

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EAST AFRICAN COOPERATION



**MEAC MEDIUM TERM STRATEGIC PLAN:
2010/11 – 2012/2013**

APRIL, 2010

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LIST OF ABBREVIATIONS

CM	East African Community Protocol for the Establishment of Common Market
COMESA	Common Market for Eastern and Southern Africa
CU	Customs Union
EABC	East African Business Council
EAC	East African Community
LFA	Logical Framework Approach
LGAs	Local Government Authorities
MDAs	Ministries, Departments and Agencies
MEAC	Ministry of East African Cooperation
MITM	Ministry of Industry, Trade and Marketing
MoFEA	Ministry of Finance and Economic Affairs
MU	Monetary Union
NBC	National Business Council
NGOs	Non Governmental Organizations
NTBs	Non Tariff Barriers
PF	Political Federation
PMO	Prime Minister's Office
PO	President's Office
SADC	Southern African Development Community
SIDO	Small Industries Development Organization
SMEs	Small and Medium Enterprises
SWOC	Strengths, Weaknesses, Opportunities and Challenges

Statement of the Minister

Regional integration is an important policy instruments for accelerating economic growth for the United Republic of Tanzania. Consequently, the participation of Tanzania in the EAC regional integration process contributes towards Government efforts in reducing poverty and implementing the Vision 2025.

Ministry of East African Cooperation (MEAC) is mandated to coordinate and facilitate the implementation of EAC projects and programmes in the United Republic of Tanzania as well as at regional level. In this regard MEAC facilitates the Public and Private Sector's participation in the EAC integration process in order to exploit social - economic opportunities available in the Community. Furthermore, the Ministry pursues good neighborliness through collaboration with other Partner States on security and defense, good governance, democracy and rule of law. As such the Ministry has a pivotal role in integrating Tanzania in the global economy through regional integration.

In order to effectively implement the Ministerial Mandate and functions, MEAC has prepared a Strategic Plan for the period 2010/2011-2012/2013. The plan takes cognizant of the existing macro economic environment and Tanzania participation in the EAC and other related regional bodies that impact on MEAC operations.

During Financial Year 2008/2009 the Ministry successfully led and coordinated the implementation of EAC projects and programmes. Of particular significance was the launch of the Tripartite process of EAC – COMESA – SADC forums for harmonization of the RECs. The constructions of Arusha – Namanga (105 Km in Tanzania) – Athi River (Kenya). And the construction of the Arusha Namanga Athi River Road project was officially launched by the EAC Heads of States in April, 2009.

Other notable events for the year 2009/2010 include the signing and ratification of EAC Common Market Protocol, the inauguration of the construction of EAC Headquarters in Arusha and initiation of a Policy Framework for EAC Integration, and Food Security and Climate Change.

In the overall EAC made tremendous progress in increasing the volume of intra regional trade under the Customs Union and elimination of Non Tariff Barriers

(NTBs). Also for the past four years MEAC has worked steadfastly to operationalise other areas of cooperation in the EAC Treaty and its Protocols.

A major challenge faced by MEAC is to create awareness to Tanzanian in order to enable them to maximize the utilization of available opportunities in EAC. Accordingly the Ministry through, Communication and sensitization Strategy made every effort to effectively overcome this challenge by formulating sensitization programmes in the mass media, Member of Parliament and to the Members of House of Representatives, Regional and District Local Government leaders and the general public.

Moreover, MEAC endeavors to ***ensure effective participation of Tanzania in building a prosperous EAC while safeguarding the national interest and that of the region as whole.*** With this obligation, MEAC will strive to spearhead the implementation of planned and prioritized activities in line with Government and EAC directives. The long term objective of MEAC is to facilitate utilization of the EAC opportunities in achieving economic growth, good neighborhood, strengthen EAC cooperation and Tanzania integration in the global economy.

Dr. Diodorus B. Kamala (MP)
MINISTER FOR EAST AFRICAN COOPERATION

Statement of the Permanent Secretary

This Strategic Plan (2010/11 – 2012/2013) articulates the Mandate, Vision and Mission of the Ministry of East African Cooperation with the necessary strategies and activities that need to be carried out in order to achieve the planned objectives. It provides rational sequences for systematically implementing the mandate of the Ministry as spelt out in the Presidential Instrument for the establishment of the Ministry, while taking cognizance of the National Vision 2025; National Strategy for Growth and Reduction of Poverty (NSGRP); as well as the Treaty of the establishment of the East African Community (EAC Treaty) and its Protocols.

The Strategic Plan also provides the basis for developing the Medium Term Expenditure Framework (MTEF), and subsequently performance agreements for the employees of the Ministry, which are essential for an effective performance management system.

To ensure that focus is placed on the achievement of the planned objectives, an implementation matrix with performance targets and indicators has been prepared. The indicators will be used for monitoring and evaluating performance at appropriate intervals. The Strategic Plan will therefore, enable the Ministry of East African Cooperation to improve performance in carrying out planned activities and consequently achieve the intended objectives. Heads of Departments and Units are therefore, expected to use this document as a tool to manage their day to day operations. The Ministry will continuously review its operations to facilitate the smooth implementation of this Strategic Plan.

The preparation of this Strategic Plan has been made possible by valuable contributions, made by the Heads of Departments and Units, and Officers in the

Ministry of East African Cooperation. Credit also goes to Dr. David Manyanza who facilitated the process of preparing the Strategic Plan, and to the stakeholders of the Ministry of East African Cooperation for their valuable inputs and comments which significantly improved the Strategic Plan.

Finally, I extend my appreciation to all employees of MEAC, who in one way or another contributed to the implementation of 2007/2008 - 2009/2010 Strategic Plan and the preparation of the Strategic Plan for 2010/2011.

Dr. Stergomena L. Tax
PERMANENT SECRETARY

EXECUTIVE SUMMARY

This Strategic Plan aims at setting out medium-term plan that will guide implementation of MEAC functions during the three years 2010/2011 -2012/2013. The Plan has taken into consideration the past performance and suggests ways of improvement through the key strategic objectives. The improvement is to be brought about by focusing more sharply on effective services delivery, and implementing the critical activities that will ensure success. The Ministerial Medium Strategic Plan 2010/2011 -2012/2013 is divided into five chapters. **Chapter One** presents Introduction to the plan. Historical Background of the East African Community (EAC) is presented in **Chapter Two**. **Chapter three** assesses the Internal environment that include a self assessment and the SWOC analysis. This analysis depicts the strength, opportunities and weakness. The weakness provides room for improving performance, and critical issues to be addressed by the strategic plan. **Chapter Four** gives details of External environment, while **Chapter Five** highlights the

Strategic objectives and the rationale for adopting the objectives, and how to achieve them.

MEAC Strategic Plan also contains the following Tables:

Table 1: Performance assessment

Table 2: EAC exports by country

Table 3: Implementation Status of EAC Treaty and its Protocols

Table 4: MKUKUTA matrix in relation to MEAC functions

Table 5: Stakeholders Analysis

Fig. Log frame Map of MEAC Strategic Plan

Fig. MEAC Organization Structure

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Overview of National Policies

The overall focus of the Plan is in line with the overall national social economic development policy environment. This environment is expressed by the Tanzania Development Vision 2025 and the key strategy for implementing it which is the National Strategy for Growth and Reduction of Poverty (NSGRP) popularly known as MKUKUTA. Both the vision and MKUKUTA focus on promoting economic and social development of the Tanzanian people. In recent years the Government has undertaken various structural and institutional reforms, revised its policies and strategies and established a number of processes aimed at improving services delivery and the general welfare of its citizens. These include amongst others: Public Service Reform Programme (PSRP), legal sector Reform Programme (LSRP), Financial Sector Reform, Local Government Reform Programme (LGRP) and processes such as Performance Management System, Public Expenditure Review (PER) and Medium Term Expenditure Framework (MTEF). These initiatives have impact in planning, budgeting as well as monitoring and evaluation process.

1.1.1 Main purpose

The new Strategic Plan for the period 2010/2011 -2012/13 has been developed to build up upon unaccomplished assignments of the past Strategic Plan. The gaps and lessons would be used while implementing the second strategic Plan. The MEAC Strategic Plan 2010/2011 to 20122013 will direct implementations of the planned and prioritized activities for a three year period. And the overall or objective of undertaking review and development of new Strategic Plan is to accommodate new undertakings that took place while implementing the 1st Strategic plan. Also the SP aims to improve performance and service delivery of the Ministry. In this context, the plan focuses on Objectives and how those objectives can be attained and measured in the context of the emerging situation analysis and stakeholders expectation. Hereby is the highlight of initiatives and notable events that are listed as follows:

- ❖ Enlargement of the EAC after the joining of Rwanda and Burundi July, 2007

- ❖ Expansion of Ministerial organization structure, elevation of one Unit to a directorate, inclusion of Assistants directors,
- ❖ Finalization of EAC Common Market Protocol,
- ❖ Assessment/ Impact derived from the implementation of Customs Union
- ❖ Implementations of various' decisions of EAC Council of Minister and other directives concerning projects and programmes,
- ❖ Involvement of Private sectors and civil societies in EAC Issues,
- ❖ Establishment of EAC Peace and security directorate,
- ❖ Initial consultations on EAC Monetary Union

It is expected that three years of implementing the Strategic Plan should result into positive impact to public, private sector, civil societies and other key stakeholders at large. This takes into account to further liberalize intra-regional trade in goods on the basis of mutually beneficial trade arrangements among the Partner States, promote efficiency in production within the Community and promote economic development and diversification in industrialization in EAC.

1.2 Ministry of East African Cooperation (MEAC)

The Ministry of East African Cooperation was established in 2006, through the Presidential instrument following a decision by Heads of State of the East African Community to establish Ministries solely responsible for EAC Affairs in their Government organization structures aimed at accelerating the region's integration process. The said measure was the Government sign of its commitment towards enhancing EAC regional integration. Consequently MEAC's plays the linkage role between the Government, private sector, CBOs, people and other stakeholders on issues pertaining to EAC regional integration. For that matter MEAC facilitates and coordinates in the country as an overseer of the implementation of the EAC Treaty and its Protocols. Similarly, MEAC facilitates participation of Tanzanians in the emerging market and investment opportunities emanating from the East African Community so that the nationals can enhance their competitiveness and increase production.

In view of this MEAC's main task is to ensure that Tanzania benefits from her participation in the EAC. MEAC Vision and Mission reinforce to have a focused strategic plan that will facilitate to archive and enhance effective participation of Tanzania in the EAC.

1.2.1. Vision

“To have a prosperous Community in which Tanzania benefits socially and economically.”

1.2.2 Mission Statement

“To ensure effective participation of Tanzania in building a prosperous EAC while safeguarding the national interest”

1.2.3 MEAC Core Values

They agreed standards of behavior by which Management and employees wish to conduct business transactions with themselves, their customers, suppliers and other stakeholders. The core values underpin the Ministry’s objectives and represent a code of behavior that will be **demonstrated** to all levels of the Ministry. These core values expected to steer cultural change will provide benchmarks of a culture employees of the Ministry would like to live.

MEAC forecast that at the end everybody walks the talk so that the core values are not mere rhetoric, as result they will not be just a list of statements rather will be reflected in the way the Ministry works. Therefore developed and agreed MEAC core values are listed as follows:

- (i) **Integrity** involves honesty and constructive challenge. This means being open and truthful in all dealings with customers, suppliers, staff and other stakeholders,
- (ii) **Respect** for everyone. Everyone needs respect; treating people the way you would like to be treated without disrespect to authorities,
- (iii) **Empowerment** recognizes that, “for every pair of hands we get a free brain”. The Ministry aims at utilizing the diverse expertise and competencies of its staff through empowerment,
- (iv) **Accountability:** taking responsibility for one’s words and actions. Taking responsibility to perform at required standards. It means participating fully

- in ensuring effective service delivery and demonstrating that through the production of relevant reports and documentation of how expectations by various stakeholders are being met,
- (v) **Customer focused:** all activities undertaken must be clearly aligned or directed by the needs of the customer. It all about understands that everyone is there to serve and not to be served. This will be reflected in the way the Ministry plans, develops its objectives and how it manages performance. Customer focus will be reflected in the way the Ministry works and not in the way the Ministry talks,
 - (vi) **Results oriented:** working in pursuit of achieving set targets and goals which are focused on providing customer service.
 - (vii) **Transparency:** openness and honesty in all undertakings. It means adhering to set regulations and procedures and always working in the best interest of the Ministry.
 - (viii) **Impartial:** providing services without discriminations of any kind. It means making judgment based on facts and maintaining fairness in dealing with staff and colleagues.
 - (ix) **Teamwork:** ability to work collaboratively with others. It means listening more to others and less talking, giving opportunity to others to express themselves through words, ideas and deeds. Team work means being able to deliver together as a team, taking credit and responsibility as a team.
- Getting employees to live these values, MEAC will strive and ensure guidance and support through putting in place the right systems that will promote integration of core values within the operations of the Ministry. It will also require a change management process that will be well coordinated within the Ministry.

