



THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF INFORMATION, COMMUNICATION AND INFORMATION TECHNOLOGY

TCRA CONSUMER CONSULTATIVE COUNCIL

(TCRA CCC)

STRATEGIC PLAN

2019/2020-2025/2026

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ACRONYMS AND ABBREVIATIONS

AIDS:	Acquired Immune Deficiency Syndrome
BOT:	Bank of Tanzania
CCC:	Consumer Consultative Council
ES:	Executive Secretary
F&A:	Finance and Administration
FCC:	Fair Competition Commission
FCT:	Fair Competition Tribunal
FSDT:	Financial Sector Deepening Trust
E&A:	Education and Advocacy
HIV:	Human Immunodeficiency Virus
ICT:	Information and Communication Technology
KPI:	Key Performance Indicator
NCD:	Non-communicable Diseases
RCC:	Regional Consumer Committee
SWOC:	Strengths, Weaknesses, Opportunities and Challenges
TABOA:	Tanzania Bus Owners Association
TCRA:	Tanzania Communications Regulatory Authority
UCSAF:	Universal Communications Service Access Fund
URT:	United Republic of Tanzania

MESSAGE OF THE COUNCIL CHAIRPERSON

On behalf of the Members of the TCRA Consumer Consultative Council (TCRA CCC), I am privileged to present the revised Strategic Plan of the Council for the period of seven (7) years from financial year 2019/20-2025/26

The Plan outlines the strategic direction that the Council intends to take during the referred period. The Council enters its third Strategic Plan amid growing demand for communications goods and services as well as threats due to abuse of the same. The Plan is aligned to the overall thrusts of the Tanzania Development Vision 2025, the country's third National Five-Year Development Plan 2021/22-2025/26

In the current Plan, the Council's Vision is revised to read "to be an effective institution in the promotion of the protection of the rights and interests of consumers of regulated communications goods and services in the country." The Council's mission is revised to read "To promote rights of consumer of regulated communications goods and services through empowerment, advocacy and dialogue with stakeholders"

The Council shall provide necessary support including liaising with the parent Ministry, the Regulator, operators and other stakeholders to facilitate implementation of this Plan.

I wish the Management and Staff of the TCRA CCC success in the implementation of this Strategic Plan.

Mrs. Hawa M. Ng'umbi

Chairperson

TCRA Consumer Consultative Council

MESSAGE OF THE COUNCIL EXECUTIVE SECRETARY

The development of this Strategic Plan was a consultative and participatory process bringing together key stakeholders in the country's communications sector. Further, considering that this is the Third Strategic Plan of the Council, its formulation involved a critical review of the lessons learned during the implementation of the Council's First Strategic Plan (2005 – 2010), which was rolled over to June 2013, and the Council's Second Strategic Plan (2013/14 – 2017/18) which was also rolled over to June 2019.

The formulation of the Plan involved carefully translating the Council's functions as defined under Section 38(1) of the TCRA Act No.12 of 2003 into strategic objectives and actions with specific indicators in the context of changing technological, socio-cultural, political, legal and economic environment. The Plan focuses on the promotion of consumer protection through consumer empowerment, advocacy and effective dialogue with policy makers, service providers and consumers of regulated communications goods and services in the country.

The success of this Strategic Plan will largely hinge on the commitment of and teamwork of all Council employees, cooperation of the Councilors as well as continuous support of stakeholders. Resource mobilization for key activities will be targeted while care will be taken to only schedule those activities that can be matched with available resources.

I take this opportunity to thank all our stakeholders for your valuable contributions and support towards the completion of this Strategic Plan.

Mary Shao Msuya

Executive Secretary

TCRA Consumer Consultative Council

EXECUTIVE SUMMARY

The TCRA Consumer Consultative Council (TCRA CCC) was established under Section 37 (1) of the Tanzania Communications Regulatory Authority (TCRA) Act No. 12 of 2003. The Council's powers and functions are as follows:

- (a) to represent the interest of consumers by making submissions to, providing views and information to and consulting with the Authority, Minister and sector Ministers;
- (b) to receive and disseminate information and views on matters of interest to consumers of regulated goods and services;
- (c) to establish local, regional and sector consumer committees and consult with them; and
- (d) to consult with industry, government and other consumer groups on matters of interest to consumers of regulated goods and services.

In addition to the above, Section 39 (1) c and (2) of the Tanzania Communications Regulatory Authority (TCRA) Act No. 12 of 2003 empowers the Council to solicit funds and contributions as follows:

- a) The funds and resources of the council shall consist of grants, donations, bequests or other contributions. [Section 39 (1) c]
- b) The Council shall prescribe procedure for enabling members of the business community and organizations representative of the private sector to contribute to and budget for all the meetings and transactions of the Council. [Section 39 (2)]

The current Strategic Plan outlines the strategies and results for achieving the Council's objectives in the medium term, covering a period of seven (7) years from 2019/20 to 2025/26.

The overall objective of this Plan is to provide a strategic direction of TCRA Consumer Consultative Council in the next seven years and a guide to annual planning and implementation process. It also aims at creating a common framework and standards for Councillors, staff, clients and stakeholders to guide resource allocation against which the Council's performance will be measured.

The first step in determining TCRA-CCC's strategic priorities for the future was to conduct a thorough analysis of the current state of the sector (external) and the

Council (internal) as relates to the Council's mandated functions. From the internal environment perspective, the areas considered to be the Council's strengths are strong Government backing, strong support from other sector Consumer Consultative Councils, lean organisation structure, skilled employees and morale as well as multi-skilled and well-connected Council.

The areas considered to be the Council's weaknesses include inadequate staffing; inadequate financial resources; weak link with policy makers, regulatory bodies and service providers; limited public visibility of the Council as well as weak link with consumers.

From the external environmental perspective, the areas considered to be the Council's opportunities include well-recognized importance of the communications sector, opportunity to use ICT in improving the Council's service delivery, lowering cost of communications goods and services, opportunity to use the Government's established fund (UCSAF) in extending communications services to underserved areas, potential for price reduction due to increased competition in the communications sector as well as volunteer spirit of Regional Consumer Committees (RCCs).

The areas considered to be the Council's challenges include complex nature of some communication products and legislation; potential conflicts of interest among key players in the sector; potential conflict between individual consumer interests and prevailing laws, regulations and national values; existence of significant proportion of Tanzanians with lower literacy levels; high rural-urban information inequality, especially among low income consumers and; frequent introduction of new policies and laws governing the communications sector.

The Mission of the Council is "to promote consumer protection through consumer empowerment, advocacy and effective dialogue with policy makers, service providers and consumers of regulated communications goods and services". The Vision of the Council is "to be an effective Institution in the promotion of the protection of rights and interest of consumers of regulated communications goods and services in the country."

In addition to the mission and vision statements, TCRA Consumer Consultative Council (TCRA CCC) has a set of core values that serve to guide the Council in prioritising objectives and strategies as follows: consumer focus, responsiveness, integrity and accountability, mutual respect and unity of purpose, transparency and professionalism.

The Plan is presented under five (5) strategic objectives namely: Non-Communicable Diseases, HIV and AIDS, and Other Diseases Outbreaks Reduced, and Supportive Services Improved; Implementation of National Anti-Corruption Strategy Enhanced; Consumer Consultations, Protection Mechanisms and Delivery System Enhanced; TCRA CCC'S Institutional Capacity Strengthened and TCRA CCC'S Good Governance and Ethics Strengthened.

During the execution of the plan, quarterly progress reports shall constitute one of the monitoring outputs. Formal reviews will be tracking progress on targets on annual basis. The review to be conducted during the seventh year focuses on determining whether the planned outputs over the seven (7) years period have been achieved against indicators, and if not, what could have been the reasons for the under achievement. A total of three (3) evaluation studies will be conducted over the plan period. The evaluation studies intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the strategic plan outputs.

The Plan is consistent with the national plans, policies and laws. In implementing the Plan, the Council will seek to maximise efficiency and resource utilisation.

1 INTRODUCTION

1.1 BACKGROUND

The TCRA Consumer Consultative Council (TCRA CCC) was established under Section 40 (1) of the Tanzania Communications Regulatory Authority (TCRA) Act No. 12 of 2003 URT as reviewed in 2017). The Council's powers and functions are defined under Section 38(1) of the TCRA Act (URT, 2003) as follows:

- (a) to represent the interest of consumers by making submissions to, providing views and information to and consulting with the Authority, Minister and sector Ministers;
- (b) to receive and disseminate information and views on matters of interest to consumers of regulated goods and services;
- (c) to establish local, regional and sector consumer committees and consult with them; and
- (d) to consult with industry, government and other consumer groups on matters of interest to consumers of regulated goods and services.

