



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF COMMUNICATION AND
INFORMATION TECHNOLOGY



**TCRA CONSUMER CONSULTATIVE COUNCIL
(TCRA-CCC)**

STRATEGIC PLAN

2026/27 – 2030/31

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ACRONYMS AND ABBREVIATIONS

AI	Artificial Intelligence
AIDS	Acquired Immune Deficiency Syndrome
CAG	Controller and Auditor General
CCC	Consumer Consultative Council
CCM	Chama Cha Mapinduzi
DESF	Digital Economy Strategic Framework
EA	Education and Advocacy
ES	Executive Secretary
FA	Finance and Administration
FCT	Fair Competition Tribunal
FCT	Fair Competition Tribunal
FSDT	Financial Sector Deepening Trust
FYDP	Fourth Five-Year Development Plan
HEA	Head of Education and Advocacy
HFA	Head of Finance and Administration
HIV	Human Immunodeficiency Virus
HoDs	Heads of Departments
ICT	Information and Communication Technology
KPI	Key Performance Indicator
MNOs	Mobile Network Operators
MTEF	Medium-Term Expenditure Framework
MTSPB	Medium-Term Strategic Planning and Budgeting
NCD	Non-communicable Diseases
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PS	Permanent Secretary
RCC	Regional Consumer Committee
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TCRA	Tanzania Communications Regulatory Authority
ToC	Theory of Change
UCSAF	Universal Communications Service Access Fund

MESSAGE OF THE COUNCIL CHAIRPERSON



On behalf of the Members of the TCRA Consumer Consultative Council (TCRA CCC), I am honoured to present the Strategic Plan of the Council to be implemented for the five years from the 2026/27 to 2030/31 financial years. This Strategic Plan sets out the direction and priorities that will guide the Council’s interventions and operations throughout the plan period.

This Strategic Plan is aligned with key national development frameworks, including Tanzania Development Vision 2050, the Fourth National Five-Year Development Plan (2026/27–2030/31), the Chama cha Mapinduzi Election Manifesto (2025–2030) and other National Planning Frameworks that include National Policies and strategies with instructive intents to the Council in its consideration for the way forward.

In this Strategic Plan, the Council’s Vision has been revised to read “Empowered consumers of regulated communication goods and services”, while the Mission has been revised to read “To promote and safeguard the interests of consumers of regulated communication goods and services through consumer empowerment, advocacy, and stakeholder collaboration.”

The Council will provide the necessary support to ensure effective implementation of this Plan, including close collaboration with the Ministry responsible for communications, the regulator, operators, and other key stakeholders. I wish the Management and Staff of the TCRA CCC every success in the implementation of this Strategic Plan.

A handwritten signature in blue ink, appearing to read 'Hawa M. Ng'humbi', written over a dotted line.

Ms Hawa M. Ng'humbi

CHAIRPERSON

TCRA Consumer Consultative Council

MESSAGE OF THE COUNCIL EXECUTIVE SECRETARY



The development of the Strategic Plan to be implemented for the period 2026/27–2030/31 followed a consultative and participatory approach that brought together key stakeholders in the national communications sector. The process involved a critical assessment of constraints, challenges, and lessons learned during the implementation of the Council's Strategic Plan for 2019/20–2025/26.

In formulating the new Strategic Plan, careful consideration was given to translating the Council's mandate and functions as stipulated under Section 40(1) of the Tanzania Communications Regulatory Authority (TCRA) Act, Cap. 172, into clear strategic objectives, strategies, and measurable actions. The Plan reflects the Council's roles and functions within a dynamic technological, socio-cultural, political, legal, and economic environment. It emphasizes strengthening consumer engagement, enhancing institutional capacity for effective service delivery, and deepening stakeholder engagement and collaboration through improved consultation and dialogue mechanisms, service delivery systems, and the operations of regional consumer committees. The Strategic Plan also seeks to reinforce constructive interaction among policymakers, service providers, and consumers of regulated communication goods and services.

The successful implementation of this Strategic Plan will depend largely on the commitment and teamwork of Council staff, the cooperation of Council Members, and the continued support of stakeholders, guided by the principles of integrity, accountability, innovativeness, professionalism, collaboration and inclusivity. Efforts will be made to mobilize resources for priority activities, while ensuring that planned interventions are realistic and aligned with

I take this opportunity to sincerely thank all stakeholders for their valuable contributions and support in the preparation of this Strategic Plan.

A blue ink handwritten signature, appearing to read 'Ms. Mary Shao Msuya', written over a horizontal dotted line.