1.3 Mandate

The Strategic Plan of the Ministry of East African Cooperation attempt to respond to following Ministry's Mandates:

- Implementation of East African Community Treaty and its protocols.
- Negotiations of East African Customs Union, Common market, and Political Integration.
- Extra-Ministerial Departments and projects under the Ministry.
- Performance improvement and Development of human resources under the Ministry and,
- Government Agencies falling under the Ministry.

1.3.1 Roles and functions

To execute the above mentioned mandate, the Ministry undertakes the following prescribed roles and functions:

- (i) To facilitate, coordinate and monitor the implementation of East African Community Treaty and Protocols;
- (ii) To implement measures towards poverty eradication, provide policy direction and technical guidance to stakeholders in Tanzania;
- (iii) To coordinate and facilitate the implementation of the EAC Projects and Programmes;
- (iv) To facilitate the negotiations of East African Common Market, Monetary Union and ultimately Political Federation;
- (v) To enhance public and private sectors participation in formulation of policies, programmes and strategies;
- (vi) To enhance performance and human resources development for efficient and effective delivery of services;
- (vii) To coordinate government agencies which falls under the Ministry
- (viii) To create Public awareness on EAC affairs.
- (ix) To Harmonize and rationalize the EAC integration process with other Regional economic grouping such as SADC and COMESA; and
- (x) To efficiently and accountably utilize public resources

1.3.2 Key Ministerial objectives

- (i) Provide strategic leadership, guidance, advice, and support for EAC integration
- (ii) Ensure key Institutions and Organs meet the national interests of Tanzania and Other Partner States
- (iii) Enhance awareness and increase active participation of public, private and civil societies stakeholders in EAC integration
- (iv) Ensure timely and effective implementation of EAC decisions, policies and programmes by MDAs and other stakeholders
- (v) Build capacity of MEAC to coordinate effectively the EAC agenda in Tanzania

CHAPTER TWO

2.0 HISTORICAL BACKGROUND OF EAC

2.1 The East African Community (EAC)

Cooperation among the three Partner states (Kenya, Uganda and Tanzania) can be traced back to 1897 with the construction of the Kenya – Uganda railway. The East African Community (EAC). The former EAC collapsed in 1977 due to political differences and the new EAC came into being after the signing of the EAC establishing Treaty in 1999. The Treaty for the Establishment of the East African Community was signed on 30 November 1999 in Arusha. Currently, EAC consists of five Partner states these are Republics of Burundi, Kenya, Uganda, Rwanda and the United Republic of Tanzania.

EAC Treaty is the legal framework that directs EAC operations and this is because most of the EAC resolutions are made by consensus. And its set up in decision making begins with Technical level, Coordination committee, Council of Ministers and SUMMIT. Further the Treaty spells out four phases of EAC regional integration; starting with the Customs union (2005 -2010), Common Market, Monetary Union and ultimately EAC Political federation.

Among the key institutions of EAC includes, the main organs of the EAC are the Summit of Heads of State and Government; the Council of Ministers; the Co-

ordination Committee; Sectoral Committees; the East African Court of Justice, the East African Legislative Assembly; and the Secretariat.

The Summit consists of the Heads of State and Government of the Partner States. Its function is to give general direction and impetus to the achievement of the objectives of the Community. The Summit meets at least once a year to consider the annual progress reports and such other reports submitted to it by the Council of Ministers. It may also hold extraordinary meetings as necessary. The Council of Ministers is the policy organ of the Community EAC.

2.2 EAC Vision, Mission and Objectives of the East African Community (EAC)

Vision of the East African Community (EAC)

To achieve, ***"A prosperous, competitive, secure and politically united East Africa"***.

EAC mission of the East African Community (EAC)

To, ***"Widen and deepen economic, political, social and cultural integration for the purpose of improving the quality of life of the people of East Africa through increased competitiveness, value added production, trade and investment"***.

2.3 Overall objective of the East African Community

Overall objective of the East African Community is to,
"Develop policies and programmes aimed at widening and deepening cooperation among the partner states in the political, economic, social and cultural fields, research and technology, defense, security, legal and judicial affairs of mutual benefits."

EAC Vision and Mission culminate for wealth creation, raising of standard of living of EAC people and promoting the regions' competitiveness at the international level.

The East African Community Treaty stipulates that the Community shall ensure attainment of sustainable growth and development of the partner states by promoting more balanced and harmonious development of the region. Implementation and coordination framework will be based on the principles of Asymmetry, Complementarily, Subsidiary and Variable geometry. The regional organization aims at achieving its goals and objectives through: -

- (i) Promotion of a sustainable growth and equitable development of the region, including rational utilization of the region's natural resources and protection of the environment;
- (ii) Strengthening and consolidation of the longstanding political, economic, social, cultural and traditional ties and associations between the peoples of the region in promoting a people-centered mutual development; enhancement and strengthening of participation of the private sector and civil society;
- (iii) Mainstreaming of gender in all its programmes and enhancement of the role of women in development;
- (iv) Promotion of good governance, including adherence to the principles of democracy, rule of law, accountability, transparency, social justice, equal opportunities and gender equality; and
- (v) Promotion of peace, security and stability within the region and good neighborhood

2.4 EAC Development strategies

The East African Community operates on the basis of a five-year Development Strategy. The EAC Strategy document spells out the policy guidelines, priority programmes and implementation schedules. The EAC strategy emphasizes economic co-operation and development with a strong focus on the social dimension. The role of the private sector and civil society is considered as central and crucial to the regional integration and development in a veritable partnership with the public sector. The 1st EAC dev. Strategy (1997 -2000) was designed to launch East African cooperation. The second EAC Development strategy was for the consolidation and launching of the EAC Customs Union with effect from 1st January, 2005 (2000-2005), the third Development Strategy (2006 - 2010) focused on the key pillars of integration and prioritized intervention areas which include sectors such as energy, infrastructures, education, health, environment, natural resources, agriculture and legal affairs.

2.5 Organs

The EAC Organs consists: Secretariat the executive organ of the Community, East African Court of Justice - EACJ, East African legislative Assembly - EALA, the East African Development Bank - EADB, Lake Victoria Fisheries Organization, and Inter-University Council for East Africa, CASSOA, and Lake Victoria Basin Commission.

CHAPTER THREE

3.0 SITUATION ANALYSIS

3.1 Methodology

One year after its establishment the Ministry prepared its first Strategic Plan for the period of 2007/2008 to 2009/2010. Implementation of this Plan is the base for the preparation of the second MEAC Strategic Plan.

The Strategic Plan for MEAC for 2010/2011 was prepared in accordance with the Medium Term Strategic Planning and Budgeting manual of the united republic Of Tanzania. Preparation of this SP was done in a participatory approach involving Permanent Secretary, All Directors and Heads of Sections and Officers of the Ministry. Besides Ministry's Staff involved collecting views from key stakeholders in Mwanza, Arusha and Dar es salaam. Further MEAC review was made of the formers Vision, mission and core values, assessment of achievements of the previous Strategic Plan, governing external and internal environments in order to determine how they continue to impact on the planning and performance of the Ministry. In Addition reference was made to Tanzania's Vision 2025, MKUKUTA, sector Policies and Strategies, Ruling Party manifesto, Millennium Development Goals -MDGs and PAF Matrix.

3.2 Achievements of the previous Strategic Plan (2007-2010)

Following the established of the Ministry in 2006, a Strategic Plan was prepared for the period of 2007 to 2010. MEAC SP for 2010/2011 compiled an assessment of the implementation of the planned activities of the previous Strategic Plan. This was prepared to determine achievements made, gaps from expectations and lessons learnt. The gaps and lessons were used to shape the preparation of this Strategic Plan. Table1. presents details of the achievements made through the implementation of the first strategy. Notable events are summarized as follows;

- (a) In collaboration with key stakeholders negotiated a number of protocols and agreements
- (b) Steered and finalized the negotiation of the EAC common market whereby the Protocol was signed in November, 2009

- (c) Reviewed the Ministerial Organization structure, the reviewed structure is more enabling and will facilitate the Ministry to discharge its Mandate and functions effectively
- (d) Reviewed the Ministerial strategic plan to suit the EAC Development Strategy and new Organization structure,
- (e) Coordinated the negotiations of framework for Economic Partnership with European Union (EU) and the preparations of EAC –SADC- COMESA Tripartite Free Trade area Road map,
- (f) Finalized the preparatory work and started the construction of the EAC headquarters in Arusha,
- (g) Conducted three stakeholders' sensitization seminars regarding EAC matters,
- (h) Carried out various analyses that facilitated in the preparations of Country positions in collaboration with other stakeholders before and after attending EAC meetings. In this regard the Ministry conducted 180 national stakeholders consultative meetings related to trade, legal, education, infrastructure, peace and security, finance and administration, labor sectors and sub sectors.
- (i) Attended 180 Statutory EAC Statutory Council of Ministers, sectoral meetings at technical level, coordination level, Ministerial level also we participated in SUMMIT of Heads of Partner States,
- (j) Organized a business and trade mission for business people in Tanzania to visit other Partner States. The purpose of the mission was to look for business opportunities, attract investors and promote Dar es salaam as a gateway to East Africa and Central Africa.
- (k) Engaged a consult to undertake evaluation study on the implementation of Customs Union. The task will be accomplished in the FY 2009/2010;
- (l) Payment of EAC Contributions and Office accommodation costs,
- (m) Enhance capacity of the Ministry through capacity building in various fields and other aspects (retooling, training in analytical skills, negotiations, accounts and policy analysis)
- (n) Improving staff competence through implementation of annual training program
- (o) Implementation of National HIV/AIDS awareness strategy

Despite of the achievements made for the financial 2009/2010 and 2008/2009 major challenges experienced by MEAC during the implementation includes:

- ❖ Fluctuation of exchange rate affecting the amount of contribution to EAC and the effect of additional contribution towards Burundi and Rwanda' subscription

- ❖ Limited resources for coordination, monitoring and evaluation on implementation of EAC regional integration agenda
- ❖ Creation of awareness among various stakeholders Tanzania Mainland and Zanzibar
- ❖ Building a base for accurate, consistent and reliable data for reporting purposes
- ❖ the Coordination role

3.3 EAC Customs Union implementation

The first Strategic plan was developed during the implementation period of the EAC Customs Union Protocol (2005 -2010). In this vein an assessment of the extent to which Tanzania benefited from the introduction of the Protocol on Customs Union was conducted by analyzing the volume of trade within the Partner States from 2004 to 2008 **Table 1: amplifies the EAC trade patterns.**

3.3.1 Analysis of imports and exports data

The table below analyzes trade trends for the period of 2004 to 2009 which covered four years of the post and pre- implementation of the Customs Union Protocol. Accordingly, Tanzania indicates that has exported more to Kenya in 2009. Below table shows the flow of exports from Tanzania to other EAC countries.

Table No: 1 : Exports EAC COUNTRIES 2004-2009 (US\$ million)

Country	2004	2005	2006	2007	2008	2009
Kenya	90.08	93.25	103.73	123.41	251.74	183.36
Uganda	55.59	48.72	43.68	46.07	58.73	49.23
Sub Total	145.67	141.97	147.41	169.48	310.47	232.59
Rwanda	7.72	6.92	5.56	17.63	22.19	15.38
Burundi	13.39	12.62	37.98	70.94	20.40	24.13
TOTAL	166.78	160.95	190.95	258.05	353.06	272.10

Source: TRA

3.4. MEAC Performance Overview

TABLE 2: PERFORMANCE ASSESSMENT OF PREVIOUS STRATEGIC PLAN: PLANNED ACTIVITIES VERSUS ACHIEVEMENT MADE

Objective A: HIV/AIDS infections reduced and related services improved			
No.	Expected outputs	Key performance indicators (KPIs)	Achievement made
1	HIV/AIDS work place programmes developed and operationalized by June 2010	<ul style="list-style-type: none"> • Number of HIV programmes held • Level of awareness on HIV/AIDS 	52 staffs were trained and voluntarily screened 2008/2009
2	Identified staff living with HIV/AIDS assisted by June 2009	<ul style="list-style-type: none"> • Voluntarily screening was done to 	
3	Peer education programmes developed and implemented by June, 2010	<ul style="list-style-type: none"> • Number of HIV programmes held • Ministerial committee 	HIV/AIDS committee in place
Objective B: Service delivery, human and financial resource management improved			
	Expected outputs	Key performance indicators (KPIs)	Achievement made
1	Staff welfare framework established and implemented by June 2010	<ul style="list-style-type: none"> • Baraza, Workers council and TUGHE meetings held • Best workers prizes • Increased staff morale 	Best Workers were awarded and participated in May Day 2009 celebrations
2	Anti-corruption internalized and implemented by June 2010	<ul style="list-style-type: none"> • Ethics Ministerial committee 	Ministerial Integrity committee in place
3	Participation of the Ministry in the National day events such as may day, SHIMIWI.	<ul style="list-style-type: none"> • Ministerial team in place 	Attended SHIMIWI 2008/2009 and 2009/2010
4	Training programme prepared and internalized by June 2010	Training programme in place	<ul style="list-style-type: none"> • Staff 36 employees were trained 2008/2009 • 49 senior employees from various institutions were trained on Negotiation skills 2009/2010 • Training of 10 staff on <i>Public</i>