The Council started functioning following the appointment of its members by the Minister for Communication and Transport in 2004 and subsequent appointment of its first Executive Secretary.

1.2 PURPOSE OF STRATEGIC PLANNING

Strategic Planning is the process through which an organisation agrees on and builds key stakeholder commitment to priorities that are essential to its mandated functions or mission and responsive to the organisational environment (Allison & Kaye, 2017). The process helps organisations establish and maintain a common sense of direction and assist leaders to think and act intentionally about organisational priorities while being proactive in motivating others to achieve them.

The current Strategic Plan is the revised Strategic plan of the TCRA-CCC which outlines the strategies and results for achieving the Council's objectives in the medium term, covering a period of seven (7) years from 2019/20 to 2025/26. The reason for having a slightly longer than usual period is to match with the current Financial Year Development Plan III (FYDP III) which ends in 2025/26.

This is the third Strategic Plan since the Council started operating in 2004. The first Plan covered a period of five (5) years from 2006 to 2010 which was rolled over to June 2013; and the second Plan covered a period of five (5) years from July 2013 to June 2018 which was also rolled over to June 2019.

1.3 LAYOUT OF THE PLAN

The Plan is divided into seven (7) Chapters as follows:

1. Chapter 1 which is the introductory Chapter outlines the background of the Council, methodology used in the preparation of the Plan and the overall objective of the Plan.
2. Chapter 2 gives the review of the Council's performance, situation analysis of the communication sector as relates to the mandate and functions of the Council as well as the strengths and weaknesses of the Council as an organization.
3. Chapter 3 states the Mission, Vision and the Core Values that serves to guide the Council in prioritizing objectives and implementation of the strategies.
4. Chapter 4 provides the description of the strategic objectives of the Plan and their rationale, indicates strategies that will be employed, points out the targets with their timelines and provides performance indicators.
5. Chapter 5 is the results framework which shows how the interventions contained in this Strategic Plan will lead to the achievement of the intended outcomes and how the indicators and progress of the various interventions will be reported.
6. Chapter 6 describes how the plan will be monitored consistently as required and how the Council will be able to follow up, monitor and evaluate performance of the Plan using this tool.
7. Chapter 7 is the conclusion.

1.4 METHODOLOGY

The preparation of the current Strategic Plan involved the review of the mandated functions of the TCRA Consumer Consultative Council as provided in the TCRA Act (URT, 2003a), the National ICT Policy (URT, 2016b), the National Planning Framework (URT, 1999, 2012, 2016a), the Council's performance as reported in annual reports and the Consumer Empowerment Survey report (TCRA Consumer Consultative Council, 2017). Performance of the Council was gauged in the context

of its assessed capabilities as well as the political, economic, socio-cultural, technological, environmental and legal environment in which the Council operates.

The strategic planning facilitator used a survey to gather input of external stakeholders while employees were provided with numerous opportunities for review and input in the development of the Plan. The other input for the preparation of the strategic plan were from the review of the previous period Council planning and monitoring reports such as annual plans and budget, annual performance reports and audited accounts covering the previous strategic plan period, from July 2013 to June 2020. The Councilors discussed and provided inputs to the Plan at a workshop held in Zanzibar on 16-17th September 2021.

1.5 OBJECTIVE AND GOAL OF THE PLAN

The overall objective of this Plan is to provide a strategic direction of TCRA Consumer Consultative Council in the next seven (7) years and a guide to annual planning and implementation process. It also aims at creating a common framework and standards for Councilors, staff, clients and other stakeholders to guide resource allocation against which the Council's performance will be measured.

The goal of this plan is to ensure actions developed based on functions, vision and mission of the TCRA CCC are implemented in a coordinated and timely manner.

2 SITUATION ANALYSIS

The first step in determining TCRA-CCC's strategic priorities for the future was to conduct a thorough analysis of the current state of the industry (external) and the Council (Internal) as relates to the Council's mandated functions. The analysis considered performance review in terms of the Council's mandate; new development in the communications sector; stakeholder analysis, showing their expectations from the Council and the Council's expectations from them; and the analysis of strengths, weaknesses, opportunities and challenges of the Council. Finally, the Chapter presents the critical issues emanating from the situation analysis.

2.1 TCRA CCC PERFORMANCE REVIEW

The current section shows the achievement attained by the Council during the implementation of the preceding Strategic Plan of 2013/2014 to 2017/2018 (rolled over to 2018/19).

Since its establishment, the Council has been implementing different strategies addressing matters of interest to consumers of regulated communications goods and services in the country. As a result, awareness of consumers on their rights under the current consumer protection laws and their obligations under the current laws has increased. Moreover, a number of consumer concerns have been successfully addressed.

During the period under review a number of strategies were implemented by the Council which contributed to positive results on the empowerment of consumers of regulated communications goods and services, these include joint awareness seminars in collaboration with the Tanzania Communications Regulatory Authority (TCRA) and other stakeholders, annual consumer fora, media campaigns and consulting with regional consumer committees.

The following is the highlight of the outputs of the Council initiatives in the sector during the preceding plan period:

- i) Nine (9) Regional Consumer Committees were established in Arusha, Dodoma, Kagera, Mbeya, Morogoro, Mwanza, Tanga, South Pemba and Mjini Magharibi; making a total of 12 Regional Consumer Committees established since the Council started operation. The three committees established during the first Strategic Plan period are in the regions of Iringa, Lindi and Mtwara, As a result of the establishment of RCCs an average of 14,428 consumers were reached through Regional Consumer Committees annually, making a

total of 72,138 consumers reached over the six years Strategic Plan period (2013/14 – 2018/19).

- ii) One hundred sixty-two (162) interactive consumer awareness creation radio programmes and spots were aired through local, regional and national radio stations (average of 32 programmes annually) over the six years Strategic Plan period (2013/14 – 2018/19). Six (6) interactive television programmes were aired through national television stations. This was possible due to existing good relationship with stakeholders.

About five thousand eight hundred five (5,805) consumers were reached by the Council through face-to-face sessions during seminar and exhibitions.

- iii) Consultative engagements were held with TCRA, the Bank of Tanzania (BOT) and Ministry responsible for communications; where the Council shared knowledge, views, concerns, grievances and dissatisfaction gathered by the Council using various media.

As a result of the above consultations, security features in mobile money transfers have been enhanced through the display of names of senders before transfer is confirmed when sending money within and across networks.

Additionally, the Council held consultative meetings with representatives of Tanzania Bus Owners Association (TABOA) in relation to safety and quality of courier services rendered by upcountry passenger buses in Dar es Salaam and Mtwara.

2.2 NEW DEVELOPMENTS IN THE COMMUNICATIONS SECTOR IN TANZANIA

Policies and regulations with significant bearing on the obligations of consumers of communications goods and services in the country were published, including:

- i) The National ICT Policy (URT, 2016b) which replaced the National ICT Policy (URT, 2003b). The new Policy aims at repositioning Tanzania to better meet emerging opportunities while contending with their associated threat.
- ii) The Electronic and Postal Communications (Electronic Communications Equipment Standards) Regulations (URT, 2018d) which, among other things, require all electronic communications equipment for use in the country to be sold with a minimum warranty of 12 months.
- iii) The Electronic and Postal Communications (Digital and Other Broadcasting Networks) Regulations (URT, 2018c) which, among other things, require the

network facilities licensee who is authorised to provide digital terrestrial broadcasting multiplexing and signal distribution services to provide access to free to air content services licensees as primary obligation.

- iv) The Electronic and Postal Communications (Online Content) Regulations (URT, 2018a), which among other things, require social media users to be responsible and accountable for the information they publish on social media and use password to protect any user equipment or access equipment or hardware to prevent unauthorised access or use by unintended persons.
- v) The Electronic and Postal Communications (Online Content) Regulations (URT, 2018e) which, among other things, require the service provider to provide to consumers information on Value Added Services that are complete, accurate and up to date in a simple and clear Kiswahili and English language.
- vi) The Electronic and Postal Communications (Quality of Service) Regulations (URT, 2018e) which create conditions for customer satisfaction by making known the quality of service which the service provider is required to provide and which the user expecting to receive.
- vii) The Electronic and Postal Communications (Consumer Protection) Regulations (URT, 2018b) which among other things, require licensees to provide to consumers information on products and services which is complete, accurate and up to date in simple and clear English or Kiswahili language or both; and to endeavor to respond in a timely manner to the consumer requests for information on products and services.

