



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF NATURAL RESOURCES AND TOURISM

STRATEGIC PLAN
2021/22 – 2025/26

January, 2021

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LIST OF ABBREVIATIONS

AA	Authorized Association
ACC	Accountant
ACGEN	Accountant General
AFWC	African Forestry and Wildlife Commission
APIMONDIA	International Federation of Beekeeper's Associations
APITRADE AFRICA	Organization of Developing Trade of Bee Product
AS	Administrative Secretary
AWHF	African World Heritage Fund
BoQs	Bill of Quantities
BOT	Bank of Tanzania
BRELA	Business Registrations and Licensing Agency
BTI	Beekeeping Training Institute
CA	Chief Accountant
CAG	Controller and Auditor General
CBC	Community Based Conservation
CBCTC	Community Based Conservation Training Centre – Likuyu Sekamaganga
CBO	Community Based Organisation
CCTV	Closed Circuit TV
CEO	Chief Executive Officer
CIA	Chief Internal Auditor
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
COVID-19	Corona Virus Disease-2019
DFoB	Director of Forestry and Beekeeping
DoA	Director of Antiquities
DPP	Director of Policy and Planning
DPMU	Director of Procurement and Management Unit
DRT	Director of Research and Training
DT	Director of Tourism
DW	Director of Wildlife
FCC	Fair Competition Commission
FITI	Forest Industries Training Institute
FTI	Forestry Training Institute
FYDP	Five Years Development Plan
GCA's	Game Controlled Areas
GDP	Gross Domestic Product
GR	Game Reserve
HIV/AIDS	Human Immunodeficiency Virus/ Acquire Immunodeficiency Syndrome
HWC	Human-Wildlife Conflict
IAG	Internal Auditor General
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
ICOMOS	International Council on Monuments and Sites
ICT	Information Communication Technology
IMTC	Inter-Ministerial Technical Committee
IORA	Indian Ocean Rim Association

IPSAS	International Public Sector accounting Standards
JAST	Joint Assistance Strategy
LATF	Lusaka Agreement Task Force
LGAs	Local Government Authorities
LTPP	Long Term Perspective Plan
MATT	Multi-Agency Task Team on Environment Crime
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MEAs	Multilateral Environmental Agreements
MICE	Meetings, Incentives, Conferences and Exhibitions
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
MJUMITA	Mtandao wa Jamii wa Usimamizi wa Misititu Tanzania
MNRT	Ministry of Natural Resource and Tourism
MoFP	Ministry of Finance and Planning
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSP	Medium Term Strategic Plan
NAO	National Audit Office
NCAA	Ngorongoro Conservation Area Authority
NCDs	Non-Communicable Diseases
NCT	National College of Tourism
NFBKP	National Forest and Beekeeping Programme
NGOs	Non-Government Organisations
NMT	National Museum of Tanzania
NSGRP	National Strategy for Growth and Reduction of Poverty
NTAP	National Task-Force Anti-poaching
OPRAS	Open Performance Review and Appraisal System
PAs	Protected Areas
PCD	Paramilitary Coordination Department
PFA	Public Finance Act
PFR	Public Financial Regulations
PO	Project Officer
PPP	Public Private Partnerships
PPRA	Public Procurement Regulatory Authority
PS	Permanent Secretary
PWTI	Pasiansi Wildlife Training Institute
RRT	Rapid Response Team
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SP	Strategic Plan
SO	Supplies Officer
UNFCCC	United Nations Framework Convention on Climate Change
UNWTO	United Nations World Tourism Organization
UAE	United Arabs Emirates
RETOSA	Regional Tourism Organization of Southern Africa
SDGs	Sustainable Development Goals
SITE	Swahili International Tourism EXPO
STI	Science Technology Innovation
SWOC	Strength, Weakness, Opportunities and Challenges
SHIMIWI	Shirikisho la Michezo ya Wizara
TAFORI	Tanzania Forestry Research Institute

TANAPA	Tanzania National Parks
TAWA	Tanzania Wildlife Management Authority
TAWIRI	Tanzania Wildlife Research Institute
TCGs	Tasking and Coordinating Groups
TFS	Tanzania Forest Services Agency
TICAD	Tokyo International Conference of Africa's Development
TIRA	Tanzania Insurance Regulatory Authority
TRA	Tanzania Revenue Authority
TWPF	Tanzania Wildlife Protection Fund
TZS	Tanzania Shilling
TSA	Tourism Satellite Account
TTB	Tanzania Tourist Board
UNESCO	United Nations Educational, Scientific and Cultural Organization
WMAs	Wildlife Management Areas
VGS	Village Game Scout
VNRCs	Village Natural Resources Committees
WCA	Wildlife Conservation Act
WD	Wildlife Division

STATEMENT OF THE MINISTER

The Ministry of Natural Resources and Tourism (MNRT) was established by Government Notice No. 144 of 22nd April, 2016 and its amendment of 7th October, 2017. Through this notice, MNRT was mandated to sustainably manage natural and cultural resources and development of tourism through formulation and implementation of various sector policies. In order to attain its intended goal, the Ministry has been guided by implementation of Strategic Plans.

The Ministerial Strategic Plan (2021/22-2025/26) entails vision, mission, strategies and targets to be implemented to achieve the set objectives. It provides the logical and systematic sequence for implementing its mandate and broad long term national planning frameworks. These include but not limited to; Five Years Development Plan (2021/22- 2025/26), Tanzania Development Vision 2025, and Sustainable Development Goals (2030).

During the implementation of Strategic Plan (2016/17 – 2020/21), several achievements were realized such as; improvement of legal and regulatory frameworks, enhancement of natural and cultural resources conservation, institutional capacity building and stakeholders' participation. Despite of these achievements, the Ministry has been experiencing some challenges including; rapid depletion of natural and cultural resources; increased human wildlife conflicts; inadequate exploration of sector economic potentials, inadequate financial resources, limited infrastructure; low investments and low up-take of new technologies and domestic tourism.

Based on the aforementioned challenges, the Ministry developed a Strategic Plan (2021/22 – 2025/26) which aim at enhancing conservation, management and sustainable utilization of natural and cultural resources; development and promotion of sustainable tourism; and strengthening Ministerial capacity to deliver services. With these intended objectives, the Ministry believes that, all challenges emanating from implementation of the previous plan will be addressed and bring positive results to the sector and the national economy at large.

As this Plan provides us with the roadmap to the future of the sector, I assure the highest cooperation to all stakeholders on the implementation of the plan and I therefore urge all stakeholders to play their part to make implementation of this plan successful.

.....
Dr. Damas D. Ndumbaro (MP)
MINISTER

STATEMENT OF PERMANENT SECRETARY

Tanzania is endowed with abundant natural and cultural resources that can be used for tourism, source of energy, food, medicines, raw materials for processing industries and building. The Ministry of Natural Resources and Tourism (MNRT) is mandated to manage conservation areas including; forest reserves, bee reserves wildlife protected areas and cultural heritage sites of about 32.5% of Tanzania's land surface area.

The Ministry's long term vision on management of cultural and natural resources is guided by its strategic plans. The second strategic plan was developed and implemented from July, 2015 to June, 2021. During the implementation of the plan, several achievements were recorded including among others: increased revenue from TZS 150 to 502 billion; number of tourists from 1,284,279 to 1,527,230; and national parks from 16 to 22. Other achievements include; increased nature forest reserves from 12 to 19; reduction of poaching by 80 percent; infrastructure development within and outside protected areas; and establishment of five (5) forest plantations.

Despite the achievements made, there are some challenges still persisting in the sector including: increased deforestation and forest degradation; low investment in utilization of natural and cultural resources potentials; low productivity of forest plantations and woodlots; low production of bee products; low value addition and diversification of natural and cultural products; illegal utilization of natural and cultural resources; and persistence land use and human wildlife conflicts. Other challenges are inadequate diversification of tourism product; low uptake of domestic and regional tourism; inadequate supporting tourism infrastructure and facilities; persistence deterioration and demolition of cultural heritage resources; and inadequate capacity to deliver optimal services.

The Ministry prepared Strategic Plan (2021/22 – 2025/26) as a tool for addressing those challenges and hence achieving sustainable management of natural and cultural resources and development of tourism.

Ministerial Strategic Plan 2021/22 – 2025/26 was prepared basing on the guidance provided under the National Medium -Term Strategic Planning and Budgeting Manual. The Plan will provide basis for developing Medium Term Expenditure Framework (MTEF) and performance agreements which are key aspects of effective Performance Management System.

The plan has ten (10) objectives, of which eight (8) are core and two are generic. The core objectives aim at enhancing natural and cultural resource conservation, promoting tourism and utilization of economic potentials on natural and cultural resources. The generic objectives intend to reduce HIV/AIDS infections and NCDs and institutionalize good governance practices.

The successful implementation of this Plan will enable the Ministry to achieve all set objectives and hence its vision. Therefore, I promise full commitment towards successful implementation of this Plan.

.....

Dr. Aloyce K. Nzuki

PERMANENT SECRETARY

EXECUTIVE SUMMARY

Tanzania is endowed with abundant natural and cultural resources and the MNRT is mandated to manage conservation of natural and cultural resources and promotion of tourism development. Through these resources, the Ministry contributes greatly to socio – economic development. For example, tourism sector contributes more than 17 percent of GDP, 25 percent of foreign earnings and 1.6 million direct and indirect employments.

The Ministry developed a five-year Strategic Plan (2016/17 to 2020/21) to guide execution of its functions. Through implementation of this plan, several achievements were realized including; enhancement of natural and cultural resources conservation, institutional capacity building and stakeholder's participation. Other achievements include; establishment of a paramilitary system to protect natural resources; reduction of poaching; increase number of tourists and revenue; and increased community and private sector participation in conservation and tourism development.

The Strategic Plan (2016/17– 2020/21) ended in June, 2021 and the Ministry has developed a new Strategic Plan (2021/22 to 2025/26) to guide its operations. The approach was participatory that involved performance review, stakeholder and SWOC analysis and identifying critical issues emanating from implementation of previous plan.

From the situation analysis, several critical issues were identified including increased deforestation and forest degradation; low investment in utilization of natural and cultural resources potentials; low productivity of forest plantations and woodlots; low value addition and diversification of natural and cultural products; illegal utilization of natural and cultural resources; and persistence land use and human wildlife conflicts. Other challenges are inadequate diversification of tourism product; low uptake of domestic and regional tourism; inadequate supporting tourism infrastructure and facilities; persistence deterioration and demolition of cultural heritage resources; and inadequate capacity to deliver optimal services.

The Strategic Plan (2021/22 to 2025/26) has ten (10) objectives, of which eight (8) are core and two are generic with respective strategies, targets and outcome indicators. The core objectives aim at strengthening conservation and sustainable management of natural forests; development and utilization of forest plantation and woodlots; protection and conservation of wildlife and wetland resources; development and management of bee resources and services; enhancing sustainable utilization of consumptive wildlife and wetland resources; development and promotion of sustainable tourism; development, conservation and utilization of cultural heritage resources; and strengthening Ministerial capacity to deliver services. The generic objectives aim at reducing HIV/AIDS infection and Non Communicable Diseases at work place; and internalization of the National Anti-Corruption Strategy.

The plan is also aligned with national and international planning frameworks including but not limited to; The Third Five Year Development Plan (2021/22 - 2025/26); The CCM Election Manifesto (2020 – 2025); Tanzania Development Vision, 2025; Sustainable Development Goals (2030); Presidential Speech during inauguration of 12th

Parliamentary session and various high-level directives earmarked during Election Campaigns of 2020.

Monitoring of the plan will be carried out to ensure that the intended objectives are achieved. Intermediate outcome indicators will be reported on annual basis while tracking of output indicators made on quarterly basis. The results framework has been developed to facilitate performance assessment of the plan.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

The Ministry of Natural Resources and Tourism (MNRT) was established through Government Notice No. 144 of 22nd April, 2016 and its amendment of 7th October, 2017. Through this notice, MNRT is mandated to sustainably manage natural and cultural resources and development of tourism through formulation and implementation of forestry, beekeeping, wildlife, antiquities and tourism policies. Specifically, the Ministry formulate and review policies and laws; control illegal harvesting of natural and cultural resources; regulate utilization of forest, bee, wildlife and antiquities resources; develop and promote tourism products; undertake research and training; manage information and communication system; monitor and evaluate performance; and management of financial resource.

Furthermore, it is mandated to oversee the management of sectoral institutions including:- Tanzania National Parks (TANAPA); Ngorongoro Conservation Area Authority (NCAA), Tanzania Wildlife Management Authority (TAWA); Tanzania Forest Services Agency (TFS); Tanzania Forestry Research Institute (TAFORI); Tanzania Tourist Board (TTB); National Museum of Tanzania (NMT); and Tanzania Wildlife Research Institute (TAWIRI). Other institutions are Beekeeping Training Institute (BTI); Forestry Training Institute (FTI); Forest Industries Training Institute (FITI); Pasiansi Wildlife Training Institute (PWTI); College of African Wildlife Management (CAWM) Mweka; National College of Tourism Agency (NCT); and Community Based Conservation Training Centre (CBCTC).

In executing its mandate, the Ministry is managing natural and cultural resources in a land covering about 32.5 percent of the country. This involves 22 national parks, Ngorongoro Conservation Area Authority (NCAA), 22 game reserves, 28 game controlled areas, 38 Wildlife Conservation Areas and three (3) ramsar sites. Other areas include: 465 forest reserves, 19 nature forest reserves, 23 plantations, 133 cultural heritage sites and seven (7) museums. Through sustainable management of these resources, the Ministry is contributing highly to socio-economic development by increasing foreign earnings; creation of employment; source of energy, education, leisure, food, construction materials, medical treatment and raw materials for industries. For example, tourism contributes about 25 percent of total foreign earnings and forest contributes about 85 percent of total energy consumed in the country. Furthermore, conserved areas highly contributes to environmental conservation that assures access to ecosystem services such as water and fresh air.

Ministry's operations are guided by its Strategic Plans. The first five-year Strategic Plan ended in June, 2015. The second plan was developed and implemented from July, 2015 to June, 2021. During the implementation of the second Strategic Plan,

several achievements were recorded including among others: establishment of MNRT Portal to facilitate effective collection of revenues; paramilitary system to strengthen protection of natural resources; increased number of tourists from 1,137,182 to 1,527,230; national parks from 16 to 22; nature forest reserves from 12 to 19; bee reserves from 0 to 6 with a total area of 17,783.64ha and reduction of poaching by 80 percent. Other achievements include; establishment of five (5) forest plantations with a total area of 76,967ha; rehabilitation of 5,241km of roads, and construction of 13 bridges and 12 airstrips in protected areas; promotion of tourism through participation in 18 international forums, and establishment of cultural information centre in Songwe Region.

The Third Strategic Plan (2021/22 - 2025/26) has been prepared basing on the lessons learnt from the previous Strategic Plan. The Plan has ten (10) objectives, of which eight (8) are core and two are generic with respective strategies, targets and outcome indicators. The core objectives aim at strengthening conservation and sustainable management of natural forests; development and utilization of forest plantation and woodlots; protection and conservation of wildlife and wetland resources; development and management of bee resources and services; enhancing sustainable utilization of consumptive wildlife and wetland resources; development and promotion of sustainable tourism; development, conservation and utilization of cultural heritage resources; and strengthening Ministerial capacity to deliver services. The generic objectives aim at reducing HIV/AIDS infection and Non Communicable Diseases at work place; and internalization of the National Anti-Corruption Strategy.

The Plan is also aligned with national and international planning frameworks including: The Third Five Year Development Plan (2021/22 - 2025/26); The CCM Election Manifesto (2020 – 2025); Tanzania Development Vision, 2025; Sustainable Development Goals (2030); and Presidential Speech during inauguration of 12th Parliamentary session and various high-level directives earmarked during Election Campaigns of 2020.

1.2 Rationale

MNRT was established for the purposes of conservation and sustainable management of natural and cultural resources. For effective implementation of its functions, the Ministry approved a Strategic Plan (2016/17 – 2020/21) that ended in June, 2021. The Plan has been reviewed to accommodate the government priorities outlined in national planning framework including the third Five Year Development Plan. Furthermore, the plan has been reviewed to accommodate new paramilitary system for management and protection of wildlife and forest natural resources. The review has also been necessary to accommodate some interventions to address challenges arising from the previous Strategic Plan. Accommodation of the said changes will assist in preparation of the plan that will efficiently and effectively guide the Ministry to exercise its mandate.

1.3 Methodology

Ministerial Strategic Plan (2021/22 – 2025/26) was prepared basing on the guidance provided in the National Medium Term Strategic Planning and Budgeting Manual. The Strategic Plan was prepared through an extensive and participatory approach involving MNRT senior leaders, management, staff, institutions under the ministry and key stakeholders. A step by step consultative approach in developing the Strategic Plan was used and issues were deliberated and consensus reached paving way for approvals. In all steps of developing the Strategic Plan, reference was made to key national planning frameworks including Third Five Year Development Plan and CCM Election Manifesto (2020 – 2025).

The exercise started by conducting situation analysis which comprises performance review of the previous Plan; stakeholder and SWOC analysis which finally provided critical issues emanating from implementation of Ministries fundamental functions. The objectives, strategies, targets and outcome indicators were formulated based on situation analysis. Finally, the planning process was concluded by preparation of the results framework to be used for assessing performance of the Plan.

1.4 Layout of the Plan

This plan has four chapters whereby chapter One (Introduction) includes the background, rationale and methodology. Chapter two (Performance Review) presents the situation analysis including review of SP II, stakeholder analysis, SWOC analysis and critical issues to be addressed in SP III. Chapter three (The Plan) involves vision, mission, core values, objectives, strategies, targets and outcome indicators. Chapter Four (Result framework) explains how monitoring and evaluation of the plan will be conducted. Three annexes attached with this plan show the organization structure, monitoring plan matrix and planned milestones.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

2.1 Introduction

This chapter describes the Ministry's internal and external operating environments. The chapter takes into account performance review in terms of the organization's mandate as well as achievements met and challenges encountered during implementation of the previous strategic plan. It also presents stakeholders analysis, showing their expectation in terms of services offered as well as SWOC analysis. Critical issues to be addressed in the Strategic Plan have been identified and listed in this chapter.

2.2 Review of Vision and Mission

The Vision and Mission of the Ministry have been reviewed to reflect a current status of the sector.

2.2.1 Vision

The previous Ministry vision was *"Conserved Natural and Cultural Resources for the Benefit of Tanzanians and the World while Leading in Contribution to the National Economy"*. The vision inspired the Ministry to attain high status in conservation that contribute significantly to economic development. However, this vision didn't state clearly the scope of excellence in conservation; and ownership of the Ministry. Therefore, the review was undertaken to accommodate these aspects.

2.2.2 Mission

The previous Strategic Plan was led by the mission *"Sustainable Conservation of Natural and Cultural Resources and Development of Tourism for the Wellbeing of the Nation through: development of appropriate policies, strategies and guidelines; formulation and enforcement of laws and regulation; monitoring and evaluation of implementation of policies and laws; enhancing institutional Capacity building; and regional and international cooperation"*.

The mission highlighted fundamental actions that drive the Ministry to achieve its vision. However, its scope did not accommodate aspect of consumptive natural resources utilization. Further, the mission was too long that limit remembrance and over emphasized on actions to be undertaken. Therefore, the review was conducted to entirely accommodate the aspect of utilization; and make the mission be precise, focused, and easy to be internalized by stakeholders.

2.3 Performance Review

During implementation of the previous Strategic Plan (2016/17 – 2020/21), nine objectives were implemented and several achievements were recorded.

The objectives were as follows:-

- A:** Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programme at work place strengthened.
- B:** Internalization of the National Anti-corruption strategy enhanced.
- C:** Management decisions based on clear policies, legislation, guidelines and researched information realized.
- D:** Revenue collected from natural, cultural resources and tourism operations increased from TZS 150bn in 2016 to TZS 180bn by 2021.
- E:** Institutional capacity to deliver services effectively and efficiently attained
- F:** Stakeholders` participation in sustainable management and utilization of natural, cultural resources and tourism operations enhanced.
- G:** Management and Accountability of Physical Assets and Financial Resources to Prevailing Laws, Regulations and Guidelines Enhanced
- H:** Law enforcement in management of natural, cultural resources and tourism development strengthened.
- I:** Opportunities and commitments from regional, bilateral and multilateral Agreements that Tanzania is a party are realized.

Detailed status of implementation including achievements, challenges encountered and proposed interventions are as indicated in **Table 1**.

Table 1: Key Achievement, Constraints and Way forward

Objective	Achievement	Constraints	Way forward
A: Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programme at work place strengthened.	<ul style="list-style-type: none"> i. Four (4) sensitization seminars/workshops were conducted. ii. Introduction and facilitation of physical exercise programme to MNRT staff. iii. Development of NCDs awareness plan. iv. Twenty (20) percent of staff attended voluntary HIV/AIDS test. v. HIV/AIDS positive employees were facilitated with supportive services. 	<ul style="list-style-type: none"> i. Inadequate staff awareness on HIV/AIDS and NCDs. ii. Reluctance of staff to undertake voluntary test on HIV/AIDS. 	<ul style="list-style-type: none"> i. Create awareness on NCDs and HIV/AIDS. ii. Strengthen physical exercise programme.
B: Internalization of the National Anti-corruption strategy enhanced.	<ul style="list-style-type: none"> i. Complaints reduced from 1,000 to 56. ii. Three hundred and thirty (330) staff attended training on ministerial roles and responsibilities 	Inadequate awareness on ethics, integrity and anti-corruption issues.	<ul style="list-style-type: none"> i. Create awareness on ethics, integrity and corruption. ii. Intensify implementation of Anti-corruption Strategy.
C: Management decisions based on clear policies, legislation, guidelines and researched information realized.	<ul style="list-style-type: none"> i. National Forest Policy 1998, National Beekeeping Policy 1998 and National Tourism Policy 1999 were evaluated and their Implementation Strategies preparations initiated. ii. Wildlife Conservation Act No. 5 of 2009 and Forest Act No. 14 of 2002 were reviewed to accommodate and modality for allocation of hunting blocks and tenure of hunting blocks allocation as well as paramilitary system. iii. Eighteen (18) regulations for Management of Cultural, Natural Resources and Tourism development developed and six (6) reviewed. 	<ul style="list-style-type: none"> i. Out-dated policies, laws, guidelines and strategies. ii. Low awareness on policies, laws and regulations by stakeholders. iii. Lack of policies' implementation strategies. 	<ul style="list-style-type: none"> i. Review policies, laws, regulations and guidelines. ii. Conduct sensitization seminars on policies, laws, regulations and guidelines. iii. Prepare policy implementation strategies.

Objective	Achievement	Constraints	Way forward
	<ul style="list-style-type: none"> iv. Village Land Forest Reserve (Amendment) GN. No. 688 and Pasiansi Wildlife Training Institute Administration and Management Establishment Order of 2020 were gazetted. v. The Antiquities (Management and Control of Monuments, Conservation Areas, Sites and Protected Objects), Rules GN. No. 631 of 2020 was gazetted. vi. Mikindani historical town and Ngorongoro mixed cultural site were gazetted as National heritages. Also Kalenga and Kwihara Tembe cultural sites were demarcated. vii. Risks management strategy was developed, operationalized and risk register was reviewed. 		
D: Revenue collected from natural, cultural resources and tourism operations increased from TZS 150bn in 2016 to TZS 180bn by 2021.	<ul style="list-style-type: none"> i. Revenue collected from natural, cultural resources and tourism operations increased from TZS 150 billion 2016 to TZS 503 billion by 2021. ii. MNRT Portal revenue collection system was established, operationalized and integrated with GePG system. iii. Establishment and operationalization of electronic auction of hunting blocks. iv. Introduction of eco tourism facilities in 19 forest nature reserves. v. Natural, cultural heritage resources and tourism services were promoted in 48 Tanzania's Embassies abroad. 	<ul style="list-style-type: none"> i. Untapped potentials for revenue sources. ii. Limited infrastructure in tourism attraction sites. iii. Over-lapping mandates between the Central and Local Governments. iv. Inadequate skills by clients in using revenue collection electronic systems. 	<ul style="list-style-type: none"> i. Explore potential sources of revenues ii. Collaborate with relevant authority to improve infrastructure. iii. Harmonize Central and Local Governments laws and regulations. iv. Create awareness to clients in the use of revenue collection system.