			<p><i>Procurement Acts training conducted by Public Procurement Appeals Authority(PPAA</i></p> <ul style="list-style-type: none"> • 24 employee were trained into various fields (leadership, Policy, Accounting, secretarial and driving course for Financial year 2009/2010
5	Improve registry services by June, 2010		Three registry assistants are attending course for 2009/2010
6	Client Service Charter amended, reviewed and updated	<ul style="list-style-type: none"> • Service charter document 	Service charter document prepared and operationalized February, 2010
7	Personnel recruited from various fields by June, 2009/2010	<ul style="list-style-type: none"> • Number of employees recruited and the Filled Vacant posts 	<ul style="list-style-type: none"> • 30 employees were recruited 2008/2009 • 12 vacant post were filled 2009/2010 including Assistant directors, Researcher, administrator, accountant personal secretaries and a driver
8	Functions and organization structure of the Ministry reviewed by 2008/2009	<ul style="list-style-type: none"> • Reviewed Organization structure 	April, 2009 Organization structure was reviewed and operationalized 2009/2010
9	Induction course conducted	<ul style="list-style-type: none"> • Training programme • Trained newly staffs 	<ul style="list-style-type: none"> • 36 staff were trained on induction course
10	Various renewed systems both monetary and non monetary developed by June, 2010	<ul style="list-style-type: none"> • Framework developed • Number of employees rewarded 	Best worker s were rewarded May, 2008 and 2009
11	Administrative services provided annually	<ul style="list-style-type: none"> • Efficiency and effectiveness in performance • Timeliness in delivering services 	Retooling the departments, staff entitlement paid (leave, EDA, Moving expenses, utilities)
<i>Objective B: Service delivery, human and financial resource management improved</i>			
1	Internal control mechanisms strengthened by June 2010	<ul style="list-style-type: none"> • Clean audit reports • Reduced number of complaints by the 	Ministerial Committee in place and operationalized Reports prepared and

		public	submitted on time
2	Internal and external audit queries attended timely		Financial report finalized on time, MEAC got clean report
3	Financial transactions and reports prepared timely by 2010		
4	Trained (5) five staff in accounting fields	<ul style="list-style-type: none"> awards Efficiency and effectiveness in performance 	Three staff attempted CPA exams
Objective B: Service delivery, human and financial resource management improved			
1	Gender programme mainstreamed into Ministerial plans by 2009	<ul style="list-style-type: none"> Gender focal person Gender report 	40% Increase of the level of awareness on gender issues and two training session were conducted
2	Policies, plans, budget, programmes and performance reports coordinated and prepared annually.	<ul style="list-style-type: none"> MTEF Book Quarterly Performance report 	<ul style="list-style-type: none"> Timely presentation budget book annually Performance report prepared and submitted to relevant authority
3	Ministerial Budget Speech coordinated and prepared .Parliamentary sessions attended annually	<ul style="list-style-type: none"> Ministerial Budget Speech Parliamentary Committee reports 	Ministerial budget and Parliamentary Committee report were prepared on time
4	Ministerial web site designed and operationalized by December 2008	Web site operational	Web site reviewed and operationalized December, 2008
5	LAN and WAN installed and operationalized by June 2008	LAN and WAN	LAN and WAN operational
6	Ministerial database established and periodically updated by June 2010	Ministerial data base on EAC issues	M&E framework underway
7	Ministerial legal matters attended by June 2010	Legal reports	Legal advices provided, Various MOU, Protocol signed (Kiswahili, Common Market)
Objective C: Tanzania's participation in the EAC and other regional bodies enhanced			
	Expected outputs	Key performance indicators (KPIs)	Achievement made
1	EAC contribution paid annually (2008/2009,	Payment of EAC Contribution	Contribution paid on time

	2009/2010)		
2	Participate in EAC Statutory meetings (Working groups, sectoral, Coordination committee, Council and Summit) annually)	EAC Reports	EAC protocol signed
3	Laying foundation for Agricultural Development and food security	EAC report	<ul style="list-style-type: none"> • A first draft of a detailed action plan to address food security issues in the region was completed in October, 2008
3	Public private sector awareness programmes on investment and productive sectors formulated and implemented by December 2009	Ministerial reports	<ul style="list-style-type: none"> • Facilitated establishment of Friends of EAC – Tanzania business Forum • Established Business forum field visit on EAC Countries
4	Public private sector awareness programmes on social and economic infrastructure formulated and implemented by December 2009	<ul style="list-style-type: none"> • Number of reports received from MDAs • Increase in export of goods and services into the EAC market 	<ul style="list-style-type: none"> • Kiswahili Protocol signed • criteria for the Health Commission were identified and agreed upon, • 30 Business people participated in business trip to exchange business experience
6	EAC Projects and Programmes coordinated and monitored annually by June 2010	EAC projects reports	4 (four) Monitoring visits were conducted 2008/2009 (Mtwara, Entebe (CASSOA), Lake Victoria Basin, Tanga Hololo
7	EAC Development Strategy 2006-2010 mainstreamed into sector Ministry's Strategic Plans by June 2008	Projects reports of EAC-Road network and Railway Master Plan	<ul style="list-style-type: none"> • Initial Implementation work of proposed EAC road network (Namanga Athi river, Power master plan Number of reports received from MDAs • Initial proposal of Railway Master plan on standard gauge from

			,Increase in export of goods and services into the EAC market
8	Facilitate and participate in Saba, Nanenane and Jua Kali Trade exhibition by June 2010	Exhibition reports	<ul style="list-style-type: none"> • Increase in awareness to Tanzania business society on the EAC opportunities and challenges • Business participation in the exhibition conducted in Kigali, Rwanda, Nairobi Kenya and Dar es salaam • Increase in export of goods and services into the EAC market
9	Formulate National Common Market implementation strategy by June, 2010	<ul style="list-style-type: none"> • TOR of National Common Market Implementation Strategy • Stakeholders Views report Common Market Implementation Strategy 	<ul style="list-style-type: none"> • Inception Report received February, 2010 final report expected to be accomplished June, 2010
10	Sensitization programmes developed operationalized by 2010	Ministerial Sensitization programme	<ul style="list-style-type: none"> • Increase in awareness to the public at large on EAC affairs • Awareness programmes was carried out to in Mtwara, Ruvuma, Kagera, Tanga and using Media • Sensitization on EAC issues were conducted in all regions of Unguja and Pemba • Convened two awareness seminars to advocate to Members of Parliaments and House of representatives

			Zanzibar on Common Market Issues
11	Negotiating position papers prepared and adopted by the Government by 2009	Position paper report	<ul style="list-style-type: none"> • Conducted Negotiation skills to National high level Task force • Prepared national Position Paper on EAC Common Market
12	Facilitation and finalization of EAC common market by		Signing of EAC Common market protocol November, 2009, completed ratification process In April, 2010
13	EAC Development Fund negotiated and protocol finalized by 2008		EAC Draft Protocol in place
14	EAC Common market negotiated and signed by June, 2010		Common Market Protocol signed November, 2009
	Projects and programmes on social and economic infrastructure for regional implementation formulated by December 2008		
15	Lake Victoria Basin Environment management Project developed and maintained by 2010		<p>First phase of <i>Lake Victoria Environment Management Project LVEMPI</i> was implemented (2005 - 2008.)Achievements</p> <ul style="list-style-type: none"> ❖ 80%Elimination of water hyacinth ❖ Undertake a research on the depth, natural resources available, maintenance by vessel <i>RV Jumuiya</i> on the lake ecosystem ❖ Maintenance of habitat of the people around the lake <p>Victoria (<i>Lake Victoria Environment Management Project II - LVEMP II 2008-2014</i>) aims at <i>Establishing a</i></p>

			<i>cooperative framework for the sustainable management of the shared resources of the Lake Victoria Basin) and December, 2009 SIDA contributed USD 252 million this is for 8 years aims to support maximum and sustainable utilization of the natural resources, reduction of poverty and improvement in the quality of life and environment</i>
16	Education curricular, certification, examination and accreditation harmonized by June 2010		EAC is on the process of undertaking a Study on the Harmonization of EA Education System and Training Curricula and (Mutual Recognition of Academic and Professional Qualifications).
17	EAC Kiswahili Council established and operationalized by June 2008		Tanzania has proposed the Headquarter of the Commission to be in Zanzibar
19	East African Legislative Assembly and court of Justice strengthened by June 2010		Two appellate court were established
20	EAC centers of excellence in social, economic and cultural issues identified and submitted to the EAC Secretariat for consideration by 2008		Partner States have agreed upon TOR for the establishment of Centers of excellencies
21	Defense and security matters in EAC coordinated, monitored and reviewed by June 2010		<ul style="list-style-type: none"> ❖ Armed forces undertook joint activities in Arusha of confidence building and common defense preparedness ❖ Interstate security council was established to

			<p>enhance the pace of decision making within the sector</p> <ul style="list-style-type: none"> ❖ Establishment of the directorate of peace and security is at an advance stage to spearhead the implementation of the EAC regional strategy on peace and security
22	A follow up mechanism on EAC political federation Consultations formulated and implemented by June 2010		EAC Partner states have agreed upon in November, 2009 to establish committee to analyze and identified challenges and fears proposed by EAC citizens concerning EAC Political Federation
23	Conducted field visits on EAC projects and programmes by 2009		MEAC visited Lake Victoria basin Commission and Namanga Athi river
26	EAC Custom Union Protocol implementation evaluated by 2007	TOR	Engaged a consultant, work will accomplished in June, 2010
28	EAC celebrates 10 th anniversary (1999 -2009)		As part of celebration EAC media summit was held, EAC Jua Kali exhibition were held in November, 2009 Arusha

Table 3: Implementation status of EAC Treaty and protocol

Protocols, Communiqué, Policies & Strategies	Opportunities/Directives offered by document	Status of utilization of opportunity (Nil, Low, Moderate & High)	Constraints to opportunity utilization
1. Custom Union Protocol	Trade and investment opportunities <ul style="list-style-type: none"> • Free cross border trade • Remove tariff and non tariff 	Moderate	<ul style="list-style-type: none"> • Non tariff barriers • Inadequate awareness • Low industrial base of Tanzania • Market penetration affected by

Protocols, Communiqué, Policies & Strategies	Opportunities/Directives offered by document	Status of utilization of opportunity (Nil, Low, Moderate & High)	Constraints to opportunity utilization
	barriers		unfriendly local conditions/ procedures/rules <ul style="list-style-type: none"> • Low production • Poor packaging • Low value addition • Inadequate storage facilities Inadequate market information (price, volume, timing etc) <ul style="list-style-type: none"> • Financial constraints
2. Lake Victoria Basin Protocol	Sustainable utilization of lake natural resources <ul style="list-style-type: none"> • Environmental issues • Improve standard of living of local people • Use of resources 	Moderate	<ul style="list-style-type: none"> • Non adherence to Protocol conditions • No penalties in Protocol • Violating territorial boundaries • Inadequate enforcement of environmental law and procedures • Prevalence of water hyacinth
3. Standardization, Quality Assurance, Metrology and Testing Protocol	Harmonization of standards <ul style="list-style-type: none"> • Enhancement of standard of living • Consumer protection • Promotion of trade and investment • Promotion of health, life and property 	Moderate	<ul style="list-style-type: none"> • NTBs (Non tariff barriers) • Non adherence to Protocol conditions • Existence of bodies with similar functions (e.g. TBS, TFDA, Government Chemist) • Limited coverage of regulatory laboratories
4. Civil Aviation, Safety and Security Oversight Agency Protocol	Harmonization of Civil Aviation, Safety and Security Oversight <ul style="list-style-type: none"> • Conformity to agreed standards 	Low	Implementation just starting <ul style="list-style-type: none"> • Inadequate funding • Inadequate management expertise

Protocols, Communiqué, Policies & Strategies	Opportunities/Directives offered by document	Status of utilization of opportunity (Nil, Low, Moderate & High)	Constraints to opportunity utilization
5. Inter University Council for East Africa Protocol	Harmonization of curricula, admission, certification and recognition.	Moderate	<ul style="list-style-type: none">• Non adherence to Protocol• Recognition is a problem

CHAPTER FOUR

4.0 ASSESSMENT OF INTERNAL AND EXTERNAL ENVIRONMENT

4.1 Internal Assessment

The performance of the Ministry is impacted by external and internal environment. In order to complete the identification of issues to be addressed by this Strategic Plan an assessment of both the external and internal operating environments and how they impact on the Ministry was conducted. This assessment identified issues, with respect to the two environments, that the Ministry needed to take into account in its Strategic Plan.