2020-2025 Chama cha Mapinduzi Manifesto insisting on the importance of ensuring quality communication services to consumers. It further emphasize on the accessibility of communication services to all in order to ensure citizens participation in the digital economy. With all these initiatives, the Council has a key role to raise awareness to consumers on communication services and opportunities available in the sector. The Council was involved in the consultations leading to the establishment of these regulations and will continue efforts to create awareness to consumers on the opportunities, rights and obligations arising from developments.

2.3 STAKEHOLDER ANALYSIS

Six (6) Council stakeholder categories have been identified as follows: (1) Consumers and Consumer Groups, (2) Government Policy Makers, (3) Sector Regulatory Bodies and Support Agencies, (4) Industry Players, (5) Media and (6) Employees.

The Council maintained a culture of working in partnership with its stakeholders and maintained continued interaction in the execution of its mandate.

The matrix in Table 1 provides a list of the Council’s key stakeholders and an analysis of their and Council’s expectations. Accordingly, the strategies and activities described in this Strategic Plan are intended to address the expectation of the Council’s stakeholders outlined in Table 1.

Table 1: Analysis of TCRA-CCC stakeholders’ expectations

Category of Stakeholder	Applicable stakeholders	Stakeholder Expectations from TCRA CCC	TCRA CCC Expectations from Stakeholders
1. Council	Councilors	<ul style="list-style-type: none"> – Representation of consumer issues – Implementation of CCC Mandate 	<ul style="list-style-type: none"> –Policy and Legal guidance. –Oversight of Council mandate
2. Secretariat	Employees	<ul style="list-style-type: none"> –better remuneration packages in accordance with merit, qualifications and market conditions. –better working environment and working tools. –access to relevant training fairly, based on Training Needs Analysis done. –to have reliable source of funds for the Council. –to have permanent and pensionable employment. 	<ul style="list-style-type: none"> –employees dedicate their time and commitment to the work and mission of the Council. –employees continuously learn and improve their performance. –Satisfactory performance by every employee. Employee performance to be measured based on the prescribed systems and procedures in the public service.
3. Consumers and Consumer Groups	Users of regulated communications goods and services	<ul style="list-style-type: none"> –empower consumers by increasing their awareness of their rights and obligations under the existing laws –accurate representation of 	<ul style="list-style-type: none"> –responsible use of communications goods and services –participation in relevant consumer education events –participation in

Category of Stakeholder	Applicable stakeholders	Stakeholder Expectations from TCRA CCC	TCRA CCC Expectations from Stakeholders
		<ul style="list-style-type: none"> consumer views and concerns to relevant authorities –timely provision of relevant information to consumers 	<ul style="list-style-type: none"> consultations or feedback activities with the Council or through the RCCs
	Regional Consumer Committees (RCCs)	<ul style="list-style-type: none"> –capacity building and support to RCCs. –regular consultation 	<ul style="list-style-type: none"> –regular consultation. –information sharing and exchange
	Sector Consumer Consultative Councils (CCCs)	<ul style="list-style-type: none"> –Information sharing and exchange. –to be a show case and exemplary CCC. –consultation and collaboration. 	<ul style="list-style-type: none"> –timely feedback –consultation and collaboration. –information sharing and exchange. –protect consumers from unfair business practices
4. General Public		<ul style="list-style-type: none"> –Information dissemination on Laws, Policies and regulations on ICT, Broadcasting and Postal services; –Information on emerging issues and opportunities related to the communication sector; –Awareness and sensitization on Information Technology, Telecommunication and Postal to the rural and urban population. –Timely feedback and fast response to consumer issues 	<ul style="list-style-type: none"> –Compliance to relevant laws, regulations and guidelines. –Provide feedback on ICT, Broadcasting and Postal services provided through the availed channels. –Participation in the protection of the environment and ICT, Broadcasting and Postal infrastructure. –Responsible consumption and disposal of ICT, Broadcasting and Postal services and

Category of Stakeholder	Applicable stakeholders	Stakeholder Expectations from TCRA CCC	TCRA CCC Expectations from Stakeholders
			associated waste.
5. Government and Policy Makers	Ministry responsible for Communications Parliament, through the relevant ministry	<ul style="list-style-type: none"> – regular consultation. – accurate representation of consumer views and information. – efficient and effective discharge of Council functions. 	<ul style="list-style-type: none"> – provide policy guidance and support. – sufficient budgetary allocation. – adequate consultations in the formulation of new policies and laws, as well amendments to existing ones for better performance of the Council’s functions and to cater for consumer interests and rights.
6. Sector Regulatory Bodies and Support Agencies	Tanzania Communications Regulatory Authority (TCRA)	<ul style="list-style-type: none"> – accurate representation of consumer views and information. – active consultation and collaboration in areas of mutual interests 	<ul style="list-style-type: none"> – adequate consultations in the formulation of relevant policies or legislations. – collaboration and coordination in planning and conducting consumer education programmes. – financial support as per the requirement of the law. – enforcement of compliance by service providers of relevant policies or legislations.
	BoT	<ul style="list-style-type: none"> – Information sharing. – Joint awareness programs to consumers 	– Information sharing and learning

Category of Stakeholder	Applicable stakeholders	Stakeholder Expectations from TCRA CCC	TCRA CCC Expectations from Stakeholders
	Fair Competition Tribunal (FCT)	– Information sharing and exchange	– protect consumers from unfair business practices. – information sharing and exchange
	Universal Communications Service Access Fund UCSAF	– Information sharing and exchange – Consultation and collaboration	– Support the development of quality, affordable and accessible communications services in rural and urban under-served areas.
	TRA	– Timely payment of taxes. – Timely filing of returns	– Timely information sharing on tax changes
	WCF	– Timely payment of WCF dues	Quality Fund services
	NHIF	– Timely payment of membership requirements	– Quality health services
	PSSF	– Ensure Timely remittances	– Timely payment of retirement benefits
7. Industry Players and Business Community.	Communications Service Providers and Equipment Suppliers	– to be fair and impartial in the advocating of the rights and interests of consumers. – to be factual, fair and neutral to service providers and equipment suppliers when providing information to consumers. – to increase awareness to consumers of regulated communications goods and services on the importance of fulfilling their obligations	– regular consultation. – information sharing and exchange. – Collaboration – Quality service to be provided to all consumers. – Timely response to consumer issues reported by the consumer and the Council. – compliance to relevant policies or legislations.

Category of Stakeholder	Applicable stakeholders	Stakeholder Expectations from TCRA CCC	TCRA CCC Expectations from Stakeholders
8. Media		<ul style="list-style-type: none"> – receive timely and accurate information. – information sharing . Timely submission of adverts, awareness programs – Timely submission of their concerns to responsible authorities, 	<ul style="list-style-type: none"> – objective reporting. – timely dissemination of relevant information related to regulated communications goods and services – compliance to relevant policies or legislations.
9. Civil Society		<ul style="list-style-type: none"> – Information on communication sector; – Awareness and sensitization on ICT, Broadcasting and Postal services policies, laws and regulations. – Capacity building on sectoral issues. 	<ul style="list-style-type: none"> – Timely, accurate and accessible information on sectoral activities and performance; – More consumer issues to be reported – Collaboration in awareness programs – Timely feedback consumer issues identified.

2.4 ENVIRONMENTAL (SWOC) ANALYSIS

2.4.1 Analysis of internal strengths of the Council

From the internal environment point of view, the areas considered to be the Council's strengths are strong Government backing; strong support from other sector Consumer Consultative Councils; lean organisational structure; high employee morale as well as multi-skilled and well-connected Council membership. The areas of strength and options for preserving or enhancing the strength are analysed in Table 2.