Objective	Achievement	Constraints	Way forward
E: Institutional capacity to deliver services effectively and efficiently attained	<ul style="list-style-type: none"> i. A total of 66 staff were recruited, 203 promoted, 30 attended long course and 150 short courses. ii. Ninety-five percent (95%) of staff were apprised through OPRAS. iii. Maintenance of physical infrastructure and service provision was attained by 60 percent. iv. Three (3) information systems (MNRT Portal, e-Safari and Accommodation Facility Grading) were developed and operationalized. v. Acquisition and Installation of ICT Infrastructures (Server, Storage and Network equipment) at MNRT Data centre and National Information Data Centre. 	<ul style="list-style-type: none"> i. Inadequate staff to perform ministerial operations. ii. Inadequate working facilities. iii. Inadequate financial resources to implement ministerial operations. 	<ul style="list-style-type: none"> i. Collaborate with relevant authorities for recruitments, promotion and re-allocation of required personnel. ii. Solicit more funds from development partners and other stakeholders.
F: Stakeholders' participation in sustainable management and utilization of natural, cultural resources and tourism operations enhanced.	<ul style="list-style-type: none"> i. Cultural Tourism Enterprises increased from 66 (2016) to 76 (2020). ii. Four (4) community based programs and nine (9) projects were developed and implemented. iii. Tanzania Safari Channel was established to promote tourism. iv. National Human Wildlife Conflict Strategy 2020 - 2024 prepared. v. Radio collars were installed to monitor problem and dangerous animals (elephant) to reduce human wildlife conflicts. vi. Private sector capacitated to develop a private bee reserve with 451.7ha and manage 3,515,900ha of natural and plantation forests. 	<ul style="list-style-type: none"> i. Eruption of COVID-19 pandemic which affected participation of stakeholders in tourism activities. ii. Inadequate capital investment for tourism business operators. iii. Low uptake of domestic tourism. iv. Increase of human wildlife conflicts. v. Inadequate Safari Channel programmes in promoting 	<ul style="list-style-type: none"> i. Implement COVID – 19 recovery and sustainability plan for Tourism Sector. ii. Linking Small and Medium Enterprises (SMEs) with financial institutions to access loans. iii. Create enabling environment for the private operations. iv. Develop strategies to

Objective	Achievement	Constraints	Way forward
	<ul style="list-style-type: none"> vii. Nine thousands (9,000) villagers were empowered to plant and maintain a total of 26 million trees. viii. Four hundred and seventy (470) beekeeping groups and 57 individuals were trained and provided with 17,833 Morden bee hives. 	<ul style="list-style-type: none"> tourism. vi. Low stakeholders' compliance to laws and regulations. vii. Inadequate funds for tourism marketing viii. Dependence on wildlife tourism based resources ix. Low quality standards of tourism services provision 	<ul style="list-style-type: none"> promote domestic tourism. v. Design and improve Safari Channel programmes. vi. Promoted diversification of tourism products
G: Management and Accountability of Physical Assets and Financial Resources to Prevailing Laws, Regulations and Guidelines Enhanced	<ul style="list-style-type: none"> i. Installation of electronic financial management systems. ii. Compliance of the public procurement Act and regulations by adhering to PPRA standards by 87 percent. iii. Awarded unqualified opinions for five (5) consecutive years. 	<ul style="list-style-type: none"> i. Limited skills to operationalize the automated electronic office assets register. ii. Inadequate skilled staff in Ministry's training institutions. 	<ul style="list-style-type: none"> i. Conduct training on operationalization of the automated electronic office assets register. ii. Employ and train existing staff to increase competence in financial and asset management in the institutions.
H: Law enforcement in management of natural, cultural resources and tourism development strengthened.	<ul style="list-style-type: none"> i. National Task-Force Anti-poaching (NTAP) and its Tasking and Coordinating Groups (TCG) facilitated to undertake protection of natural resources. ii. Licensed Tourism Operators increased from 1,242 in 2016 to 2,051 in 2020. iii. Number of International tourist arrivals increased from 1,284,279 in 2016 to 1,527,230 in 2019. iv. One (1) information centre was constructed and three (3) Museums were established. v. Five (5) cultural sites and three (3) traditional houses were rehabilitated and 	<ul style="list-style-type: none"> i. Persistence of human wildlife conflicts. ii. Encroachment of protected areas. iii. Illegal harvesting and trade of natural and cultural resources. iv. Fragmented sector information database. v. Inadequate public awareness on sustainable management of resources and tourism development. 	<ul style="list-style-type: none"> i. Enhance awareness campaigns on management and sustainable use of cultural and natural resources and tourism development. ii. Develop/review and operationalize national strategies to combat illegal harvest and trade of cultural and natural resources. iii. Develop a centralized database management

Objective	Achievement	Constraints	Way forward
	<p>three (3) traditional houses constructed.</p> <p>vi. Wildlife and forestry sub-sectors operations transformed into Paramilitary System.</p> <p>vii. Classified and graded accommodation facilities increased from 67 in 2016 to 308 in 2020.</p> <p>viii. Infrastructure in seven (7) outpost stations and nine (9) historical buildings in Coast Region were rehabilitated.</p> <p>ix. Eighteen (18) cultural heritage sites were maintained.</p> <p>x. National parks increased from 16 to 22, forest nature reserves from 12 to 19, bee reserves from 0 to 6 and forest plantations from 18 to 23.</p> <p>Establishment and operationalization of Tanzania Wildlife Management Authority to manage wildlife outside National parks and Ngorongoro Conservation Areas.</p>		<p>system.</p> <p>iv. Regulate quality of services delivery in the Tourism sub-sector.</p>
<p>I: Opportunities and commitments from regional, bilateral and multilateral Agreements that Tanzania is a party are realized.</p>	<p>i. Participation in several national, regional and international conferences/meetings such as Pan African, EAC, SADC, IORA, UNWTO, UNESCO, CITES, AFWC (FAO), COFU, FCC, TICAD, LATF, UNFCCC and APIMONDIA.</p> <p>ii. Through Monitoring of Illegal Killings of Elephants Programme (MIKE) under CITES, the Ministry was facilitated with three (3) vehicles and two (2) tractors.</p>	<p>i. Bureaucratic procedures on financing.</p> <p>ii. Divergence in policies among member states.</p> <p>iii. Insufficient funds to implement the conventions.</p>	<p>i. Advocate regional collaboration (AU, SADC and EAC).</p> <p>ii. Enhance local capacity in implementation of the treaties.</p> <p>iii. Harmonise member states policies to develop a specific sectoral regional policy.</p> <p>iv. Involvement of more</p>

Objective	Achievement	Constraints	Way forward
	iii. Several external funded projects were initiated through UNESCO, UNDP, EU, World Monument Fund, ENABEL, KFW, GIZ, WWF and PAMS.		Development Partners to finance projects/ programmes.

2.4 SWOC Analysis

Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis were conducted with a view of identifying internal strengths and weaknesses in the course of undertaking sector's responsibilities. Strengths and weaknesses are determined through the appraisal of internal factors of the Ministry while opportunities and challenges are determined through the appraisal of external factors as explained in **Table 2** below:

Table 2: Ministerial SWOC Analysis

Criteria	Strengths	Weaknesses	Opportunities	Challenges
Policies	<ul style="list-style-type: none"> • Availability of policies, laws and regulations. • Developed legal system. • Availability of training and research institutions within the Ministry. 	<ul style="list-style-type: none"> • Out-dated policies, laws and regulations. • Inadequate policy implementation strategy. • Lag in implementation of policy. • Policy preparation not informed by research-based evidence. 	<ul style="list-style-type: none"> • Existence of academic and research institutions. • Availability of Policy preparation guidelines • Development partners support on policy, laws and guidelines formulation. 	<ul style="list-style-type: none"> • Some policies, laws and regulations not harmonized. • Long procedure on policy and laws preparation. • Inadequate data to support policy formulation and review. • Lack of adherence to the policy and regulations.
Leadership	<ul style="list-style-type: none"> • Strong and committed leadership 	<ul style="list-style-type: none"> • Existence of vacant managerial position 	<ul style="list-style-type: none"> • Political stability. • Safety and Security • Clear separation of powers (state, judiciary and parliament) • Support of national leaders. • Existence of leadership capacity building institutions. • Existence of National Anti-corruption strategy. 	<ul style="list-style-type: none"> • Change of leadership • Delay in confirmation
Natural and cultural resources conservation	<ul style="list-style-type: none"> • Abundant natural and cultural resources • Good management system • Stakeholders involvement • Availability of Research and Training institutions • Benefit sharing of natural 	<ul style="list-style-type: none"> • Poor infrastructure • Inadequate law enforcement • Encroachment in conservation areas • Inadequate resources for compensation of the community affected by dangerous animal 	<ul style="list-style-type: none"> • Development Partner support. • Regional and international cooperation • MDAs', LGAs, Private sector and NGOs' collaboration. 	<ul style="list-style-type: none"> • Fragmented institutional arrangement • Climate change • Rapid depletion of natural and cultural resources. • Poverty and unemployment • Natural calamities (floods,

Criteria	Strengths	Weaknesses	Opportunities	Challenges
	resources gains.	<ul style="list-style-type: none"> • Undocumented and insufficient gazettement of cultural resources • Unsurveyed and undemarcated cultural heritage sites 		drought) <ul style="list-style-type: none"> • Land use conflict • Human wildlife conflict • Low awareness on importance of cultural resources
Tourism Development	<ul style="list-style-type: none"> • Availability of training institutions • Abundant tourist attractions • Good management system • Stakeholders involvement 	<ul style="list-style-type: none"> • Poor infrastructure • Low standard of services offered • Inadequate diversification of tourist products • Low pace in classification of tourist services (hotels, lodges, restaurants) 	<ul style="list-style-type: none"> • Development Partner support. • Regional and international cooperation. • MDAs', LGAs, Private sector and NGOs' collaboration. 	<ul style="list-style-type: none"> • Inadequate designated areas for tourism product (beaches) investment. • Low participation of the community in domestic tourism • Poverty and low level of employment. • Limited private sector involvement
Institutional Capacity	<ul style="list-style-type: none"> • Availability of structured network infrastructure • Availability of ICT management systems • Availability of modern technology in reducing human wildlife conflict • Motivated and committed staff 	<ul style="list-style-type: none"> • Inadequate working facilities • Ineffective use of available ICT systems • Low awareness of staff regarding civil service scheme of service, regulations, circulars and laws. 	<ul style="list-style-type: none"> • National ICT policy and guideline • Existence of National ICT infrastructure (backbone) • Existence of Government network • Presence of Performance Appraisal and Agreement Systems • Availability of scheme of service and regulations 	<ul style="list-style-type: none"> • Inadequate human and financial resources.

2.5 Stakeholders Analysis

This section describes how the Ministry offers its services to the public, it's interaction with various stakeholders, existing relationship and how to improve. MNRT stakeholders include Government institutions, local communities, political leaders, private sectors, media, development partners and Non-Government Organizations. The **Table 3** below indicate a list of key stakeholders.

Table 3: Stakeholders Analysis

S/N	Stakeholder	Service offered	Expectations of Stakeholders	Potential impact if expectations not met
1.	General Public	<ul style="list-style-type: none"> • Provision of information • Provision of quality services 	<ul style="list-style-type: none"> • Timely and accurate information. • Awareness in policies, laws and regulation • Timely and reliable quality services. 	<ul style="list-style-type: none"> • Poor public collaboration. • Limited compliance on laws and regulations of the sector.
2.	Ministries, Independent Departments and Agencies (MDAs)	<ul style="list-style-type: none"> • Provision of policies, laws and regulation, • Provision of information, • Contribution to government consolidated fund, • Financial statements and performance reports, • Bi and Multi-lateral collaborations. 	<ul style="list-style-type: none"> • Transparent and timely approval of policies, laws, regulations and guidelines governing the sector, • Timely and accurately information, • 100 percent collection from designated sources, • Unqualified opinion financial statements, timely and accurate information. • Smooth operationalization of bilateral and multi – lateral Ministerial issues. 	<ul style="list-style-type: none"> • Limited collaboration with the sector. • Failure to meet the public obligation.
3.	Development Partners	<ul style="list-style-type: none"> • Provision of information • Performance report, • Development plans. 	<ul style="list-style-type: none"> • Timely and accurate information. • Timely submission of performance reports. • Value for money. • Achievement on agreed of performance targets. • Enhanced friendly relationship. 	<ul style="list-style-type: none"> • Limited collaboration with the sector. • Limited financial support. • Contract frustration and termination.
4.	Political Leaders	<ul style="list-style-type: none"> • Provision of information, • Education and awareness. 	<ul style="list-style-type: none"> • Timely and accurate information. • Participation on the preparation of policies, laws and regulation. • Performance report. 	<ul style="list-style-type: none"> • Poor collaboration. • Emergence of public conflict against management of natural resources.
5.	Mass Media	<ul style="list-style-type: none"> • Dissemination of information • Education and awareness 	<ul style="list-style-type: none"> • Timely and accurate information. 	<ul style="list-style-type: none"> • Poor collaboration. • Misleading to the general

S/N	Stakeholder	Service offered	Expectations of Stakeholders	Potential impact if expectations not met
				public.
6.	Local Government Authorities (LGAs)	<ul style="list-style-type: none"> • Provision of policies, laws and regulation, • Provision of information, • Collaboration on management of natural resources and tourism development. 	<ul style="list-style-type: none"> • Timely and accurate information, • Awareness on policies, laws and regulation. • Provision of financial resources. 	<ul style="list-style-type: none"> • Poor collaboration. • Limited information dissemination. • Poor management of natural resources.
7.	Private Sector, Civil Societies and Non-Governmental Organizations	<ul style="list-style-type: none"> • Provision of information, • Provision of policies, laws and regulation, • Collaboration on management of natural resources and tourism development. 	<ul style="list-style-type: none"> • Timely and accurate information. • Awareness on policies, laws and regulation. • Provision of technical advice. • Participation on the preparation of laws, policies and guidelines. 	<ul style="list-style-type: none"> • Poor collaboration. • Low contribution of the sector to the economy.
8.	Academic Institutions	<ul style="list-style-type: none"> • Provision of information. 	<ul style="list-style-type: none"> • Collaboration on preparation of policies, laws and regulation, • Capacity building of the sector, • Usage of research-based evidence on management and development of the sector. 	<ul style="list-style-type: none"> • Poor policy, laws and regulations. • Uninformed decision and poor management of the sector.
9.	Institutions under the Ministry	<ul style="list-style-type: none"> • Provision of policies, laws and regulation, • Institutional capacity building. 	<ul style="list-style-type: none"> • Timely and accurate information. • Guidance on policies, laws and regulations. • Timely disbursement of funds. • Human resources and conducive working environment. 	<ul style="list-style-type: none"> • Ineffectiveness on services provision. • Inadequate skilled personnel.

S/N	Stakeholder	Service offered	Expectations of Stakeholders	Potential impact if expectations not met
10	Staff	<ul style="list-style-type: none"> • Provision of policies, laws and regulation, • Conducive working environment, • Capacity development, • Provision of information. 	<ul style="list-style-type: none"> • Job security, • Recognition, • Good leadership, • Skills development, • Attractive remuneration packages. 	<ul style="list-style-type: none"> • Low Institutional productivity, • Staff turnover.

2.6 Critical issues

There are many areas for improvement arising from situation analysis but main are from performance review, SWOC and stakeholders' analysis. In view of this, the following are the critical issues identified during review process: -

- i) Increased deforestation and forest degradation;
- ii) Fragmented and parallel institutional setup in natural and cultural resources management;
- iii) Persistence deterioration and demolition of cultural heritage resources;
- iv) Low involvement of stakeholders and communities in natural and cultural resources development;
- v) Over dependence of charcoal and firewood as a source of energy;
- vi) Low investment in utilization of natural and cultural resources potentials;
- vii) Climate change and variability;
- viii) Increased Invasive and alien species;
- ix) Inadequate extension services in natural resources protection and management;
- x) Low productivity of forest plantations and woodlots
- xi) Low value addition and diversification of natural and cultural products;
- xii) Illegal utilization of natural and cultural resources;
- xiii) Loss of wildlife habitats and bee forage;
- xiv) Low performance of Wildlife Management Areas;
- xv) Persistence land use and human wildlife conflicts;
- xvi) Insufficient scientific information and use of technology for effective conservation;
- xvii) Lack of national fire management framework in protected areas;
- xviii) Inadequate diversification of tourism product;
- xix) Low uptake of domestic and regional tourism;
- xx) Inadequate supporting tourism infrastructure and facilities;
- xxi) Inadequate revenue collected from cultural resources;
- xxii) Inadequate capacity to deliver optimal services;
- xxiii) Inadequate access of reliable statistics and information due to fragmented databases; and
- xxiv) Low production of honeybee products.

CHAPTER THREE

3.0 THE PLAN

3.1 Introduction

This chapter presents the Plan to be implemented and realized in the five years period starting from 2021/22 – 2025/26. It outlines vision, mission, core values, functions within which this Plan is built upon. Further, the chapter details set objectives to be achieved, strategies, targets and relevant performance indicators as elaborated below:

3.2 Vision

“To be a leading Ministry in Africa on conservation of natural and cultural resources that contributes in socio-economic development”

3.3 Mission

“Sustain utilization, protection and management of natural and cultural resources for present and future generations, while promoting the development of responsible tourism”

3.4 Core Values

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

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

- iv) **Participatory Focus:** The Ministry shall involve stakeholders in formulating, implementing, monitoring and evaluation of policies, programmes and strategies.
- v) **Conservation Oriented:** Staff of the Ministry shall be an example of conservation amongst the communities by putting all their efforts to conserve natural and cultural resources in their surroundings.

3.5 Objectives

The Ministry, for the year 2020/21 – 2025/26 has set eight (8) objectives to be implemented in the aforementioned planned time frame. These are:

- A. Intervention and Prevention of HIV/AIDS and Non Communicable Diseases Programmes at work place strengthened
- B. Internalization of the National Anti-Corruption Strategy Enhanced
- C. Conservation and sustainable management of natural forests strengthened
- D. Development and utilization of forest plantation and woodlots enhanced
- E. Development and management of bee resources and services improved
- F. Protection and conservation of wildlife and wetland resources strengthened
- G. Sustainable utilization of consumptive wildlife and wetland resources enhanced.
- H. Development and promotion of sustainable tourism enhanced.
- I. Development, conservation and utilization of cultural heritage resources enhanced.
- J. Ministerial capacity to deliver services strengthened

Objective A: Intervention and Prevention of HIV/AIDS and Non Communicable Diseases Programmes at work place strengthened

Rationale

The HIV/AIDS pandemic and Non-Communicable Diseases affect the Ministry's workforce involved in provision of different services by reducing productivity. The Ministry has been undertaking initiatives to reduce the HIV infections and Non-Communicable Diseases impacts through creating awareness and providing supportive and preventive services to the staff living with HIV/AIDS. Moreover, the Ministry established physical exercise programs to reduce the risk factors associated with NCDs. Therefore, this objective intends to institute measures to reduce risks on

HIV/AIDS infections and NCDs through creating awareness and providing supportive services.

Strategies

- a) Raising awareness on HIV/AIDS and NCDs;
- b) Providing care and supportive services.

Targets

- a) HIV/AIDS and NCDs seminars increased from 4 to 10 by June, 2026;
- b) Staff with HIV/AIDS supported by 100 percent by June, 2026.

Outcome Indicators

- a) HIV/AIDS mortality rate; and
- b) HIV/AIDS infection rate

Objective B: Internalization of the National Anti - Corruption Strategy Enhanced

Rationale

Good governance plays an important role in any organization in delivering quality service. Corruption in any institution undermines good governance, distorts institutional credibility, national development and the welfare of clients. The Ministry has made efforts in mainstreaming the National Ant-corruption Strategy to combat corruption and enhance good governance. The achievements realized include establishment of Ministerial Integrity Committee, strengthening complaints handling mechanisms and conducting sensitization seminars.

The Ministry has also mainstreamed issues on gender in its operations in order to provide equal opportunities to female, male and people with disabilities. The achievements realized include establishment of Ministerial Gender Committee and conducting sensitization seminars, mainstreaming gender issues in all operations and provision of supportive infrastructures for people with disabilities. Despite the achievements made in reducing corruption and enhancing gender balance, corruption incidences and gender imbalances are still persisting in the sector. This objective intends to promote actions to combat corruption and enhance gender equality.

Strategies

- a) Internalizing national anti-corruption strategy;
- b) Promote good governance;
- c) Intensifying gender mainstreaming.

Targets

- a) Anti-corruption awareness sessions conducted increased from 4 to 10 by June, 2026;
- b) Number of complaints reported reduced from 56 to 25 by June, 2026; and
- c) Women, youth and vulnerable groups participating in conservation and tourism development increased from 17,510 to 60,000 by 2026.

Outcome Indicators

- a) Corruption incidences; and
- b) Status of livelihood of women, youth and vulnerable groups.

Objective C: Conservation, management and sustainable utilization of natural forests enhanced

Rationale

The Ministry of Natural Resources and Tourism is responsible for conservation and sustainable utilization of forest resources covering 48.1 million ha equivalent to 55% of total forest cover in the Tanzania Mainland. Forest ecosystems play significant role in providing ecosystem services such as climate amelioration, rainfall, water and forest products for livelihood of the present and future generations.

The Ministry has played a great role in natural forest conservation efforts including establishment of nature and catchment forest reserves for biodiversity, water and soil conservation; regulating harvesting of forest products through establishment of production forest reserves; protection and control harvesting of forests under village areas through establishment of village land forest reserves; encouraging communities and private sectors to invest in natural forest resources conservation, and resolving forest-based land-use conflicts. Despite the efforts made, there are still several challenges facing conservation and protection of natural forest areas in Tanzania including increased deforestation and forest degradation, fragmented and parallel institutional setup in natural forest resources management, over dependence of charcoal and firewood as a source of energy, inadequate extension services in natural forests protection and management, increased threats posed by Invasive alien species and Climate change, livestock grazing, increased incidences of wildfires, low involvement of stakeholders and communities in natural forests protection and conservation, insufficient scientific information and use of technology for effective forest conservation and increase of forest land use conflicts.

This objective intends to strengthen protection of forest resources through avoiding encroachment in forest reserves boundaries and occurrence of wildfires; gazettment of un-reserved forest areas; promote sustainable means for utilization of

available forest resources; promote involvement of communities in forest conservation; create enabling environment for the participation of private sector in forest conservation; create awareness to the communities on the importance of forest conservation through improvement of extension services; resolve forest-based land-use conflicts; and undertake researches for informed decision-making.

Strategies

- i) Strengthening protection of natural forest resources.
- ii) Promotion of stakeholders' engagement in management of natural forest resources.
- iii) Resolve forest-based land-use conflicts.
- iv) Promote investments in natural forest resources conservation.
- v) Promote efficient utilization and diversification of forest products.
- vi) Strengthening sectoral institution arrangement in managing natural forest resources;
- vii) Strengthen sectoral research and training institutions.
- viii) Strengthen national, regional and international cooperation in Forest resources management.