4.2 Assessment of the internal environment

Assessment of the internal environment is about assessing the extent to which the Ministry is geared towards dealing with the emerging issues and challenges. It is about evaluating how the Ministry works, its resources both human and financial as well as facilities. It is also about internal investigation of its own

success and failures. Below is an account of the assessment of the internal environment of the Ministry:

4.2.1 Leadership

The Ministry of East African Cooperation has a leadership that is committed to successful implementation of the Ministry's mandate. It has a participatory leadership that encourages and accommodates employees' views in implementing various activities of the Ministry. The Ministries Workers council has been established to enhanced participation in decision making and leadership.

4.2.3 Structure

The Organization Structure of the Ministry of East African Cooperation was reviewed in December, 2008 through the Public Sector Reform Program Phase II (PSRP II) and one unit was elevated to a directorate, Assistant Director's posts were created to strengthen core departments.

The main functions of each department are now clearly defined. Functional interdependencies and communication relationships among and between departments/units and the Chief Executive Officer of the Ministry are well defined to address effectively the mandates of the Ministry.

In terms of the organizational structure, MEAC has three core Divisions namely; Economic Infrastructure and Social Support Services, Political, Defense and Security Affairs and Trade, Investment and Productive Sectors. Also has two support Divisions which are Policy and Planning and Administration and Human Resources Management and a number of Units.

4.2.4 People

Human resource is the most important resource in the Ministry. In this regard MEAC in order to build its capacity in terms of quantity and quality of personnel needed to implement the functions entrusted to it has developed annual training programme for short and long courses major focus is to develop and improve employees' skills in order to improve service delivery.. Workers council is in place and active, further the Ministry participates full in May Day celebrations and SHIMIWI as part of motivation to workers. Further capacity building in terms of

Human and physical resources reflecting the expansion of the Ministry and EAC Institutions has taken place.

4.2.5 Financial Resource

The Ministry of East African Cooperation Medium Term Expenditure Framework (MTEF) budget allocation for the past three years has been increasing due to an enlargement of the Ministry's organization Structure and increase in the contribution to the EAC Secretariat. Formation of new Institutions has necessitated increase in number of employees in the EAC Institution and the EAC Secretariat which has in turn increased Partner States contributions. New modalities of Partner States Contributions are in the process of being developed. MEAC also prepares departmental Action Plans, cash flows as well as quarterly implementation reports to monitor performance.

4.2.6 Processes

Among others MEAC's key function is to receive and disseminate EAC information to key stakeholders for implementation of EAC Treaty and its protocols. Basically, the Ministry provides three types of service. It coordinates the implementation of programmes and projects of the EAC as well as the implementation of the EAC Treaty and its protocols. Secondly the Ministry disseminates information for awareness rising to enhance the understanding of the EAC and its various aspects as well as provide feedback to the general public and targeted groups about performance and opportunities created. Lastly the Ministry negotiates on behalf of the government and Tanzanians at large to ensure that Tanzania's interests are taken on board in decisions and agreements reached by the EAC. In order to perform its function effectively MEAC has prepared the Client Service Charter. They are notable improvement made by the Ministry including development of Client Service Charter which is open for review annually. This tool facilitates and builds a good foundation to operationalise customer care principles. Also MEAC is finalizing process of internalizing performance management system this aims to strengthening the implementation of the open and objective staff performance review and appraisal system (OPRAS). The Charter outlines the following core values the Ministry upholds:

- Transparency
- Accountability
- Efficiency

- Team work
- Accessibility
- Diligence on duty
- Impartiality in service
- Integrity
- Professionalism
- Honesty

In order to perform this function effectively, MEAC reviewed and operationalized its web site. www.meac.go.tz. Furthermore, information technologies includes having its address that reads ps@meac.go.tz

4.2.7 Policy and Strategies

The Ministry of East African Cooperation coordinate implementation of various EAC protocols, Sectoral policies embedded in the Treaty of the establishing the East African Community. Further the Ministry coordinates the implementation of projects and programs identified in the 3rd East African Development Strategy (2006 -2010) in collaboration with the harmonization with the National Policies and Strategies. Currently the Ministry is in the process of developing of the EAC integration policy, Terms of Reference are in place waiting for final discussion with DIFID. Further, review of EAC development strategy (2006-2010) and the preparation of the New EAC Development strategy are underway. EAC Development Strategy spells out prioritized areas of EAC Countries. Among others they include; agriculture, trade, infrastructure, energy, environment, tourism, education, health, peace, defense and security.

4.2.8 Service Delivery Survey [SDS]

Service delivery survey is about the perception of the public on the service delivered by the Ministry of East African Cooperation. So far, no survey has been done on the service delivery exercise, but information provided here base on perceptions, opinions and comments gathered from employees and the general public. These perceptions are grouped into two categories; Internal and External:

4.2.9 Internal

Perception from employees on services rendered by the Ministry on general performance at departmental and unit level are moderate and satisfactory.

4.2.10 External

The perception of key stakeholders (Public and private) is not satisfactory especially on the matter of disseminating the Information at the right time and undertaking rigorous awareness creation on EAC issues.

4.3. SWOC Analysis

The Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis is presented within the context of assessing the external and internal environments. Strengths and weaknesses refer to MEAC its internal environment and for the opportunities and challenges refer to MEAC external environment.

4.4 Opportunities and challenges

Starting with the external environment major opportunities for economic and social development of the Tanzanian people are offered by the EAC Treaty through implementation of its Protocols for Customs Union and Common Market. The coming into existence of the CU and CM Protocols means that there is a potentially increased market for Tanzanian goods and employment opportunities for Tanzanians. Another opportunity is the change in the national social economic policy from a government controlled economy to a market economy. This liberalization of the economy has meant that more people are involved in economic activities and that it is now the private rather than the public sector which drives the economy. With liberalization, the business community should be more inclined to jump onto the opportunities created by and through the EAC.

MEAC's main role is coordination; in this regard MEAC requires strengthening its coordination role. Information dissemination is Ministerial immense challenge for the reason that it involves not only disseminating the information but identifying various key and target groups, determining their information needs, determining the most appropriate means of disseminating the information as well as getting feedback to the progress made. This includes the level and extent of awareness and the impact made by such awareness. Further another challenge is facilitate and influence active participation of the private sector and civil societies in utilizing available and possible opportunities.

4.5 Strengths and weaknesses

In terms of strengths the Ministry has committed Management and staff. The staffs are hard working as exemplified by staff often working beyond normal working hours. Most of the staff have the required basic qualifications but need to develop performance related competencies. The Management too has a high level of commitment and both Management and staff have high work morale. Other strengths include adequate provision of computer facilities and good rented office premises. MEAC overall SWOC analysis is summarized as follows:

SWOC ANALYSIS

<p>Strengths:</p> <ul style="list-style-type: none"> • Committed Management and staff • Staff have basic qualifications and experience • High Management and staff work morale • Staff provided with computers • Good and conducive offices and premises 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Inappropriate organization structure • Inadequate performance management system • Lack of open and objective staff performance appraisal system • Staff lack specific skills for carrying out their assigned duties • Lack of performance based culture • Core values are currently not adequately reflected in the operations of MEAC
<p>Opportunities:</p> <ul style="list-style-type: none"> • National policy of social economic development based on market economy • EAC Treaty and Protocols • Potentially larger market for Tanzanian good • Potentially increased employment opportunities for Tanzanians • Political stability • Support from Development Partners and Multilateral financial Agencies 	<p>Challenges:</p> <ul style="list-style-type: none"> • Very low level of awareness about the EAC and its opportunities • Low agricultural productivity • Low awareness by farmers of opportunities • Low industrial production • Low capacity utilization of Tanzanian industries • Inadequate coordination of various players by MEAC • Lack of organization by farmers to take advantage of EAC opportunities • Lack of reliable mechanisms for identifying market needs in the region and disseminating the

information

- So far Tanzania utilizing only one market, Kenya which is a traditional market.

4.6 Critical issues

From the environmental assessment the following issues have been identified:

- Weak implementation of EAC Protocols, agreements and programmes
- Weak implementation coordination
- Inadequate involvement of other players such as Business Community, NGOs, Farmer Associations, Farmers Cooperatives etc
- Inadequate integration of EAC activities into plans of MDAs, PMO-RALG and NGOs and other players
- Inadequate assessment of impact of performance
- Lack of Ministerial Database
- Inadequate awareness by the general public and key players about EAC and opportunities generated by EAC
- Inadequate information provision and feedback on performance
- Existence of Non Tariff Barriers (NTBs)
- Inadequate knowledge about EAC market by Tanzanian business community
- Inadequate collection of views and feedback on negotiations
- Inadequate use of data and information in negotiations
- Lack of staff performance appraisal
- Inadequate implementation of NACSAP II
- Lack of organization by farmers to take advantage of EAC opportunities
- Lack of reliable mechanisms for identifying market needs in the region and disseminating the information

4.7 Assessment of the External environment

The external environment is the environment external to the Ministry but impacting on its performance. MEAC external environment includes Government Policies, the East African Community Treaty and key stakeholders other regional bodies such as EU, AU, COMESA and SADC who are among the key players or beneficiaries and who have certain expectations from the Ministry. Government Policies that have impact to the performance of the Ministry are highlighted as follows;

4.7.1 National Policies analysis

(a) Tanzania Development Vision 2025¹ and MKUKUTA²

The overriding Government Policy on social economic development to which every Ministry must address itself to is the Tanzania Development Vision 2025 (TDV 2025) and its implementation strategy; the National Strategy for Growth and Reduction of Poverty (NSGRP) or popularly known by its Kiswahili acronym as MKUKUTA.

According to TDV 2025, the vision of Tanzania by the end of 2025 is a nation imbued with the following attributes: Three principal objectives of the Vision are:

- Achieving quality and good life for all;
- Good governance and the rule of law; and
- Building a strong and resilient economy that can effectively withstand global competition.

In the course of implementing its mandate MEAC's mission is in line with the attainment of the three principle objectives of MKUKUTA and Vision 2025. MKUKUTA, is the overall strategy for realizing TDV 2025

currently MKUKUTA is under review to develop MKUKUTA II is being implemented under three clusters of issues namely Growth and Reduction of Income Poverty, Improvement of Quality of Life and Social Well Being and Governance and Accountability. MEAC through its roles and functions contribute through its coordinating obligations.

Table 4 is an extract of the MKUKUTA Matrix showing the areas where MEAC's contribution is expected to focus on while executing its functions..

¹ The United Republic of Tanzania. The Tanzania Development Vision 2025.

² The United Republic of Tanzania, Vice President's Office (2005). National Strategy for Growth and Reduction of Poverty.

Table 4: An extract of the MKUKUTA matrix showing areas where MEAC is involved

CLUSTER 1: GROWTH AND REDUCTION OF INCOME POVERTY			
BROAD OUTCOME:			
1. Broad based and equitable growth is achieved and sustained			
Operational target	Sub category	Cluster strategies	Sectors or areas of collaboration
1. Macro-economic stability maintained	Exchange rate /Balance of Payments	1.1.2 Strive to reduce deficit in the current account of the Balance of Payments (increase exports substantially in relation to imports with a view to reducing aid dependency and debt).	Monetary, Trade, production, economic diplomacy
		1.1.3 Encourage public - private sector partnership to invest in business training, export and domestic marketing. Also, training in quality assurance and establish modern quality - testing centers and laboratories.	Investment, Trade, Training, production economic diplomacy,
		1.1.4 Upgrade and develop new capabilities in order to maintain the growth of domestic markets and exports and promote specialization in dynamic exports and encourage increased competitiveness.	Investment, Trade, Training, production economic diplomacy,
		1.1.5 Make trade more inclusive through facilitating expansion of a wide range of enterprises especially SMEs in exporting activities.	Investment, Trade, Training, production economic diplomacy,
		1.1.6 Promote trade and advocate for fair and inclusive globalization; build capacity to provide trade services to tap into global production, outsourcing and marketing networks, enhance export guarantee mechanisms.	Trade, Regional / International cooperation
		1.1.7 Build human capacity in trade negotiations; harmonize standards and improve customs procedures;	Trade, Financing, SMEs, economic diplomacy

		enhance on-going initiatives on increasing access for women to local, regional and global markets	
		1.1.8 Promote transparent trade in natural resources (forestry, fisheries, wildlife, agriculture) based on sustainable use principles, and promote measures to eliminate illegal trade in natural resources.	Trade, Natural, resources, Revenue, economic diplomacy
		1.1.10 Maintain official reserves of at least 6 months worth of imports.	Trade, Production, Infrastructure, economic diplomacy
		1.1.12 Deepen financial sector reforms in order to attain deposit rate that encourages savings, and lending rate which lowers the cost of borrowing (narrowing spread, hence encouraging investment)	Reforms, Investment , economic diplomacy
		1.1.13 Reduce external debt to sustainable levels (50% of GDP or less)	External debt , economic diplomacy
2. Reduced unemployment from 12.9 % in 2000/01 to 6.9% by 2010 and address underemployment in rural areas	Employment	1.2.1 Implement investment strategies that promote employment creation and promote self employment.	Employment creation , economic diplomacy

(b) National Policy on HIV-AIDS³

MEAC Strategic plan took cognizant of joining hands with the Government efforts of implementing National Policy on HIV/AIDS in combating HIV/AIDS at the work place. In this regard through this Strategic plan; MEAC will develop workplace programmes and operationalized, conduct staff awareness on VCT and assist staff living with HIV /AIDS.

