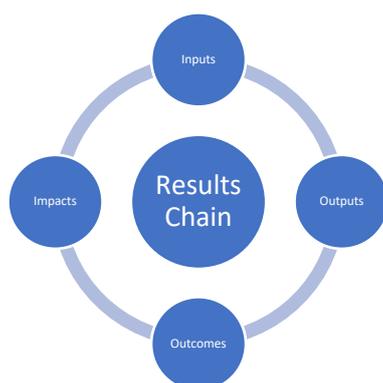


Figure: MNRT Result Chain

The Ministry will use output, outcome and impact information (results data) at different levels of implementation (national, LGAs, project) to communicate and account for what has been achieved, and to enable learning, informed decision making and take corrective measures.

4.6. Result Framework

Development Goal	Objective Code	Objective	Planned outcomes	Indicators
Ensure sustainable management and utilization of natural, cultural resources and tourism development contribute to the National Development Agenda	A	Intervention and prevention of HIV/AIDS programs at work places strengthened.	<ul style="list-style-type: none"> • Reduced HIV/AIDS prevalence rate. • Increase number of staff attending voluntary HIV/AIDS testing • Behavioural change • Improved supportive services to PLWA. 	<ul style="list-style-type: none"> • HIV/AIDS prevalence rate • Staff attended voluntary HIV/AIDS testing • Rate of infection • Number of staff supported
	B	Implementation of the National Anti-corruption strategy enhanced.	<ul style="list-style-type: none"> • Reduced bureaucracy & red tape in the delivery of services. • Increased public access to efficient service delivery. • Reduced corruption incidences • Improved service delivery 	<ul style="list-style-type: none"> • Perception of the stakeholders on corruption within MNRT • Number of corruption incidences reported and attended • Number of employees sanctioned for involvement in corrupt practices
	C	Management decisions based on clear policies, legislation, guidelines and researched information realized.	<ul style="list-style-type: none"> • Resources allocation to research Institutions improved • Increase in research and training capacity • Policies, laws and regulations reviewed • Risk Management framework • Government Notice for cultural Heritage resources 	<ul style="list-style-type: none"> • Amount of fund allocated • number of staff recruitment; equipment in facilities provided • Enrolment increased • Number of researches published and disseminated increased. • Number of reviewed and approved policies, laws and regulations • Number of GN issued.

Development Goal	Objective Code	Objective	Planned outcomes	Indicators
				<ul style="list-style-type: none"> • Risk Management framework in place and operationalised • Number of new cultural heritage resources gazette • Number of cultural heritage resources demarcated
	D	Revenue accrued from natural, cultural resources and tourism operations increased from Sh. 150bn in 2016 to Sh. 180 bn by 2021.	<ul style="list-style-type: none"> • Increase of revenue collection • New revenue sources established • Potential investment opportunities identified and promoted 	<ul style="list-style-type: none"> • Percentage of revenue Collection increase • Number of new revenue sources established • Number of new investments
	E	Institutional capacity to deliver optimal required services attained	<ul style="list-style-type: none"> • Improve service delivery • Staff recruited and promoted • Improved working environment • Increased staff knowledge and competence 	<ul style="list-style-type: none"> • Level of customer satisfaction on quality of services • Number of staff recruited and promoted. • Number of staff achieving OPRAS target • Number of staff trained
	F	Stakeholders` Participation in Sustainable Management and Utilization of Natural, Cultural Resources and Tourism Operations Enhanced	<ul style="list-style-type: none"> • Improved livelihood • Participation of community communities and private sector in management of the resources and tourism development improved • Sustainable utilization of natural and cultural resources • Increased tourism businesses • Types of technologies identified and promoted • Improved quality products 	<ul style="list-style-type: none"> • Incidences of encroachment and poaching decreased • Conservation financing increased • Number of tourism businesses increased • Human- wildlife conflict decreased • Wildfire and illegal harvesting incidences decreased • Customer satisfaction level increased
	G	Management and accountability of physical assets and financial resources to prevailing laws, regulations and guidelines enhanced.	<ul style="list-style-type: none"> • Improved financial reporting • Increased Financial discipline • Improved public resource Management • Improved monitoring and evaluation systems. 	<ul style="list-style-type: none"> • Unqualified Audit reports • Level of Compliance on laws and regulation governing public finance • Physical and financial reports
	H	Law Enforcement in Sustainable Management of Natural Resources, Cultural Heritage and Tourism	<ul style="list-style-type: none"> • Illegal activities reduced • Level of compliance on laws governing sustainable management of natural, cultural resources and 	<ul style="list-style-type: none"> • Number of poaching incidences • Number of encroachment incidence