Targets

- i) A total of 14.5 million ha of forest reserve boundaries demarcated and managed by June, 2026;
- ii) Incidences of land use conflicts and illegal harvesting of forest products reduced by June, 2026;
- iii) Tree seed banks development and conservation strategy developed and operationalized by June, 2026;
- iv) A total of 100 management plans for conservation of natural forests prepared/reviewed and implemented by June, 2026;
- v) National charcoal development strategy developed and operationalized by June, 2026;
- vi) National bamboo development strategy developed and operationalized by June, 2026;
- vii) Deforestation rate of 462,000 ha per year reduced by 50% by 2026.
- viii) National Community Based Forest Management (CBFM) strategy developed and operationalized by June, 2026;
- ix) National restoration strategy of 5.2 million ha of degraded forests areas developed and operationalized by June, 2026;

- x) Incidences of wildfires reduced by June, 2026;
- xi) Threats posed by Invasive and alien species and climate change in forest reserves reduced by June, 2026;
- xii) Research areas concerning development of natural forest identified in the National Forest Research Master Plan III (2020-2030) operationalized by June, 2026;
- xiii) Certified forests increased from 3 to 7 by June, 2026;
- xiv) Functioning natural forest stakeholders' forum established and conducted annually by 2026;

Outcome Indicator

- i) Revenue collected from natural forest sector
- ii) Productivity in forest resources
- iii) Level of employment in forest sector
- iv) Forest cover

Objectives D: Development and utilization of forest plantation and woodlots enhanced

Rationale

The Ministry of Natural Resources and Tourism is responsible for the management of state owned forest plantations. Further, the Ministry has a role to oversee operations undertaken in private owned plantations and woodlots. In executing these roles, various efforts have been made to ensure there is adequate supply of wood materials from these plantations and woodlots. Some of these efforts include improvement in silvicultural management of state owned forest plantations; expansion of state owned forest plantation areas; protection of state owned forest plantation against fires, pests and diseases; encouraging communities in tree planting; encouraging communities and private sectors in investments and management of wood processing industries, and encouraging investments in value added products in the country. However, most of existing forest plantations and woodlots have been facing challenges such as forest fires, low productivity due to inadequate adherence to silvicultural treatments, low availability of improved seeds, occurrence of pests and diseases, inefficient technologies in processing of forest resources, poor management of forest wastes, limited market of forest products, inadequate extension services, and high investment costs in establishment and management of forest plantations and woodlots. These challenges drive the Ministry to promote investment in proper management and utilization of forest plantation and woodlots resources.

Strategies

- i) Strengthening protection of plantation and woodlot forest resources.
- ii) Strengthening development, management and efficient utilization of plantation forest and woodlot resources.
- iii) Create enabling environment for stakeholders' engagement on investments in commercial forestry development, management and efficient utilization.
- iv) Promote demand driven research in plantation forestry and woodlot resources.

Targets

- i) Reduced annual plantation and woodlots wildfire incidences by 67 percent by June, 2026;
- ii) Area under state owned forest plantations increased from 500,000ha to 550,000ha by June, 2026;
- iii) Area under communities owned forest plantations/woodlots increased from 120,000 ha to 160,000ha by June, 2026;
- iv) Increase total area replanted including new areas under states owned forest plantations from 10,000ha per year to 15,000ha per year by 2026.
- v) National agroforestry development strategy reviewed and operationalized by June, 2026;
- vi) Number of forest plantations and woodlots managed based on approved technical orders of 2020 increased to 50% by June, 2026.
- vii) Improved tree seed sources development and management strategy developed and operationalized by June, 2026;
- viii) National Engineered Wood sector development framework (2021-2030) developed and operationalized by June, 2026;
- ix) National tree planting strategy (2015-2020) reviewed and operationalized by June, 2026;
- x) Certified plantation forests increased from 2 to 5 by June, 2026;
- xi) Two forest Industries Park and clusters established by June, 2026.
- xii) A total of 250 out of 527 existing forest processing industries adopt efficient technologies which reduces forest wastes by June, 2026;
- xiii) Strategies to utilize and reduce forest wastes including sustainable charcoal production developed and operationalised by June, 2026.
- xiv) Reduced forest pests and diseases occurrences to 50% by June, 2026.

- xv) Research areas concerning development of plantation forest identified in the National Forest Research Master Plan III (2020-2030) operationalized by June, 2026;
- xvi) Extension services on forest plantations/woodlots development, management and efficient utilization improved by June, 2026;
- xvii) Threats posed by Invasive and alien species and climate change on forest plantations/woodlots reduced by June, 2026;
- xviii) National investment profile in commercial forestry developed and operationalized by June, 2026;

Outcome Indicators

- i. Revenue collected from plantation forest
- ii. Productivity in plantation forest resources
- iii. Level of employment in plantation forest
- iv. Forest cover

Objective E: Development and management of bee resources and services improved.

Rationale

The Ministry of Natural Resources and Tourism is responsible for overseeing development and management of bee resources in Tanzania Mainland. Further, the Ministry has a role to oversee operations undertaken in private and state owned bee reserves and apiaries. In executing these roles, various efforts have been made to ensure there are conducive environments for investing in beekeeping sector in the country. Some of these efforts include protection of bee foraging habitats; supporting communities through provisioning of beekeeping gears and equipments; encouraging communities and private sectors to invest in production and processing industries of bee products as well as marketing; promote investment on value addition in bee products; development of training and extension guidelines and manuals in beekeeping; and strengthening research activities in beekeeping. However, the beekeeping sector is still facing some challenges including inadequate technical knowhow on production, harvesting, processing and preserving of bee products; lack of funding to support large scale investments in beekeeping activities; low investments in processing industries of bee products; low investments in production of beekeeping equipments and gears; inadequate research on beekeeping activities and availability of marketing of bee products.

The ministry therefore focuses on proper management of bee resources, and encourages large scale investment in beekeeping sector to tap the existing potential for the benefit of individual persons, communities and the national at large. Production potential of bee products is estimated to be about 138,000 tonnes of honey and 9,200 tonnes of beeswax per annum, from estimated 9.2 million honeybee colonies in the country. The national production is reported to be 30,400 (22%) tonnes and 1,843 (20%) tonnes of honey and beeswax respectively which is far below the estimated potential. The bee subsector plays an important role in achieving sustainable development as it offers livelihood opportunities and generate income at the bottom of the pyramid while contributing towards poverty alleviation, food security and conservation of biodiversity.

Strategies

- i) Promote conservation and management of honey bees and their habitats;
- ii) Promote establishment of bee reserves across different land uses;
- iii) Promote communities to invest in large scale production of bee products;
- iv) Promote private sector to invest in value addition and diversification of bee products;
- v) Create enabling environments for stakeholders to invest in commercial beekeeping activities and marketing;
- vi) Strengthen beekeeping research and training institutions;
- vii) Strengthen national, regional and international cooperation in Bee resources management.

Targets

- i) Number of forests and zones suitable for beekeeping activities identified and mapped by June, 2026;
- ii) Bee reserves gazetted increased from 7 to 25 by June, 2026;
- iii) A total of 750 beekeepers groups provided with beekeeping extension services by June, 2026;
- iv) Number of beekeepers groups graduated to co-operatives increased to 50% by June, 2026;
- v) National investment profile in commercial beekeeping developed and operationalized by June, 2026;
- vi) National commercial beekeeping investment strategy developed and operationalized by June, 2026;

- vii) Research areas concerning beekeeping development identified in the National Beekeeping Research Master Plan I (2020-2030) operationalized by June, 2026;
- viii) Processing industries for beekeeping products increased from 14 to 20 by June, 2026;
- ix) Number of certified bee products dealers increased from 32 to 60 by June, 2026;
- x) A functional beekeeping research institution established by June, 2026;
- xi) Functioning beekeeping stakeholders forum established and conducted annually by June, 2026; and
- xii) Queen rearing centres in beekeeping zones increased from 3 to 8 by June, 2026.

Outcome indicators

- i) Revenue collected from Beekeeping sector
- ii) Level of employment in Beekeeping sector
- iii) Level of Production of bee products
- iv) Honey bee colonies

Objective F: Protection and conservation of wildlife and wetland resources enhanced.

Rationale

The Ministry of Natural Resources and Tourism is responsible for conservation and sustainable use of wildlife and wetland resources. Wildlife is a source of national pride, the foundation for the tourism industry which contributes over 17% of Gross Domestic Product (GDP).

The Ministry in exercising its mandate has played a great role in conservation of wildlife and wetland resources through protection, education and public awareness, inadequate communities involvement and private sectors engagement and addressing human-wildlife conflicts. Together with aforementioned achievements, still there are several challenges such as poaching, illegal trade and encroachment. Other challenges include human-wildlife conflict, wildfire; invasive species; threat of species extinction and low community participation in conservation.

This objective intends to promote community-based conservation; create enabling environment for the participation of private sector; resolve conflicts; conduct anti-poaching patrols; preparation of conservation plans; increase and upgrade protected areas network; and undertake researches for informed decision making.

Strategies

- i) Strengthen protection of wildlife and wetland resources;
- ii) Promote conservation education and public awareness on wildlife and wetland resources;
- iii) Strengthen national, regional and international cooperation in wildlife and wetland resources management; and
- iv) Encourage demand driven research and training to enhance wildlife conservation.

Targets

- i) Poaching incidences of wildlife resources reduced by 90% by June, 2026;
- ii) Fifteen (15) Game Controlled Areas upgraded to Game Reserves by June, 2026;
- iii) A total of 1,000 kilometres of wildlife and wetland protected areas' boundaries demarcated by June, 2026;
- iv) Wildfire management framework in protected areas established and functioning by June, 2026;
- v) Encroached wildlife and wetland protected areas secured 90% by June, 2022;
- vi) 25 wildlife corridors out of 54 secured and 8 Wildlife Management Areas established by June, 2026;
- vii) Wildlife Management Areas guidelines developed and implemented by June, 2026;
- viii) Incidences of Human Wildlife Conflicts reduced by 50 percent by June, 2026;
- ix) Eight (8) Wildlife Management Areas established by June, 2026
- x) Conservation education and public awareness on wildlife and wetland resources strengthened to 87 Human Wildlife Conflicts hotspot districts by June, 2026;

Outcome indicators

- i) Status of wildlife selected endangered species; and
- ii) Endemic species.

Objective G: Sustainable utilization of consumptive wildlife and wetland resources enhanced.

Rationale

The Ministry of Natural Resources and Tourism is mandated to manage conservation areas which are used for consumptive and non - consumptive wildlife utilization. The Ministry is also mandated to manage wetlands areas that maintain biodiversity and providing ecosystem services. These areas contribute to economic development and social wellbeing of the people through hunting and eco – tourism.

The Ministry has played a great role in achieving sustainable utilization of wildlife resources and conservation of wetlands. The achievement made include; reviewing tourist hunting 2015, Consolation, Wildlife Management Area regulations 2018; Management of Wildlife in Captive Facilities 2020, CITES Implementation Regulations of 2018, Game Meat Regulations of 2020, Dispersal Areas, and Buffer Zones and Migratory Routes Regulations, 2018. The review of regulatory framework has enabled effective utilization of natural resources potentials and hence more contribution to the economy.

Despite the achievements made, still there are constraints which affected full realization of potentials in the area. The constraints include; persistence poaching and illegal utilization of natural resources; low investment in consumptive natural resources utilization; and low involvement of stakeholders including private sector engagement. Other constraints include limited accessibility to eco - tourism attraction sites including mangrove forests along the coast of Indian Ocean. This objective intends to mitigate the aforesaid constraints through enhancing anti-poaching operations; involvement of stakeholders including engagement of private sector in sustainable utilization of natural resources; and improve accessibility to eco- tourism attraction sites.

Strategies

- i) Promote stakeholders' involvement in wildlife - based investments and utilization;
- ii) Improve utilization of wildlife and wetland resources through scientific based approach;
- iii) Promote establishment of value addition industries for wildlife products; and
- iv) Enhance wildlife products quality control mechanisms.

Targets

- i) Wildlife management facilities (ranches, zoos, farms) increased from 61 to 130 by June, 2026;
- ii) Designated resident hunting blocks increased from 8 to 13 by June 2026.

- iii) A total of 86 game meat selling facilities established and operationalized by June, 2026; and
- iv) Number of special wildlife investment concession areas increased from 12 to 17 by June, 2026.

Outcome indicators

- i) Livelihood status of actors involved in wildlife-based utilization
- ii) Community attitude toward conservation
- iii) Earning from consumptive utilization of wildlife

Objectives H: Development and promotion of sustainable tourism enhanced.

Rationale

Tanzania is endowed with abundant natural and cultural resources that can be used as source of energy, food, medicines, raw material for processing industries and building. These resources have also been used for tourism which has significant contribution to the social economic development. The tourism sector contributes up to 25 percent of total export earnings and provides about 1.5 million direct and indirect productive employment jobs.

The Ministry has made several efforts to ensure tourism sector is successful. The achievements made include increased number of international tourist arrivals from 1,137,182 in 2015 to 1,527,230 in 2019; and revenue from USD 1.5 billion in 2015 to 2.6 billion in 2019. Other achievement includes: establishment of Tanzania Safari Channel to promote tourism; Licensed Tourism Operators from 1,242 in 2016 to 2,051 in 2020; and classified and graded accommodation facilities from 67 in 2016 to 308 in 2020.

Despite the achievement made, still there are challenges which persist. These challenges include inadequate diversification of tourism products; limited supporting infrastructure and facilities in tourist attraction sites; low investments; and low uptake of domestic tourism. To overcome these challenges, the Ministry will put in place some initiatives to tap the existing opportunities to increase contribution of the sector to economy. The initiatives will include development of existing and diversifying new products such as Cruise-ship; Meetings, Incentives, Conferences and Events (MICE); Beach; Cultural; agro; and Api tourism. Other strategies include stakeholders' involvement in natural resources; improve infrastructure; quality control; promote value addition on natural resources; and enhancing tourism marketing and promotion. Therefore, this objective intends to improve tourism sector performance through addressing observed challenges and strategies.

Strategies

- i) Review and update existing tourism development and promotion strategies;
- ii) Diversification and development of tourism products;
- iii) Promote public awareness and encourage stakeholders' involvement in tourism industry;
- iv) Encourage development of skilled personnel in tourism sector; and
- v) Promote investment on tourism infrastructure and facilities.

Targets

- i) Number of regional and international tourist arrivals increased from 1,527,230 to 5,000,000 by June, 2026;
- ii) Number of domestic tourist visiting protected areas increased 959,831 to 2,500,000 by June, 2026;
- iii) Registered Tourism Business Operators increased from 2,051 to 5,550 by June, 2026;
- iv) National Domestic Tourism Strategy developed and implemented by June, 2026;
- v) National nature based tourism investment and promotion strategy developed and operationalized by June, 2026;
- vi) Bee reserves and apiaries for Api-tourism increased from 5 to 13 by June 2026;
- vii) Four (4) strategic tourism products (MICE, Beach, Cruise ship and Cable Car) in potential areas developed by June, 2026;
- viii) Accredited tourism accommodation facilities increased from 308 to 700 by June, 2026;
- ix) Forty (40) awareness programmes/adverts developed and aired and published by June, 2026;
- x) Tourism accommodation facilities collecting bed night levy increased from 1,815 to 7000 by June, 2026;
- xi) Number of National College of Tourism graduates increased from 1,382 to 2,000 by June, 2026.
- xii) Eight (8) existing tourism products developed and promoted by June, 2026; and
- xiii) National tourism development programme developed and operational by June, 2026.

Outcome indicator

- i) Level of employment in tourism sector
- ii) Contribution of tourism sector in total forex earning
- iii) Customer satisfaction

Objective I: Development, conservation and utilization of cultural heritage resources enhanced.

Rationale

The cultural heritage is a powerful asset for inclusive development, since it attracts investment and ensures green, locally – based, stable and decent jobs relating to a wide range of sustainable activities in areas such as conservation, tourism, construction, food production, traditional healing, crafts of all kinds and the arts in general.

In assuring the cultural heritage continues to benefit the present and future generation, the Ministry has played a great role in conservation efforts including: enabling conservation institutions (TAWA, TANAPA, NCAA and TFS) to manage cultural sites, gazettement and demarcation of sites; encouraging communities and private sectors to invest; and construction and rehabilitation of cultural sites and infrastructure.

Despite the Ministry's efforts, the development, conservation and utilization of the cultural heritage resources are threatened by a number of factors including: fragmented and parallel institutional setup; persistence deterioration and demolition of cultural heritage resources; low involvement of stakeholders, investment and diversification; persistence land use conflicts; and inadequate revenue collected. To overcome these challenges, the Ministry intends to improve infrastructures; involve community and engage private sector in conservation and utilization; and strengthening demand driven research. Other interventions includes:- set legal arrangement; encourage establishment of new community museums; and strengthening revenue collection mechanism.

Strategies

- i) Improve infrastructures of cultural sites and museums;
- ii) Involve community and private sector in conservation of cultural heritage resources;
- iii) Strengthening demand driven research on cultural heritage;
- iv) Encourage establishment of new community museums;
- v) Strengthening revenue collection mechanism;
- vi) Strengthening institution arrangement in managing cultural resources; and

- vii) Promote investment and efficient utilization of cultural heritage sites.

Targets

- i) Collection Infrastructure developed and improved by 60% by June, 2026;
- ii) Fifty sites and monuments conservation and management plans developed and implemented by June 2026;
- iii) Cultural resources existing outside the country identified and registered by June 2026;
- iv) Artifacts collection and storage facilities increased from 2 to 5 by June 2026;
- v) Cultural heritage resources database developed and operationalized by June, 2026;
- vi) Cultural heritage sites with private sector investments increased from 2 to 10 by June 2026
- vii) Seventy five percent of gazzetted cultural heritage sites assessed by 2026;
- viii) Cultural legal framework to enable institutions to manage cultural sites reviewed by June 2026.
- ix) Twenty (20) cultural heritage sites gazzetted by June, 2026;
- x) Fifty (50) cultural heritage site improved by June 2026; and
- xi) A total of 25 new museums developed and register by June 2026.

Outcome Indicators

- i) Level of deterioration of heritage resources
- ii) Encroachment to historical sites and monuments
- iii) Revenue collected from Cultural Heritage sector

Objective J: Ministerial capacity to deliver services strengthened

Rationale

Institutional capacity is a fundamental aspect for effective quality services delivery in the Ministry. During implementation of the Strategic Plan II, several efforts on improving service delivery were made including equipping staff with relevant skills; basic working facilities; reviewing existing policies, laws, regulations and guidelines; and provision of statutory requirements. Despite these efforts, the Ministry is still facing some challenges including inadequate human resource and capacity; infrastructure and other basic working facilities; insufficient scientific information to inform decision making and inadequate access of reliable statistics and information;

and some outdated policies, laws and regulations. This objective intends to improve working environment and human resources capacity; review existing and develop new legal and regulatory frameworks; strengthening financial resources mobilization and management; enhancing monitoring and evaluation; and strengthening sectoral data collection, processing and information management systems.

Strategies

- i) Review existing and develop new legal and regulatory frameworks;
- ii) Enhance sectoral policy implementation;
- iii) Developing institutional human resources capacity;
- iv) Create conducive working environment.
- v) Strengthening data collection, processing and information management
- vi) Strengthening sectoral institutional arrangement;
- vii) Strengthening financial resources mobilization and management; and
- viii) Enhancing monitoring and evaluation.

Targets

- i) Five (5) policy implementation strategies prepared by June, 2026;
- ii) Twenty two (22) legislations and six guidelines developed and amended by June, 2026;
- iii) Provision of office working facilities, utilities and staff statutory requirements attained by June, 2026;
- iv) A total 216 staff recruited and promoted by June 2026;
- v) A total of 750 staff assessed annually through OPRAS by June, 2026;
- vi) A total of 800 staff provided with required skills by June, 2026.
- vii) ICT infrastructure and systems developed and maintained by 90 percent by June, 2026;
- viii) A total of 250 stakeholders' awareness programs on natural and cultural resources conservation and tourism development conducted by June, 2026;
- ix) Ministerial plans prepared and monitored annually by June, 2026;
- x) Ministerial audit management processes prepared and implemented by June, 2026;
- xi) Level of compliance to Finance and Budget Acts attained by 100% by June, 2026;
- xii) Student enrolment in ministerial training institutions increased from 1,500 to 5,000 by June, 2026;
- xiii) Courses related to conservation, management and efficient utilization of wildlife, forest, bee resources provided by June, 2026.
- xiv) Regional, bilateral and multilateral treaties and agreements complied by 90% by June, 2026;

- xv) Three (3) authorities for forest, cultural resources and tourism management and one (1) beekeeping research institution established by June, 2026;
- xvi) A total of 400 ministerial researches on wildlife, tourism, antiquities, forest and beekeeping coordinated and managed by June, 2026;
- xvii) Ministerial statistical data collected, analyzed and disseminated by June, 2026;
- xviii) PPRA standards adherence increased from 87% to 100% by June, 2026; and
- xix) Institutional Collaboration with key stakeholders in natural and cultural resources and tourism including LGAs attained by 70% by June, 2026.
- xx) Paramilitary services in Wildlife, forest and bee resources management operationalized by June, 2022

Outcome Indicator

- i) Customer satisfaction level
- ii) Ministry publicity
- iii) Audit opinion
- iv) Ratio of linkage

CHAPTER FOUR

4.0 THE RESULTS FRAMEWORK

4.1 Purpose and Structure

This chapter presents the layout on how various interventions will be implemented to achieve Ministerial overall objective. It intends to outline the procedure on how the results envisioned in the strategic plan will be measured and extent of benefit secured by stakeholders. In addition, the chapter explains how the planned interventions are linked with priorities underpinned in national and international development frameworks.

4.2 Development Objective

The overall objective of MNRT is to improve protection, management and utilization of natural and cultural resources while developing tourism for increased contribution in socio-economic development. The achievement of this objective will be influenced by availability of adequate human and financial resources; effective legal and regulatory framework and good information management systems.

4.3 Beneficiaries of MNRT Services

The direct beneficiaries of Ministerial services are local communities, Local Governments Authorities; Sectoral Ministries; and government institutions involved in conservation and utilization of natural and cultural resources. Indirect beneficiaries include but not limited to general public; partner states of international and regional blocks; faith-based organizations, civil societies, regional and international organizations and development partners.

4.4 Linkage with National and International Planning Frameworks

The Strategic Plan (2021/22 – 2025/26) has a total of eight objectives that have taken into consideration of national and international development planning frameworks. The Plan is aligned with the national sectoral policies of Wildlife, Forestry, Beekeeping, Cultural Heritage and Tourism. The plan is also linked with national and international development frameworks including Tanzania Development Vision 2025; Sustainable Development Goals (SDGs) 2030; The CCM Election Manifesto (2020 – 2025); Presidential Speech during inauguration of 12th Parliamentary session; and various high level directives earmarked during Election Campaigns of 2020.

4.4.1 Tanzania Development Vision 2025

Section 3(b) of Tanzania Development Vision 2025, refers building strong and resilient economy. MNRT protect, manage and sustainably oversee utilization of natural resources which positively influence socio-economic development.

4.4.2 Sustainable Development Goals (SDGs)

Sustainable Development Goals (SDGs) emphasize on Ending Poverty (Goal 1); Decent Work and Economic Growth (Goal 8); and Life on Land (Goal 15). Under this plan the ministry will implement interventions which will positively contribute to the achievement of these goals through enhanced conservation and effective management and utilization of natural and cultural resource.

4.4.3 The CCM Election Manifesto (2020 – 2025)

Section 67, 69 and 71 of The CCM Election Manifesto emphasize on increase of tourist arrivals through diversification and development of tourist products. Further, the Manifesto insists on improving management of natural and cultural resources in order to increase its contribution to socio - economic development and environmental protection. Directives underpinned in this framework are fundamental roles of the Ministry of which were basically considered during the preparation of the plan, therefore will be implemented accordingly.

4.5 Results Chain

The results chain consists of outcomes, outputs, activities and inputs that broadly contribute to the achievement of sectoral policies. Causal relationship in objectives, targets, activities and Inputs form the results chain. The basic assumption is that, there is linkage in the various elements within the chain. Inputs (utilization of resources) will lead to implementation of activities that will contribute to the achievement of desired outputs and thus, the objectives. Further, achievement of development objective in the medium term will contribute to the achievement of sectoral policies. Therefore, this chain of results will justify the use of government resources into the various interventions and thus contribute to the development of the country at large.