(c) National Anti-Corruption Strategy and Action Plan (NACSAP) II⁴

³ The United Republic of Tanzania, Prime Minister's Office (2001). National Policy of HIV/AIDS.

⁴ The United Republic of Tanzania, President's Office (2008). The Enhanced National Anti-Corruption Strategy and Action Plan (NACSAP II) 2008-2011.

NACSAP II makes the following national anti-corruption policy statement, "Corruption in public life undermines good governance and economic growth, distorts national development and retards the general welfare of citizens; particularly the poor and the vulnerable society. Considering these ill effects, the Government of Tanzania will maintain zero tolerance for all acts of corruption; petty or grand, in the use of state resources, create public awareness and engage all stakeholders in preventing and combating the vice".

Of the six thrusts NACSAP II focuses on, one is about improving and strengthening public service delivery and another is fostering transparency, integrity and accountability in the conduct of public service to which NACSAP II Goal 2 is pertinent. Goal 2 is to, "**Strengthen anti-corruption mechanisms at all MDAs**". According to NACSAP II, this goal is to be achieved through implementation of the following activities:

- Develop monitoring and reporting system for Integrity Committees
- Establish complaint handling mechanism and link with Integrity Committee
- Educate staff on the Public Procurement Act and monitor compliance
- Conduct mid year and end of year review workshops
- Strengthen Client Service Charter.

This Strategic Plan takes into account these activities. MEAC have gone further by established and operationalized Integrity committee, conducted capacity building to MEAC staffs as well as having in place the Suggestion box.

(d) Kilimo Kwanza Resolution

In 2009, the Government resolved to embark on Kilimo Kwanza as Tanzania's Green Revolution to transform its agriculture into a modern and commercial sector. The Ministry will coordinate and collaborate with agricultural sectors in the country to implement EAC Agricultural Policy and Action plan to address food security issues. In view of this MEAC has prepared the work plan to implement the national agenda; Kilimo Kwanza.

4.7.2 The East African Community Treaty

The East African Community (EAC) Treaty is the legal framework that guides the EAC regional integration. The Treaty states the overall objective of the East African Community as to, "*Develop policies and programmes aimed at widening and deepening cooperation among the partner states in the political, economic,*

social and cultural fields, research and technology, defense, security, legal and judicial affairs of mutual benefits”.

In line with the stated objective EAC Partner States aims to archive economic , social and political benefits towards implementing the EAC Treaty and its protocols. MEAC as well coordinate and facilitate implementation of EAC regional integration EAC Treaty is the legal framework towards implementation of EAC operations further has spells out phases of EAC integration. These includes: Customs Union, Common Market, Common Currency and ultimately political federation.

4.8 Stakeholders analysis

4.8.1 Stakeholders’ Views

Stakeholders’ views were also collected on the utilization of opportunities offered by the implementation of the EAC Customs Union Protocol which had been in operation for five years. Views were obtained from stakeholders in Dar es Salaam, Mwanza and Arusha. Owing to their location and nature, these places were considered to have a higher potential for interaction in the EAC market than many other parts of the country and as such gave a better indication of extent of the utilization of EAC opportunities.

4.8.2 Stakeholders analysis

Results of an analysis of stakeholders to get their expectations and what effect there would be, if their expectations were not met, is presented as Table 5. The Table shows an overwhelming expectation for information sharing and dissemination among stakeholders. Stakeholders need to be informed, need to be aware of what progress is being made, what opportunities are being created, how Tanzania is utilizing such opportunities etc in order to continuously appreciate and see the value of the EAC as well as be able to fully participate in utilizing any opportunities created. Stakeholders also expect to be provided with information and advice coming out of monitoring and evaluation exercise carried out or commissioned by MEAC so as to enhance their performance. Also various stakeholders need to be coordinated and for their views taken on board during negotiations for the development of Protocols, agreements, projects and programmes..

In the application of its mandate the Ministry works with various stakeholders who could be broadly categorized into Public, private, Development partners and Civil societies. Table 5 below indicates the list of Stakeholders and their expectations.

Table 5: Stakeholders analysis

No	Stakeholders	Service delivered to stakeholders	Stakeholders' expectations	Effects of not meeting expectations
1	Central Ministries	<ul style="list-style-type: none"> • Provision of technical advice on EAC • Dissemination and sharing of information ON EAC • Coordinating effective implementation of EAC Protocols, laws, projects and programmes • Negotiations on behalf of the respective Ministries in EAC 	<ul style="list-style-type: none"> • Technical advice • Information sharing and dissemination • Advice on policy harmonization and coordination • Coordinating Ministries to provide their views and information for negotiations regarding their respective areas • Regular and timely feedback 	<ul style="list-style-type: none"> • Poor implementation of programmes and projects • Poor reporting and information • Erosion of confidence of the Community • Non achievement of objectives and targets of regional Integration • Mismatch of priorities and Misallocation of resources
2	Sector Ministries	<ul style="list-style-type: none"> • Information sharing and dissemination • Identification of areas of cooperation • Leading the delegation in negotiations • Coordinating effective implementation of EAC Protocols, laws, projects and programmes 	<ul style="list-style-type: none"> • Technical advice • Information sharing and dissemination • Advice on policy harmonization and coordination • Coordinating Ministries to provide their views and information for negotiations regarding their respective areas • Regular and timely feedback 	<ul style="list-style-type: none"> • Poor implementation of programmes and projects • Poor reporting and information • Erosion of confidence of the Community • Non achievement of objectives and targets of regional Integration • Mismatch of priorities and Misallocation of resources
3	Civil Society Organizations	<ul style="list-style-type: none"> • Information sharing and dissemination 	<ul style="list-style-type: none"> • Regular and timely feedback • Coordinating CSOs 	<ul style="list-style-type: none"> • Poor implementation of programmes and projects

No	Stakeholders	Service delivered to stakeholders	Stakeholders' expectations	Effects of not meeting expectations
		<ul style="list-style-type: none"> • Collection views on areas of cooperation 	<p>to provide their views and information for negotiations regarding their respective areas</p> <ul style="list-style-type: none"> • Gender mainstreaming • Good governance • Collaboration and advocacy • Improvement in people welfare 	<ul style="list-style-type: none"> • Poor participation of CSOs in mobilizing public awareness • Erosion of confidence of the Community • Non achievement of objectives and targets of regional Integration
4	Financial Institutions	<ul style="list-style-type: none"> • Information sharing and dissemination • Coordinating effective implementation of EAC Protocols, laws, projects and programmes 	<ul style="list-style-type: none"> • Regular and timely feedback • Coordinating Financial Institutions to provide their views and information for negotiations regarding their respective areas 	<ul style="list-style-type: none"> • Poor implementation of projects and programmes • Erosion of confidence and interest of the Community • Failure to meet EAC objectives
5	Employees	<ul style="list-style-type: none"> • Information sharing and dissemination • Funding to do their work • Capacity building to enhance their performance • Leadership 	<ul style="list-style-type: none"> • Regular and timely feedback • Funding to do their work • Capacity building to enhance their performance • Gender mainstreaming • Good governance • Empowerment to make certain decisions • Improvement in welfare including social security, sports and HIV/AIDS awareness 	<ul style="list-style-type: none"> • Poor staff morale • Poor achievement of targets and objectives
6	Parliament	<ul style="list-style-type: none"> • Information 	<ul style="list-style-type: none"> • Regular and timely 	<ul style="list-style-type: none"> • Lack of political

Strategic Plan for the Period of 2010/11 to 2012/13

No	Stakeholders	Service delivered to stakeholders	Stakeholders' expectations	Effects of not meeting expectations
		<ul style="list-style-type: none"> • sharing and dissemination 	<ul style="list-style-type: none"> • feedback • Accountability • Efficient and cost effective delivery of services 	<ul style="list-style-type: none"> • support • Less funding approved for EAC activities
7	Private sector	<ul style="list-style-type: none"> • Information sharing and dissemination • Provision of market information • Coordinating the private sector to provide their views and information for negotiations regarding their respective areas • Coordinate provision of conducive policy environment 	<ul style="list-style-type: none"> • Regular and timely feedback • Representation of their views in negotiations • Consultations to facilitate negotiations • Trade facilitation 	<ul style="list-style-type: none"> • Low level of utilization of opportunities • Resentment of the EAC • Failure to meet EAC Treaty objective
8	Tanzanian High Commissions in partner states	<ul style="list-style-type: none"> • Information sharing and dissemination 	<ul style="list-style-type: none"> • Regular and timely feedback • Representation of their views in negotiations • Consultations to facilitate negotiations 	<ul style="list-style-type: none"> • Poor participation of high commissions in providing market information • Poor understanding of Tanzania's opportunities in partner states
9	Academic institutions	<ul style="list-style-type: none"> • Information sharing and dissemination. • Coordinating academic institutions to provide their views and information for negotiations regarding their 	<ul style="list-style-type: none"> • Regular and timely feedback • Representation of their views in negotiations • Consultations to facilitate negotiations 	<ul style="list-style-type: none"> • Curricula not developed to meet needs of the EAC • Poor implementation of Common Market Protocol • Low competitiveness of Tanzanians in the EAC labor market

Strategic Plan for the Period of 2010/11 to 2012/13

No	Stakeholders	Service delivered to stakeholders	Stakeholders' expectations	Effects of not meeting expectations
		respective areas		
10	Partner States	<ul style="list-style-type: none"> • Information sharing and dissemination. • Monitoring and Evaluation of projects and programmes and providing advice as appropriate (information). • Ensuring effective participation in EAC Affairs 	<ul style="list-style-type: none"> • Effective participation in the EAC affairs • Implementation of Protocols, Laws, Projects and Programmes 	<ul style="list-style-type: none"> • Poor economic development • Erosion of confidence of the Community • Non achievement of EAC strategies and objectives.
11	EAC Secretariat	<ul style="list-style-type: none"> • Information sharing and dissemination • Provision of Technical advice e.g. TWG. 	<ul style="list-style-type: none"> • Regular and timely feedback • Effective participation in the EAC affairs • Timely submission of EAC contributions • Effective coordination of compliance of EAC decisions and directives 	<ul style="list-style-type: none"> • Delays in implementing EAC projects and programmes • Non achievement of EAC strategies and objectives
12	Media	<ul style="list-style-type: none"> • Information sharing and dissemination. 	<ul style="list-style-type: none"> • Regular and timely feedback 	<ul style="list-style-type: none"> • Low level of sensitization and awareness • Distortion of EAC affairs to the public • Public resentment of the EAC
13	Tanzanian people	<ul style="list-style-type: none"> • Information sharing and dissemination. 	<ul style="list-style-type: none"> • Regular and timely feedback 	<ul style="list-style-type: none"> • Low level of public participation in EAC activities • Low level of public awareness of EAC • Public resentment of the EAC

Strategic Plan for the Period of 2010/11 to 2012/13

No	Stakeholders	Service delivered to stakeholders	Stakeholders' expectations	Effects of not meeting expectations
				<ul style="list-style-type: none">• Failure to achieve EAC Treaty Objective.

CHAPTER FIVE

5.0 THE STRATEGIC PLAN

5.1 Purpose and Strategic Objectives and Goals

SWOC analysis, stakeholder's expectation and environment assessment of MEAC are of use in developing Ministerial strategic objectives, initiatives for improvement. Further MEAC Vision and Mission facilitate achievements of the expected results from the Community. These positive results are at the heart of safeguarding and enhancing the development of the Community. This is what the Ministry will continue to work for.

Vision

To have a prosperous Community in which Tanzania benefits socially and economically.

Mission Statement

To ensure effective participation of Tanzania in building a prosperous EAC while safeguarding the national interest.

Strategic goals

MEAC strive to coordinate and act as a focal point on all EAC matters in Tanzania and aims to promote Tanzania's interest in pursuit of East African Integration.