Table 2. Council's areas of strength and options for preserving or enhancing the strengths

Strengths	Description	Options for preserving or enhancing the strengths
Government backing/support	The Council is a body legally established by the Government under Section 37(1) of the Tanzania Communications Regulatory Authority Act No. 12 of 2003	Maintain good relations with the Government, including the Ministry responsible for Communications and other Government Agencies supporting the sector
Strong Regulator Support	<p>The Council has strong support from the Communications regulator which provides avenues for discussing and addressing common consumer concerns in the country.</p> <p>Financial support from the regulator</p>	Maintain strong cooperation and collaboration with the communication regulator and explore additional areas of cooperation.
Competent, experienced and qualified Staff	The council employs highly skilled staff members who possess professional expertise, extensive knowledge, recognized certifications, and a proven track record of effectively resolving issues within their relevant fields.	<ul style="list-style-type: none"> - Consistently upskilling employees. - Ensure that the council staff are equipped with knowledge to match with the dynamic technological environment.
Low level of bureaucracy/Accessible	The Council being lean and with the aim of representing the consumers interest, it has less complicated administrative procedures which makes it accessible to more consumers.	The Council is continuously putting emphasis on the use of ICT systems to be more accessible to consumers.
Multi-skilled and well-connected Council.	Members of the Council are drawn from diverse professional backgrounds with a good mix of skills and experience in relevant fields.	Implement programmes for enhancing the Council's image to enable the Council to continually attract multi-skilled and well-connected Councillors and tap from the shared experience to continually improve Council performance
Natural monopoly	The council is the only body under the law that is mandated to act as a bridge between consumers of regulated communication goods and services, and communication stakeholders.	To continuously implement our mandated functions with efficiency, effectiveness and accountability.

2.4.2 Internal weaknesses of the Council

Table 3. The following are the Council's areas of weakness and options for minimising or overcoming each weakness

Weaknesses	Description	Options for minimising or overcoming weaknesses
Inadequate staffing	The Council is not adequately staffed to be able to adequately exercise its mandate	Ensure staffing gaps are timely filled.
Inadequate financial resources	Inadequate financial resources has been among the major constraints in implementing the Council's functions	Continue follow up for adequate budgetary support from the Authority and the Government through the Ministry responsible for Communications. Fundraising initiatives in accordance with the law.
Limited public visibility of the Council	The Council's recognition among consumers, particularly in underserved areas, is relatively low.	Implement awareness and outreach programmes for enhancing the Council's image among consumers and stakeholders
Weak link with consumers	The Council has a website and pages on social media sites; however, the level of engagement is still inadequate for ensuring adequate reach to consumers of regulated communications goods and services in the country.	Recruit and engage volunteers to ensure timely response to consumer queries on Council's digital media. Increase the use of ICT tools to improve consumer engagement.
Weak control over Regional Consumer Committees (RCCs) work plans	In the majority of instances, the Council is unable to supply the RCCs with a work plan and performance targets for their performance evaluation due to budgetary constraints.	The RCCs are currently implementing their duties under the umbrella of their respective civil society organisations. However, to be able to give the RCCs a work plan and performance targets, there is need for the Council to have an independent plan which will require funding.
Inadequate ICT Systems	The council lacks IT based systems which would facilitate the smooth operations of its mandates in an efficient and effective way. These systems	Prioritize the development of ICT based systems.

Weaknesses	Description	Options for minimising or overcoming weaknesses
	should include but should not be limited to, IT based reporting and feedback systems, conducting online and real-time monitoring and analyses over communication consumers satisfaction.	

2.4.3 External opportunities for the Council

Table 4. The following are the Council's external opportunities and options for taking advantage of the opportunities

Opportunities	Description	Options for taking advantage of the opportunities
Well-recognised importance of the communications sector	The importance of the communications services in facilitating socio-economic development is underscored in the Tanzania's Development Framework (Vision 2025 and the Tanzania Five Year Development Plan 2016/2017 – 2020/2021)	Mobilise adequate resources from Government and other relevant stakeholders for funding programmes aimed at empowering consumers of the regulated communications goods and services
Opportunity to use ICT in improving the Council's service delivery and operations	Advancement in ICT has allowed various ways of interaction with stakeholders without the need for face to face engagements	<ul style="list-style-type: none"> - Enhance utilization of ICT in communicating with consumers and other relevant stakeholders. - Improve Council effectiveness and efficiency. - Improve staff effectiveness and efficiency.
Potential for price reduction due to increased competition in the communications sector.	Potential for increased competition among service providers which might lead to improved service quality hence increase in number of consumers using regulated communication services which may lead to the emergence of new challenges that require the Council's intervention.	<p>Continue advocating for a healthy and fair competitive environment that benefits the final consumer.</p> <p>More awareness programs addressing compliance and best practice in usage of regulated communication services.</p>

Opportunities	Description	Options for taking advantage of the opportunities
Volunteer spirit of RCC Members	The established RCCs operate on volunteer basis where members are not paid for their participation in the RCCs	Support and encourage sustaining volunteering spirit at all Council levels.

2.4.4 External challenges for the Council

External challenges are external uncontrollable conditions that are harmful to the fulfilment of the Council's mission, meet its mandate or create public value. The analysis and options for overcoming the challenges are shown in Table 5.

Table 5. The following are the Council's external challenges and options for overcoming

Challenge	Description	Options for overcoming each challenge
Sector dynamics and fast changing technologies.	<p>Continuous changes in diverse technologies within and outside of the communication industry necessitate the review and update of associated laws and Regulations.</p> <p>As a result of this dynamism, consumers might not catch up with the pace of the changes.</p>	<ul style="list-style-type: none"> - Encourage key industry stakeholders to educate consumers on any new changes. - TCRA CCC to encourage and sensitize consumers on the importance of familiarizing with existing legal and Regulatory frameworks.
Potential conflicts of interest between the Council and key players in the sector	Some stakeholders, especially service providers of regulated communications goods and services, may have conflict of interest on issues being addressed by the Council. E.g. where the council creates awareness on the optimal usage of data bundles, whereas the service providers are more interested in higher usage of data bundles for profit maximization.	<ul style="list-style-type: none"> - Maintain dialogue with regulated communications goods and services providers on matters of interest to consumers.
Absence of national laws governing electronic waste (e-waste) in accordance with SDG No. 12	Due to lack of national laws governing e-waste, there is random disposal of communications products which may threaten valuable	<p>Advocate for enactment of e-waste national laws.</p> <p>Delivery of consumer education needs to also aim at</p>

Challenge	Description	Options for overcoming each challenge
which states, "Ensure sustainable consumption and production patterns"	national values and the environment.	promoting national values and responsible disposal of regulated communications products
Existence of lower literacy levels among consumers.	According to FSDT (2017), while 93% of Tanzanian adults have access to (not necessarily owning it) a mobile phone, 25% of the adults can neither read nor write in Kiswahili; while 66% can neither write nor read in English	<ul style="list-style-type: none"> - Existence of large proportion of less literate consumers calls for innovative approach in the design and delivery of consumer education programmes. - Use of visual technology
Inadequate access of information by rural and low-income consumers, as well as those with disabilities	Rural, low-income and consumers with disabilities are likely to be less informed than their counterparts from urban areas	<p>Prioritise use of media with national reach, including reach to rural areas in the delivery of information to targeted consumers.</p> <p>Popularization of the communication services accessibility to persons with disabilities guidelines of 2022.</p>
Multiple players in the communication sectors	The communication sector has gone broader than just the traditional communication function, this has attracted other sectors such as finance sector and many others e.g BoT, Gaming Board of Tanzania (GBT) e.t.c	The Council shall engage the multiple players so that the interests of the consumers are adequately represented.
Legal obstacles	<p>The council has experienced legal obstacles in getting direct funding from parliament appropriation due to existing law which does not provide for such direct support after three years of the Council's existence.</p> <p>There is no binding guideline from TCRA that clearly states the manner through which the amount to be disbursed to the Council will be arrived at.</p>	Propose for the amendment of the said law to remove this bottleneck.

2.5 CRITICAL ISSUES

From the foregoing analysis, the following are considered to be critical issues for the Council to consider during the 2019/20 – 2025/26 Strategic Plan period:

- i) Maintaining cooperative relationship with stakeholders
- ii) Strengthening financial sustainability of the Council
- iii) Enhancing visibility of the Council
- iv) Enhancing engagement with consumers through variety of channels
- v) Enhancing engagement with relevant stakeholders to ensure consumer concerns are timely and fairly resolved
- vi) Continue strengthening employee skills and morale
- vii) Enhance consumer empowerment through effective consumer education programmes
- viii) Promote national values and responsible use of communications goods and services

3 MISSION, VISION AND CORE VALUES

In view of the Council's strengths and weaknesses as well as the opportunities and challenges facing it as analysed in the previous chapter, the Council's mission, vision and core values that will guide the Council's efforts for the period from 2019/20 to 2025/26 are described below.