4.6 Results Framework Matrix

The Results Framework Matrix contains overall development objective, objective codes, intermediate outcomes and outcome indicators. It highlights on how development objective will be achieved and outcomes measured. The indicators in the matrix tracks progress to the achievement of the intermediate outcomes. The Results Framework Matrix is as indicated in **Table 4**.

Table 4: Results Framework Matrix

Development Objective	Objective Codes	Objectives	Intermediate Outcome	Indicators
The overall objective of MNRT is to improve protection, management and utilization of natural and cultural resources for increased contribution in socio-economic development.	A	Intervention and Prevention of HIV/AIDS and Non - Communicable Diseases Programmes at work place strengthened	Reduced new infections	HIV/AIDS infection rate
			Reduced mortality rate	HIV/AIDS mortality rate
	B	Good governance and gender balance enhanced	Reduced corruption incidence	Corruption incidences
			Improved status of livelihood of women, youth and vulnerable groups.	Status of livelihood of women, youth and vulnerable groups.
	C	Conservation and sustainable management of natural forests strengthened	Increased revenue collected from natural forest sector	Revenue collected from natural forest sector
			Increased forest productivity resources	Productivity in forest resources
			Increased employment in forest sector	Level of employment in forest sector
			Increased forest cover	Forest cover
	D	Development and utilization of forest plantation and woodlots enhanced	Increased revenue collected from plantation forest sector	Revenue collected from plantation forest sector
			Increased productivity in plantation forest resources	Productivity in plantation forest resources
			Level of employment in plantation forest sector increased	Level of employment in plantation forest sector
			Increased forest cover	Forest cover
	E	Development and management of bee resources and services improved	Increased revenue collected from Beekeeping sector	Revenue collected from Beekeeping sector
			Increased employment in Beekeeping sector	Level of employment in Beekeeping sector
			Increased of production of bee products	Level of Production
			Increased honey bee colonies	Honey bee colonies
	F	Protection and conservation of wildlife and	Increased population of wildlife endangered species	Status of wildlife selected endangered species

Development Objective	Objective Codes	Objectives	Intermediate Outcome	Indicators
The overall objective of MNRT is to improve protection, management and utilization of natural and cultural resources for increased contribution in socio-economic development.	G	wetland resources strengthened	Increased population of endemic species	Selected endemic species
		Sustainable utilization of consumptive wildlife and wetland resources enhanced	Improved livelihood status of actors involved in wildlife-based utilization	Livelihood status of actors involved in wildlife-based utilization
			Increased community altitude toward conservation	Community altitude toward conservation
			Increased earnings from consumptive utilization of wildlife	Earning from consumptive utilization of wildlife
	H	Development and promotion of sustainable tourism enhanced.	Increased contribution of tourism sector in national income	Contribution of tourism sector in national income
			Increased employment in tourism sector	Level of employment in tourism sector
			Increased contribution of tourism sector in total forex earning	Contribution of tourism sector in total forex earning
			Increased tourists satisfaction level	Customer satisfaction
	I	Development, conservation and utilization of cultural heritage resources enhanced.	Reduced rate of deterioration of heritage resources	Level of deterioration of heritage resources
			Reduced encroached area to historical sites and monuments	Encroachment to historical sites and monuments
			Increased revenue collected from Cultural Heritage sector	Revenue collected from Cultural Heritage sector
	J	Ministerial capacity to deliver services strengthened	Increased customer satisfaction level	Customer satisfaction level
			Increased Ministry operations publicity	Ministry publicity
			Unqualified audit opinion	Audit opinion

4.7 Monitoring, Reviews and Evaluation Plan

This sub-section entail monitoring plan, planned reviews and evaluation plan for the period 2021/22 to 2025/26.

4.7.1 Monitoring Plan

Monitoring plan will track day to day implementation of the plan. It comprises of indicators, baseline data, target values and data collection methods. Other items are reporting frequencies and responsible person. Intermediate outcome indicators will be reported on annual basis while tracking of output indicators made on quarterly basis. The Monitoring Plan is indicated in **Annex 1**.

4.7.2 Planned reviews

This subsection consists of review meetings, planned milestones reviews, rapid appraisals and their frequencies.

4.7.3 Review meetings

Review meetings will be conducted to track progress on the milestones, activities and targets/outputs. Review meetings will be conducted on quarterly and annual basis as indicated in **Table 5**.

Table 5: Review Meetings

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Ministry meeting	Annually	Minister	Management and institutions
2.	Management	Quarterly	Permanent Secretary	Head of divisions and units
3.	Staff	Annually	Permanent Secretary	All staff
4.	Departmental/units meeting	Monthly	Head divisions/units of	Departmental/unit staff
5.	Internal Audit (Entrance and Exit Meetings)	Quarterly	Permanent Secretary	Management
6.	External Audit (Entrance and Exit Meetings)	Annually	Permanent Secretary	Management
7.	Budget Committee	Annually	Permanent Secretary	Committee Members
8.	Tender Board	Monthly	Tender Board Chairperson	Tender Board members
9.	Audit Committee	Quarterly	Committee Chairperson	Committee members
10.	ICT committee	Quarterly	Committee Chairperson	Committee members

4.7.4 Planned Milestone Reviews

Twelve (12) formal reviews will be conducted during the Strategic Planning period. The reviews will be tracking progress on implementation of the milestones and targets on semi-annual and annual basis. A total of 116 milestones will be involved during the strategic plan lifespan.

During the first year (2021/22), two reviews that involve 116 milestones will be conducted by June, 2022. The reviews will focus on tracking the progress towards achieving the annual targets. The reviews will also track any change in terms of outputs realized as well as assessing issues, challenges and lessons learnt over the year. In addition, the reviews will check the extent of contribution of outputs towards achieving objectives. Findings from the review will be used to improve the process implementation of the plan.

During the second year (2022/23), third year (2023/24) and fourth year (2024/2025), seven more reviews will be undertaken i.e. two reviews per year except in year three that will include mid-term review. Like in the first year, the reviews in these years will also focus on assessing the performance against achieving planned milestones on respective targets, whereby 116 milestones will be assessed.

Moreover, in the fifth year (2025/2026), three reviews will be conducted for 116 milestones including terminal review. During this year, focus will be on determining the extent of achievement on planned targets over the five years. The review will also assess to what extent the achieved targets have contributed towards achieving five years' outcomes. In this review; issues, challenges and lessons learnt over the five years' period will be identified as a basis for next plan. The specific planned reviews, milestones, timeframes and the responsible persons for its implementation are indicated in **Annex 2**.

4.7.5 Rapid appraisals

Rapid appraisals intend to gather information for enabling implementation of planned interventions. Within lifespan of the plan, two (2) rapid appraisals will be conducted with seventeen questions. The appraisal involves appraisal type, description, questions, area of focus, methodology and frequencies as shown in **Table 6**.

Table 6: Rapid appraisals

S/N	Appraisal type	Description of study intention	Appraisal Questions	Methodology	Frequency	Responsible Person
1.	Capacity assessment	To provide basic information on Ministry capability to deliver services	<ul style="list-style-type: none"> • What is the working capability of the Ministry? • What is the current financial position of the Ministry? • What is the status of service delivered to its clients and how does the Ministry measure its ability of service delivery? • What is the current status of employees in terms of adequacy, qualifications and their performance? • What are the Ministry current status skills in terms of managing and mobilizing resources and implementation status tracking? • What are basic working facilities required and to what extent staff are equipped with basic working facilities? • What is the current status of researches undertaken and their contribution to the government decision making? 	<p>Survey</p> <p>Desk review</p>	<p>Annually</p> <p>Annually</p>	<p>DRT</p> <p>DAHRM</p> <p>DPP</p>

S/N	Appraisal type	Description of study intention	Appraisal Questions	Methodology	Frequency	Responsible Person
			<ul style="list-style-type: none"> • What type of trainings offered by the ministerial sub-sectors and who are beneficiaries of these training? • How is the quality of trainings offered by various stakeholders to serve ministerial sub-sectors? 			
2.	Availability of statistics and information	To determine available data management systems and status of implementation	<ul style="list-style-type: none"> • How many independent data management systems are there in institutions under the ministry? • What if the essence of each established data management system? • To what extent do the available data management systems satisfy requirements? • To what extent the available contributes to decision making system? • How independent databases have been collected and loaded in MNRT Portal? 	Survey Field visits Direct observation	Annually	DRT HICT HGCU
3.	Status of legal and regulatory	To determine the ability of existing legal and regulatory	<ul style="list-style-type: none"> • What is the status of legal and regulatory frameworks in subsectors? Are the existing 	Direct observation	Annually	DPP DLS

S/N	Appraisal type	Description of study intention	Appraisal Questions	Methodology	Frequency	Responsible Person
	systems	systems to guide subsectors	<p>frameworks enough to guide subsectors? If not how many are required to be developed?</p> <ul style="list-style-type: none"> • Are existing frameworks adequately developed? If not what is needed to be done? • Are existing frameworks up-to-date? If not what to be done? 	Desk review		

4.7.6 Evaluation Plan

Evaluation plan will be used in collecting, analysing statistics and generate information to answer questions about the progress on the implementation of the Plan. Also it will assess the long term achievement of the Plan. In a lifespan of the plan, two (2) evaluation sessions with a total of 32 evaluation questions will be conducted. The evaluations will obtain evidence as to what extent the interventions and outputs achieved have led to the achievement of the outcomes. The Evaluation Plan is shown in **Table.7**

Table 7: Evaluation Plan

SN	Assessment focus	Intention of evaluation study	Evaluation Questions	Methodology	Time frame	Responsible
1.	Tracking progress on the Implementations of MNRT Planned activities	Assess achievements of planned activities/objectives	<ul style="list-style-type: none"> • To what extent planned objectives/activities have been achieved? • What challenges were encountered? • What are the required interventions 	Survey including consultation of staff and review of documents	July, 2022- June , 2026	DPP
2.	Impact of initiatives conducted to enhance conservation of natural and cultural resources.	Assess the extent of improvement on development, protection and conservation of forest resources.	<ul style="list-style-type: none"> • What is status of cultural sites? • Is there any improvement? • Are community involved in conservation? • What is the status of key species in natural resources? Are they increasing or decreasing? • What is the area under conservation area? Are they increasing or decreasing? 	Survey Direct observation Review report	July, 2022-June, 2026	DW, DFoB DoA.
3.	Exploration of economic potentials on natural and cultural resources; and tourism development strengthened	Assess the extent of exploration of economic potential in natural and cultural resources and tourism development	<ul style="list-style-type: none"> • What is the contribution of cultural and natural resource to socio economic development? • Is domestic tourism increased? • What is volume of forest and bee products are exported? • Are products efficiently developed? • Are new products developed? Are developed products accessed markets? • Is the quality of products changed? 	Survey Direct observation Review report	July, 2022-June, 2026	DT DW DFoB DoA DRT

4	Financial resources mobilization and management	Asses the capacity of MNRT to mobilize and manage resources	<ul style="list-style-type: none"> • What is the status of implementation of Ministerial plans? Are all planed interventions implemented? • What is the amount of fund accrued outside government budget? • Is there efficient financial management system? • What is a level of compliance to Financial, Budget and Procurement Acts? How is the status of PPRA annual evaluation score and audit opinion? • What is the performance of implemented projects? 	<p>Survey</p> <p>Direct observation</p> <p>Review report</p> <p>Field visit</p>	July, 2022-June, 2026	<p>DPP</p> <p>DPMU</p> <p>CA</p> <p>CIA</p>
5	Availability of legal and regulatory systems	Assessment on the access and status of legal and regulatory frame woks	<ul style="list-style-type: none"> • Are all subsectors equipped with required legal and regulatory documents? • What is the status of these documents? 	<p>Direct observation</p> <p>Review report</p>	July, 2022-June, 2026	<p>DLS</p> <p>DPP</p>
6	Management and access of reliable information	Assess the extent of access reliable statistics and information	<ul style="list-style-type: none"> • Is there any central data management system established at Ministry level? • Are established system linked to other government ICT systems? • How many ICT systems are in use? • What are the e-services offered? • What are is the status of the use of ICT products and licenses? • What is the level of access of statistics and information in subsectors? • Are the existing statistics improving the performance of the Ministry? 	<p>Direct observation</p> <p>Review report</p> <p>Field visit</p>	July, 2022-June, 2026	<p>DRT</p> <p>HICT</p> <p>HGCU</p>

7	Ministerial capacity to deliver services	Asses the Ministry capacity to deliver services	<ul style="list-style-type: none"> • Does the Ministry have adequate number of staff? If the answer is no, what is the strategy for ensuring that staff are adequately made available? • Do the Ministry staff have adequate working skills? If the answer is no, what is the plan to ensure that Ministry staff is equipped with adequate working skills? • To what extent the clients are satisfied with services delivered? 	Review ministry's management reports	July, 2022-June, 2026	DAHRM All head of Division/Units
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4.8 Reporting plan

This sub-section details the internal and external reporting plan of the MNRT as per statutory requirements.

4.8.1 Internal Reporting Plan

This Plan will involve preparation of several reports by divisions/units and staff to be submitted to PS and Ministerial Management for consideration and approval. The reports will be prepared on monthly, quarterly, annually or on demand basis. The Reporting Plan is shown in **Table 8**.

Table 8: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible
1.	Progress report	Management	Quarterly	DPP
2.	Division progress Reports	PS	Quarterly	Head of Division/Units
3.	Activity report	PS	On demand	Staff
4.	Monitoring report	Management	Quarterly	DPP
5.	Evaluation report	Management	Annually	DPP
6.	Internal auditing	Audit Committee	Quarterly	CIA

4.8.2 External Reporting Plan

This Plan will involve preparation of seven types of reports, namely; performance, financial, annual, procurement, auditing, Mid-year review and five-year outcomes. The reports will be submitted to Ministry of Finance and Planning, Controller and Auditor General, PPRA and the General Public. The reports will be prepared on monthly, quarterly, annually or on demand basis. The reporting plan will be prepared basing on statutory requirements **Table 9**.

Table 9: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible
1.	MTEF report	MoFP	Quarterly	DPP
2.	Financial Statements	CAG	Annually	CA
3.	Annual Performance Reports	MoFP	Annually	DPP
4.	Procurement report	PPRA	Quarterly	DPMU
5.	External Audit Reports	Public	Annually	CIA
6.	Mid-year review	Stakeholders	After two years	PS
7.	Five year outcome reports	Stakeholders	After five years	PS

4.9 Relationship between results framework, results chain, monitoring and evaluation and reporting arrangements

Level 1 – Inputs

The first level of the Results Framework tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on monthly basis and reported on respective implementation reports. At this level, indicators will focus on the quantity and quality of human resources; time dedicated to tasks; and information flow. Other aspects are time spent on resolving problems; quality and timeliness of decisions; and the extent of resource flow to the activities.

Level 2 – Activities

The second level of the Results Framework focuses on linkage between activities and outputs. At this level, indicators will focus on processes, activities programming and timeliness of implementation. Activities will be reviewed on monthly basis and reported on respective implementation reports. The reports will focus on quality and

timeliness of the activities implemented. Through this assessment, corrective action will be taken to improve implementation process.

Level 3 – Outputs

The third level of the Results Framework will track the attainment of outputs and its attributes to services delivered to clients. The outputs at this level will be measured by output indicators and milestones. Data collection and analysis will be done annually and reported in annual basis. The reports will focus on how outputs or milestones are contributing to the outcomes whereby recommend corrective action to improve the process will be given.

Level 4 – Outcomes

The fourth level of the results chain tracks the attainment of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed to Ministry alone as there will be several players contributing to these outcomes. These outcomes will be measured through outcome indicators whereby data collection and analysis will be done annually. Indicators at this level are reported through the annual performance report, mid-year or the five years' outcome reports. These reports will be based on studies using research information. The reports focus on outlining benefits delivered to clients and other stakeholders.

Annex 1: Monitoring Plan

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsible Department
			Date	Value	2022	2023	2024	2025	2026	Data Source	Data Collection Tools	Frequency of Data Collection			
1.	HIV/AIDS mortality rate	Determine the rate of death of people with HIV/AIDS annually	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Desk review	Annually	HIV/AIDS report	Annually	DAHRM
2.	HIV/AIDS infection rate	Examine annual rate of infection in the Ministry	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Desk review	Annually	HIV/AIDS report	Annually	DAHRM
3.	Corruption incidences	Count the number of people victimise with corruption in the sector annually	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Desk review	Annually	Ethics Committee reports	Annually	DAHRM
4.	Status of livelihood of women, youth and	Determine the income of women, youth and vulnerable groups	2021	N/A	To be determine after baseline	To be determine after baseline	To be determine after baseline	To be determine after	To be determine after baseline	MNRT	Survey	Annually	Gender mainstreaming and vulnerable	Annually	DAHRM

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsible Department
			Date	Value	2022	2023	2024	2025	2026	Data Source	Data Collection Tools	Frequency of Data Collection			
	vulnerable groups.	accrued from conservation initiatives.			e survey	survey	survey	baseline survey	survey				groups empowerment reports		
5.	Revenue collected from natural forest sector	Examine the amount of government revenue collected from all operations under natural forest each year.	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Desk review	Annually	Annual financial report	Annually	DFoB
6.	Productivity in forest resources	Determine the volume of wood produced under natural forest per Ha after three years.	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Study	Annually	Natural Forest Management Report	After three years	DFoB
7.	Level of employment in forest sector	Determine the number of direct and indirect employees involved in natural forest operations in each year	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Survey	Annually	Natural Forest Management Report	Annually	DFoB
8.	Forest cover	Determine the total area covered by natural forest	2021	N/A	To be determine after	To be determine after	To be determine after	To be determine	To be determine after	MNRT	Remote Sensing	After three years	Forest Assessment	After three	DFoB

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsible Department
			Date	Value	2022	2023	2024	2025	2026	Data Source	Data Collection Tools	Frequency of Data Collection			
		after three years			baseline survey	baseline survey	baseline survey	after baseline survey	baseline survey				Report	years	
9.	Revenue collected from plantation forest	Examine the amount of government revenue collected from all operations under plantation forest each year.	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Desk review	Annually	Annual financial report	Annually	DFoB
10.	Productivity in plantation forest resources	Determine the volume of wood produced under plantation forest per ha after three years.	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Study	Annually	Forest Management Report	After three years	DFoB
11.	Level of employment in plantation forest sector	Determine the number of direct and indirect employees involved in plantation forest operations in each year	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Survey	Annually	Forest Management Report	Annually	DFoB

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsible Department
			Date	Value	2022	2023	2024	2025	2026	Data Source	Data Collection Tools	Frequency of Data Collection			
12.	Plantation forest cover	Determine the total area covered by plantation forest after three years	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Remote Sensing	After three years	Forest Development Assessment report	After three years	DFoB
13.	Revenue collected from Beekeeping sector	Examine the amount of government revenue collected from all beekeeping each year.	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Desk review	Annually	Annual financial report	Annually	DFoB
14.	Level of employment in Beekeeping sector	Determine the number of direct and indirect employees involved in beekeeping operations each year	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Survey	Annually	Natural Forest Management Report	Annually	DFoB
15.	Level of Production	Determine amount of honey and other bee products produced each year	2021	30.4 MT	32.4	34.4	36.4	38	40MT	MNRT	Desk review	Annually	Beekeeping Progress Report	Annually	DFoB

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsible Department
			Date	Value	2022	2023	2024	2025	2026	Data Source	Data Collection Tools	Frequency of Data Collection			
16.	Honey bee colonies	Determine a total number of bee colonies existing in the country each year	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Documentary review	Annually	Beekeeping Progress Report	Annually	DFoB
17.	Status of wildlife selected endangered species	Determine the existing population of endangered wildlife species after three years	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Census	After three years	Wildlife Census Report	After three years	DW
18.	Selected endemic species status	Examine the number of existing endemic species after three years	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Census	After three years	Wildlife Census Report	After three years	DW
19.	Livelihood status of actors involved in wildlife - based utilization	Determine actor's income accrued from wildlife-based utilization operations each year	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Survey	After two years	Wildlife Consumptive Utilization Report	After two years	DW

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsible Department
			Date	Value	2022	2023	2024	2025	2026	Data Source	Data Collection Tools	Frequency of Data Collection			
20.	Community altitude towards conservation	Assess community's altitude towards conservation	2021	NA	NA	NA	NA	NA	NA	MNRT	Survey	After three years	Survey Report	After three years	DW
21.	Earning from consumptive utilization of wildlife	Examine the amount of government revenue collected from all wildlife-based operations each year.	2021	23.2 bil	30.6	38.08	45.5	52.9	60.4 bil	MNRT	Desk review	Annually	Annual financial report	Annually	DW
22.	Level of employment in tourism sector	Determine the number of direct and indirect employees involved in tourism operations each year	2021	1.5m	1.94m	2.38m	2.82m	3.26m	3.7	MNRT	Survey	Annually	Survey Report	Annually	DT
23.	Contribution of tourism sector in total forex earning	Determine the amount of forex contributed by tourism sector in total national forex each year	2021	25 %	26	27	28	29	30%	MoFP	Survey	Annually	Economic Survey Report	Annually	DPP

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsible Department
			Date	Value	2022	2023	2024	2025	2026	Data Source	Data Collection Tools	Frequency of Data Collection			
24.	Customer satisfaction	Assess the level of satisfaction to services provided to tourists each year	2021	NA	NA	NA	NA	NA	NA	MNRT	Survey	After three years	Service Delivery Survey Report	After three years	DT
25.	Level of deterioration of heritage resources	Assess the status of heritage resources each year	2021	N/A	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	To be determine after baseline survey	MNRT	Site visit	After three years	Cultural Heritage Assessment Report	After three years	DoA
26.	Encroachment to historical sites and monuments	Examine the area under cultural sites and monuments each year	2021	4	4	3	4	0	0	MNRT	Site visit	After three years	Cultural Heritage Assessment Report	After three years	DoA
27.	Revenue collected from Cultural Heritage sector	Examine the amount of government revenue collected from all operations under Cultural Heritage sector each year	2021	2.5b	2.96b	3.42b	3.88b	4.31b	4.8b	MNRT	Desk review	Annually	Annual financial report	Annually	DoA
28.	Customer satisfaction level	Assess the level of satisfaction to client consuming	2021	N/A	To be determine after	To be determine after	To be determine after	To be determine after	To be determine after	MNRT	Survey	Annually	Client Service Delivery	Annually	DAHRM

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsible Department
			Date	Value	2022	2023	2024	2025	2026	Data Source	Data Collection Tools	Frequency of Data Collection			
		ministerial services each year			baseline survey	baseline survey	baseline survey	after baseline survey	baseline survey				Report		
29.	Ministry publicity	Assess the extent of public awareness on Ministerial operations each year	2021	NA	NA	NA	NA	NA	NA	MNRT	Survey	Annually	Survey Report	Annually	HGCU
30.	Audit opinion	Examine the audit opinion secured by the Ministry each year	2021	NA	NA	NA	NA	NA	NA	MNRT	Examination/Observation	Annually	Audit Report	Annually	CIA, CA and DPMU