Among others MEAC will continue to priorities on the following

- ❖ Coordinate and facilitate participation of public , private and civil societies
- ❖ Public awareness on EAC regional integration
- ❖ Harmonization of EAC Policies and Programmes
- ❖ Promote EAC-SADC-COMESA policies for free trade area
- ❖ Monitor and promote EAC project and programmes implemented in the country
- ❖ Strengthen monitoring and evaluation of EAC Treaty and its protocols
- ❖ Facilitate Capacity building

5.2 Underlying logic of the Plan

All the issues identified in the performance assessment, environmental analysis and SWOC analysis were further analyzed to discern the Goal, Purpose and

Strategic Objectives of the Plan. The analysis was undertaken using LFA. The Logical Framework Approach is an instrument for objective oriented planning. In the analysis the problems were clustered according to relatedness and arranged according to their cause and effect after which they were converted into an objectives analysis. For each cluster the overall effect gave the strategic objectives below which were the activities to be carried out under this Strategic Plan.

5.3 MEAC Strategic objectives

Strategic objectives are the “**key results**” to be achieved by the Strategic Plan. It is expected that at the end of the three year implementation period, the Strategic Objectives will have been achieved. The results are a description of the services various beneficiaries will receive as a result of implementing the Strategic Plan. The results must directly benefit service beneficiaries, lead to the realization of the Plan’s purpose and contribute to the overall objective. Accordingly, the Plan has the following six strategic objectives:

MEAC STRATEGIC OBJECTIVES

No	Key objectives SP	MTEF
1	Awareness on EAC and utilization of EAC opportunities improved	<ul style="list-style-type: none"> • Sensitization programmes implemented • Participate Nanenane, Jua kali/nguvukazi exhibitions.
2	Implementation of Treat, Protocols, Acts, Directives of Summit, Council & National Policies on EAC improved.	<ul style="list-style-type: none"> • EAC Projects and programmes identified and implemented in Tanzania. • Coordinate and Attend EAC Meetings, technical working groups, , Coordination Committee, sectoral council meetings Ministers and SUMMIT on EAC issues (trade, legal, environment, Finance, peace and security, Education, health)
3	Consideration of National Interests in Negotiations enhanced.	<ul style="list-style-type: none"> • Tanzania positions prepared and effectively negotiated. • Adherence to Government directives during Preparation and participation of National consultations

Strategic Plan for the Period of 2010/11 to 2012/13

		meetings,
4	HIV/AIDS prevalence reduced and performance of MEAC staff improved	Establish and operationalise Workplace programmes to combat HIV/AIDS, promote VCT to MEAC staff
5	Corruption controlled and Gender Equality improved.	<ul style="list-style-type: none">• Effective MEAC Anti Corruption Strategy/ mechanism developed and operationalized• Gender issues mainstreamed.
6	Service delivery, Performance assessment, planning improved through use of data and information	Retooling, Staff entitlements, training, Information technology and systems enhanced

5.4 Strategic objectives and activities to achieve the objectives

Based on critical issues Four Objectives were developed in the Strategic Plan and their strategies to implement them. The Strategic objectives identify the “**key results**” expected to be achieved by the Strategic Plan. The results are a description of the services the beneficiaries will receive as a result of implementing the Strategic Plan. They are for the realization of the Plan’s purpose and contribution to MEAC overall objective. set of issues addressed under each strategic objective and are analyzed in Figure 1 **Log frame map of MEAC Strategic Plan.**

5.5 Overall objective of the 2010/2011 Strategic Plan

The overall objective of the Strategic Plan is to enable Tanzania to achieve **increased economic and social benefits from the EAC**. This is the very reason for implementing this Strategic Plan . SP enable to address the main focus of Tanzania participating in the regional integration. Dissemination of information on time and sensitization will enable Tanzania to maximize utilization of opportunities offered in the Community.

Specifically, the following activities will be carried out in order to achieve this objective:

- a) Develop and implement programmes to raise awareness of the general public, farmers, farmer associations and NGOs dealing with farmers about EAC and opportunities offered,

- b) Develop and implement programmes to raise awareness of the business community, MDAs and PMO-RALG about EAC and opportunities offered,
- c) To undertake adequate preparation before and after EAC Meetings,
- d) Evaluate the implementation of EAC Customs Union Protocol and advise accordingly,
- e) Study lessons from other regional groupings on how Tanzania could improve her participation in the EAC,
- f) Coordinate identification and access to market for Tanzanian products and services in the EAC market,
- g) Liaise with MDAs, private sector and other stakeholders in formulating policies, strategies and implementation programmes for enhancing and developing production and trade,
- h) Undertake research on the implementation of EAC treaty and its protocols, EAC Council decisions and directives,
- i) Continue with sensitizing the Public on EAC opportunities and its challenges
- j) Strengthen, Coordinate and operationalise removal of non tariff barriers

MEAC endeavor to accomplish among others, the creation of awareness to ensure that the Tanzanian people understand what the Community as a whole and in particular the Protocols are about. It is very important for MEAC to keep all the people of Tanzania informed and aware of all developments. This has huge implications in mass and targeted awareness raising and effective participation of the people in implementing Protocols and laws. Secondly, to fully participate and coordinate the gathering of views from key stakeholders for the development of Protocols that takes on board Tanzania's interests. Thirdly, to facilitate the implementation of the Protocols by coordinating Government Ministries, Agencies, NGOs, the Business Community, other specific groups and the general public to play their part. This Strategic Plan addresses itself to these particular issues.

Table 6: Strategic Plan Log frame matrix

Objectives and activities	Verifiable Indicators	Means of verification	Assumptions
Goal: Balanced, harmonious sustainable growth and poverty reduction within the EAC attained.	Proportion of Tanzanians who believe that EAC has increased prosperity	MEAC Monitoring and evaluation reports	The region maintains political stability, peace and security.
	Proportion of Tanzanians who think that Political Federation is possible	MEAC Monitoring and evaluation reports	
	Proportion of Tanzanians who believe in EAC Political Federation	MEAC Monitoring and evaluation reports	
Purpose: Economic and social benefits for Tanzania from EAC increased.	Value of manufactured products exported to partner stated	Monitoring and evaluation reports from MITM	The region maintains political stability, peace and security.
	Value of agricultural commodities exported to EAC partner states	Monitoring and evaluation reports from MITM	
	Value of services exported to EAC partner states	Monitoring and evaluation reports from MITM	
	Contribution of intra EAC trade to Tanzanian economy	BOT reports	
Strategic Objectives: 1. Awareness on EAC and utilization of EAC opportunities improved	Proportion of Tanzanians who know of EAC and opportunities offered by it	MEAC Monitoring and evaluation reports	Funding is available for the planned activities, under this objective, to be carried out
	Proportion of Tanzanian industries exporting products to EAC partner states	Monitoring and evaluation reports from MITM	
	Volume of manufactured products exported to EAC partner states	Monitoring and evaluation reports from MITM	
	Volume of agricultural commodities exported to EAC partner states	Monitoring and evaluation reports from MITM	
	Volume of services exported to EAC partner states	Monitoring and evaluation reports from MITM	
	Number of Tanzanians employed in EAC partner	MEAC Monitoring and evaluation reports	

Strategic Plan for the Period of 2010/11 to 2012/13

Objectives and activities	Verifiable Indicators	Means of verification	Assumptions
	states		
	All non tariff barriers removed	MEAC Monitoring and evaluation reports	
	Support institutions effectively facilitating Tanzanian agriculture and business to access EAC market	MEAC Monitoring and evaluation reports	
		Reports of Implementation Coordination Committees	
2. Implementation of Treaty, Protocols, Acts, Directives of Summit, Council Decisions and national policies on EAC improved	Implementation of Protocols, Acts, Summit Directives and Council decisions proceeds as per approved plans	Quarterly reports	Funding is available for the planned activities, under this objective, to be carried out
3. Consideration of national interests in negotiations enhanced.	Protocols and agreements signed by Tanzania	Signed Protocols and Agreements	Funding is available for the planned activities, under this objective, to be carried out
	Protocols and agreements implemented by Tanzania	Quarterly, semi annual and annual reports	
4. HIV/AIDS prevalence reduced and performance of MEAC staff improved	At least 80% of all staff meet their planned targets and performance standards	Staff performance appraisal reports	Funding is available for the planned activities, under this objective, to be carried out
	Staff complete prioritized activities	Annual reports	
	Financial resources used as per approved work plan and budget	Quarterly, semi annual and annual reports	
5. Corruption controlled and gender equality improved	Capacity of Integrity Committee members built	Quarterly, semi annual and annual reports	
	Monitoring and reporting system developed	Quarterly, semi annual and annual reports	
	Corruption complaint handling mechanism established	Quarterly, semi annual and annual reports	

Strategic Plan for the Period of 2010/11 to 2012/13

Objectives and activities	Verifiable Indicators	Means of verification	Assumptions
Activities by Objectives:			
1. Awareness on EAC and utilization of EAC opportunities improved			
1.1 Develop and implement programmes to raise awareness of the general public, farmers, farmer associations and NGOs dealing with farmers about EAC and opportunities offered	Awareness raising programmes developed and implemented	Quarterly, semi annual and annual reports	Funding is available to carry out the planned activity
1.2 Develop and implement programmes to raise awareness of the business community, MDAs and PMO-RALG about EAC and opportunities offered	Awareness raising programmes developed and implemented	Quarterly, semi annual and annual reports	Funding is available to carry out the planned activity
1.3 Coordinate identification and access to market for Tanzanian products and services in the EAC market.	Awareness raising programmes developed and implemented	Quarterly, semi annual and annual reports	Funding is available to carry out the planned activity
	More market opportunities for Tanzanian products and services identified and availed to Tanzania	Quarterly, semi annual and annual reports	
1.4 Coordinate removal of non tariff barriers	Non tariff barriers removed	MEAC Monitoring and Evaluation reports	Funding is available to carry out the planned activity
2. Implementation of Treaty, Protocols, Acts, Directives of Summit, Council Decisions and National Policies on EAC improved			
2.1 Form and operational EAC Sect oral Implementation Steering Committees	EAC Implementation Steering Committees operational	Minutes of Coordination Committee meetings	Funding is available to carry out the planned activity

Strategic Plan for the Period of 2010/11 to 2012/13

Objectives and activities	Verifiable Indicators	Means of verification	Assumptions
2.2 Coordinate integration of EAC implementation activities into work plans of respective MDAs, PMO-RALG and the private sector	EAC implementation activities integrated in work plans of respective MDAs	Work plans of MDAs	Funding is available to carry out the planned activity
		Minutes of Coordination Committee meetings	
3. Consideration of national interests in negotiations enhanced			
3.1 Conduct studies/surveys to obtain critical information for negotiations	Study reports	Study reports	Funding is available to carry out the planned activity
3.2 Coordinate collection of inputs from stakeholders for use in negotiations	Inputs for negotiations from stakeholders obtained	Documented inputs	Funding is available to carry out the planned activity
3.3 Prepare negotiation papers	Negotiation papers prepared	Negotiation papers	Funding is available to carry out the planned activity
3.4 Conduct negotiations	Negotiation papers submitted to EAC meetings	Negotiation papers	Funding is available to carry out the planned activity
		Participation in EAC meetings	Funding is available to carry out the planned activity
3.5 Prepare for Summit meetings	Summit meetings held	Records of summit meetings held	Funding is available to carry out the planned activity
3.6 Provide feedback to stakeholders on negotiations	Feedback on negotiations provided	Quarterly, semi annual and annual reports	
4.0 Improve service Delivery			
4.1 Review organization structure of MEAC to enhance implementation of Strategic Plan	Revised organization structure with defined departmental roles in place	Revised organization structure available	Funding is available to carry out the planned activity
	Revised job descriptions in	Revised job	Funding is available

Strategic Plan for the Period of 2010/11 to 2012/13

Objectives and activities	Verifiable Indicators	Means of verification	Assumptions
	place	descriptions available to each staff	to carry out the planned activity
4.2 Revise performance management system and staff performance appraisal of MEAC to improve overall staff performance	All staff work with individual work plans with clear performance targets and standard	Individual staff work plans available	Funding is available to carry out the planned activity
	Open and objective staff performance appraisal in place	Document of staff performance appraisal	Funding is available to carry out the planned activity
	Staff appraised for their performance half yearly	Staff performance appraisal reports	
	All staff work on the basis of signed annual performance agreements	Signed staff performance agreements	
	Financial resources allocated as per work plans	Activities with budget allocation are carried out as planned	Funds are provided by Treasury in time
	At least 80% of the staff meet their planned targets	Quarterly, semi annual and annual reports	
4.3 Provide staff training to meet critical performance competence needs	Staff TNA report based on revised organization structure requirements	TNA report	Funding is available to carry out the planned activity
	Number and proportion of staff trained	Quarter, semi annual and annual reports	
	Areas of training are compatible with performance requirements	TNA report	
<i>HIV/AIDS prevalence reduced and performance of MEAC staff improved</i>			
4.4 Raise staff awareness to reduce prevalence of HIV/AIDS and minimize rate of transmission	Number of awareness raising and self education sessions held	semi annual and annual reports	Ongoing activity
	Number and proportion of staff attending HIV/AIDS awareness raising sessions	Quarter, semi annual and annual reports	
	Number and proportion of	Quarter, semi annual	