Development Goal	Objective Code	Objective	Planned outcomes	Indicators
		Development Strengthened	development of tourism Improved <ul style="list-style-type: none"> Investment and conservation guidelines prepared and implemented 	<ul style="list-style-type: none"> Number registered Tourism business operators Number of guideline issued Number of GN issued
	I	Opportunities and commitments from regional, bilateral and multilateral Agreements that Tanzania is a party are realized.	<ul style="list-style-type: none"> Development cooperation improved 	<ul style="list-style-type: none"> Number of ratified treaties/conventions Number of International fora attended

4.7. Reviews, Monitoring and Evaluation Plan

This section presents planned reviews, Monitoring plan and Evaluation plan for the period covering the five years of SP cycle 2016 – 2021. Monitoring and Evaluation is amongst the important elements for ensuring effective implementation of the Strategic Plan. Monitoring is used to assess the performance against set targets whereas evaluation is used to assess the impact of the plan. The objectives of Monitoring and Evaluating the implementation of the Strategic Plan are to:-

- i) Ensure that the targets are being achieved as planned;
- ii) Act as an early warning or alert for making timely adjustments in cases where objectives and targets are unlikely to be achieved;
- iii) Provide regular information to all stakeholders on the progress of the SP and an informed basis for any reviews; and
- iv) Ensure the continuous review of strategies and assist in the mobilization of appropriate interventions at all stages of implementation.

This Strategic Plan has assigned monitoring indicators at objective level, which assess the impact at the end of the implementation period. The targets are set in such a way that they serve as indicators for assessing the achievements of the sector objectives.

The institutional framework for monitoring and evaluating the Strategic Plan is under the Policy and Planning Division in M&E unit. The unit is responsible for undertaking M&E for the entire Ministry. Notwithstanding, at other divisions and units, preliminary M&E is undertaken by assigned staff.

The M&E framework is supported by the implementation framework as outlined in the annual action plan and progress reports presented weekly, monthly, quarterly, mid-year and annually. Site monitoring visits are regularly carried out to make verification of the presented reports.

The Ministry is obliged to submit implementation reports to the President's Office, Ministry of Finance and Planning and Prime Ministers' Office. However, reports are available to any stakeholder upon request.

The evaluation of the SP provides analytical and objective feedback to the Ministry and stakeholders on the effectiveness and relevance in achieving the desired objectives.

The basis for evaluation will be the performance indicators as outlined in evaluation matrix below:

PERFORMANCE INDICATORS

	Strategic Objective	Targets	Responsible	Key Performance Indicator
1. Law Enforcement in Sustainable Management of Natural Resources, Cultural Heritage and Tourism Development Strengthened				
	Supporting law and enforcement by conducting special operations on evictions.	The National Strategy to Combat Poaching and illegal ivory trafficking operationalized by 2021;	DW	Number of poaching events and illegal ivory trafficking
		Investment and conservation guidelines in 16 cultural heritage resources prepared and operationalized by June 2021	DOA	Number of investment and conservation guidelines prepared and implemented
		14 historical buildings documented and gazetted by June 2021;	DOA	Number of GN issued
	Promote actions that incorporate environmental protection measures in plans.	Compliance to regulations and quality standards attained at 100% by June	DT, CIA	Level of compliance
2. Revenue accrued from natural, cultural resources and tourism operations increased from Sh. 150bn in 2016 to Sh. 180 bn by 2021.				
	Strengthen collection mechanisms	Eight new sources of revenue identified and developed by 2021;	DT, DOA, CA	Revenue Collection increased Number of new revenue sources established
		Six new investment opportunities identified and promoted by 2021;	DOA, DT	Number of new investments identified and promote
		Computerization and integration of revenue collection tracking systems strengthened by June 2021;	CA	Revenue Collection increased
	Promote diversification to non-consumptive natural, cultural heritage resources and tourism products.	Natural, cultural heritage resources and tourism services promoted in 10 Tanzania's Embassies Abroad by June 2021;	DT, DOA, HGCU	Number of Embassies with Displays Number of tourism products displayed and promoted
3. Stakeholders' Participation in Sustainable Management and Utilization of Natural, Cultural Resources and Tourism Operations Enhanced				
	Promote environmental friendly income generating activities for communities adjacent to protected areas. Develop programmes for increasing local community control of benefits from natural and cultural resources and engagement in tourism activities.	Environmental Friendly income generating activities identified and promoted to the communities adjacent to Protected Areas by June 2021	DOA, DFOB, DT, DW	Number of Income generating activities identified and promoted
		Areas under community based conservation and private sector involvement increased by at least 30% by June 2021	DOA, DFOB, DT, DW	Area of natural and cultural resources managed by communities and private sector
		Efficient and appropriate technologies in natural and cultural resources management and utilization promoted in 4	DOA, DFOB, DW, DT	Types of technologies identified and promoted