3.1 MISSION STATEMENT

The Mission of the Council is "To promote and safeguard rights of consumers of regulated communications goods and services through consumer empowerment, advocacy and dialogue with stakeholders"

3.2 VISION STATEMENT

The Vision of the Council is "to be an effective, efficient and accountable institution in the promotion of the protection of rights and interest of consumers of regulated communications goods and services in the country."

3.3 STATEMENT OF CORE VALUES

In addition to the mission and vision statements, TCRA CCC has a set of core values that make up the acronym CRIMPIT, which serve to guide the Council in prioritising objectives and strategies stated hereunder:

- i) **Consumer focus:** The Council is dedicated to the promotion of the protection of the rights and interest of the consumers of regulated communications goods and services to the highest level of efficiency and effectiveness.
- ii) **Responsiveness:** the Council will strive to meet the diverse needs of our many internal and external stakeholders with the highest level of commitment.
- iii) **Integrity and accountability:** the Council is dedicated to maintaining the highest standards of ethical behaviour and to serving the stakeholders with honesty, fairness, accountability, effectiveness and efficiency.
- iv) **Mutual respect and unity of purpose:** Mutual respect and unity of purpose among the Councillors, management, employees and the general public shall be cherished at all times.
- v) **Professionalism:** in performing its functions, the Council will always act in the best interests of the consumers it represents through innovative solutions with high standards of excellence.

- vi) **Innovation:** In addressing the needs and expectations of its stakeholders, the Council shall apply innovation to simplify complex challenges and situations.
- vii) **Transparency:** The Council conducts its activities with transparency and tries to be accountable and open in all its business practices.

4 STRATEGIC OBJECTIVES, STRATEGIES, TARGETS AND PERFORMANCE INDICATORS

The current Chapter outlines the Strategic Objectives and Strategies to be pursued by the Council for the period of seven (7) years as well as the Key Performance Indicators (KPIs) based on data and information analysed in the previous chapters. The Strategic Objectives are translated into expected outputs in the form of Targets. KPIs for all Strategic Objectives are established to help monitor and evaluate the implementation of the Strategic Plan.

4.1 OBJECTIVE A: HIV/AIDS INFECTIONS AND NON COMMUNICABLE DISEASES REDUCED AND SUPPORTIVE SERVICES IMPROVED.

Rationale

HIV/AIDS and NCDs have significant implications in the supply and demand of human resource and future operations of the nation, the Council not being an exception. The Council will continue to educate its staff on how to protect themselves and their families and at the same time implement programmes to create awareness about the spread of HIV/AIDS and NCDs at the workplace and where applicable support employees affected by HIV/AIDS and NCDs.

The key strategies, targets and KPIs for addressing HIV/AIDS and NCDs at the workplace for the strategic period 2019/2020 to 2025/2026 are outlined below:

Strategy 1: Promote staff awareness on HIV/AIDS

Target 1. Ensure HIV/AIDS awareness programs are planned and implemented, and support services offered to those who disclose their status.

KPI 1: One sensitization and voluntary testing program every year on HIV/AIDS conducted to all Council's staff.

KPI 2: 100% of staff attending HIV/AIDS awareness and voluntary testing programs organized by the Council.

Strategy 2: Develop and implement staff health awareness programs on NCDs

Target 2. Develop health awareness programs addressing health and nutrition for staff to promote a healthy lifestyle that will help them avoid, manage and/or reduce NCDs.

KPI 1: One awareness and voluntary testing program every year for NCDs conducted to all Council's staff.

KPI 2: 100% of staff attending NCDs awareness and voluntary testing programs organized by the Council.

4.2 **OBJECTIVE B: IMPLEMENTATION OF NATIONAL ANTI-CORRUPTION STRATEGY ENHANCED AND SUSTAINED**

Rationale

Corruption has become a major threat of the nation's economy and social development. The Council plans to implement a number of strategies that will ensure it remains to be a corruption free zone. Mismanaged resources through corruption distorts the impact of public spending on capital accumulation, leaving a trail/track of poorly executed Council duties. This has an impact on value for money and thereby undermines economic growth, disrupts and impairs resource mobilization which affects public service delivery.

Thus, the Council needs to implement and achieve the aforesaid objective for the strategic period 2019/2020 to 2025/2026 as outlined below:

Strategy 1: Strengthen Staff awareness on Anti-Corruption Strategies and Ethics.

Target 1. Annual sensitization programs on anti-corruption conducted to all staff.

KPI 1: One anti-corruption sensitization program every year conducted to all Council's staff.

KPI 2. 100% of staff to attend training on anti-corruption and good governance annually.

KPI 3. Address 100% of corruption incidences reported.

4.3 OBJECTIVE C: CONSUMER CONSULTATIONS, PROTECTION MECHANISMS AND DELIVERY SYSTEM ENHANCED

Rationale

The communications industry is a critical cross-cutting sector that has an impact on nearly all other sectors' potential as well as the nation's socio-cultural values. Recognizing the importance of consumer representation, it is critical to continue to expand mechanisms for representing the interests of consumers of regulated communications products and services through the mandated functions of the Council.

The sector's services are becoming more sophisticated and dynamic thus causing its consumers to be vulnerable. It is therefore critical to empower consumers to align themselves with current consumer protection frameworks in order to fully benefit from the communication goods and services accessible in the country while avoiding unwanted repercussions.

That said, effective promotion of consumer rights protection for regulated communications products and services necessitates strong coordination with all players in the industry. In this respect, the Council will work to develop and improve effective interaction and discussions with relevant actors in the sector to ensure that the Council's functions are carried out efficiently and effectively.

The following are the major strategies, objectives, and KPIs for improving consumer consultations, protection measures, and delivery systems for the strategic period 2019/2020 to 2025/2026.

Strategy 1: Establish and consult Regional Consumer Committees

Target 1. Nineteen (19) Regional Consumer Committees established, consulted and supported by 2026.

KPI 1: Minimum of Four (4) Regional Consumer Committees established, consulted and supported annually.

Strategy 2: Enhance awareness on consumer rights and obligations

Target 1. Communication Strategy development completed.

KPI 1: Council's Communication Strategy in place and implemented by June 2026

Target 2. Media awareness programs conducted annually.

KPI 1: 8 TV and 24 radio Consumers' media awareness programs conducted annually.

Target 3. Social Media awareness programs conducted quarterly.

KPI 1: 36 posts on Instagram, Facebook and Twitter quarterly.

KPI 2: Increase online engagement of consumers by 10%.

KPI 3: Create a YouTube channel for the Council and build an audience by 2026.

Strategy 3: Strengthen linkages with consumers and stakeholders

Target 1. Stakeholders' consultation engagements conducted annually.

KPI 1: Two (2) consultations and engagements conducted per annum.

Target 2. Develop and implement Stakeholders' online portal and mobile application to increase efficiency and effectiveness in engagement.

KPI 1: Develop, test and activate the Kifurushi App by 2026.

KPI 2: Develop, test and activate an online portal by 2026 for stakeholder engagement

Target 3. Consumer empowerment studies conducted by June 2026.

KPI 1: Two (2) Consumer empowerment studies conducted

4.4 OBJECTIVE D: TCRA CCC'S INSTITUTIONAL CAPACITY STRENGTHENED.

Rationale

In order to carry out its mandate outlined in the Act effectively and efficiently, enhancement of the Council's capacity is required in terms of ensuring availability of skilled and motivated personnel, finance as well as working facilities and equipment. The key strategies, targets and KPIs for enhancing the Council's institutional capacity for the strategic period 2019/2020 to 2025/2026 are outlined below.

Strategy 1. Increase number of staff and ensure capacity building of staff.

Target 1. Training programme developed and operationalized annually

KPI 1: Ensure a staff development program is developed taking into consideration training needs analysis of employees, as well as profession specific trainings scheduled for each specific year.

KPI 2: 100% of staff trained according to the annual staff development program.

Strategy 2. Enhance staff welfare and retention

Target 1. Review internal staff regulations

KPI 1: Update internal staff regulations and incentives scheme to accommodate new requirements.