Annex 2: Planned milestones

Year	Planned review	Target	Milestone	Time frame	Responsible
2021/22	Two Reviews	HIV/AIDS and NCDs seminars increased from 4 to 10 by June, 2026.	Relevant authority consulted and program prepared	June, 2022	DAHRM
			One session conducted	June, 2022	
		Staff with HIV/AIDS supported by 100 percent by June, 2026.	Staff with HIV/AIDS identified	June, 2022	DAHRM
			Staff with HIV/AIDS supported	June, 2022	
		Ten (10) Anti-corruption awareness sessions conducted by June, 2026	Relevant authority consulted and program prepared	June, 2022	DAHRM
			Two awareness sessions conducted	June, 2022	
		Number of complaints reported reduced from 56 to 25 by June, 2026; and	Complaints received and analyzed	June, 2022	DAHRM
			Complaints handled	June, 2022	
		Women, youth and vulnerable groups participating in natural and cultural resources conservation and tourism development increased from 17,510 to 60,000 by 2026.	Women, youth and vulnerable groups identified	June, 2022	DAHRM, DFOB, DW, DT & DOA
			10,000 capacitated by training and supplied with working facilities	June, 2022	
			27,510 monitored	June, 2022	
		Five (5) policy implementation strategies prepared by June, 2026;	Policy evaluated	June, 2022	DPP, DFOB/DW/DT/DOA
			Key stakeholders consulted	June, 2022	
			Three (3) Policy strategy prepared	June, 2022	
		Twenty two (22) legislations and six (6) guidelines developed and amended by June, 2026.	Legal gaps and challenges identified	June, 2022	DPP, DLS, DFOB/DW/DT/DOA
			Four (4) Cabinet papers prepared and submitted to the relevant authorities.	June, 2022	
		Poaching incidences wildlife resources reduced by 90% by June, 2026	Intelligence information collected	June, 2022	DW & DLS
			Ant poaching patrols conducted	June, 2022	
			Investigation of arrested suspects conducted	June, 2022	
			Prosecution conducted	June, 2022	
		Fifteen (15) Game Controlled Areas upgraded to Game Reserves by June, 2026;	Consultative meetings with responsible authorities conducted.	Sep, 2021	DW, DPP & DLS
			Cabinet paper for respective areas prepared	Feb, 2022	
			Three (3) game controlled areas upgraded	June, 2022	
		A total of 100 management plans for conservation of natural forests prepared/reviewed and	Stakeholders consultation meetings conducted	Nov, 2022	DFoB
			Eighteen (18) Management plans prepared	June, 2022	

		implemented by June, 2026;			
		Collection Infrastructure developed and improved by 60% by June, 2026;	Collection facilities needs assessed	June, 2022	DoA
			Infrastructure improved	June, 2022	
		Fifty sites and monuments conservation and management plans developed and implemented by June 2026;	Sites assessment conducted	June, 2022	DoA
			Ten management plans prepared	June, 2022	
		Cultural resources existing outside the country identified and registered by June 2026;	List of cultural resources prepared	June, 2022	DoA
			Resources registered	June, 2022	
		Artifacts collection and storage facilities increased from 2 to 5 by June 2026;	Artifact collection facilities needs assessed	June, 2022	DoA
			One collection and storage facility established	June, 2022	
		Cultural heritage resources database developed and operationalized by June, 2026;	Inventory list updated	June, 2022	DoA
			Database developed	June, 2022	
		Cultural heritage sites with private sector investments increased from 2 to 10 by June 2026;	Investment guidelines prepared	June, 2022	DoA
		Seventy five percent of gazetted cultural heritage sites assessed by 2026;	Ten percent of cultural sites gazetted	June, 2022	DoA
		Cultural legal framework to enable institutions to manage cultural sites reviewed by June 2026.	Stakeholders views collected	June, 2022	DoA
			Legal framework reviewed	June, 2022	
		A total of 25 new museums developed and register by June 2026.	Guidelines for registration of Museum prepared	June, 2022	DoA
		Poaching incidences in wildlife resources reduced by 90% by June, 2026	Intelligence information collected	June, 2022	DW
			Ant poaching patrols conducted	June, 2022	
			Investigation of arrested suspects conducted	June, 2022	
			Prosecution conducted	June, 2022	
			At least two cross border operation to combat illegal wildlife trade of wildlife conducted		
			At least two cross border wildlife-monitoring operations conducted		
		Incidences of Human Wildlife Conflicts reduced by 50% by June, 2026	Awareness on mitigation measures to problem animal conducted	June, 2022	DW
			Human wildlife conflict patrol conducted	June, 2022	
			Assessment conducted and victims consoled	June, 2022	

		25 wildlife corridors out of 54 secured by June, 2026;	Wildlife Corridor Prioritization and Action Plan Tanzania's Wildlife Corridor developed	June 2021	DW
			Review of Wildlife corridor regulation	June, 2022	
			Strategy to secure corridor and dispersal areas developed	June, 2022	
			Awareness meeting with respective authorities conducted	June, 2022	
			Delineation of five (5) corridor conducted	June, 2022	
		Fifteen (15) Game Controlled Areas upgraded to Game Reserves by June, 2026;	Consultative meetings with responsible authorities conducted.	June, 2022	DW
			Cabinet paper for respective areas prepared	June, 2022	
			Three (3) Game controlled area upgraded	June, 2022	
		Paramilitary services in Wildlife, forest and bee resources management operationalized by June, 2022	Workshops/meetings to review General Orders, Regulations, Strategies, Manuals, Standing Orders and Training Curriculum	June, 2022	DW & DFoB
			Intelligence led operations and prevention of illegal logging	June, 2022	
			Meeting with other law enforcement agencies at national level to strategize operations on anti-poaching and illegal logging	June, 2022	
			Investigation and prosecution on wildlife and forest cases	June, 2022	
			Development of national database on intelligence information, investigation, wildlife and forestry crimes and fire arms owned by WFCS units	June, 2022	
			Management and dissemination of intelligence information	June, 2022	
			Establishment of Central Armory in Dodoma	June, 2022	
		Encroached wildlife and wetland protected areas secured 90% by June, 2022;	Upgrade status of the wetland Ramsar site to wetland reserve	June, 2022	DW
			Establish management of the wetland reserve	June, 2022	
			Operationalisation of one wetland	June, 2022	

		Wildlife Management Areas strategy and guidelines reviewed and implemented by June, 2026	reserve			
			Strategy and process to gazette WMA reviewed	June, 2022	DW	
			Stakeholders workshop to gather view for WMA guideline and strategy development conducted	June, 2022		
			Drafting of the reviewed WMA guideline and strategy document	June, 2022		
		Eight (8) Wildlife Management Areas established by June,	Stakeholders Workstop to validate WMA guidelines and Strategy	June, 2022	DW	
			Sensitization of local community	June, 2022		
			Assessment of village area and set aside proposed WMA	June, 2022		
			Formulation of Authorised association	June, 2022		
			Registration of association	June, 2022		
			Acquirement of Authorised association for at least two WMA	June, 2022		
			Two WMAs established	June, 2022		
		Conservation education and public awareness on wildlife and wetland resources strengthened to 87 Human Wildlife Conflicts hotspot districts by June, 2026;	Identification of Human Wildlife conflict hot spot areas	June, 2022	DW	
			Awareness programmes on wildlife and wetland resources to 20 HWC hotspots	June, 2022		
			Assessment of population to determine number and type of wildlife in the area if it is viable for harvesting	June, 2022		
			Demarcate the boundary of the proposed area by GPOS Coordinate and permanent physical feature	June, 2022		
			Allocate at least 1 hunting block	June, 2022		
		A total of 86 game meat selling facilities established and operationalized by June, 2026	Advertisement to apply for licence to operate game selling point	June, 2022	DW	
			Assessment of applications by Trophy dealer licence advisory committee			
			Physical verification of selling points by Game Meat Advisory committee and	June, 2022	DW	

			advise the Director General		
			Issue licence to operate the selling point and register at least 20 facility	June, 2022	DW
		Number of special wildlife investment concession areas increased from 12 to 17 by June, 2026.	Advertisement of wildlife concession areas	June, 2022	DW
			Assessment of received investment proposal and selection of the winners	June, 2022	
			Negotiate and sign of at least 3 investment contracts	June, 2022	
		Wildlife management facilities increased from 61 to 130 by June, 2026.	Stakeholders sensitized to establish wildlife captive facilities	June, 2022	DW
			Thirty (12) wildlife captive facilities established	June, 2022	
		Wildfire Management framework in protected areas established and functioning by June, 2026	Guidelines for fire management developed	June, 2022	DW
			Awareness rising to community on fire management	June, 2022	
			Wildfire detection system developed	June, 2022	
			Fire fighting equipment purchased	June, 2022	
			Capacity building to staff on fire Management	June, 2022	
		Three (3) authorities for forest, cultural resources and tourism management and beekeeping institution established by June, 2026	Concept papers prepared	August, 2021	DPP, DoA & DfOB
			Cabinet papers prepared presented to approving authorities	June, 2022	
			Two authorities established	June, 2022	
		A total of 1,000 kilometres of protected areas' boundaries demarcated by June, 2020;	Boundaries identified	June, 2022	DW
			200Km of boundaries demarcated	June, 2022	
		Regional, bilateral and multilateral treaties and agreements complied by 100% by June, 2026	Bilateral and multilateral areas of cooperation prepared	June, 2022	DW, DfOB, DoA, DT, DPP & DLS
			Meetings prepared and attended	June, 2022	
		A total of 14.5 million ha of forest reserve boundaries demarcated and managed by June, 2026;	Forest reserves boundaries identified	June, 2022	DfOB
			Boundaries demarcated.	June, 2022	
		Reduced annual plantation and woodlots wildfire incidences by 67 percent by June, 2026.	Awareness on wildfire made to communities	June, 2022	DfOB
			Fire control mechanisms established and operationalized	June, 2022	

		Certified forests increased from 3 to 7 by June, 2026	Forest resource assessment conducted	Dec, 2021	DFoB
			Forest annual audit conducted	June, 2022	
			One forest certified	June, 2022	
		National charcoal development strategy developed and operationalized by June, 2026;	Stakeholders consultation meeting conducted	June, 2022	DFoB
			Charcoal development strategy prepared	June, 2022	
		National bamboo development strategy developed and operationalized by June, 2026;	Stakeholders consultation meeting conducted	June, 2022	DFoB
			Strategy prepared	June, 2022	
		Number of forest plantations and woodlots managed based on approved technical orders of 2020 increased to 50% by June, 2026.	Awareness creation to woodlots owner on approved technical orders of 2020	June, 2022	DFoB
			Community sensitization programme to invest in forest plantations and woodlots conducted	June, 2022	
		National tree planting strategy (2015-2020) reviewed and operationalized by June, 2026;	Stakeholders consultation meeting conducted	June, 2022	DFoB
			Reviewed National tree planting strategy (2021 – 2025) prepared	June, 2022	
		Extension services on forest plantations/woodlots development, management and efficient utilization improved by June, 2026	Key extension areas identified through stakeholders consultation	June, 2022	DFoB
			Capacity building and extension services provided	June, 2022	
		Number of beekeepers groups graduated to co-operatives increased to 50% by June, 2026;	Identification of existing beekeepers groups	June, 2022	DFoB
			Beekeepers sensitization program to form beekeeping groups conducted	June, 2022	
			co-operatives beekeepers groups formed	June, 2022	
		A total of 400 ministerial researches on wildlife, tourism, antiquities, forest and beekeeping coordinated and managed by June, 2026;	Research need assessment conducted	Dec, 2021	DRT
			Research profile developed	Jan, 2022	
			Fifty (50) researches conducted	June, 2022	
		Student enrolment in ministerial training institutions increased from 1,500 to 5000 By June, 2026	Liaise with NACTE to secure technical support	July, 2021	DRT DAHRM
			Two (2) stakeholders consultation and sensitisation meetings conducted	August, 2022	
			National College Quality Assurance Frameworks for MNRT Training Institutions developed	February, 2022	

		Number of international tourist arrivals increased from 1,527,230 to 5,000,000 by June, 2026	Students enrolled	June, 2022	DT & DRT
			Marketing need assessment conducted	July, 2021	
			Tourism products promoted	June, 2022	
			Tourists exit survey conducted and statistics prepared	June, 2022	
		Number of domestic tourist visiting protected areas increased 959,831 to 2,500,000 by June, 2026;	Internal marketing assessment conducted	June, 2022	DT
			Domestic tourism wareness programs conducted	June, 2022	
			Tourism products promoted	June, 2022	
		Registered Tourism Business Operators increased from 2,051 to 5,550 by June, 2026	Two (2) stakeholders sensitization seminars conducted	July, 2021	DT
			A total of 2,451 Tourism Business operators registered and licensed	July, 2021	
		Four (4) strategic tourism products (MICE, Beach, Cruise ship and Cable car) in potential areas developed by June, 2026	Stakeholders meeting conducted	July, 2021	DT
			Potential areas for investment identified	Dec, 2021	
			Feasibility study conducted	Dec, 2021	
			One (1) tourism product developed	June, 2022	
		Eight (8) existing tourism products developed and promoted by June, 2026.	Stakeholders meetings conducted	June, 2022	DT
			Products developed and promoted	June, 2022	
		Number of graded accommodation facilities increased from 308 to 700 by June, 2026	Inventory of accommodation facilities prepared.	June, 2022	DT
			Four (4) stakeholders' sensitization seminars conducted.	June, 2022	
			A total of 78 accommodation facilities graded	June, 2022	
		Honey production increased from 30,400 tonnes to 40,000 by June, 2026	Modern beekeeping techniques introduced	July, 2021	DFoB
			A total 260 beekeeping groups, cooperatives and associations established	Sept, 2021	
			A total of 250 bee apiaries established	June, 2022	
			Three (3) queen rearing centres established	June, 2022	
		Number of certified bee products dealers increased from 32 to 60 by June, 2026	Bee products dealers identified	July, 2021	DFoB
			Compliance training conducted	Jan, 2022	
			Two (2) products dealers certified	June, 2022	
		Processing industries for beekeeping products	Areas to construct processing	Aug, 2021	DFoB

		increased from 14 to 20 by June, 2026;	industries identified		
			One (1) bee products processing industry established	June, 2022	
		Deforestation rate of 462,000 ha per year reduced by 50% by 2026.	Public awareness programs conducted	June, 2022	DFoB
			Patrols conducted	June, 2022	
			Boundaries demarcated	June, 2022	
		National Domestic Tourism Strategy developed and implemented by June, 2026.	Stakeholder consultation meetings conducted	Sept, 2021	DT
			Strategy developed	June, 2022	
		Ministerial plans prepared and monitored annually by June, 2026	Budget priority areas prepared	Jan, 2022	DPP
			One (1) Budget Committee meeting conducted	Feb, 2022	
			Medium term expenditure framework prepared	March, 2022	
			Budget memorandum prepared	March, 2022	
			Budget speech prepared	May, 2022	
			Action Plan prepared	July, 2022	
		Ministerial Monitoring and evaluation strategy developed and operationalized by June, 2026	Need assessment conducted	June 2022	DPP
			Monitoring and evaluation strategy developed	Sept 2022	
			Four (4) monitoring sessions conducted	June, 2022	
		Level of compliance to Finance and Budget Acts attained by 100% by June, 2026	Compliance assessment conducted	June 2022	CA
			Awareness workshop conducted	June 2022	
			Response on auditors queries prepared	June 2022	
			Four (4) quarterly and annual financial reports prepared	June 2022	
		PPRA standards adherence increased from 87% to 100% by June, 2026	Consolidate Ministerial procurement requirement	July 2021	DPMU
			Annual procurement plan developed	July 2021	
			Four (4) quarterly MTB meetings conducted	June 2022	
			Four (4) quarterly procurement reports prepared	June 2022	
		ICT infrastructure and systems developed and maintained by 90 percent by June, 2026.	Infrastructure and systems requirements identified	Aug, 2021	HICT
			Infrastructure installed	Oct, 2021	
			Systems developed	Dec, 2021	
		A total of 250 stakeholders awareness programs on	Fifty (50) awareness programme	July, 2021	HGCU

		natural and cultural resources conservation and tourism development conducted by June, 2026	organized Fifty (50) awareness programmes conducted	June, 2022	
		Ministerial statistical data collected, analyzed and disseminated by June, 2026;	Data collected and analysed Data disseminated	June, 2022 June, 2022	DRT
		Provision of office working facilities, utilities and staff statutory requirements attained by June, 2026;	Need assessment conducted Working facilities, utilities and statutory requirements provided	June, 2022 June, 2022	DAHRM
		A total of 800 staff provided with required skills by June, 2026.	Training needs assessment conducted A total of 160 staff facilitated with training	June, 2022 June, 2022	DAHRM & DRT DAHRM
		A total 216 staff recruited and promoted by June, 2026.	Needs assessment conducted A total of 136 new staff recruited	June, 2022 June, 2022	DAHRM
		A total of 750 staff assessed annually through OPRAS by June, 2026.	A total of 750 staff performance assessed	June, 2022	DAHRM
		Institutional collaboration with key stakeholders in natural and cultural resources and tourism including LGAs attained by 70% by June, 2026	Key stakeholders identified Two stakeholders meeting conducted.	June, 2022 June, 2022	DPP
		National nature based tourism investment and promotion strategy developed and operationalized by June, 2026;	Investment opportunities identified Stakeholders meeting conducted Strategy prepared	June, 22	DT & DoFB
		Bee reserves and apiaries for Api-tourism increased from 5 to 13 by June 2026	Stakeholders consultation meetings conducted Bee reserves and apiaries established	June, 2022 June, 2022	DT & DoFB
		Forty (40) awareness programmes/adverts developed and aired and published by June, 2026	Awareness program prepared Ten (10) programs conducted	June, 2022 June, 2022	DT
		Tourism accommodation facilities collecting bed night levy increased from 1,815 to 7000 by June, 2026.	Awareness program prepared and conducted Accommodation facilities inventory list prepared Bed night level collected	June, 2022 June, 2022 June, 2022	DT
		Number of National College of Tourism graduates increased from 1,382 to 2,000 by June, 2026.	Training needs assessment conducted Concept note to seek finance for college expansion prepared	June, 2022 June, 2022	DT
		Functioning natural forest stakeholders' forum established and conducted annually by 2026	Key stakeholders identified Stakeholders forum conducted	June, 2022 June, 2022	DFoB
		Two forest Industries Park and clusters established by June 2026	Zones for industrial clusters and park identified Forest industrial clusters identified	June, 2022	DFoB

		Area under communities owned forest plantations/woodlots increased from 120,000 ha to 160,000ha by June, 2026	Community sensitization programme to invest in forest plantations and woodlots conducted	June, 2022	DFoB
			Capacity building and extension service provided		
			8,000 ha of private plantations and woodlots established		
		Reduced forest pests and diseases occurrences to 50% by June, 2026.	Areas with pests and diseases incidences identified	June, 2022	DFoB
			Pests and diseases controlled	June, 2022	
		Area under state owned forest plantation increased from 500,000 ha to 550,000 ha by June, 2026	Area for establishing state owned forest plantation identified	June, 2022	DFoB
			10,000 ha of state owned forest plantation established		
		Incidences of land use conflicts and illegal harvesting of forest products reduced by June, 2026.	Areas with severe land use conflicts identified	June, 2022	DFoB
			Meeting with affected communities conducted		
			1 seed bank established		
		Improved tree seed sources development and management strategy developed and operationalized by June, 2026;	Stakeholders Consultation meeting conducted	June, 2022	DFoB
			Strategy developed	June, 2022	
		Functioning beekeeping stakeholder's forum established and conducted annually by June, 2026.	Key stakeholders identified	June, 2022	DFoB
			Stakeholders forum conducted	June, 2022	
		Queen rearing centres increased from 3 to 8 in beekeeping zones by June 2026	Areas for establishment of queen rearing centre identified	June, 2022	DFoB
		Bee reserves gazetted increased from 7 to 25 by June, 2026	1 queen rearing centre established	June, 2022	DFoB
			Community sensitization programme to invest in beekeeping conducted		
			Capacity building and extension service provided		
2022/23	Two Reviews	HIV/AIDS and NCDs seminars increased from 4 to 10 by June, 2026.	Relevant authority consulted and program prepared	June, 2023	DAHRM
			One session conducted	June, 2023	
		Staff with HIV/AIDS supported by 100 percent by June, 2026.	Staff with HIV/AIDS identified	June, 2023	DAHRM
			Staff with HIV/AIDS supported	June, 2023	
		Ten (10) Anti-corruption awareness sessions	Relevant authority consulted and	June, 2023	DAHRM

	conducted by June, 2026	program prepared		
		Two awareness sessions conducted	June, 2023	
	Number of complaints reported reduced from 56 to 25 by June, 2026; and	Complains received and analyzed	June, 2023	DAHRM
		Complains handled	June, 2023	
	Women, youth and vulnerable groups participating in natural and cultural resources conservation and tourism development increased from 17,510 to 60,000 by 2026.	Women, youth and vulnerable groups identified	June, 2023	DAHRM, DFOB, DW, DT & DOA
		10,000 capacitated by training and supplied with working facilities	June, 2023	
		27,510 monitored	June, 2023	
	Five (5) policy implementation strategies prepared by June, 2026;	Policy evaluated	June, 2023	DPP, DFOB/DW/DT/DOA
		Key stakeholders consulted	June, 2023	
		Three (3) Policy strategy prepared	June, 2023	
	Twenty two (22) legislations and six (6) guidelines developed and amended by June, 2026.	Legal gaps and challenges identified	June, 2023	DPP, DLS, DFOB/DW/DT/DOA
		Four (4) Cabinet papers prepared and submitted to the relevant authorities.	June, 2023	
		Two guidelines prepared	June, 2023	
	Poaching incidences wildlife resources reduced by 90% by June, 2026	Intelligence information collected	June, 2023	DW & DLS
		Ant poaching patrols conducted	June, 2023	
		Investigation of arrested suspects conducted	June, 2023	
		Prosecution conducted	June, 2023	
	A total of 100 management plans for conservation of natural forests prepared/reviewed and implemented by June, 2026;	Stakeholders consultation meetings conducted	Nov, 2023	DFoB
		Eighteen (18) Management plans prepared	June, 2023	
	Collection Infrastructure developed and improved by 60% by June, 2026;	Collection facilities needs assessed	June, 2023	DoA
		Infrastructure improved	June, 2023	
	Fifty sites and monuments conservation and management plans developed and implemented by June 2026;	Sites assessment conducted	June, 2023	DoA
		Ten management plans prepared	June, 2023	
	Cultural resources existing outside the country identified and registered by June 2026;	List of cultural resources prepared	June, 2023	DoA
		Resources registered	June, 2023	
	Artifacts collection and storage facilities increased from 2 to 5 by June 2026;	Artifact collection facilities needs assessed	June, 2023	DoA
		One collection and storage facility established	June, 2023	
	Cultural heritage resources database developed and operationalized by June, 2026;	Inventory list updated	June, 2023	DoA
		Database developed	June, 2023	
	Cultural heritage sites with private sector investments increased from 2 to 10 by June 2026;	Investment guidelines prepared	June, 2023	DoA
	Seventy five percent of gazzetted cultural heritage	Ten percent of cultural sites gazzetted	June, 2023	DoA

		sites assessed by 2026;			
		Cultural legal framework to enable institutions to manage cultural sites reviewed by June 2026.	Stakeholders views collected	June, 2023	DoA
		A total of 25 new museums developed and register by June 2026.	Legal framework reviewed	June, 2023	DoA
		Poaching incidences in wildlife resources reduced by 90% by June, 2026	Guidelines for registration of Museum prepared	June, 2023	DoA
			Intelligence information collected	June, 2023	DW
			Ant poaching patrols conducted	June, 2023	DW
			Investigation of arrested suspects conducted	June, 2023	DW
			Prosecution conducted	June, 2023	DW
			At least two cross border operation to combat illegal wildlife trade of wildlife conducted	June, 2023	DW
			At least two cross border wildlife-monitoring operations conducted	June, 2023	DW
		Incidences of Human Wildlife Conflicts reduced by 50% by June, 2026	Awareness on mitigation measures to problem animal conducted	June, 2023	DW
			Human wildlife conflict patrol conducted	June, 2023	DW
			Assessment conducted and victims consoled	June, 2023	DW
		25 wildlife corridors out of 54 secured by June, 2026;	Wildlife Corridor Prioritization and Action Plan Tanzania's Wildlife Corridor developed	June 2023	DW
			Review of Wildlife corridor regulation	June, 2023	DW
			Strategy to secure corridor and dispersal areas developed	June, 2023	DW
			Awareness meeting with respective authorities conducted	June, 2023	DW
			Delineation of five (5) corridor conducted	June, 2023	DW
		Fifteen (15) Game Controlled Areas upgraded to Game Reserves by June, 2026;	Consultative meetings with responsible authorities conducted.	June, 2023	DW
			Cabinet paper for respective areas prepared	June, 2023	DW
			Three (3) Game controlled area upgraded	June, 2023	DW
		Paramilitary services in Wildlife, forest and bee resources management operationalized by June,	Workshops/meetings to review General Orders, Regulations, Strategies, Manuals, Standing Orders	June, 2023	DW & DFoB