Ms. Mary Shao Msuya

EXECUTIVE SECRETARY
TCRA Consumer Consultative Council

EXECUTIVE SUMMARY



The TCRA Consumer Consultative Council (TCRA CCC) Medium-term Strategic Plan to be implemented from 2026/27 to 2030/31 provides a comprehensive framework for guiding the Council's operations related to consultations aiming at promoting and safeguarding the interests of consumers of regulated communication goods and services. The Plan is aligned with national and international development frameworks, including Tanzania Development Vision 2050, the Fourth Five-Year Development Plan (FYDP IV), the Chama Cha Mapinduzi (CCM) Election Manifesto 2025 – 2030 and the United Nations Sustainable Development Goals (SDGs).

This Strategic Plan was developed through a participatory and consultative process involving the Council Secretariat as well as key stakeholders. It is informed by a comprehensive situation analysis, including a review of the previous strategic plan, analysis of performance review, stakeholder analysis, and an assessment of internal and external operating environments using SWOC, PESTEL frameworks, review of relevant information, and analysis of recent initiatives. The strategic planning process adhered to the Medium-Term Strategic Planning and Budgeting (MTSPB) Manual (2025) issued by the National Planning Commission.

The overall objective of this Plan is to provide a strategic direction of TCRA Consumer Consultative Council in the next five years and a guide to the annual planning and implementation process. It also aims at creating a common framework and standards for Councilors, staff, clients and stakeholders to guide resource allocation against which the Council's performance will be measured. The areas considered to be the Council's weaknesses include inadequate staffing; inadequate financial resources, a linkage with policy makers, regulatory bodies and service providers and limited public visibility of the Council. 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 the emerging and fast-changing technologies and innovations, the absence of national laws governing emerging technologies and low literacy levels among consumers. Other challenges are inadequate access to information by rural and low-income consumers, as well as those with disabilities; the existence of a non-revised section in the Act governing TCRA CCC operations, and weak support for Regional Consumer Committees’ (RCCs) work plans and misuse of communication services.

The vision of the Council states “To have empowered consumers of regulated communication goods and services”, while the mission states “To promote and safeguard the interests of consumers of regulated communication goods and services through consumer empowerment, advocacy, and stakeholder collaboration.” This Strategic Plan contains six (6) strategic objectives, namely: A: HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved, B: Implementation of National Anti-Corruption Strategy Enhanced and Sustained, C: Consumer engagement and service delivery improved, D: Institutional capacity enhanced, E: Stakeholders’ engagement, collaboration and partnerships strengthened, and X: Environmental conservation and ecosystem management enhanced. During the execution of the plan, quarterly and annual progress reports shall constitute one of the monitoring outputs. Formal reviews will track progress on targets on an annual basis. A total of two (2) evaluation studies will be conducted over the plan period. Overall, the TCRA CCC Strategic Plan 2026/27–2030/31 serves as a strategic instrument for promoting and safeguarding the interests of consumers of regulated communication goods and services in Tanzania.



Pakua

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Fungua Akaunti Yako

Jisajili kwa jina lako, nambari ya simu, na Mkoa.

Wasilisha changamoto

Kuhusu huduma yoyote ya Mawasiliano na ufuatilie hadi yatatuliwe.

Pata Elimu & Majibu

Pata elimu kupitia Video, Picha na Machapisho. Fuatilia majibu ya Changamoto yako.

Pakua Sasa

Tovuti

✉ barua@tcra-ccc.go.tz

☎ 0652966633

📍 www.tcra-ccc.go.tz

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CHAPTER ONE

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 CAP 172. The Council's powers and functions are defined under Section 41(1) of the TCRA Act 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.

1.2 Methodology and Approach

The review of the Strategic Plan was conducted through a participatory and consultative approach to ensure comprehensive stakeholder involvement. In aligning the reviewed Strategic Plan with national priorities, policy frameworks, and TCRA CCC operation the facilitator reviewed the mandated functions of the TCRA Consumer Consultative Council as provided in the TCRA Act CAP 172, the National ICT Policy (2016), the National Planning Frameworks, the outgoing Strategic Plan 2019/20 – 2025/26, TCRA CCC Strategic Plan Evaluation Report (2025), TCRA CCC Transformational Implementation Plan (2025), TCRA CCC Communication Strategy 2023/24 – 2025/26, TCRA CCC Advocacy Policy (2023), Tanzania Development Vision 2050, the Chama cha Mapinduzi election manifesto 2025 – 2030, United Nations Sustainable Development Goals (SDGs), Tanzania Digital Economy Strategic Framework 2024 – 2034, Fourth Five Year Development Plan (2026/2027 – 2030/31 and the Council's

performance as reported in annual reports. 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 from external stakeholders, while employees were provided with numerous opportunities for review and input in the development of the Plan.