Strategy 3. Improve CCC's financial capability

Target 1. Increase sources of funding to include grants and donations

KPI 1: Submit proposal to the ministry with proposed amendments to the current TCRA Act 2003 for sustainable sources of funds.

KPI 2: Submit a minimum of 2 proposal seeking financial facilitation to implement the Council's activities.

4.5 OBJECTIVE E: TCRA CCC'S GOOD GOVERNANCE AND ETHICS STRENGTHENED.

Rationale

The Council's ability to function properly is primarily dependent on good governance. Internal systems, processes, and procedures will be developed and improved by the Council. This will go hand in hand with the Council's budget execution and governance strengthening.

The key strategies, targets and KPIs for strengthening good governance and ethics for the strategic period 2019/2020 to 2025/2026 are outlined below.

Strategy 1. Enhancing internal controls

Target 1. Budget preparation and performance reports

KPI 1: Preparation and approval of budget before the next financial year.

KPI 2: 100% of the approved budget implemented annually.

Target 2. Audit report prepared and submitted to CAG every year.

KPI 1: 100% of Unqualified Audit reports

Target 3. Conduct all statutory Council meetings, Committee Meetings as well as any extra ordinary meeting needed within the year.

KPI 1: 4 statutory Council Meetings, 6 Committee meetings and 1 extra ordinary meeting conducted annually.

Target 4. Automation of Council activities

KPI 1: 100% of the Council activities automated by 2026

KPI 2: Install, train and use E-office, ERMS and GMS for Council's use.

5. RESULTS FRAMEWORK

This Chapter shows how the interventions contained in this Strategic Plan will lead to the achievement of the intended outcomes and how the indicators and progress of the various interventions will be reported.

5.1 BENEFICIARIES OF TCRA CCC SERVICES

The beneficiaries of the services of TCRA CCC are consumers of regulated communications goods and services including (a) low income, rural and disadvantaged persons; (b) industrial and business users; and (c) government and community organisations. TCRA CCC intends to implement strategies and other initiatives that will create an environment where consumers of regulated communications goods and services are empowered to fulfill their obligations and address unfair practices by service providers and suppliers.

5.2 RESULTS CHAIN

The Results chain contains Council’s strategic objectives, planned outcomes, planned impact and key performance indicators which contributes to the Council’s Vision, Tanzania Development Vision 2025 (URT, 1999) and the National Five Year Development Plan 2016/17 – 2020/21 (URT, 2016). The matrix in Table 6 envisions how the objectives will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of planned outcomes and objectives.

Table 6: Results framework matrix

Objective Code	Objective Description	Expected Outcome	Impact	KPI
A	HIV/AIDS infections and Non-Communicable Diseases reduced and supportive services improved.	i. Create an environment for employees to voluntarily disclose their statuses so they can get access to support, hence reducing HIV/AIDS prevalence rate.	Improved TCRA-CCC Productivity	<p>KPI 1: One sensitization and voluntary testing program every year on HIV/AIDS conducted to all TCRA-CCC staff.</p> <p>KPI 2: 100% of staff attending HIV/AIDS awareness and voluntary testing programs organized by the</p>

Objective Code	Objective Description	Expected Outcome	Impact	KPI
		ii. Improved quality of life staff members through intentionally taking control of their lifestyle by adopting healthy nutritional choices. This will help them avoid, manage and/or reduce NCDs.		Council. KPI 1: One awareness and voluntary testing program every year for NCDs conducted to all TCRA-CCC staff. KPI 2: 100% of staff attending NCDs awareness and voluntary testing programs organized by the Council.
B	Implementation of National Anti-Corruption Strategy Enhanced	Strengthen staff awareness on Anti-Corruption to ensure continued absence of corruption incidences.	Increase the Council's transparency and accountability.	KPI 1: One anti-corruption sensitization program every year conducted to all TCRA-CCC staff. KPI 2: 100% of staff to attend training on anti-corruption and good governance annually. KPI 3: Address 100% of corruption incidences reported.
C	Consumer Consultations, Protection Mechanisms and Delivery System Enhanced	Network of 31 Regional Consumer Committees formed and operational by 2026.	Increased awareness of Consumers of Regulated Communications goods and services.	KPI 1: Minimum of Four (4) Regional Consumer Committees established, consulted and supported annually.
		Communication Strategy in place and in use by 2026.	Clarity on Council communications as well as improved communication and engagement with various	KPI 1: TCRA-CCC Communication Strategy in place and implemented by June 2026.

Objective Code	Objective Description	Expected Outcome	Impact	KPI
			stakeholders.	
		Increased consultations and issues deliberated for improvement.	Improved communication services and consumer experience. This is due to an understanding on how best to use available digital platforms for social and economic activities.	<p>KPI 1: Two (2) law review consultations and engagements conducted per annum.</p> <p>KPI 2: Develop, test and activate the Kifurushi App by 2026.</p> <p>KPI 3: Develop, test and activate an online portal by 2026 for stakeholder engagement.</p> <p>KPI 4: Two (2) Consumer empowerment studies conducted.</p>
		Increased consumer awareness, engagement and confidence towards regulated communication goods and services.	Enhanced understanding and increased consumer utilization of regulated communications goods and services.	<p>KPI 1: 8 TV and 24 radio Consumers' media awareness programs conducted annually.</p> <p>KPI 2: 36 posts on Instagram, Facebook and Twitter quarterly.</p> <p>KPI 3: Increase online engagement of consumers by 10%.</p> <p>KPI 4: Create a YouTube channel for the Council and build an</p>

Objective Code	Objective Description	Expected Outcome	Impact	KPI
				audience by 2026.
D	TCRA CCC's Institutional Capacity Strengthened	Staff development program in place.	Enhanced Council performance and delivery	<p>KPI 1: Ensure a staff development program is developed taking into consideration training needs analysis of employees, as well as profession specific trainings scheduled for each specific year.</p> <p>KPI 2: 100% of staff trained according to the annual staff development program.</p>
		Enhance staff welfare and retention.	Increased staff morale and retention.	<p>KPI 1: Update internal staff regulations and incentives scheme to accommodate improvements as may be required.</p>
		More sources of funding and/or financial facilitation.	Self-sustaining Council with little or no financial dependency.	<p>KPI 1: Submit proposal to the ministry with proposed amendments to the current TCRA Act 2003 for sustainable sources of funds.</p> <p>KPI 2: Submit a minimum of 2 proposals to potential partners per annum, seeking financial facilitation to implement the Council's activities as per law.</p>

Objective Code	Objective Description	Expected Outcome	Impact	KPI
E	The Council's Good Governance and Ethics Strengthened	Internal controls enhanced.	Transparency and accountability in the utilization of public funds.	<p>KPI 1: Preparation and approval of budget before the next financial year.</p> <p>KPI 2: 100% of the approved budget implemented annually.</p>
		Submission of reports: <ul style="list-style-type: none"> • Audit report prepared and submitted to CAG every year. • Annual report to be submitted to the responsible Minister 	Timely audit with no material audit queries.	<p>KPI 1: 100% of Unqualified Audit reports.</p>
		Enhanced good governance.	Improved service delivery by the Council.	<p>KPI 1: 4 statutory Council Meetings, 6 Committee meetings and 1 extra ordinary meeting conducted annually.</p> <p>KPI 2: Review of Council governance documents including but not limited to Board Charter, Strategic Plan, Risk Register, HR Policies and Manuals, Financial Policy, Advocacy Policy and Communication Strategy.</p>

Objective Code	Objective Description	Expected Outcome	Impact	KPI
		Automation of Council activities	Increased efficiency and effectiveness of Council operations.	<p>KPI 1: 100% of the Council activities automated by 2026</p> <p>KPI 2: Install, train and use E-office, ERMS and GMS for Council's use.</p>

6. MONITORING, EVALUATION AND REVIEW PLANS

This Chapter details the Monitoring Plan, Evaluation Plan and Review Plan for the strategic period 2019/2020 to 2025/2026 of the Strategic Planning cycle.

6.1 MONITORING PLAN

Monitoring the activities of the Council will assist in tracking the day to day activities to ensure they are happening as planned and where necessary provide timely interventions. The Council will monitor results of the Strategic Plan at the output, outcome and impact levels, and its organisational effectiveness and efficiency results at the output level.

The monitoring plan is detailed in Table 7.