		2022	and Training Curriculum		
			Intelligence led operations and prevention of illegal logging	June, 2023	
			Meeting with other law enforcement agencies at national level to strategize operations on anti-poaching and illegal logging	June, 2023	
			Investigation and prosecution on wildlife and forest cases	June, 2023	
			Development of national database on intelligence information, investigation, wildlife and forestry crimes and fire arms owned by WFCS units	June, 2023	
			Management and dissemination of intelligence information	June, 2023	
			Establishment of Central Armory in Dodoma	June, 2023	
		Encroached wildlife and wetland protected areas secured 90% by June, 2022;	Upgrade status of the wetland Ramsar site to wetland reserve	June, 2023	DW
			Establish management of the wetland reserve	June, 2023	
			Operationalisation of one wetland reserve	June, 2023	
		Wildlife Management Areas strategy and guidelines reviewed and implemented by June, 2026	Strategy and process to gazette WMA reviewed	June, 2023	DW
			Stakeholders workshop to gather view for WMA guideline and strategy development conducted	June, 2023	
			Drafting of the reviewed WMA guideline and strategy document	June, 2023	
			Stakeholders Worksop to validate WMA guidelines and Strategy	June, 2023	
		Eight (8) Wildlife Management Areas established by June,	Sensitization of local community	June, 2023	DW
			Assessment of village area and set aside proposed WMA	June, 2023	
			Formulation of Authorised association	June, 2023	
			Registration of association	June, 2023	

			Acquirement of Authorised association for at least two WMA	June, 2023	
			Two WMAs established	June, 2023	
		Conservation education and public awareness on wildlife and wetland resources strengthened to 87 Human Wildlife Conflicts hotspot districts by June, 2026;	Identification of Human Wildlife conflict hot spot areas	June, 2023	DW
			Awareness programmes on wildlife and wetland resources to 20 HWC hotspots	June, 2023	
			Assessment of population to determine number and type of wildlife in the area if it is viable for harvesting	June, 2023	
			Demarcate the boundary of the proposed area by GPOS Coordinate and permanent physical feature	June, 2023	
			Allocate at least 1 hunting block	June, 2023	
		A total of 86 game meat selling facilities established and operationalized by June, 2026	Advertisement to apply for licence to operate game selling point	June, 2023	DW
			Assessment of applications by Trophy dealer licence advisory committee		
			Physical verification of selling points by Game Meat Advisory committee and advice the Director General	June, 2023	DW
			Issue licence to operate the selling point and register at least 20 facility	June, 2023	DW
		Number of special wildlife investment concession areas increased from 12 to 17 by June, 2026.	Advertisement of wildlife concession areas	June, 2023	DW
			Assessment of received investment proposal and selection of the winners	June, 2023	
			Negotiate and sign of at least 3 investment contracts	June, 2023	
		Wildlife management facilities increased from 61 to 130 by June, 2026.	Stakeholders sensitized to establish wildlife captive facilities	June, 2023	DW
			Thirty (12) wildlife captive facilities established	June, 2023	
		Wildfire Management framework in protected areas established and functioning by June, 2026	Guidelines for fire management developed	June, 2023	DW
			Awareness rising to community on fire management	June, 2023	
			Wildfire detection system developed	June, 2023	

			Fire fighting equipment purchased	June,2023	
			Capacity building to staff on fire Management	June, 2023	
		Three (3) authorities for forest, cultural resources and tourism management and beekeeping institution established by June, 2026	Concept papers prepared	August, 2022	DPP, DoA & DfOB
			Cabinet papers prepared presented to approving authorities	June, 2023	
			Two authorities established	June, 2023	
			Beekeeping institution established	June, 2023	
		A total of 1,000 kilometres of protected areas' boundaries demarcated by June, 2020;	Boundaries identified	June, 2023	DFoB & DPP DW
			200Km of boundaries demarcated	June,2023	
		Regional, bilateral and multilateral treaties and agreements complied by 100% by June, 2026	Bilateral and multilateral areas of cooperation prepared	June, 2023	DW, DfOB, DoA, DT, DPP & DLS
			Meetings prepared and attended	June, 2023	
		A total of 14.5 million ha of forest reserve boundaries demarcated and managed by June, 2026;	Forest reserves boundaries identified	June, 2023	DFoB
			Boundaries demarcated.	June, 2023	
		Reduced annual plantation and woodlots wildfire incidences by 67 percent by June, 2026.	Awareness on wildfire made to communities	June, 2023	DFoB
			Fire control mechanisms established and operationalized	June, 2023	
		Certified forests increased from 3 to 7 by June, 2026	Forest resource assessment conducted	Dec, 2022	DFoB
			Forest annual audit conducted	June, 2023	
			One forest certified	June, 2023	
		National restoration strategy of 5.2 million ha of degraded forests areas developed and operationalized by June, 2026;	Stakeholders consultation meeting conducted	June, 2023	DFoB
			National restoration strategy of 5.2 million ha of degraded forests areas prepared	June, 2023	
		Number of forest plantations and woodlots managed based on approved technical orders of 2020 increased to 50% by June, 2026.	Awareness creation to woodlots owner on approved technical orders of 2020	June, 2023	DFoB
			Community sensitization programme to invest in forest plantations and woodlots conducted	June, 2023	
		Extension services on forest plantations/woodlots development, management and efficient utilization improved by June, 2026	Key extension areas identified through stakeholders consultation	June, 2023	DFoB
			Capacity building and extension services provided	June, 2023	

		Number of beekeepers groups graduated to co-operatives increased to 50% by June, 2026;	Identification of existing beekeepers groups	June, 2023	DFoB
			Beekeepers sensitization program to form beekeeping groups conducted	June, 2023	
			co-operatives beekeepers groups formed	June, 2022	
		National investment profile in commercial beekeeping developed and operationalized by June, 2026;	Key investment areas in commercial beekeeping identified	June, 2023	DFoB
			Investment profile on commercial beekeeping prepared	June, 2022	
		A total of 400 ministerial researches on wildlife, tourism, antiquities, forest and beekeeping coordinated and managed by June, 2026;	Research need assessment conducted	Dec, 2022	DRT
			Research profile developed	Jan, 2023	
			Fifty (50) researches conducted	June, 2023	
		Student enrolment in ministerial training institutions increased from 1,500 to 5000 By June, 2026	Liaise with NACTE to secure technical support	July, 2022	DRT DAHRM
			Two (2) stakeholders consultation and sensitisation meetings conducted	August, 2023	
			National College Quality Assurance Frameworks for MNRT Training Institutions developed	February, 2023	
			Students enrolled	June, 2023	
		Number of international tourist arrivals increased from 1,527,230 to 5,000,000 by June, 2026	Marketing need assessment conducted	July, 2022	DT & DRT
			Tourism products promoted	June, 2023	
			Tourists exit survey conducted and statistics prepared	June, 2023	
		Number of domestic tourist visiting protected areas increased 959,831 to 2,500,000 by June, 2026;	Internal marketing assessment conducted	June, 2023	DT
			Domestic tourism wareness programs conducted	June, 2023	
			Tourism products promoted	June, 2023	
		Registered Tourism Business Operators increased from 2,051 to 5,550 by June, 2026	Two (2) stakeholders sensitization seminars conducted	July, 2022	DT
			A total of 2,451 Tourism Business operators registered and licensed	July, 2022	
		Four (4) strategic tourism products (MICE, Beach, Cruise ship and Cable car) in potential areas developed by June, 2026	Stakeholders meeting conducted	July, 2022	DT
			Potential areas for investment identified	Dec, 2022	
			Feasibility study conducted	Dec, 2022	

		Eight (8) existing tourism products developed and promoted by June, 2026.	One (1) tourism product developed	June, 2023	DT
			Stakeholders meetings conducted	June, 2023	
			Products developed and promoted	June, 2023	
		Number of graded accommodation facilities increased from 308 to 700 by June, 2026	Inventory of accommodation facilities prepared.	June, 2023	DT
			Four (4) stakeholders' sensitization seminars conducted.	June, 2023	
			A total of 78 accommodation facilities graded	June, 2023	
		Honey production increased from 30,400 tonnes to 40,000 by June, 2026	Modern beekeeping techniques introduced	July, 2022	DFoB
			A total 260 beekeeping groups, cooperatives and associations established	Sept, 2022	
			A total of 250 bee apiaries established	June, 2023	
			Three (3) queen rearing centres established	June, 2023	
		Number of certified bee products dealers increased from 32 to 60 by June, 2026	Bee products dealers identified	July, 2022	DFoB
			Compliance training conducted	Jan, 2023	
			Two (2) products dealers certified	June, 2023	
		Processing industries for beekeeping products increased from 14 to 20 by June, 2026;	Areas to construct processing industries identified	Aug, 2022	DFoB
			One (1) bee products processing industry established	June, 2023	
		Deforestation rate of 462,000 ha per year reduced by 50% by 2026.	Public awareness programs conducted	June, 2023	DFoB
			Patrols conducted	June, 2023	
			Boundaries demarcated	June, 2023	
		National Domestic Tourism Strategy developed and implemented by June, 2026.	Stakeholder consultation meetings conducted	Sept, 2022	DT
			Strategy developed	June, 2023	
		Ministerial plans prepared and monitored annually by June, 2026	Budget priority areas prepared	Jan, 2023	DPP
			One (1) Budget Committee meeting conducted	Feb, 2023	
			Medium term expenditure framework prepared	March, 2023	
			Budget memorandum prepared	March, 2023	
			Budget speech prepared	May, 2023	
		Ministerial Monitoring and evaluation strategy	Action Plan prepared	July, 2023	DPP
			Need assessment conducted	June 2023	

		developed and operationalized by June, 2026	Monitoring and evaluation strategy developed	Sept 2022	
			Four (4) monitoring sessions conducted	June, 2023	
		Level of compliance to Finance and Budget Acts attained by 100% by June, 2026	Compliance assessment conducted	June 2023	CA
			Awareness workshop conducted	June 2023	
			Response on auditors queries prepared	June 2023	
			Four (4) quarterly and annual financial reports prepared	June 2023	
		PPRA standards adherence increased from 87% to 100% by June, 2026	Consolidate Ministerial procurement requirement	July 2022	DPMU
			Annual procurement plan developed	July 2022	
			Four (4) quarterly MTB meetings conducted	June 2023	
			Four (4) quarterly procurement reports prepared	June 2023	
		ICT infrastructure and systems developed and maintained by 90 percent by June, 2026.	Infrastructure and systems requirements identified	Aug, 2022	HICT
			Infrastructure installed	Oct, 2022	
			Systems developed	Dec, 2022	
		A total of 250 stakeholders awareness programs on natural and cultural resources conservation and tourism development conducted by June, 2026	Fifty (50) awareness programme organized	July, 2022	HGCU
			Fifty (50) awareness programmes conducted	June, 2023	
		Ministerial statistical data collected, analyzed and disseminated by June, 2026;	Data collected and analysed	June, 2023	DRT
			Data disseminated	June, 2023	
		Provision of office working facilities, utilities and staff statutory requirements attained by June, 2026;	Need assessment conducted	June, 2023	DAHRM
			Working facilities, utilities and statutory requirements provided	June, 2023	
		A total of 800 staff provided with required skills by June, 2026.	Training needs assessment conducted	June, 2023	DAHRM & DRT
			A total of 160 staff facilitated with training	June, 2023	
		A total 216 staff recruited and promoted by June, 2026.	Needs assessment conducted	June, 2023	DAHRM
			A total of 136 new staff recruited	June, 2023	
		A total of 750 staff assessed annually through OPRAS by June, 2026.	A total of 750 staff performance assessed	June, 2023	DAHRM
		Institutional collaboration with key stakeholders in natural and cultural resources and tourism including LGAs attained by 70% by June, 2026	Key stakeholders identified	June, 2023	DPP
			Two stakeholders meeting conducted.	June, 2023	

	National nature based tourism investment and promotion strategy developed and operationalized by June, 2026;	Investment opportunities identified	June, 2023	DT & DoFB
		Stakeholders meeting conducted	June, 2023	
		Strategy prepared	June, 2023	
	Bee reserves and apiaries for Api-tourism increased from 5 to 13 by June 2026	Stakeholders consultation meetings conducted	June, 2022	DT & DoFB
		Bee reserves and apiaries established	June, 2022	
	Forty (40) awareness programmes/adverts developed and aired and published by June, 2026	Awareness program prepared	June, 2022	DT
		Ten (10) programs conducted	June, 2022	
	National tourism development programme developed and operational by June, 2026.	Stakeholders consultation meeting conducted	June, 2023	DT
		Programme prepared	June, 2023	
	Tourism accommodation facilities collecting bed night levy increased from 1,815 to 7000 by June, 2026.	Awareness program prepared and conducted	June, 2023	DT
		Accommodation facilities inventory list prepared	June, 2023	
		Bed night level collected	June, 2023	
	Number of National College of Tourism graduates increased from 1,382 to 2,000 by June, 2026.	Training needs assessment conducted	June, 2023	DT
		Concept note to seek finance for college expansion prepared	June, 2022	
	Functioning natural forest stakeholders' forum established and conducted annually by 2026	Key stakeholders identified	June, 2023	DFoB
		Stakeholders forum conducted	June, 2022	
	Two forest Industries Park and clusters established by June 2026	Zones for industrial clusters and park identified	June, 2023	DFoB
		Forest industrial clusters identified	June, 2023	
	Area under communities owned forest plantations/woodlots increased from 120,000 ha to 160,000ha by June, 2026	Community sensitization programme to invest in forest plantations and woodlots conducted	June, 2023	DFoB
		Capacity building and extension service provided		
		8,000 ha of private plantations and woodlots established		
	Reduced forest pests and diseases occurrences to 50% by June, 2026.	Areas with pests and diseases incidences identified	June, 2023	DFoB
		Pests and diseases controlled	June, 2023	
	Area under state owned forest plantation increased from 500,000 ha to 550,000 ha by June, 2026	Area for establishing state owned forest plantation identified	June, 2023	DFoB
		10,000 ha of state owned forest plantation established		
	Incidence of land use conflicts and illegal	Areas with severe land use conflicts	June, 2023	DFoB

		harvesting of forest products reduced by June, 2026.	identified Meeting with affected communities conducted 1 seed bank established		
		Improved tree seed sources development and management strategy developed and operationalized by June, 2026;	Stakeholders Consultation meeting conducted Strategy developed	June, 2023 June, 2023	DFoB
		Functioning beekeeping stakeholders forum established and conducted annually by June, 2026.	Key stakeholders identified Stakeholders forum conducted	June, 2023 June, 2023	DFoB
		Queen rearing centres increased from 3 to 8 in beekeeping zones by June 2026	Areas for establishment of queen rearing centre identified 1 queen rearing centre established	June, 2023	DFoB
		Bee reserves gazetted increased from 7 to 25 by June, 2026	Community sensitization programme to invest in beekeeping conducted Capacity building and extension service provided 4 bee reserves gazetted	June, 2023	DFoB
	2023/24	HIV/AIDS and NCDs seminars increased from 4 to 10 by June, 2026.	Relevant authority consulted and program prepared One session conducted	June, 2024 June, 2024	DAHRM
			Staff with HIV/AIDS identified Staff with HIV/AIDS supported	June, 2024 June, 2024	DAHRM
		Ten (10) Anti-corruption awareness sessions conducted by June, 2026	Relevant authority consulted and program prepared Two awareness sessions conducted	June, 2024 June, 2024	DAHRM
			Complains received and analyzed Complains handled	June, 2024 June, 2024	DAHRM
		Number of complaints reported reduced from 56 to 25 by June, 2026; and	Women, youth and vulnerable groups identified 10,000 capacitated by training and supplied with working facilities 27,510 monitored	June, 2024 June, 2024	DAHRM, DFOB, DW, DT & DOA
		Five (5) policy implementation strategies prepared by June, 2026;	Policy evaluated Key stakeholders consulted Three (3) Policy strategy prepared	June, 2024 June, 2024 June, 2024	DPP, DFOB/DW/DT/DOA
		Twenty two (22) legislations and six (6) guidelines developed and amended by June, 2026.	Legal gaps and challenges identified Four (4) Cabinet papers prepared and submitted to the relevant authorities.	June, 2024 June, 2024	DPP, DLS, DFOB/DW/DT/DOA

		Two (2) guidelines established	June, 2024	
	Poaching incidences wildlife resources reduced by 90% by June, 2026	Intelligence information collected	June, 2024	DW & DLS
		Ant poaching patrols conducted	June, 2024	
		Investigation of arrested suspects conducted	June, 2024	
		Prosecution conducted	June, 2024	
	A total of 100 management plans for conservation of natural forests prepared/reviewed and implemented by June, 2026;	Stakeholders consultation meetings conducted	Nov, 2024	DFoB
		Eighteen (20) Management plans prepared	June, 2024	
	Collection Infrastructure developed and improved by 60% by June, 2026;	Collection facilities needs assessed	June, 2024	DoA
		Infrastructure improved	June, 2024	
	Fifty sites and monuments conservation and management plans developed and implemented by June 2026;	Sites assessment conducted	June, 2024	DoA
		Ten management plans prepared	June, 2024	
	Cultural resources existing outside the country identified and registered by June 2026;	List of cultural resources prepared	June, 2024	DoA
		Resources registered	June, 2024	
	Artifacts collection and storage facilities increased from 2 to 5 by June 2026;	Artifact collection facilities needs assessed	June, 2024	DoA
		One collection and storage facility established	June, 2024	
	Cultural heritage resources database developed and operationalized by June, 2026;	Inventory list updated	June, 2024	DoA
		Database developed	June, 2024	
	Cultural heritage sites with private sector investments increased from 2 to 10 by June 2026;	Investment guidelines prepared	June, 2024	DoA
	Seventy five percent of gazetted cultural heritage sites assessed by 2026;	Ten percent of cultural sites gazetted	June, 2024	DoA
	Cultural legal framework to enable institutions to manage cultural sites reviewed by June 2026.	Stakeholders views collected	June, 2024	DoA
		Legal framework reviewed	June, 2024	
	A total of 25 new museums developed and register by June 2026.	Guidelines for registration of Museum prepared	June, 2024	DoA
	Poaching incidences in wildlife resources reduced by 90% by June, 2026	Intelligence information collected	June, 2024	DW
		Ant poaching patrols conducted	June, 2024	
		Investigation of arrested suspects conducted	June, 2024	
		Prosecution conducted	June, 2024	
		At least two cross border operation to combat illegal wildlife trade of wildlife conducted	June, 2024	

			At least two cross border wildlife-monitoring operations conducted	June, 2024	
		Incidences of Human Wildlife Conflicts reduced by 50% by June, 2026	Awareness on mitigation measures to problem animal conducted	June, 2024	DW
			Human wildlife conflict patrol conducted	June, 2024	
			Assessment conducted and victims consoled	June, 2024	
		25 wildlife corridors out of 54 secured by June, 2026;	Wildlife Corridor Prioritization and Action Plan Tanzania's Wildlife Corridor developed	June 2024	DW
			Review of Wildlife corridor regulation	June, 2024	
			Strategy to secure corridor and dispersal areas developed	June, 2024	
			Awareness meeting with respective authorities conducted	June, 2024	
			Delineation of five (5) corridor conducted	June, 2024	
		Fifteen (15) Game Controlled Areas upgraded to Game Reserves by June, 2026;	Consultative meetings with responsible authorities conducted.	June, 2024	DW
			Cabinet paper for respective areas prepared	June, 2024	
			Three (3) Game controlled area upgraded	June, 2024	
		Paramilitary services in Wildlife, forest and bee resources management operationalized by June, 2022	Workshops/meetings to review General Orders, Regulations, Strategies, Manuals, Standing Orders and Training Curriculum	June, 2024	DW & DFoB
			Intelligence led operations and prevention of illegal logging	June, 2024	
			Meeting with other law enforcement agencies at national level to strategize operations on anti-poaching and illegal logging	June, 2024	
			Investigation and prosecution on wildlife and forest cases	June, 2024	
			Development of national database on intelligence information, investigation, wildlife and forestry crimes and fire arms owned by WFCS units	June, 2024	
			Management and dissemination of	June, 2024	

			intelligence information		
			Establishment of Central Armory in Dodoma	June, 2024	
		Encroached wildlife and wetland protected areas secured 90% by June, 2022;	Upgrade status of the wetland Ramsar site to wetland reserve	June, 2024	DW
			Establish management of the wetland reserve	June, 2024	
			Operationalisation of one wetland reserve	June, 2024	
		Wildlife Management Areas strategy and guidelines reviewed and implemented by June, 2026	Strategy and process to gazette WMA reviewed	June, 2024	DW
			Stakeholders workshop to gather view for WMA guideline and strategy development conducted	June, 2024	
			Drafting of the reviewed WMA guideline and strategy document	June, 2024	
			Stakeholders Workshop to validate WMA guidelines and Strategy	June, 2024	
		Eight (8) Wildlife Management Areas established by June,	Sensitization of local community	June, 2024	DW
			Assessment of village area and set aside proposed WMA	June, 2024	
			Formulation of Authorised association	June, 2024	
			Registration of association	June, 2024	
			Acquirement of Authorised association for at least two WMA	June, 2024	
			Two WMAs established	June, 2024	
		Conservation education and public awareness on wildlife and wetland resources strengthened to 87 Human Wildlife Conflicts hotspot districts by June, 2026;	Identification of Human Wildlife conflict hot spot areas	June, 2024	DW
			Awareness programmes on wildlife and wetland resources to 20 HWC hotspots	June, 2024	
			Assessment of population to determine number and type of wildlife in the area if it is viable for harvesting	June, 2024	
			Demarcate the boundary of the proposed area by GPOS Coordinate and permanent physical feature	June, 2024	

		A total of 86 game meat selling facilities established and operationalized by June, 2026	Allocate at least 1 hunting block	June, 2024	DW
			Advertisement to apply for licence to operate game selling point	June, 2023	
			Assessment of applications by Trophy dealer licence advisory committee		
			Physical verification of selling points by Game Meat Advisory committee and advice the Director General	June, 2024	DW
			Issue licence to operate the selling point and register at least 20 facility	June, 2024	DW
		Number of special wildlife investment concession areas increased from 12 to 17 by June, 2026.	Advertisement of wildlife concession areas	June, 2024	DW
			Assessment of received investment proposal and selection of the winners	June, 2024	
			Negotiate and sign of at least 3 investment contracts	June, 2024	
		Wildlife management facilities increased from 61 to 130 by June, 2026.	Stakeholders sensitized to establish wildlife captive facilities	June, 2024	DW
			15 wildlife captive facilities established	June, 2024	
		Wildfire Management framework in protected areas established and functioning by June, 2026	Guidelines for fire management developed	June, 2024	DW
			Awareness rising to community on fire management	June, 2024	
			Wildfire detection system developed	June, 2024	
			Fire fighting equipment purchased	June, 2024	
			Capacity building to staff on fire Management	June, 2024	
		Three (3) authorities for forest, cultural resources and tourism management and beekeeping institution established by June, 2026	Concept papers prepared	August, 2023	DPP, DoA & DFoB
			Cabinet papers prepared presented to approving authorities	June, 2024	
			One authorities established	June, 2024	
		A total of 1,000 kilometres of protected areas' boundaries demarcated by June, 2020;	Boundaries identified	June, 2024	DW
			200Km of boundaries demarcated	June, 2024	
		Regional, bilateral and multilateral treaties and agreements complied by 100% by June, 2026	Bilateral and multilateral areas of cooperation prepared	June, 2024	DW, DFoB, DoA, DT, DPP & DLS
			Meetings prepared and attended	June, 2024	
			Forest reserves boundaries identified	June, 2024	DFoB

		boundaries demarcated and managed by June, 2026;	Boundaries demarcated.	June, 2024	
		Reduced annual plantation and woodlots wildfire incidences by 67 percent by June, 2026.	Awareness on wildfire made to communities	June, 2024	DFoB
			Fire control mechanisms established and operationalized	June, 2024	
		Certified forests increased from 3 to 7 by June, 2026	Forest resource assessment conducted	Dec, 2023	DFoB
			Forest annual audit conducted	June, 2024	
			One forest certified	June, 2024	
		Number of forest plantations and woodlots managed based on approved technical orders of 2020 increased to 50% by June, 2026.	Awareness creation to woodlots owner on approved technical orders of 2020	June, 2024	DFoB
			Community sensitization programme to invest in forest plantations and woodlots conducted	June, 2024	
		National tree planting strategy (2015-2020) reviewed and operationalized by June, 2026;	Stakeholders consultation meeting conducted	June, 2024	DFoB
			Reviewed National tree planting strategy (2021 – 2025) prepared	June, 2024	
		Extension services on forest plantations/woodlots development, management and efficient utilization improved by June, 2026	Key extension areas identified through stakeholders consultation	June, 2024	DFoB
			Capacity building and extension services provided	June, 2024	
		Number of beekeepers groups graduated to co-operatives increased to 50% by June, 2026;	Identification of existing beekeepers groups	June, 2024	DFoB
			Beekeepers sensitization program to form beekeeping groups conducted	June, 2024	
			co-operatives beekeepers groups formed	June, 2023	
		A total of 400 ministerial researches on wildlife, tourism, antiquities, forest and beekeeping coordinated and managed by June, 2026;	Research need assessment conducted	Dec, 2023	DRT
			Research profile developed	Jan, 2024	
			100 researches conducted	June, 2024	
		Student enrolment in ministerial training institutions increased from 1,500 to 5000 By June, 2026	Liaise with NACTE to secure technical support	July, 2023	DRT DAH RM
			Two (2) stakeholders consultation and sensitisation meetings conducted	August, 2024	
			National College Quality Assurance Frameworks for MNRT Training Institutions developed	February, 2024	