During the strategic planning process, a short review on strategic planning, situational analysis and plan components formulation, thus coming up with Vision, Mission, Core Values, Strategic Objectives and their rationale, Targets and finally KPIs. The plan has all components as per the Medium-Term Strategic Planning and Budgeting Manual (MTSPB) manual as issued by the National Planning Commission.

1.3 Purpose of the Strategic Plan

The overall purpose of the Five-Year Strategic Plan (2026/27 – 2030/31) is to provide a strategic framework and direction for the effective implementation of the functions and mandate of the TCRA CCC. Specifically, the plan aims to: Enhance the overall performance of the Council; Strengthen transparency and accountability in the delivery of its functions; Serve as a communication and coordination tool within the Council and with external stakeholders; Define the timelines and modalities for implementation; Establish mechanisms for measuring progress and performance; and Identify priority areas to ensure the efficient and effective allocation of available resources.

Implementation of this Strategic Plan will significantly contribute to the achievement of the Council's development objectives and support the implementation of the Fourth Five-Year Development Plan (FYDP IV) 2026/27–2030/31, thereby accelerating progress towards the realisation of the Tanzania Development Vision 2050. This Strategic Plan will be operationalised through the Medium-Term Expenditure Framework (MTEF) and corresponding annual budgets of the Council to ensure coherence between strategic priorities, resource allocation, and implementation outcomes.

1.4 Layout of the Plan

This Strategic Plan is structured in five chapters. Chapter One is composed of the introduction, Chapter Two presents the Situation Analysis: thereby showing achievements, challenges, weaknesses, strengths and opportunities; and external and internal environment which affect the performance. Chapter Three outlines Vision, Mission, Core Values, Objectives, Strategies, Targets, and Key Performance Indicators (KPIs). Chapter Four presents an analysis of resources required to implement the strategic plan, while Chapter Five highlights the results framework, which presents how the plan will be monitored, evaluated and reported

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

This chapter presents an analysis of the internal and external environment under which the TCRA CCC operates. This includes: analysis of current vision and mission; core values and performance review. The chapter also presents stakeholders' analysis, SWOC analysis, PESTEL analysis, analysis of recent initiatives, and review of relevant information. Subsequently, critical issues that need to be addressed were identified as areas for improvement. The chapter, therefore, analytically answers fundamental questions about TCRA CCC on where it came from; where it is now; where it is going; and the choices it expects to use in the strategic period ahead.

2.2 Analysis of Previous Vision, Mission, Core Values and Strategic Objectives

2.2.1 Previous Vision Statement

The Vision of the Council was “to be an effective, efficient and accountable institution in the promotion of the protection of rights and interests of consumers of regulated communications goods and services in the country.”

Rationale

The vision was relevant to the mandate and functions of TCRA CCC; however, it was too institution-focused, too long to be recalled and internalised by stakeholders and contained the action words that principally are to be reflected in the mission statement.

2.2.1 Previous 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”

Rationale

The mission statement is to remain as it is since there are no changes in the Council mandate and functions.

2.2.3 Previous core values

The situation analysis reviewed the previous core values listed in Table 1. It was agreed to improve these core values by combining some values and dropping some to reflect the relationship between the Council and stakeholders.

Table 1: Core values of the previous strategic plan

SN	Core Value	As reflected in the SP
i	Consumer focus:	The Council is dedicated to the promotion of the protection of the rights and interests 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	Commitment	We will promote a habit of ownership of success and make sure every staff member feels burdened to standard quality performance and proper resource utilisation
viii	Cooperation	We will promote cooperation with domestic stakeholders and the international community in drug control and enforcement measures

2.3 TCRA CCC Performance Review

This section shows the achievements attained by the Council during the implementation of the preceding Strategic Plan of 2021/2022 to 2025/26.