Table 7: Monitoring Plan

SN.	Indicator and its description	Baseline		Reviewed Indicator target value							Data collection and methods of analysis				Reporting frequency	Responsible person	
		Date	Value	Year	Year	Year	Year	Year	Year	Data source	Instrument and methods	Frequency	Means of verification				
				1	2	3	4	5	6					7			
1	Number of sensitization and voluntary testing programs every year on HIV/AIDS conducted to all TCRA-CCC staff.	2019/20	1	1	1	1	1	1	1	1	1	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA
2	Percentage of staff attending HIV/AIDS awareness and voluntary testing programs organized by the Council.	2019/20	100%	100%	100%	100%	100%	100%	100%	100%	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA
3	Number of awareness and voluntary testing programs every year for NCDs conducted to all TCRA-CCC staff.	2019/20	1	1	1	1	1	1	1	1	1	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA

SN.	Indicator and its description	Baseline		Reviewed Indicator target value							Data collection and methods of analysis				Reporting frequency	Responsible person	
		Date	Value	Year	Year	Year	Year	Year	Year	Data source	Instrument and methods	Frequency	Means of verification				
				1	2	3	4	5	6					7			
4	Percentage of staff attending NCDs awareness and voluntary testing programs organized by the Council.	2019/20	100%	100%	100%	100%	100%	100%	100%	100%	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA
5	Number of anti-corruption sensitization programs every year conducted to all TCRA-CCC staff.	2019/20	1	1	1	1	1	1	1	1	1	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA
6	Percentage of staff to attend training on anti-corruption and good governance annually.	2019/20	100%	100%	100%	100%	100%	100%	100%	100%	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA
7	Percentage of corruption incidences reported and addressed.	2019/20	100%	100%	100%	100%	100%	100%	100%	100%	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA

SN.	Indicator and its description	Baseline		Reviewed Indicator target value							Data collection and methods of analysis				Reporting frequency	Responsible person
		Date	Value	Year	Year	Year	Year	Year	Year	Data source	Instrument and methods	Frequency	Means of verification			
				1	2	3	4	5	6					7		
8	Number of RCCs established, consulted and supported annually.	2019/20	4	1	0*	3	3	4	4	5	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HEA
9	Communication Strategy in Place and implemented by June 2026.	2019/20	0	0	0	0	0	1	1	1	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HEA
10	Number of consultation engagements conducted annually per stakeholder	2019/20	4	4	4	4	4	2	2	2	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HEA
11	Develop, test and activate the Kifurushi App by 2026	2019/20	0	0	0	0	0	1	1	1	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HEA
12	Develop, test and activate an online portal by 2026 for stakeholder engagement.	2019/20	0	0	0	0	0	1	1	1	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HEA
13	Number of consumer empowerment	2019/20	0	0	0	1	0	0	0	1	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HEA

SN.	Indicator and its description	Baseline		Reviewed Indicator target value							Data collection and methods of analysis				Reporting frequency	Responsible person
		Date	Value	Year	Year	Year	Year	Year	Year	Data source	Instrument and methods	Frequency	Means of verification			
				1	2	3	4	5	6					7		
	studies conducted															
14	Number of TV and radio Consumers' media awareness programs conducted annually	2019/20	12	12	12	12	12	32	32	32	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HEA
15	Number of social media posts on Instagram, Facebook and Twitter Quarterly	2019/20	0	0	0	432	432	432	432	432	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HEA
16	Percentage of online engagement	2019/20	0	0	0	10%	10%	10%	10%	10%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HEA
17	Create and use a YouTube channel for the Council and build an audience by 2026.	2019/20	0	0	0	0	0	1	1	1	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HEA

SN.	Indicator and its description	Baseline		Reviewed Indicator target value							Data collection and methods of analysis				Reporting frequency	Responsible person	
		Date	Value	Year	Year	Year	Year	Year	Year	Data source	Instrument and methods	Frequency	Means of verification				
				1	2	3	4	5	6					7			
18	Percentage of staff development programs developed taking into consideration training needs analysis of employees, as well as profession specific trainings scheduled for each specific year	2019/20	100%	100%	100%	100%	100%	100%	100%	100%	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA
19	Percentage of staff trained according to the annual staff development program	2019/20	100%	100%	100%	100%	100%	100%	100%	100%	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA
20	Update internal staff regulations and incentives scheme to accommodate	2019/20	0	0	0	0	0	100%	N/A	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA	

SN.	Indicator and its description	Baseline		Reviewed Indicator target value							Data collection and methods of analysis				Reporting frequency	Responsible person
		Date	Value	Year	Year	Year	Year	Year	Year	Data source	Instrument and methods	Frequency	Means of verification			
				1	2	3	4	5	6					7		
	improvements as may be required.															
21	Submit proposal to the ministry with proposed legal or policy amendments for sustainable sources of funds.	2019/20	0	0	1	1	1	2	2	2	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	ES
22	Submit a minimum of 2 proposals to potential partners per annum, seeking financial facilitation to implement the Council's activities as per law.	2019/20	1	0	0	0	0	2	2	2	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	ES
23	Preparation and approval of budget before the next financial year.	2019/20	100%	100%	100%	100%	100%	100%	100%	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA

SN.	Indicator and its description	Baseline		Reviewed Indicator target value							Data collection and methods of analysis				Reporting frequency	Responsible person	
		Date	Value	Year	Year	Year	Year	Year	Year	Data source	Instrument and methods	Frequency	Means of verification				
				1	2	3	4	5	6					7			
24	Annual budget implementation	2019/20	100%	100%	100%	100%	100%	100%	100%	100%	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	ES
25	Unqualified Audit reports conducted	2019/20	100%	100%	100%	100%	100%	100%	100%	100%	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA
26	Number of Statutory Council meetings, committee meetings and extra ordinary meetings conducted annually	2019/20	16	16	16	7	0**	11	11	11	11	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	ES
27	Percentage of Council activities automated by 2026	2019/20	50%	50%	50%	50%	75%	85%	95%	100%	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA
28	Install, train and use E-office, ERMS and GMS for Council's use	2019/20	50%	50%	50%	50%	75%	85%	95%	100%	100%	TCRA CCC	Document review	Quarterly	Progress reports	Quarterly & annually	HFA

NOTE

*RCCs COULD NOT ESTABLISHED DUE TO BUDGETARY CONSTRAINTS

**COUNCIL MEETINGS WERE NOT CONDUCTED BECAUSE COUNCILORS TENURE ENDED IN NOVEMBER 2021. NEW MEMBERS WERE APPOINTED MARCH 2023

6.2 EVALUATION AND REVIEW PLAN

The Council will prioritise evaluations on its objectives C, D and E to learn from the implementation of the Strategic Plan and inform the strategic decision-making process. The process of evaluating the plan intends to obtain evidence whether the interventions implemented produced the intended outputs which in turn led to the effective achievement of the envisioned outcomes thus leading to the expected impacts.

Evaluation will be done internally simultaneously with reviews as shown in table 8.

Table 8: Planned review matrix

Objective	Milestone	Mid-term Evaluation / Review	End term Evaluation / Review
Objective A HIV/AIDS infections and Non-Communicable Diseases reduced and supportive services improved	Report on the implementation of the national HIV/AIDS and NCD control policy released	June 2024	June 2026
Objective B Implementation of National Anti-Corruption Strategy Enhanced	Report on awareness on the implementation of national anti-corruption strategy released	June 2024	June 2026
Objective C Consumer Consultations, Protection Mechanisms and Delivery System Enhanced	Report on the empowerment of consumers of regulated communications goods and services released	June 2024	June 2026
	Report on the Council engagement with stakeholders, including expectations and achievements	June 2024	June 2026
	Report on the Council outreach activities	June 2024	June 2026
	Report on capacity building to RCCs	June 2024	June 2026
Objective D TCRA CCC's Institutional Capacity Strengthened	<ul style="list-style-type: none"> Report on Staff development initiatives Report on alternative sources of funding. 	June 2024	June 2026
Objective E The Council's Good Governance and Ethics Strengthened	Report on governance	June 2024	June 2026

6.3 REPORTING PLAN

The internal and external reporting will be in accordance with statutory requirements or as may be required from time to time by relevant authorities.

6.3.1 Internal reports

Internal reporting will involve progress reports prepared quarterly, annually or on demand as may be required from time to time by the Council or other relevant authorities.