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Objectives and activities	Verifiable Indicators	Means of verification	Assumptions
	staff taking voluntary testing for HIV/AIDS	and annual reports	
	Materials for awareness raising sessions made available	Library	
4.5 Provide counseling and ARVs to affected staff, spouses and children	Number counseling sessions held for staff, spouses and families	Quarter, semi annual and annual reports	Funding is available to engage professional counselors
	Needing staff provided with ARVs	Quarter, semi annual and annual reports	Funding is available to carry out the planned activity
4.6 Review client service charter to improve accountability on service delivery	Client service charter reviewed	Reviewed Client service charter.	Funding is available to carry out the planned activity
4.7 Coordinate change management to enhance implementation of new management innovations	Staff live MEAC values	The way the Ministry works	Funding is available to carry out the planned activity
5. Corruption Control and gender equality improved			
5.1 Build capacity of Integrity Committee members to enhance their performance	Integrity Committee members trained	Quarter, semi annual and annual reports	Funding is available to carry out the planned activity
5.2 Develop monitoring and reporting system for the working of the Integrity Committee	Monitoring and reporting system developed	Quarter, semi annual and annual reports	Funding is available to carry out the planned activity
5.3 Establish corruption complaint handling mechanism	Corruption complaint handling mechanism established	Quarter, semi annual and annual reports	Funding is available to carry out the planned activity
5.4 Conduct mid year and end of the year workshops to take stock of implementation	Workshops conducted	Quarter, semi annual and annual reports	Funding is available to carry out the planned activity
6. Performance assessment and planning improved through use of data and information			
6.1 Conduct surveys to establish required baselines for all	Baseline information for M e established	Quarter, semi annual and annual reports	Funding is available to carry out the planned activity

Objectives and activities	Verifiable Indicators	Means of verification	Assumptions
the KPIs			
6.2 Develop an M & E plan and re-set achievable targets accordingly	M & E Plan prepared	Quarter, semi annual and annual reports	Funding is available to carry out the planned activity
6.3 Conduct M & E	M & E conducted	Quarter, semi annual and annual reports	Funding is available to carry out the planned activity
6.4 Assess data capture of exports and imports in the EAC with the view to harmonizing and standardizing data collection to improve accuracy	Data collection harmonized and standardized	Quarter, semi annual and annual reports	Funding is available to carry out the planned activity
6.5 Conduct sectoral performance impact evaluation and provide feedback as appropriate	Impact evaluation conducted and feedback provided	Quarter, semi annual and annual reports	Funding is available to carry out the planned activity
6.6 Establish and maintain Ministerial database	Ministerial database established	Quarter, semi annual and annual reports	Funding is available to carry out the planned activity
6.7 Prepare quarterly, mid year and end of year implementation reports	Reports prepared	Reports	
6.8 Prepare end of term implementation report	End of term implementation report prepared		

5.6 Monitoring, Evaluation and Learning experiences

MEAC is underway preparing Monitoring and evaluation framework. The expected framework will facilitate the organization to improve performance in

more efficient and sustainable manner and achieve its objectives, goals, mission and vision.

M&E will be used to trace and analyze the effects of policies by identifying critical factors.

Monitoring and evaluation will be an integral part of implementing the Strategic Plan. MEAC Strategic objectives are highlighted in the Log frame map and Activities that will be implemented under this objective are listed as follows:

- a) Conduct surveys to establish required baselines for all the KPIs
- b) Conduct M & E as per M & E work plan and re-set achievable targets accordingly
- c) Establish and maintain Ministerial database
- d) Prepare quarterly, mid year and end of year implementation reports
- e) Prepare end of term implementation report

5.7 MEAC Work plan

MEAC have developed a work plan that highlights implementation plan of the strategic objectives. Under each objective there are a number of activities planned to be implemented. They have been carefully identified to ensure that they contribute towards the attainment of the MEAC Vision and mission.

On the basis of the objectives and activities, the work plan for the three year period has been developed with indicative achievement targets, KPIs and budget. The estimation for three years in implementing the plan at an average budget of **Tshs 59,688,038,250** per year.

WORK PLAN FORMAT FOR DEPARTMENT OF ADMINISTRATION AND HUMAN RESOURCE MANAGEMENT FOR THE YEAR 2010/2011 – 2012/2013

OBJECTIVE	TARGET	ACTIVITY AND DESCRIPTION	CODE	COST	RESPONSIBLE
A: Services improved and HIV/AIDS infections reduced	1: HIV/AIDS workplace programmes developed and operationalized by June, 2013	A01S01: Conduct staff awareness meeting and VCT annually		34,000,000	DAP
		A01S02: Assist staff living with HIV/AIDS annually		34,000,000	
		A01S03: Peer Education Programmes developed and implemented annually		4,900,000	
		TARGET TOTAL		72,900,000	

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B: Good Governance ensured	1: Effective regulations and mechanisms regarding corruption instituted by June 2013	BO1SO1: Anti-Corruption Strategy and Action Plan (NACSAP strengthened annually)	44,400,000	DAP	
		BO1SO2: Code of Ethic and Conduct strengthen at MEAC annually	24,400,000		
		TARGET TOTAL	68,800,000		
C: Participate in EAC Meetings	1: Participate in all Statutory meetings by 2013	CO1SO1: Participate in 4 Summit, 4 Council, Coordination, Sectoral and Expert Meetings by 2013	393,000,000	DAP	
		TARGET TOTAL	393,000,000		
D: Service delivery, Human Resource Management of the Ministry improved	1: Enhance Staff welfare matters annually by June 2013	DO1CO1: Four Workers Council Meetings conducted annually	51,000,000	DAP	
		DO1CO2: Facilitate Ministry participation in SHIMIWI tournament annually	113,250,000		
		DO1CO3: Facilitate Ministry participation in Public Holidays, Sports BONANZA and Other Sports annually	49,000,000		
			TARGET TOTAL	213,250,000	
	2: Improve capacity of the department to perform its duties effectively and efficiently by June 2013	DO2CO1: Train 50% of staff in various fields short and long courses locally and abroad annually	141,000,000		
		DO2CO2: Conduct induction course for newly recruited staff by June 2011	8,175,000		
		DO2CO3: Recruit newly staff in various posts in the Ministry annually	29,550,000		
		DO2CO4: Facilitates Department working gears annually	91,000,000		
			TARGET TOTAL	269,725,000	
	3: Install and cascade Performance Management System at all levels by June 2013	DO3SO1: OPRAS cascaded at all levels in MEAC by June 2010/2011	47,800,000		
DO3SO2: Registry Services Improved & All records Computerized by June 2011		13,000,000			
DO3SO3: Undertake regular		71,600,000			

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		service delivery/client satisfaction surveys, Monitor feedback, Review and amend Client Service Charter annually		
		TARGET TOTAL	132,400,000	
4: Provide Effective Administration and Human Resource Service by June 2013		DO4S01: Attend Parliamentary session by June 2011	65,200,000	
		DO4S02: Attend Constituency by June 2011	36,000,000	
		DO4S03: Various Rewards Systems both monetary and in kind developed and operationalized by annually.	21,300,000	
		DO4S03: Facilitates entitlement to leaders and staff annually	175,000,000	
		DO4S04: Facilitate administrative services to the department annually	1,061,200,000	
		TARGET TOTAL	1,358,700,000	
5: Functions and Organization Structure of the Ministry implemented by June 2013		DO5S01: Furnish and stock library with necessary requirements annually	45,000,000	
		DO5S02: Contract out non-core services June, 2010/2011	180,000,000	
		TARGET TOTAL	225,000,000	
		GRAND TOTAL SUBVOTE 1001	2,733,775,000	

WORK PLAN FOR DEPARTMENT OF FINANCE AND ACCOUNTS FOR FINANCIAL 2010/2012

OBJECTIVE	TARGET	ACTIVITIES	TARGET COST	RESPONSIBLE
Service Delivery, human and financial management improved.	Financial management system strengthened by June 2013	Receive, control, prepare payment annually	68,300,000.00	CA
		Prepare 4quarterly reports and annual appropriation Account.	83,100,000.00	
		Attend Internal and external Audit Queries annually	71,840,000.00	
		To facilitate Administrative services to the department annually.	97,560,000.00	
		TARGET TOTAL	320,800,000.00	
	Capacity building programs	To train 5 staff on short and long term courses locally and	271,500,000.00	CA

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	developed and implemented by June 2013	abroad by June 2013		
		To participate in ESAAG Conference annually	39,760,000.00	
		To facilitate the department with working tools annually	46,800,000.00	
		TARGET TOTAL	358,060,000.00	
		GRAND TOTAL SUBVOTE 1002	678,860,000.00	

WORK PLAN FOR DEPARTMENT OF POLICY AND PLANNING FINANCIAL YEAR 2010/2011

WORK PLAN FORMAT FOR MEAC STRATEGIC PLAN 2010/2011 – 2012/2013				
OBJECTIVE	TARGET	ACTIVITIES	COST	RESPONSIBLE
C: Tanzania participation in EAC and other regional bodies enhanced	01. Participate in Statutory and other EAC Meetings by June 2013	C01S01: To coordinate and conduct Public awareness seminars in four zones on EAC matters annually	165,500,000	DPP
		C01S02: Ensure EAC contribution effected annually	10,000,000,000	
		C01S03: To coordinate and participate in two summit, four council and eight sectoral council of Ministers responsible for EAC Affairs by annually	250,500,000	
		C01S04: To coordinate and participate eight Technical meeting of Finance, Administration and Statistics annually.	80,800,000	
		C01S05: To conduct two retreats to establish country position on EAC the establishment of EAC Development Fund by June 2011	29,960,000	
		C01S06: To conduct stakeholder Meeting to internalize the 4th EAC Development Strategy 2011 – 2016 by June 2011	15,920,000	
		TARGET TOTAL	10,542,680,000	

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	02. Ensure EAC projects and Programmes are monitored and evaluated by June 2013	C02S01: To monitor and Evaluate EAC Programmes and Projects annually	30,900,000	
		C02S02: To coordinate harmonization EAC Strategies and protocol Vs National policies and Strategies by June 2013	91,500,000	
		TARGET TOTAL	122,400,000	
D: Service delivery ,Human and Financial Resource Management Improved	01.Improve Capacity of the Department to perform its duties effectively and efficiently by June 2013	D01C01: To facilitate Administrative Services to the Department of Policy and Planning annually	82,750,000	DPP
		D01C02: Retool the Department with working gears annually	45,950,000	
		D01C03: To train 3 Staff on long and short courses on Policy and Planning issues locally and abroad by June 2013	103,000,000	
		TARGET TOTAL	231,700,000	
C. Tanzania Participation in EAC and other Regional Bodies enhanced	C01S: Participate in Statutory and other EAC Meeting by June 2013	C01S01: To Prepare and participate in 2 EAC Summit, 4 Council of ministers meetings annually.	95,070,000	
	02.Prepare,Coordinate and implement Sector policies, plans, budget and programs by June 2013	D02S01: To coordinate and Prepare Budget Speech and attend parliamentary Budget Speech annually.	218,500,000	
		D02S02: To coordinate and prepare MTEF and parliamentary committee reports annually	75,250,000	
		D02S03: To coordinate and prepare training on MTEF &	37,400,000	

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		Budgeting process annually		
		D02S04: To mainstreaming crosscutting issues (Gender, Environment) in the Ministry programmes annually	55,800,000	
		D02S05: To finalize and disseminate National EAC policy by June,2011	105,000,000	
		TARGET TOTAL	491,950,000	
		GRAND TOTAL SUBVOTE 1003	11,388,730,000	

**WORK PLAN FOR DEPARTMENT OF TRADE INVESTMENT AND PRODUCTIVE SECTORS
FINANCIAL 2010/2011**

OBJECTIVE	TARGET	ACTIVITIES	TARGET COST	RESPONSIBLE
C. Tanzania Participation in EAC and other Regional Bodies enhanced	C01S: Tanzania participate in EAC and other Regional Bodies enhanced by 2013	C01S01: To coordinate, Facilitate and participate in 4 EAC Summit, Council and Coordination committee annually	272,000,000	DITPS
		C01S02: To Coordinate and participate in 16 Sectoral Council of Ministers and Sub Committee annually	122,570,000	
		C01S03: To Coordinate and participate 24 EAC Expert working groups meetings annually.	167,200,000	
		Target Total	561,770,000	
	C02S: Kick Start preparation for EAC Monetary Union Negotiations by June 2011	C02S01: Coordinate and facilitate negotiations on EAC Monetary Union by June2011	262,600,000	
		C02S02: Initiate a study on Monetary Union position	40,000,000	