		technical divisions by June 2021		
	Encourage private sector to invest in development and Management of natural and cultural resources.	6 areas/sites with cultural heritage identified by June 2021	DOA	Number of heritage sites identified
		5 projects developed and submitted to donors for funding by June 2021	DOA, DFOB, DW,DT	Number of Projects developed
		4 programs for increasing involvement of stakeholders in forest management developed by 2021.	DFOB	Number of forest programs developed
	Promote conservation education and public awareness on natural and cultural resources and tourism products.	Level of awareness and coverage in natural, cultural and domestic tourism issues raised by 70% by 2021;	DOA, DT	Level of awareness and coverage
4. Management and accountability of physical assets and financial resources to prevailing laws, regulations and guidelines enhanced.				
	Enhance Monitoring and Evaluation systems	Level of service delivery improved to all customers by 100% as per approved Client Service Charter by June 2021.	DAHRM	Level of service provision improved
		Monitoring and Evaluation strategy developed and operationalised by June 2021	DPP	M&E strategy developed and operationalised
		Strategic Plan objectives internalized and comprehended by June 2021.	All division and units	Monthly, quarterly and M&E reports in place Ministerial budget in place
		Gender mainstreaming objectives internalized in Ministerial functions by June 2021.	DAHRM	Gender Mainstreaming Strategy in place
	Capacity building on financial, procurement and good governance.	Compliance to financial & procurement acts and its regulations enhanced by 100 percent by June 2021.	CA, CIA	Compliance percentage level
5. Opportunities and commitments from regional, bilateral and multilateral Agreements that Tanzania is a party are realized.				
	Strengthen national, regional and international cooperation in natural & cultural resources management and tourism development.	Benefits accrued from bilateral and multilateral agreements attained by 75% by June, 2021	DPP,DT, DFOB, DW,DOA	Number of programs and projects supported Number of MOU signed Number of International for a attended.
	Comply on regional and international commitment that the Government of Tanzania is a member	Compliance to regional, bilateral and multilateral treaties and agreements attained by 100% by June 2021	DT, DW DFOB ,DPP, DOA	Subscription fees paid
6. Institutional capacity to deliver optimal required services attained				
	Improve working environment for effective operations and service delivery.	Level of provision of requisite working facilities, equipment and utilities attained by 85% June 2021	All Divisions and Units	Number of staff provided with basic
	Improve human resources capacity and productivity.	Job list/staffing level Developed and implemented by June, 2021	DAHRM	Number of staff recruited and promoted

	Improve infrastructure and services in natural, cultural and tourism development	Physical infrastructure and service provision maintained and increased by 80% by June 2016	DW, DFOB,DOA,DT	Level of Physical infrastructure maintained
		Application of ICT in service delivery increased by 90% by June, 2021	MIS	Level of ICT services provided
7. Management decisions based on clear policies, legislation, guidelines and researched information realized.				
	Support research and training institutions	Support to ministerial research and training Institutions increased to 50% of resources allocation by June, 2021	DFOB, DW,DT,DOA	Level of support (%)
	Improve and increase access to support services	Natural and cultural resources surveyed and demarcated by June 2021	DOA,DT	Area surveyed and demarcated.
	Harmonize intra and inter sectoral policies and legislations	Ministerial policies, laws and regulations reviewed and updated by June	DW	Policies, laws and regulations reviewed
		Risks identified and management strategy developed by June, 2021.	CIA	Strategy in place
8. Intervention and prevention of HIV/AIDS programs at work places strengthened.				
	Sensitize MNRT staff on HIV/AIDS preventive measures Provide care and supportive services. Encourage staff to have a culture of performing regular physical exercises	Preventive and supportive services program on HIV/AIDS prepared and implemented by June 2021.	DAHRM	Number of sensitization seminar/workshop undertaken Number of Staff accessing supportive services Percentage of staff attending voluntary HIV/AIDS test
9. Implementation of the National Anti-corruption strategy enhanced.				
	Strengthen systems and institutional ethics, accountability and transparency.	Reported complaints to Ministerial Integrity Committee reduced from 40 percent to 8 percent by June 2021	DAHRM	Number of complaints
		1200 staff sensitized on Ministerial roles and responsibility by June, 2021	DAHRM	Number of staff attended training on ministerial roles and responsibility