6.3.2 External reporting

In addition to quarterly and annual reports, external reporting will involve financial statements and annual reports to be submitted to various external stakeholders

7. CONCLUSION

The Strategic Plan seeks to advance TCRA CCC as a responsive, transparent and professionally-led organisation that is focused on empowering consumers so they can reap the full potential of communications goods and services while avoiding the negative consequences of the services.

The Plan is consistent with the national plans, policies and laws. In implementing the Plan, the Council will seek to maximise efficiency and resource utilisation. The Plan aims to improve coordination and integration of interventions with different stakeholders to maximise impact

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ANNEXES

Annex 1. TCRA CCC 2019/20 – 2025/26 Strategic Plan Matrix

Code	Objective	Strategy	Target	Planned Outcome	Impact	KPI	Responsible Department
A	HIV/AIDS infections and non-communicable diseases reduced and supportive services improved	Promote staff awareness on HIV/AIDS	Ensure HIV/AIDS awareness programs are planned and implemented, and support services offered to those who disclose their status.	Create an environment for employees to voluntarily disclose their statuses so they can get access to support, hence reducing HIV/AIDS prevalence rate.	Improved TCRA-CCC Productivity	<p>KPI 1: One sensitization and voluntary testing program every year on HIV/AIDS conducted to all TCRA-CCC staff.</p> <p>KPI 2: 100% of staff attending HIV/AIDS awareness and voluntary testing programs organized by the Council.</p>	Finance and Administration
		Develop and implement staff health and fitness programs on NCDs	Develop health awareness programs addressing health and nutrition for staff to promote a healthy lifestyle that	Improved quality of life staff members through intentionally taking control of their lifestyle by adopting healthy nutritional		<p>KPI 1: One awareness and voluntary testing program every year for NCDs</p>	

Code	Objective	Strategy	Target	Planned Outcome	Impact	KPI	Responsible Department
			will help them avoid, manage and/or reduce NCDs.	choices. This will help them avoid, manage and/or reduce NCDs.		<p>conducted to all TCRA-CCC staff.</p> <p>KPI 2: 100% of staff attending NCDs awareness and voluntary testing programs organized by the Council.</p>	
B	Implementation of National Anti-Corruption Strategy Enhanced and Sustained	Strengthen Staff awareness on Anti-Corruption Strategies and Ethics	Annual sensitization programs on anti-corruption conducted to all staff.	Strengthen staff awareness on Anti-Corruption to ensure continued absence of corruption incidences.	Increase the Council's transparency and accountability	<p>KPI 1: One anti-corruption sensitization program every year conducted to all TCRA-CCC staff.</p> <p>KPI 2. 100% of staff to attend training on anti-corruption and good governance annually.</p> <p>KPI 3. Address 100% of</p>	Finance and Administration

Code	Objective	Strategy	Target	Planned Outcome	Impact	KPI	Responsible Department
						corruption incidences reported.	
C	Consumer Consultations, Protection Mechanisms and Delivery System Enhanced	Establish and consult Regional Consumer Committees	Nineteen (19) Regional Consumer Committees established, consulted and supported by 2026.	Network of 31 Regional Consumer Committees formed and operational by 2026	Increased awareness of Consumers Regulated Communications goods and services.	KPI 1: Minimum of Four (4) Regional Consumer Committees established, consulted and supported annually.	Education and Advocacy
		Enhance awareness on consumer rights and obligations	Target 1: Communication Strategy development completed. Target 2: Media awareness programs conducted annually. Target 3: Social Media awareness programs conducted quarterly.	Communication Strategy in place and in use by 2026.	Clarity on Council communications as well as improved communication and engagement with various stakeholders.	KPI 1: TCRA-CCC Communication Strategy in Place and implemented by June 2026.	
		Strengthen linkages with consumers and stakeholders	Target 1: Stakeholders' consultation engagements conducted annually.	Increased consultations and issues deliberated for improvement.	Improved communication services and consumer experience. This is	KPI 1: Two (2) consultations and engagements	

Code	Objective	Strategy	Target	Planned Outcome	Impact	KPI	Responsible Department
			<p>Target 2: Develop and implement Stakeholders' online portal and mobile application to increase efficiency and effectiveness in engagement.</p> <p>Target 3: Consumer empowerment studies conducted by June 2026.</p>		due to an understanding on how best to use available digital platforms for social and economic activities.	<p>conducted per annum.</p> <p>KPI 2: Develop, test and activate the Kifurushi App by 2026.</p> <p>KPI 3: Develop, test and activate an online portal by 2026 for stakeholder engagement.</p> <p>KPI 4: Two (2) Consumer empowerment studies conducted.</p>	
		Enhance awareness on consumer rights and obligations	12 Consumers' media awareness programs conducted Annually by June 2026.	Increased consumer awareness, engagement and confidence towards regulated communication goods and services.	Enhanced understanding and increased consumer utilization of regulated communications goods and services.	<p>KPI 1: 8 TV and 24 radio Consumers' media awareness programs conducted annually.</p> <p>KPI 2: 36 posts on</p>	

Code	Objective	Strategy	Target	Planned Outcome	Impact	KPI	Responsible Department
						<p>Instagram, Facebook and Twitter quarterly.</p> <p>KPI 3: Increase online engagement of consumers by 10%.</p> <p>KPI 4: Create a YouTube channel for the Council and build an audience by 2026.</p>	
D	The Council's Institutional Capacity Strengthened.	Increase number of staff and ensure capacity building of staff.	Training programme developed and operationalized annually	Staff development program in place.	Enhanced Council performance and delivery.	KPI 1: Ensure a staff development program is developed taking into consideration training needs analysis of employees, as well as profession specific trainings scheduled for	Finance and Administration

Code	Objective	Strategy	Target	Planned Outcome	Impact	KPI	Responsible Department
						each specific year. KPI 2: 100% of staff trained according to the annual staff development program.	
		Enhance staff welfare and retention	Review internal staff regulations	Enhance staff welfare and retention	Increased staff morale and retention.	KPI 1: Update internal staff regulations and incentives scheme to accommodate improvements as may be required	Finance and Administration
		Improve the Council's financial capability	Increase sources of funding to include grants and donations	More sources of funding and/or financial facilitation.	Self-sustaining Council with little or no financial dependency.	KPI 1: Submit proposal to the ministry with proposed amendments to the current TCRA Act 2003 for sustainable sources of funds. KPI 2: Submit minimum of 2 proposals to	ES Office

Code	Objective	Strategy	Target	Planned Outcome	Impact	KPI	Responsible Department
						potential partners per annum, seeking financial facilitation to implement the Council's activities as per the laws.	
E	The Council's Good Governance and Ethics Strengthened.	Enhancing internal controls	Target 1. Budget preparation and performance reports	Internal controls enhanced.	Transparency and accountability in the utilization of public funds.	<p>KPI 1: Preparation and approval of budget before the next financial year.</p> <p>KPI 2: 100% of the approved budget implemented annually.</p>	Finance and Administration
			Target 2. Audit report prepared and submitted to CAG every year.	<p>Submission of reports:</p> <p>Audit report prepared and submitted to CAG every year.</p> <p>Annual report to be submitted to the responsible Minister</p>	Timely audit with no material audit queries.	<p>KPI 1: 100% of Unqualified Audit reports.</p>	Finance and Administration

Code	Objective	Strategy	Target	Planned Outcome	Impact	KPI	Responsible Department
			Target 3. Conduct all statutory Council meetings, Committee Meetings as well as any extra ordinary meeting needed within the year.	Enhanced good governance.	Improved service delivery by the Council.	<p>KPI 1: 4 statutory Council Meetings, 6 Committee meetings and 1 extra ordinary meeting conducted annually.</p> <p>KPI 2: Review of Council governance documents including but not limited to Board Charter, Strategic Plan, Risk Register, HR Policies and Manuals, Financial Policy, Advocacy Policy and Communication Strategy.</p>	ES Office

Code	Objective	Strategy	Target	Planned Outcome	Impact	KPI	Responsible Department
			Target 4. Automation of Council activities	Automation of Council activities	Increased efficiency and effectiveness of Council operations.	<p>KPI 1: 100% of the Council activities automated by 2026</p> <p>KPI 2: Install, train and use E-office, ERMS and GMS for Council's use</p>	Education & Advocacy and Finance & Administration