		Number of international tourist arrivals increased from 1,527,230 to 5,000,000 by June, 2026	Students enrolled	June, 2024	DT & DRT
			Marketing need assessment conducted	July, 2023	
			Tourism products promoted	June, 2024	
			Tourists exit survey conducted and statistics prepared	June, 2024	
		Number of domestic tourist visiting protected areas increased 959,831 to 2,500,000 by June, 2026;	Internal marketing assessment conducted	June, 2024	DT
			Domestic tourism wareness programs conducted	June, 2024	
			Tourism products promoted	June, 2024	
		Registered Tourism Business Operators increased from 2,051 to 5,550 by June, 2026	Two (2) stakeholders sensitization seminars conducted	July, 2023	DT
			A total of 2,451 Tourism Business operators registered and licensed	July, 2023	
		Four (4) strategic tourism products (MICE, Beach, Cruise ship and Cable car) in potential areas developed by June, 2026	Stakeholders meeting conducted	July, 2023	DT
			Potential areas for investment identified	Dec, 2023	
			Feasibility study conducted	Dec, 2023	
			One (1) tourism product developed	June, 2024	
		Eight (8) existing tourism products developed and promoted by June, 2026.	Stakeholders meetings conducted	June, 2024	DT
			Products developed and promoted	June, 2024	
		Number of graded accommodation facilities increased from 308 to 700 by June, 2026	Inventory of accommodation facilities prepared.	June, 2024	DT
			Four (4) stakeholders' sensitization seminars conducted.	June, 2024	
			A total of 78 accommodation facilities graded	June, 2024	
		Honey production increased from 30,400 tonnes to 40,000 by June, 2026	Modern beekeeping techniques introduced	July, 2023	DFoB
			A total 260 beekeeping groups, cooperatives and associations established	Sept, 2023	
			A total of 250 bee apiaries established	June, 2024	
			Three (3) queen rearing centres established	June, 2024	
		Number of certified bee products dealers increased from 32 to 60 by June, 2026	Bee products dealers identified	July, 2023	DFoB
			Compliance training conducted	Jan, 2024	
			Two (2) products dealers certified	June, 2024	
		Processing industries for beekeeping products	Areas to construct processing	Aug, 2023	DFoB

		increased from 14 to 20 by June, 2026;	industries identified		
			One (1) bee products processing industry established	June, 2024	
		Deforestation rate of 462,000 ha per year reduced by 50% by 2026.	Public awareness programs conducted	June, 2024	DFoB
			Patrols conducted	June, 2024	
			Boundaries demarcated	June, 2024	
		National Domestic Tourism Strategy developed and implemented by June, 2026.	Stakeholder consultation meetings conducted	Sept, 2023	DT
			Strategy developed	June, 2024	
		Ministerial plans prepared and monitored annually by June, 2026	Budget priority areas prepared	Jan, 2024	DPP
			One (1) Budget Committee meeting conducted	Feb, 2024	
			Medium term expenditure framework prepared	March, 2024	
			Budget memorandum prepared	March, 2024	
			Budget speech prepared	May, 2024	
			Action Plan prepared	July, 2024	
		Ministerial Monitoring and evaluation strategy developed and operationalized by June, 2026	Need assessment conducted	June 2024	DPP
			Monitoring and evaluation strategy developed	Sept 2023	
			Four (4) monitoring sessions conducted	June, 2024	
		Level of compliance to Finance and Budget Acts attained by 100% by June, 2026	Compliance assessment conducted	June 2024	CA
			Awareness workshop conducted	June 2024	
			Response on auditors queries prepared	June 2024	
			Four (4) quarterly and annual financial reports prepared	June 2024	
		PPRA standards adherence increased from 87% to 100% by June, 2026	Consolidate Ministerial procurement requirement	July 2023	DPMU
			Annual procurement plan developed	July 2022	
			Four (4) quarterly MTB meetings conducted	June 2024	
			Four (4) quarterly procurement reports prepared	June 2024	
		ICT infrastructure and systems developed and maintained by 90 percent by June, 2026.	Infrastructure and systems requirements identified	Aug, 2023	HICT
			Infrastructure installed	Oct, 2023	
			Systems developed	Dec, 2023	
		A total of 250 stakeholders awareness programs on	Fifty (50) awareness programme	July, 2023	HGCU

		natural and cultural resources conservation and tourism development conducted by June, 2026	organized Fifty (50) awareness programmes conducted	June, 2024	
		Ministerial statistical data collected, analyzed and disseminated by June, 2026;	Data collected and analysed Data disseminated	June, 2024 June, 2024	DRT
		Provision of office working facilities, utilities and staff statutory requirements attained by June, 2026;	Need assessment conducted	June, 2024	DAHRM
			Working facilities, utilities and statutory requirements provided	June, 2024	
		A total of 800 staff provided with required skills by June, 2026.	Training needs assessment conducted	June, 2024	DAHRM & DRT
			A total of 160 staff facilitated with training	June, 2024	DAHRM
		A total 216 staff recruited and promoted by June, 2026.	Needs assessment conducted	June, 2024	DAHRM
			A total of 136 new staff recruited	June, 2024	
		A total of 750 staff assessed annually through OPRAS by June, 2026.	A total of 750 staff performance assessed	June, 2024	DAHRM
		Institutional collaboration with key stakeholders in natural and cultural resources and tourism including LGAs attained by 70% by June, 2026	Key stakeholders identified Two stakeholders meeting conducted.	June, 2024 June, 2024	DPP
		National nature based tourism investment and promotion strategy developed and operationalized by June, 2026;	Investment opportunities identified Stakeholders meeting conducted Strategy prepared	June, 2024 June, 2024 June, 2024	DT & DoFB
		Bee reserves and apiaries for Api-tourism increased from 5 to 13 by June 2026	Stakeholders consultation meetings conducted	June, 2023	DT & DoFB
			Bee reserves and apiaries established	June, 2023	
		Forty (40) awareness programmes/adverts developed and aired and published by June, 2026	Awareness program prepared Ten (10) programs conducted	June, 2023 June, 2023	DT
		National tourism development programme developed and operational by June, 2026.	Stakeholders consultation meeting conducted Programme prepared	June, 2024 June, 2024	DT
		Tourism accommodation facilities collecting bed night levy increased from 1,815 to 7000 by June, 2026.	Awareness program prepared and conducted Accommodation facilities inventory list prepared Bed night level collected	June, 2024 June, 2024 June, 2024	DT
		Number of National College of Tourism graduates increased from 1,382 to 2,000 by June, 2026.	Training needs assessment conducted Concept note to seek finance for college expansion prepared	June, 2024 June, 2023	DT
		Functioning natural forest stakeholders' forum	Key stakeholders identified	June, 2024	DFoB

		established and conducted annually by 2026	Stakeholders forum conducted	June, 2023	DFoB
		Two forest Industries Park and clusters established by June 2026	Zones for industrial clusters and park identified	June, 2024	
		Area under communities owned forest plantations/woodlots increased from 120,000 ha to 160,000ha by June, 2026	Forest industrial clusters identified	June, 2024	DFoB
			Community sensitization programme to invest in forest plantations and woodlots conducted		
			Capacity building and extension service provided		
		Reduced forest pests and diseases occurrences to 50% by June, 2026.	8,000 ha of private plantations and woodlots established	June, 2024	DFoB
			Areas with pests and diseases incidences identified		
		Area under state owned forest plantation increased from 500,000 ha to 550,000 ha by June, 2026	Pests and diseases controlled	June, 2024	DFoB
			Area for establishing state owned forest plantation identified	June, 2024	
			10,000 ha of state owned forest plantation established	June, 2024	DFoB
		Incidences of land use conflicts and illegal harvesting of forest products reduced by June, 2026.	Areas with severe land use conflicts identified		
			Meeting with affected communities conducted		
		Improved tree seed sources development and management strategy developed and operationalized by June, 2026;	1 seed bank established	June, 2024	DFoB
			Stakeholders Consultation meeting conducted		
		Functioning beekeeping stakeholders forum established and conducted annually by June, 2026.	Strategy developed	June, 2024	DFoB
			Key stakeholders identified	June, 2024	
		Queen rearing centres increased from 3 to 8 in beekeeping zones by June 2026	Stakeholders forum conducted	June, 2024	DFoB
			Areas for establishment of queen rearing centre identified	June, 2024	
		Bee reserves gazetted increased from 7 to 25 by June, 2026	1 queen rearing centre established	June, 2024	DFoB
			Community sensitization programme to invest in beekeeping conducted		
			Capacity building and extension service provided		
		HIV/AIDS and NCDs seminars increased from 4 to 10 by June, 2026.	4 bee reserves gazetted	June, 2025	DAHRM
			Relevant authority consulted and program prepared		

		Staff with HIV/AIDS supported by 100 percent by June, 2026.	One session conducted	June, 2025	DAHRM
			Staff with HIV/AIDS identified	June, 2025	
			Staff with HIV/AIDS supported	June, 2025	
		Ten (10) Anti-corruption awareness sessions conducted by June, 2026	Relevant authority consulted and program prepared	June, 2025	DAHRM
			Two awareness sessions conducted	June, 2025	
		Number of complaints reported reduced from 56 to 25 by June, 2026; and	Complains received and analyzed	June, 2025	DAHRM
			Complains handled	June, 2025	
		Women, youth and vulnerable groups participating in natural and cultural resources conservation and tourism development increased from 17,510 to 60,000 by 2026.	Women, youth and vulnerable groups identified	June, 2025	DAHRM, DFOB, DW, DT & DOA
			10,000 capacitated by training and supplied with working facilities	June, 2025	
			27,510 monitored	June, 2025	
		Five (5) policy implementation strategies prepared by June, 2026;	Policy evaluated	June, 2025	DPP, DFOB/DW/DT/DOA
			Key stakeholders consulted	June, 2025	
			Two (3) Policy strategy prepared	June, 2025	
		Twenty two (22) legislations and six (6) guidelines developed and amended by June, 2026.	Legal gaps and challenges identified	June, 2025	DPP, DLS, DFOB/DW/DT/DOA
			Four (4) Cabinet papers prepared and submitted to the relevant authorities.	June, 2025	
		Poaching incidences wildlife resources reduced by 90% by June, 2026	Intelligence information collected	June, 2025	DW & DLS
			Ant poaching patrols conducted	June, 2025	
			Investigation of arrested suspects conducted	June, 2025	
			Prosecution conducted	June, 2025	
		A total of 100 management plans for conservation of natural forests prepared/reviewed and implemented by June, 2026;	Stakeholders consultation meetings conducted	Nov, 2024	DFoB
			20 Management plans prepared	June, 2025	
		Collection Infrastructure developed and improved by 60% by June, 2026;	Collection facilities needs assessed	June, 2025	DoA
			Infrastructure improved	June, 2025	
		Fifty sites and monuments conservation and management plans developed and implemented by June 2026;	Sites assessment conducted	June, 2025	DoA
			Ten management plans prepared	June, 2025	
		Cultural resources existing outside the country identified and registered by June 2026;	List of cultural resources prepared	June, 2025	DoA
			Resources registered	June, 2025	
		Artifacts collection and storage facilities increased from 2 to 5 by June 2026;	Artifact collection facilities needs assessed	June, 2025	DoA
			One collection and storage facility established	June, 2025	
		Cultural heritage resources database developed and operationalized by June, 2026;	Inventory list updated	June, 2025	DoA
			Database developed	June, 2025	

		Cultural heritage sites with private sector investments increased from 2 to 10 by June 2026;	Investment guidelines prepared	June, 2025	DoA
		Seventy five percent of gazetted cultural heritage sites assessed by 2026;	Ten percent of cultural sites gazetted	June, 2025	DoA
		Cultural legal framework to enable institutions to manage cultural sites reviewed by June 2026.	Stakeholders views collected	June, 2025	DoA
		A total of 25 new museums developed and register by June 2026.	Legal framework reviewed	June, 2025	DoA
			Guidelines for registration of Museum prepared	June, 2025	
		Poaching incidences in wildlife resources reduced by 90% by June, 2026	Intelligence information collected	June, 2025	DW
			Ant poaching patrols conducted	June, 2025	
			Investigation of arrested suspects conducted	June, 2025	
			Prosecution conducted	June, 2025	
			At least two cross border operation to combat illegal wildlife trade of wildlife conducted	June, 2025	
			At least two cross border wildlife-monitoring operations conducted	June, 2025	
		Incidences of Human Wildlife Conflicts reduced by 50% by June, 2026	Awareness on mitigation measures to problem animal conducted	June, 2025	DW
			Human wildlife conflict patrol conducted	June, 2025	
			Assessment conducted and victims consoled	June, 2025	
		25 wildlife corridors out of 54 secured by June, 2026;	Wildlife Corridor Prioritization and Action Plan Tanzania's Wildlife Corridor developed	June 2025	DW
			Review of Wildlife corridor regulation	June, 2025	
			Strategy to secure corridor and dispersal areas developed	June, 2025	
			Awareness meeting with respective authorities conducted	June, 2025	
			Delineation of five (5) corridor conducted	June, 2025	
		Fifteen (15) Game Controlled Areas upgraded to Game Reserves by June, 2026;	Consultative meetings with responsible authorities conducted.	June, 2025	DW
			Cabinet paper for respective areas prepared	June, 2025	
			Three (3) Game controlled area upgraded	June, 2025	

		Paramilitary services in Wildlife, forest and bee resources management operationalized by June, 2022	Workshops/meetings to review General Orders, Regulations, Strategies, Manuals, Standing Orders and Training Curriculum	June, 2025	DW & DFoB
			Intelligence led operations and prevention of illegal logging	June, 2025	
			Meeting with other law enforcement agencies at national level to strategize operations on anti-poaching and illegal logging	June, 2025	
			Investigation and prosecution on wildlife and forest cases	June, 2025	
			Development of national database on intelligence information, investigation, wildlife and forestry crimes and fire arms owned by WFCS units	June, 2025	
			Management and dissemination of intelligence information	June, 2025	
			Establishment of Central Armory in Dodoma	June, 2025	
		Encroached wildlife and wetland protected areas secured 90% by June, 2022;	Upgrade status of the wetland Ramsar site to wetland reserve	June, 2025	DW
			Establish management of the wetland reserve	June, 2025	
			Operationalisation of one wetland reserve	June, 2025	
		Wildlife Management Areas strategy and guidelines reviewed and implemented by June, 2026	Strategy and process to gazette WMA reviewed	June, 2025	DW
			Stakeholders workshop to gather view for WMA guideline and strategy development conducted	June, 2025	
			Drafting of the reviewed WMA guideline and strategy document	June, 2025	
			Stakeholders Workshop to validate WMA guidelines and Strategy	June, 2025	
		Eight (8) Wildlife Management Areas established by June,	Sensitization of local community	June, 2025	DW
			Assessment of village area and set aside proposed WMA	June, 2025	
			Formulation of Authorised association	June, 2025	

			Registration of association	June, 2025	
			Acquirement of Authorised association for at least two WMA	June, 2025	
			Two WMAs established	June, 2025	
		Conservation education and public awareness on wildlife and wetland resources strengthened to 87 Human Wildlife Conflicts hotspot districts by June, 2026;	Identification of Human Wildlife conflict hot spot areas	June, 2025	DW
			Awareness programmes on wildlife and wetland resources to 20 HWC hotspots	June, 2025	
			Assessment of population to determine number and type of wildlife in the area if it is viable for harvesting	June, 2025	
			Demarcate the boundary of the proposed area by GPOS Coordinate and permanent physical feature	June, 2025	
			Allocate at least 1 hunting block	June, 2025	
		A total of 86 game meat selling facilities established and operationalized by June, 2026	Advertisement to apply for licence to operate game selling point	June, 2025	DW
			Assessment of applications by Trophy dealer licence advisory committee		
			Physical verification of selling points by Game Meat Advisory committee and advice the Director General	June, 2025	DW
			Issue licence to operate the selling point and register at least 20 facility	June, 2025	DW
		Number of special wildlife investment concession areas increased from 12 to 17 by June, 2026.	Advertisement of wildlife concession areas	June, 2025	DW
			Assessment of received investment proposal and selection of the winners	June, 2025	
			Negotiate and sign of at least 3 investment contracts	June, 2025	
		Wildlife management facilities increased from 61 to 130 by June, 2026.	Stakeholders sensitized to establish wildlife captive facilities	June, 2025	DW
			Thirty (12) wildlife captive facilities established	June, 2025	
		Wildfire Management framework in protected areas established and functioning by June, 2026	Guidelines for fire management developed	June, 2025	DW
			Awareness rising to community on fire management	June, 2025	

			Wildfire detection system developed	June,2025	
			Fire fighting equipment purchased	June,2025	
			Capacity building to staff on fire Management	June, 2025	
		A total of 1,000 kilometres of protected areas' boundaries demarcated by June, 2020;	Boundaries identified	June, 2025	DW
			200Km of boundaries demarcated	June,2025	
		Regional, bilateral and multilateral treaties and agreements complied by 100% by June, 2026	Bilateral and multilateral areas of cooperation prepared	June, 2025	DW, DFoB, DoA, DT, DPP & DLS
			Meetings prepared and attended	June, 2025	
		A total of 14.5 million ha of forest reserve boundaries demarcated and managed by June, 2026;	Forest reserves boundaries identified	June, 2025	DFoB
			Boundaries demarcated.	June, 2025	
		Reduced annual plantation and woodlots wildfire incidences by 67 percent by June, 2026.	Awareness on wildfire made to communities	June, 2025	DFoB
			Fire control mechanisms established and operationalized	June, 2025	
		Certified forests increased from 3 to 7 by June, 2026	Forest resource assessment conducted	Dec, 2024	DFoB
			Forest annual audit conducted	June, 2025	
			One forest certified	June, 2025	
		Extension services on forest plantations/woodlots development, management and efficient utilization improved by June, 2026	Key extension areas identified through stakeholders consultation	June, 2025	DFoB
			Capacity building and extension services provided	June, 2025	
		Number of beekeepers groups graduated to co-operatives increased to 50% by June, 2026;	Identification of existing beekeepers groups	June, 2025	DFoB
			Beekeepers sensitization program to form beekeeping groups conducted	June, 2025	
			co-operatives beekeepers groups formed	June, 2025	
		National investment profile in commercial beekeeping developed and operationalized by June, 2026;	Key investment areas in commercial beekeeping identified	June, 2025	DFoB
			Investment profile on commercial beekeeping prepared	June, 2025	
		A total of 400 ministerial researches on wildlife, tourism, antiquities, forest and beekeeping	Research need assessment conducted	Dec, 2024	DRT
			Research profile developed	Jan, 2025	
			100 researches conducted	June, 2025	

		coordinated and managed by June, 2026;			
		Student enrolment in ministerial training institutions increased from 1,500 to 5000 By June, 2026	Liaise with NACTE to secure technical support	July, 2024	DRT DAH RM
			Two (2) stakeholders consultation and sensitisation meetings conducted	August, 2024	
			National College Quality Assurance Frameworks for MNRT Training Institutions developed	February, 2025	
			Students enrolled	June, 2025	
		Number of international tourist arrivals increased from 1,527,230 to 5,000,000 by June, 2026	Marketing need assessment conducted	July, 2024	DT & DRT
			Tourism products promoted	June, 2025	
			Tourists exit survey conducted and statistics prepared	June, 2025	
		Number of domestic tourist visiting protected areas increased 959,831 to 2,500,000 by June, 2026;	Internal marketing assessment conducted	June, 2025	DT
			Domestic tourism wareness programs conducted	June, 2025	
			Tourism products promoted	June, 2025	
		Registered Tourism Business Operators increased from 2,051 to 5,550 by June, 2026	Two (2) stakeholders sensitization seminars conducted	July, 2024	DT
			A total of 2,451 Tourism Business operators registered and licensed	July, 2024	
		Four (4) strategic tourism products (MICE, Beach, Cruise ship and Cable car) in potential areas developed by June, 2026	Stakeholders meeting conducted	July, 2025	DT
			Potential areas for investment identified	Dec, 2025	
			Feasibility study conducted	Dec, 2025	
			One (1) tourism product developed	June, 2025	DT
		Eight (8) existing tourism products developed and promoted by June, 2026.	Stakeholders meetings conducted	June, 2025	
			Products developed and promoted	June, 2025	
		Number of graded accommodation facilities increased from 308 to 700 by June, 2026	Inventory of accommodation facilities prepared.	June, 2025	DT
			Four (4) stakeholders' sensitization seminars conducted.	June, 2025	
			A total of 78 accommodation facilities graded	June, 2025	
		Honey production increased from 30,400 tonnes to 40,000 by June, 2026	Modern beekeeping techniques introduced	July, 2024	DFoB
			A total 260 beekeeping groups,	Sept, 2024	

			cooperatives and associations established		
			A total of 250 bee apiaries established	June, 2025	
			Three (3) queen rearing centres established	June, 2025	
		Number of certified bee products dealers increased from 32 to 60 by June, 2026	Bee products dealers identified	July, 2024	DFoB
			Compliance training conducted	Jan, 2024	
			Two (2) products dealers certified	June, 2025	
		Processing industries for beekeeping products increased from 14 to 20 by June, 2026;	Areas to construct processing industries identified	Aug, 2024	DFoB
			One (1) bee products processing industry established	June, 2025	
		Deforestation rate of 462,000 ha per year reduced by 50% by 2026.	Public awareness programs conducted	June, 2025	DFoB
			Patrols conducted	June, 2025	
			Boundaries demarcated	June, 2025	
		National Domestic Tourism Strategy developed and implemented by June, 2026.	Stakeholder consultation meetings conducted	Sept, 2024	DT
			Strategy developed	June, 2025	
		Ministerial plans prepared and monitored annually by June, 2026	Budget priority areas prepared	Jan, 2025	DPP
			One (1) Budget Committee meeting conducted	Feb, 2025	
			Medium term expenditure framework prepared	March, 2025	
			Budget memorandum prepared	March, 2025	
			Budget speech prepared	May, 2025	
			Action Plan prepared	July, 2025	
		Ministerial Monitoring and evaluation strategy developed and operationalized by June, 2026	Need assessment conducted	June 2025	DPP
			Monitoring and evaluation strategy developed	Sept 2024	
			Four (4) monitoring sessions conducted	June, 2025	
		Level of compliance to Finance and Budget Acts attained by 100% by June, 2026	Compliance assessment conducted	June 2025	CA
			Awareness workshop conducted	June 2025	
			Response on auditors queries prepared	June 2025	
			Four (4) quarterly and annual financial reports prepared	June 2025	
		PPRA standards adherence increased from 87% to 100% by June, 2026	Consolidate Ministerial procurement requirement	July 2024	DPMU
			Annual procurement plan developed	July 2024	