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		paper by June,2011		
		Target Cost	302,600,000	
	C03S: Coordinate finalization and implementation of EAC Common Market Protocol by June2011	C03S01: Coordinate ,Facilitate and Attend the Common Market Negotiations by June, 2011	143,000,000,	C03S: Coordinate finalization and implementation of EAC Common Market Protocol by June,2011
		C03S02: Prepare and convene 4 Public and private Stakeholders Workshop for MPs and House of representatives on Common Market Negotiations annually	79,700,000	
		C03S03: Formulate and implement National Common Market implementation Strategy by June 2013.	74,900,000	
		TARGET TOTAL	297,600,000	
	C04S: Review Implementation of Customs Union Protocol by June 2011	C04S01: Evaluation and Implementation of the Fully Fledge EAC Customs Union by June, 2011	92,100,000	
		C04S02: Conduct Stakeholders Meetings on Impacts and opportunities of Customs Union by June, 2011	77,200,000	
		TARGET TOTAL	169,300,000	
	C05S: Coordinate and Facilitate the implementation of EAC Customs Union by June 2012	C05S01: Undertake Field Visits to Monitor (NTBs) annually	67,600,000	
		TARGET TOTAL	67,600,000	

Strategic Plan for the Period of 2010/11 to 2012/13

D:Service Delivery, Human and Financial Resource Management Improved	D01S:Improve Capacity of the Department to perform its Duties Effectively and Efficiency by 2013	D01S01:To train 4 staff in long and short course by June 2013	70,800,000	
		D01S02:Equip Department with working facilities Annually	202,300,000	
		D01S03:Facilitate Administrative Services to the Department of trade annually	245,980,000	
		TARGET TOTAL	519,080,000	
		GRAND TOTAL 1004	1,917,950,000	

DEPARTMENT OF ECONOMIC AND SOCIAL INFRASTRUCTURE WORK PLAN FOR FINANCIAL 2010/2011

OBJECTIVE	TARGET	ACTIVITIES	TARGET COST	RESPONSIBLE
C. Tanzania Participation in EAC and other Regional Bodies enhanced	C01S: Participate in Statutory and other EAC Meeting by June 2013	C01S01: To Prepare and participate in 2 EAC Summit, 4 Council of ministers meetings Annually	95,070,000	DESI
		C01S02: To Coordinate and participate in 18 Sectoral Council of Ministers and Sub Committee Annually	114,600,000	
		C01S03: To Coordinate and participate in 60 EAC Expert working groups meetings annually	108,890,000	
		Target Total	318,560,000	
	C02S: EAC Project and Programs on EISS for regional implementation	C02S01: To Participate in 10 EAC meetings on programs and projects of Infrastructure by	114,380,000	

Strategic Plan for the Period of 2010/11 to 2012/13

	coordinated by June 2013	June, Annually.		
		C02S02: To undertake Eight (8) field visits and 2 evaluation study of the EAC programs and projects implemented in Tanzania by June, 2012 .	77,530,000	
		Target Cost	254,610,000	
	C03S: Public and Private sector Partnership on EAC Integration process strengthened by June 2013	C03S01: To sensitize civil society, NGO's Public sector, Private sector, and to enhance their involvement in the Integration process annually	62,700,000,	
		C03S02: To Sensitize sector Ministries (such as PORALG) on EAC programmes and projects to enhance their involvement in the participation EAC meetings Annually	78,350,000	
		C03S03: To Learn and share experience with EAC Partner States in coordination of projects and programmes of EISS Annually.	104,140,000	

Strategic Plan for the Period of 2010/11 to 2012/13

		Target Cost	182,490,000	
		Objective (C)Total	755,660,000	
D. Service Delivery, Human and Financial Management Improved	1. Improve the Capacity of the Department to perform its duties effectively and efficiently by June 2013.	D01C01: To train 6 staff in long and short term courses by June 2013	76,650,000	
		D01C02: To Facilitate administrative services to the department Annually	181,850,000	
		D01C03: Retooling the Department with working facilities Annually	106,400,000	
		Target Total	364,900,000	
		Objective(D) Total	364,900,000	
		Total Sub Vote 1005	1,120,560,000	

OBJECTIVE	TARGET	ACTIVITIES	COST	RESPONSIBLE

**WORKPLAN FOR THE DEPARTMENT OF POLITICAL, DEFENCE AND SECURITY FOR
FINANCIAL YEAR 2010/2011**

Strategic Plan for the Period of 2010/11 to 2012/13

C. Tanzania Participation in EAC and other Regional Bodies enhanced	1 Participate in Statutory and other EAC Meeting by June 2013	C01S01: To prepare and participate in three Summit, Four meetings of the Council, Four meeting of the Coordination Committee Annually	113,220,000	DPDS
		C01S02: To coordinate and participate in 15 meetings of experts working group on Political, Defense and Security matters Annually	126,576,000	DPDS
		C01S03: To prepare and participate in ten meetings of Sectoral Councils and Sub Committees on Political, Defense and Security matters Annually	66,656,000	DPDS
		C01S04: To conduct four strategic retreats to establish country positions on EAC Political Federation, Protocol on Cooperation in Defense, Protocol on Foreign Policy Coordination and implementation Strategy of Protocol on Peace and Security. Annually	69,400,000	DPDS
		C01S05: To coordinate and attend five sessions of East African Legislative Assembly Annually	71,584,000	DPDS
		Target Cost	447,436,000	DPDS
D. Service Delivery, Human and Financial Management Improved	1. Improve the Capacity of the Department to perform its duties effectively and efficiently by June 2011.	D01C01: To Facilitate administrative services to the department Annually	423,915,000	DPDS
		D01C02: To train four staff in long and short term courses by June 2011	84,600,000	DPDS
		Target Total	508,515,000	
		Total Sub Vote 1006	955,851,000	

SUBVOTE 1007: PROCUREMENT MANAGEMENT UNIT WORK PLAN FOR FINANCIAL YEAR 2010/2011

WORK PLANNING FOR MEAC STRATEGIC PLAN 2010/2011				
OBJECTIVE	TARGET	ACTIVITIES	COST	RESPONSIBLE
D: Service Delivery, Human and Financial Management Improved	01: Improve Capacity of the Department to perform for its duties effectively and efficiently by June, 2013	D01C01: Facilitate Administrative Services to procurement Management Unit Annually	52,780,000	
		D01C02: Train 4 staff in short courses locally and abroad by June , 2012	45,400,000	
		D01C03: Facilitate the Unit with working tools and equipment Annually	3,000,000	
		Target cost	101,180,000	
	02: Procure Goods and Services for the Ministry by June 2013	D02S01: Ministerial Tender Board Meeting attended Annually	73,000,000	
		D02S02: Asset register prepared annually	16,250,000	
		D02S03: Prepare procurement planning for the Ministry Annually	8,360,000	
		Target cost	97,610,000	
		D02S04: Prepare and submit monthly and quarterly reports to respective authority Annually	4,400,000	
		D02S05: To undertake Biannual stocktaking for Ministry asset at DSM, Arusha and Dodoma	10,750,000	
		D02S06: Disposal of Asset for Ministry Annually	7,650,000	
		Target cost	22,800,000	

		Grand Total sub vote 1007	221,590,000	
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SUBVOTE 1008: WORK PLAN FOR THE INFORMATION, EDUCATION AND COMMUNICATION UNIT FOR FINANCIAL YEAR 2010/2011

OBJECTIVES	TARGETS	ACTIVITIES	COST	RESPONSIBLE
C: Tanzania's Participation in EAC and other regional bodies enhanced.	01: Participate in in EAC Statutory Meetings by June 2013	C01S01: To participate in EAC Meetings: Council of Ministers and Summit Annually	57,600,000	IEC
		Target cost	57,600,000	
	02: Public and private Sector awareness on EAC Matters by June, 2013	C02S01: To organize 4Zonal sensitization Workshops / seminars (3 in Tanzania main land and 1 in Zanzibar) on EAC matters annually	43,000,000	IEC
		C02S02: To prepare and participate in Sabasaba, Nanenane and Jua kali Trade Exhibition by June 2013	209,000,000	
		Target cost	252,000,000	
D: Service delivery of the Ministry improved.	01: Improve Capacity of the Department to perform its duties effectively and efficiently by June 2013	D01C01: To train 2 staff in long and short courses by Annually	65,380,000	

Strategic Plan for the Period of 2010/11 to 2012/13

		D01C02: To retool the department with working facilities annually	68,870,000	
		D01C03: To facilitate administrative services to the Department Annually	12,475,000	
		Target cost	146,725,000	
	02:Archevements of EAC and national policies, programs communicated to stakeholders by June 2013	D02S01: To coordinate production of Ministry's publications on MEAC and EAC activities and programmes by June 2011.	504,500,000	
		D02S02: Participate local, Regional and International workshops/ seminars and meetings Annually	50,000,000	
		Target cost	554,500,000	
	SUB VOTE-1008	Grand Total	1,010,825,000	

WORK PLAN FOR FINANCIAL MANAGEMENT INFORMATION SYSTEM UNIT 2010/2011

OBJECTIVE	TARGET	ACTIVITIES	COST	RESPONSIBLE
C: Tanzania's participation in EAC and other regional bodies enhanced	01: Participate in statutory East African Community meetings by June 2013	C01S01: To coordinate formulation of regional e-Government and ICT Frame work Strategy Annually	39,500,006	MIS
		Target Cost	39,500,006	
D: Service delivery, human and financial management improved	01: Effective information and communication system coordinated and operationalized by June, 2013	D01S01: To facilitate the unit with the administrative services annually	37,600,000	
		D01S02: To facilitate the	14,400,000	

Strategic Plan for the Period of 2010/11 to 2012/13

		unit with working tools annually		
		D01S03: Installation of software and Antivirus by Annually	34,200,000	
		D01S04: To train 1 staff in short course abroad and local by June, 2011	25,600,000	
		D01S05: LAN and WAN installation and operationalized annually	75,600,000	
		D01S06: Sensitization of ICT policy, strategy and Acceptable use of ICT annually	25,500,000	
		Target Cost	212,900,000	
Grand total			252,400,006	

SUBVOTE 1010: WORKPLAN FOR THE INTERNAL AUDIT UNIT 2010/11

OBJECTIVE	TARGET	ACTIVITY	ACTIVITY COST	RESPONSIBLE
D. Service Delivery, Human and Financial Resource Management improved	01: Improve Capacity of the Unit to perform its duties effectively & efficiently by June 2013	DO2S04: Train 3 staff on short & Long term courses locally and abroad by June, 2012	42,600,000	CIA
		DO2S05: Retooling the Unit with working facilities annually	8,500,000	
		DO2S06: Participate ESAAG conference annually	23,700,000	
		TARGET COST	74,800,000	
	02: Provide effective Administration and Human Resource	DO1SOI : Facilitate Entitlement to staff and Administrative Services to the Unit annually	64,440,000	

Strategic Plan for the Period of 2010/11 to 2012/13

	Service by June, 2013	TARGET COST	64,440,000	
	03: Internal Control mechanism strengthened Service by June, 2013	D02S01: Undertake routine & special audit assignments to ensure optimal utilization of Government Funds annually	49,960,000	
		D02S02: Prepare audit reports monthly, Quarterly and annually	31,900,000	
		D02S03: Attend PAC and supervise reply of CAG's audit Queries and management letters annually	22,920,000	
		TARGET COST	104,780,000	
C: Tanzania's participation in the EAC and other regional bodies enhanced	01: Participate in Finance & Administration & Other EAC Meetings by June 2013	C01S01: Attend 4 EAC Finance & Administration meetings annually	36,080,000	CIA
		TARGET COST	26,080,000	
TOTAL SUBVOTE 1010 : 270,100,000				

SUBVOTE 1011 THE LEGAL UNIT: WORKPLAN FOR 2010/11

Objective	Target	Activity	Cost	RESPONSIBLE
C. Tanzania	1. Participate in EAC Statutory	C01S01: To coordinate and	72,920,000	LU

Strategic Plan for the Period of 2010/11 to 2012/13

Participation in EAC and other Regional Bodies enhanced	Meeting and other Activities by June 2013	participate in 10 EAC Committees and meetings of experts working group on Legal and Judicial matters by annually		
		C01S02: To participate in 3 Summits, 4 meetings of the Council, 2 meetings of Sectoral Council and 4 meetings of the Coordination Committee Annually	110,220,000	
		Target Cost	183,140,000	
D. Service Delivery, Human and Financial Management Improved	1. Improve the Capacity of the Department to perform its duties effectively and efficiently by June 2013.	D01C01: To train 1 staff in long course and 1 staff in short course Annually	80,366,750	LU
		D01C02: To retool the Unit with working facilities Annually	7,875,000	
		Target Cost	88,241,750	
	2.Ministerial Legal Matters attended by June,2013	D02S01: To provide legal advice Annually	31,250,000	
		D02S02: To	42,740,000	

Strategic Plan for the Period of 2010/11 to 2012/13

		facilitate Administrative Services to the Unit Annually		
		Target Total	73,990,000	
		Total Sub Vote 1011	345,371,750	