			Four (4) quarterly MTB meetings conducted	June 2025	
			Four (4) quarterly procurement reports prepared	June 2025	
		ICT infrastructure and systems developed and maintained by 90 percent by June, 2026.	Infrastructure and systems requirements identified	Aug, 2024	HICT
			Infrastructure installed	Oct, 2024	
			Systems developed	Dec, 2024	
		A total of 250 stakeholders awareness programs on natural and cultural resources conservation and tourism development conducted by June, 2026	Fifty (50) awareness programme organized	July, 2024	HGCU
			Fifty (50) awareness programmes conducted	June, 2025	
		Ministerial statistical data collected, analyzed and disseminated by June, 2026;	Data collected and analysed	June, 2025	DRT
			Data disseminated	June, 2025	
		Provision of office working facilities, utilities and staff statutory requirements attained by June, 2026;	Need assessment conducted	June, 2025	DAHRM
			Working facilities, utilities and statutory requirements provided	June, 2025	
		A total of 800 staff provided with required skills by June, 2026.	Training needs assessment conducted	June, 2025	DAHRM & DRT
			A total of 160 staff facilitated with training	June, 2025	DAHRM
		A total 216 staff recruited and promoted by June, 2026.	Needs assessment conducted	June, 2025	DAHRM
			A total of 136 new staff recruited	June, 2025	
		A total of 750 staff assessed annually through OPRAS by June, 2026.	A total of 750 staff performance assessed	June, 2025	DAHRM
		Institutional collaboration with key stakeholders in natural and cultural resources and tourism including LGAs attained by 70% by June, 2026	Key stakeholders identified	June, 2025	DPP
			Two stakeholders meeting conducted.	June, 2025	
		National nature based tourism investment and promotion strategy developed and operationalized by June, 2026;	Investment opportunities identified	June, 2025	DT & DoFB
			Stakeholders meeting conducted	June, 2025	
			Strategy prepared	June, 2025	
		Bee reserves and apiaries for Api-tourism increased from 5 to 13 by June 2026	Stakeholders consultation meetings conducted	June, 2025	DT & DoFB
			Bee reserves and apiaries established	June, 2025	
		Forty (40) awareness programmes/adverts developed and aired and published by June, 2026	Awareness program prepared	June, 2025	DT
			Ten (10) programs conducted	June, 2025	
		Tourism accommodation facilities collecting bed night levy increased from 1,815 to 7000 by June,	Awareness program prepared and conducted	June, 2025	DT
			Accommodation facilities inventory list prepared	June, 2025	

		2026.	Bed night level collected	June, 2025	
		Number of National College of Tourism graduates increased from 1,382 to 2,000 by June, 2026.	Training needs assessment conducted	June, 2025	DT
			Concept note to seek finance for college expansion prepared	June, 2025	
		Functioning natural forest stakeholders' forum established and conducted annually by 2026	Key stakeholders identified	June, 2025	DFoB
			Stakeholders forum conducted	June, 2025	
		Two forest Industries Park and clusters established by June 2026	Zones for industrial clusters and park identified	June, 2025	DFoB
			Forest industrial clusters identified		
		Area under communities owned forest plantations/woodlots increased from 120,000 ha to 160,000ha by June, 2026	Community sensitization programme to invest in forest plantations and woodlots conducted	June, 2025	DFoB
			Capacity building and extension service provided		
			8,000 ha of private plantations and woodlots established		
		Reduced forest pests and diseases occurrences to 50% by June, 2026.	Areas with pests and diseases incidences identified	June, 2025	DFoB
			Pests and diseases controlled	June, 2025	
		Area under state owned forest plantation increased from 500,000 ha to 550,000 ha by June, 2026	Area for establishing state owned forest plantation identified	June, 2025	DFoB
			10,000 ha of state owned forest plantation established		
		Incidences of land use conflicts and illegal harvesting of forest products reduced by June, 2026.	Areas with severe land use conflicts identified	June, 2025	DFoB
			Meeting with affected communities conducted		
			1 seed bank established		
		Improved tree seed sources development and management strategy developed and operationalized by June, 2026;	Stakeholders Consultation meeting conducted	June, 2025	DFoB
			Strategy developed	June, 2025	
		Functioning beekeeping stakeholders forum established and conducted annually by June, 2026.	Key stakeholders identified	June, 2025	DFoB
			Stakeholders forum conducted	June, 2025	
		Queen rearing centres increased from 3 to 8 in beekeeping zones by June 2026	Areas for establishment of queen rearing centre identified	June, 2025	DFoB
			1 queen rearing centre established		

2025/26	Two Reviews	Bee reserves gazetted increased from 7 to 25 by June, 2026	Community sensitization programme to invest in beekeeping conducted	June, 2025	DFoB
			Capacity building and extension service provided		
			4 bee reserves gazetted		
		HIV/AIDS and NCDs seminars increased from 4 to 10 by June, 2026.	Relevant authority consulted and program prepared	June, 2026	DAHRM
			One session conducted	June, 2026	
		Staff with HIV/AIDS supported by 100 percent by June, 2026.	Staff with HIV/AIDS identified	June, 2026	DAHRM
			Staff with HIV/AIDS supported	June, 2026	
		Ten (10) Anti-corruption awareness sessions conducted by June, 2026	Relevant authority consulted and program prepared	June, 2026	DAHRM
			Two awareness sessions conducted	June, 2026	
		Number of complaints reported reduced from 56 to 25 by June, 2026; and	Complaints received and analyzed	June, 2026	DAHRM
			Complaints handled	June, 2026	
		Women, youth and vulnerable groups participating in natural and cultural resources conservation and tourism development increased from 17,510 to 60,000 by 2026.	Women, youth and vulnerable groups identified	June, 2026	DAHRM, DFOB, DW, DT & DOA
			10,000 capacitated by training and supplied with working facilities	June, 2026	
			27,510 monitored	June, 2026	
		Five (5) policy implementation strategies prepared by June, 2026;	Policy evaluated	June, 2026	DPP, DFOB/DW/DT/DOA
			Key stakeholders consulted	June, 2026	
			Three (3) Policy strategy prepared	June, 2026	
		Twenty two (22) legislations and six (6) guidelines developed and amended by June, 2026.	Legal gaps and challenges identified	June, 2026	DPP, DLS, DFOB/DW/DT/DOA
			Four (4) Cabinet papers prepared and submitted to the relevant authorities.	June, 2026	
		Poaching incidences wildlife resources reduced by 90% by June, 2026	Intelligence information collected	June, 2026	DW & DLS
			Ant poaching patrols conducted	June, 2026	
			Investigation of arrested suspects conducted	June, 2026	
			Prosecution conducted	June, 2026	
		A total of 100 management plans for conservation of natural forests prepared/reviewed and implemented by June, 2026;	Stakeholders consultation meetings conducted	Nov, 2025	DFoB
			20 Management plans prepared	June, 2025	
		Collection Infrastructure developed and improved by 60% by June, 2026;	Collection facilities needs assessed	June, 2026	DoA
			Infrastructure improved	June, 2025	
		Fifty sites and monuments conservation and management plans developed and implemented by June 2026;	Sites assessment conducted	June, 2026	DoA
			Ten management plans prepared	June, 2026	

		Cultural resources existing outside the country identified and registered by June 2026;	List of cultural resources prepared	June, 2026	DoA
			Resources registered	June, 2026	
		Artifacts collection and storage facilities increased from 2 to 5 by June 2026;	Artifact collection facilities needs assessed	June, 2026	DoA
			One collection and storage facility established	June, 2026	
		Cultural heritage resources database developed and operationalized by June, 2026;	Inventory list updated	June, 2026	DoA
			Database developed	June, 2026	
		Cultural heritage sites with private sector investments increased from 2 to 10 by June 2026;	Investment guidelines prepared	June, 2026	DoA
		Seventy five percent of gazetted cultural heritage sites assessed by 2026;	Ten percent of cultural sites gazetted	June, 2026	DoA
		Cultural legal framework to enable institutions to manage cultural sites reviewed by June 2026.	Stakeholders views collected	June, 2026	DoA
			Legal framework reviewed	June, 2026	
		A total of 25 new museums developed and register by June 2026.	Guidelines for registration of Museum prepared	June, 2026	DoA
		Poaching incidences in wildlife resources reduced by 90% by June, 2026	Intelligence information collected	June, 2026	DW
			Ant poaching patrols conducted	June, 2026	
			Investigation of arrested suspects conducted	June, 2026	
			Prosecution conducted	June, 2026	
			At least two cross border operation to combat illegal wildlife trade of wildlife conducted	June, 2026	
			At least two cross border wildlife-monitoring operations conducted	June, 2026	
		Incidences of Human Wildlife Conflicts reduced by 50% by June, 2026	Awareness on mitigation measures to problem animal conducted	June, 2026	DW
			Human wildlife conflict patrol conducted	June, 2026	
			Assessment conducted and victims consoled	June, 2026	
		25 wildlife corridors out of 54 secured by June, 2026;	Wildlife Corridor Prioritization and Action Plan Tanzania's Wildlife Corridor developed	June 2026	DW
			Review of Wildlife corridor regulation	June, 2026	
			Strategy to secure corridor and dispersal areas developed	June, 2026	
			Awareness meeting with respective authorities conducted	June, 2026	

			Delineation of five (5) corridor conducted	June, 2026	
		Fifteen (15) Game Controlled Areas upgraded to Game Reserves by June, 2026;	Consultative meetings with responsible authorities conducted.	June, 2026	DW
			Cabinet paper for respective areas prepared	June, 2026	
			Three (3) Game controlled area upgraded	June, 2026	
		Paramilitary services in Wildlife, forest and bee resources management operationalized by June, 2022	Workshops/meetings to review General Orders, Regulations, Strategies, Manuals, Standing Orders and Training Curriculum	June, 2026	DW & DFoB
			Intelligence led operations and prevention of illegal logging	June, 2026	
			Meeting with other law enforcement agencies at national level to strategize operations on anti-poaching and illegal logging	June, 2026	
			Investigation and prosecution on wildlife and forest cases	June, 2026	
			Development of national database on intelligence information, investigation, wildlife and forestry crimes and fire arms owned by WFCS units	June, 2026	
			Management and dissemination of intelligence information	June, 2026	
			Establishment of Central Armory in Dodoma	June, 2026	
		Encroached wildlife and wetland protected areas secured 90% by June, 2022;	Upgrade status of the wetland Ramsar site to wetland reserve	June, 2026	DW
			Establish management of the wetland reserve	June, 2026	
			Operationalisation of one wetland reserve	June, 2026	
		Wildlife Management Areas strategy and guidelines reviewed and implemented by June, 2026	Strategy and process to gazette WMA reviewed	June, 2026	DW
			Stakeholders workshop to gather view for WMA guideline and strategy development conducted	June, 2026	
			Drafting of the reviewed WMA guideline and strategy document	June, 2026	

			Stakeholders Worksop to validate WMA guidelines and Strategy	June, 2026	
		Eight (8) Wildlife Management Areas established by June,	Sensitization of local community	June, 2026	DW
			Assessment of village area and set aside proposed WMA	June, 2026	
			Formulation of Authorised association	June, 2026	
			Registration of association	June, 2026	
			Acquirement of Authorised association for at least two WMA	June, 2026	
			Two WMAs established	June, 2026	
		Conservation education and public awareness on wildlife and wetland resources strengthened to 87 Human Wildlife Conflicts hotspot districts by June, 2026;	Identification of Human Wildlife conflict hot spot areas	June, 2026	DW
			Awareness programmes on wildlife and wetland resources to 20 HWC hotspots	June, 2026	
			Assessment of population to determine number and type of wildlife in the area if it is viable for harvesting	June, 2026	
			Demarcate the boundary of the proposed area by GPOS Coordinate and permanent physical feature	June, 2026	
			Allocate at least 1 hunting block	June, 2026	
		A total of 86 game meat selling facilities established and operationalized by June, 2026	Advertisement to apply for licence to operate game selling point	June, 2026	DW
			Assessment of applications by Trophy dealer licence advisory committee		
			Physical verification of selling points by Game Meat Advisory committee and advice the Director General	June, 2026	DW
			Issue licence to operate the selling point and register at least 20 facility	June, 2026	DW
		Number of special wildlife investment concession areas increased from 12 to 17 by June, 2026.	Advertisement of wildlife concession areas	June, 2026	DW
			Assessment of received investment proposal and selection of the winners	June, 2026	
			Negotiate and sign of at least 3 investment contracts	June, 2026	

		Wildlife management facilities increased from 61 to 130 by June, 2026.	Stakeholders sensitized to establish wildlife captive facilities	June, 2026	DW
			Thirty (12) wildlife captive facilities established	June, 2026	
		Wildfire Management framework in protected areas established and functioning by June, 2026	Guidelines for fire management developed	June, 2026	DW
			Awareness rising to community on fire management	June, 2026	
			Wildfire detection system developed	June, 2026	
			Fire fighting equipment purchased	June, 2026	
			Capacity building to staff on fire Management	June, 2026	
		A total of 1,000 kilometres of protected areas' boundaries demarcated by June, 2020;	Boundaries identified	June, 2026	DW
			200Km of boundaries demarcated	June, 2026	
		Regional, bilateral and multilateral treaties and agreements complied by 100% by June, 2026	Bilateral and multilateral areas of cooperation prepared	June, 2026	DW, DFoB, DoA, DT, DPP & DLS
			Meetings prepared and attended	June, 2026	
		A total of 14.5 million ha of forest reserve boundaries demarcated and managed by June, 2026;	Forest reserves boundaries identified	June, 2026	DFoB
			Boundaries demarcated.	June, 2026	
		Reduced annual plantation and woodlots wildfire incidences by 67 percent by June, 2026.	Awareness on wildfire made to communities	June, 2026	DFoB
			Fire control mechanisms established and operationalized	June, 2026	
		Certified forests increased from 3 to 7 by June, 2026	Forest resource assessment conducted	Dec, 2025	DFoB
			Forest annual audit conducted	June, 2026	
			One forest certified	June, 2026	
		Extension services on forest plantations/woodlots development, management and efficient utilization improved by June, 2026	Key extension areas identified through stakeholders consultation	June, 2026	DFoB
			Capacity building and extension services provided	June, 2026	
		Number of beekeepers groups graduated to co-operatives increased to 50% by June, 2026;	Identification of existing beekeepers groups	June, 2026	DFoB
			Beekeepers sensitization program to form beekeeping groups conducted	June, 2026	
			co-operatives beekeepers groups	June, 2026	

			formed		
		National investment profile in commercial beekeeping developed and operationalized by June, 2026;	Key investment areas in commercial beekeeping identified	June, 2026	DFoB
			Investment profile on commercial beekeeping prepared	June, 2026	
		A total of 400 ministerial researches on wildlife, tourism, antiquities, forest and beekeeping coordinated and managed by June, 2026;	Research need assessment conducted	Dec, 2025	DRT
			Research profile developed	Jan, 2026	
			100 researches conducted	June, 2026	
		Student enrolment in ministerial training institutions increased from 1,500 to 5000 By June, 2026	Liaise with NACTE to secure technical support	July, 2025	DRT DAHRM
			Two (2) stakeholders consultation and sensitisation meetings conducted	August, 2025	
			National College Quality Assurance Frameworks for MNRT Training Institutions developed	February, 2026	
			Students enrolled	June, 2026	
		Number of international tourist arrivals increased from 1,527,230 to 5,000,000 by June, 2026	Marketing need assessment conducted	July, 2025	DT & DRT
			Tourism products promoted	June, 2026	
			Tourists exit survey conducted and statistics prepared	June, 2026	
		Number of domestic tourist visiting protected areas increased 959,831 to 2,500,000 by June, 2026;	Internal marketing assessment conducted	June, 2026	DT
			Domestic tourism wareness programs conducted	June, 2026	
			Tourism products promoted	June, 2026	
		Registered Tourism Business Operators increased from 2,051 to 5,550 by June, 2026	Two (2) stakeholders sensitization seminars conducted	July, 2026	DT
			A total of 2,451 Tourism Business operators registered and licensed	July, 2026	
		Four (4) strategic tourism products (MICE, Beach, Cruise ship and Cable car) in potential areas developed by June, 2026	Stakeholders meeting conducted	July, 2026	DT
			Potential areas for investment identified	Dec, 2026	
			Feasibility study conducted	Dec, 2026	
			One (1) tourism product developed	June, 2026	
		Eight (8) existing tourism products developed and promoted by June, 2026.	Stakeholders meetings conducted	June, 2026	DT
			Products developed and promoted	June, 2026	
		Number of graded accommodation facilities	Inventory of accommodation facilities	June, 2026	DT

		increased from 308 to 700 by June, 2026	prepared.		
			Four (4) stakeholders' sensitization seminars conducted.	June, 2026	
			A total of 78 accommodation facilities graded	June, 2026	
		Honey production increased from 30,400 tonnes to 40,000 by June, 2026	Modern beekeeping techniques introduced	July, 2025	DFoB
			A total 260 beekeeping groups, cooperatives and associations established	Sept, 2025	
			A total of 250 bee apiaries established	June, 2026	
			Three (3) queen rearing centres established	June, 2026	
		Number of certified bee products dealers increased from 32 to 60 by June, 2026	Bee products dealers identified	July, 2025	DFoB
			Compliance training conducted	Jan, 2025	
			Two (2) products dealers certified	June, 2026	
		Processing industries for beekeeping products increased from 14 to 20 by June, 2026;	Areas to construct processing industries identified	Aug, 2025	DFoB
			One (1) bee products processing industry established	June, 2026	
		Deforestation rate of 462,000 ha per year reduced by 50% by 2026.	Public awareness programs conducted	June, 2026	DFoB
			Patrols conducted	June, 2026	
			Boundaries demarcated	June, 2026	
		National Domestic Tourism Strategy developed and implemented by June, 2026.	Stakeholder consultation meetings conducted	Sept, 2025	DT
			Strategy developed	June, 2026	
		Ministerial plans prepared and monitored annually by June, 2026	Budget priority areas prepared	Jan, 2026	DPP
			One (1) Budget Committee meeting conducted	Feb, 2026	
			Medium term expenditure framework prepared	March, 2026	
			Budget memorandum prepared	March, 2026	
			Budget speech prepared	May, 2026	
			Action Plan prepared	July, 2025	
		Ministerial Monitoring and evaluation strategy developed and operationalized by June, 2026	Need assessment conducted	June 2026	DPP
			Monitoring and evaluation strategy developed	Sept 2024	
			Four (4) monitoring sessions conducted	June, 2026	
		Level of compliance to Finance and Budget Acts	Compliance assessment conducted	June 2026	CA

		attained by 100% by June, 2026	Awareness workshop conducted	June 2026	
			Response on auditors queries prepared	June 2026	
			Four (4) quarterly and annual financial reports prepared	June 2026	
		PPRA standards adherence increased from 87% to 100% by June, 2026	Consolidate Ministerial procurement requirement	July 2026	DPMU
			Annual procurement plan developed	July 2025	
			Four (4) quarterly MTB meetings conducted	June 2026	
			Four (4) quarterly procurement reports prepared	June 2026	
		ICT infrastructure and systems developed and maintained by 90 percent by June, 2026.	Infrastructure and systems requirements identified	Aug, 2025	HICT
			Infrastructure installed	Oct, 2025	
			Systems developed	Dec, 2025	
		A total of 250 stakeholders awareness programs on natural and cultural resources conservation and tourism development conducted by June, 2026	Fifty (50) awareness programme organized	July, 2025	HGCU
			Fifty (50) awareness programmes conducted	June, 2026	
		Ministerial statistical data collected, analyzed and disseminated by June, 2026;	Data collected and analysed	June, 2026	DRT
			Data disseminated	June, 2026	
		Provision of office working facilities, utilities and staff statutory requirements attained by June, 2026;	Need assessment conducted	June, 2026	DAHRM
			Working facilities, utilities and statutory requirements provided	June, 2026	
		A total of 800 staff provided with required skills by June, 2026.	Training needs assessment conducted	June, 2026	DAHRM & DRT
			A total of 160 staff facilitated with training	June, 2026	DAHRM
		A total 216 staff recruited and promoted by June, 2026.	Needs assessment conducted	June, 2026	DAHRM
			A total of 136 new staff recruited	June, 2026	
		A total of 750 staff assessed annually through OPRAS by June, 2026.	A total of 750 staff performance assessed	June, 2026	DAHRM
		Institutional collaboration with key stakeholders in natural and cultural resources and tourism including LGAs attained by 70% by June, 2026	Key stakeholders identified	June, 2026	DPP
			Two stakeholders meeting conducted.	June, 2026	
		National nature based tourism investment and promotion strategy developed and operationalized by June, 2026;	Investment opportunities identified	June, 2026	DT & DoFB
			Stakeholders meeting conducted	June, 2026	
			Strategy prepared	June, 2026	
		Bee reserves and apiaries for Api-tourism	Stakeholders consultation meetings	June, 2026	DT & DoFB

		increased from 5 to 13 by June 2026	conducted		
			Bee reserves and apiaries established	June, 2026	
		Forty (40) awareness programmes/adverts developed and aired and published by June, 2026	Awareness program prepared	June, 2026	DT
			Ten (10) programs conducted	June, 2026	
		Tourism accommodation facilities collecting bed night levy increased from 1,815 to 7000 by June, 2026.	Awareness program prepared and conducted	June, 2026	DT
			Accommodation facilities inventory list prepared	June, 2026	
			Bed night level collected	June, 2026	
		Number of National College of Tourism graduates increased from 1,382 to 2,000 by June, 2026.	Training needs assessment conducted	June, 2026	DT
			Concept note to seek finance for college expansion prepared	June, 2026	
		Functioning natural forest stakeholders' forum established and conducted annually by 2026	Key stakeholders identified	June, 2026	DFoB
			Stakeholders forum conducted	June, 2026	
		Two forest Industries Park and clusters established by June 2026	Zones for industrial clusters and park identified	June, 2026	DFoB
			Forest industrial clusters identified		
		Area under communities owned forest plantations/woodlots increased from 120,000 ha to 160,000ha by June, 2026	Community sensitization programme to invest in forest plantations and woodlots conducted	June, 2026	DFoB
			Capacity building and extension service provided		
			8,000 ha of private plantations and woodlots established		
		Reduced forest pests and diseases occurrences to 50% by June, 2026.	Areas with pests and diseases incidences identified	June, 2026	DFoB
			Pests and diseases controlled	June, 2026	
		Area under state owned forest plantation increased from 500,000 ha to 550,000 ha by June, 2026	Area for establishing state owned forest plantation identified	June, 2026	DFoB
			10,000 ha of state owned forest plantation established		
		Incidences of land use conflicts and illegal harvesting of forest products reduced by June, 2026.	Areas with severe land use conflicts identified	June, 2026	DFoB
			Meeting with affected communities conducted		
			1 seed bank established		
		Improved tree seed sources development and management strategy developed and operationalized by June, 2026;	Stakeholders Consultation meeting conducted	June, 2026	DFoB
			Strategy developed	June, 2026	

		Functioning beekeeping stakeholders forum established and conducted annually by June, 2026.	Key stakeholders identified	June, 2026	DFoB
			Stakeholders forum conducted	June, 2026	
		Queen rearing centres increased from 3 to 8 in beekeeping zones by June 2026	Areas for establishment of queen rearing centre identified	June, 2026	DFoB
			1 queen rearing centre established		
		Bee reserves gazetted increased from 7 to 25 by June, 2026	Community sensitization programme to invest in beekeeping conducted	June, 2026	DFoB
			Capacity building and extension service provided		
			3 bee reserves gazetted		