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, several 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 achievement for each strategic objective is as follows: –

2.3.1 Strategic Objective A: HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced, and supportive services improved;

Achievements

- i. Conducted 6 awareness programmes on HIV
- ii. Conducted NCDs awareness programmes
- iii. 4 staff attended HIV awareness programmes

2.3.2 Strategic Objective B: Implementation of National Anti-Corruption Strategy Enhanced and Sustained

Achievements

Conducted 6 Anti-corruption awareness programmes to the Council staff

2.3.3 Strategic Objective C: Consumer Consultations, Protection Mechanisms and Delivery System Enhanced

Achievements

- i. Prepared the Council Communication Strategy for the period 2023/24–2025/26

- ii. Established 11 RCCs, making a total of 20 RCCs. Furthermore, consumer education meetings were conducted through Regional Consumer Committees, during which a total of 334 awareness-raising, sensitisation, and feedback collection meetings were held in different regions across the country, compared to the 313 meetings that had been planned. Regional Consumer Committees educated a total of 233,931 consumers through direct engagement meetings held in various regions. In addition, a total of 2,693 consumer views and issues were submitted to the Council and were acted upon.
- iii. Developed a Mtumiaji App; The Council has been using a digital platform known as the Mtumiaji App to educate consumers, receive feedback, and disseminate information of interest to users of communications services. Since the introduction of the system, a total of 414 issues have been received, of which 202 cases have been resolved, while the remaining cases are at various stages of handling by service providers.
- iv. Conducted 71 physical stakeholder consultation sessions
- v. A total of 3,440 radio broadcasts were aired through regional radio stations.
- vi. 1,820 announcements were contributed by broadcasting stakeholders.
- vii. Consulted 30 stakeholders
- viii. Council printed and distributed a total of 39,517 leaflets, including materials in Braille for persons with visual impairments. This represents an increase compared to the 31,585 leaflets that had been planned, amounting to an additional 7,932 leaflets distributed.

2.3.4 Strategic Objective D: TCRA CCC's Institutional Capacity Strengthened.

Achievement

- i. 4 TCRA CCC staff to attended short course training
- ii. Updated TCRA CCC incentive scheme
- iii. Developed Business Continuity and Disaster Recovery Plan, 2024

- iv. Developed Council Asset Management and Replacement Policy and Plan, 2024
- v. Developed a Fraud Risk Management Framework, 2024
- vi. Reviewed the Council Charter, 2024
- vii. Reviewed the Council Strategic Plan from 2019/20–2023/24 to 2019/20–2025/26 to align with the National Five-Year Development Plan (2020/21–2025/26)
- viii. Prepared preliminary activities for the development of the new Five-Year Strategic Plan for 2026/27–2030/31

2.3.5 Strategic Objective E: TCRA CCC's Good Governance and Ethics Strengthened.

Achievements

- i. Automated 4 systems used by the Council
- ii. Provided information and consumer education, as well as to receive feedback, through the use of ICT systems, including e-Mrejesho and social media platforms.
- iii. Implementation of Postal Week
TCRA CCC implement Postal Week as a nationwide consumer awareness and advocacy initiative aimed at promoting the rights, responsibilities, and interests of postal service consumers. During Postal Week, the Council collaborates with TCRA, postal operators, government institutions, consumer organizations, and the media to disseminate information on postal services, regulatory standards, service quality, and complaint-handling mechanisms. Key activities include radio and television programmes, public exhibitions, stakeholder forums, outreach clinics, and distribution of information materials to urban and rural communities, with special consideration for vulnerable groups.
- iv. Exhibitions for Members of Parliament
TCRA CCC organized and participated in special exhibitions for Members of Parliament, intending to enhance awareness and understanding of postal services and consumer protection issues. These exhibitions provide a platform to present information on the roles of TCRA and the CCC, the regulatory framework and service standards in the postal sector, key challenges facing consumers, and proposed policy and

regulatory improvements. Through direct engagement and dialogue, Members of Parliament are enabled to gain deeper insights into postal sector developments and consumer concerns, thereby supporting informed legislative oversight and policy decision-making in the public interest.

2.4 Analysis of Strengths, Weaknesses, Opportunities and Challenges

As part of the strategic planning process, the Council undertook a comprehensive Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis to identify key factors that may have a direct impact on its operations, both internally and externally. Internal factors were classified under strengths and weaknesses, while external factors were categorised as opportunities and challenges. A detailed exposition of the findings from the SWOC analysis is presented below.

2.4.1 Strengths

i. ***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

ii. ***Strong Regulator Support***

The Council has strong support from the Communications regulator, which provides avenues for discussing and addressing common consumer concerns in the country.

iii. ***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.

iv. ***Low level of bureaucracy/Accessible***

The Council, being lean and representing the consumers' interests, has less complicated administrative procedures, which makes it accessible to more consumers.

v. ***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.

vi. ***Existence of internal policies and guidelines***

The Council has guidelines and policies that govern its operations.

2.4.2 Weaknesses

i. ***Inadequate staffing***

The Council is not adequately staffed to be able to adequately exercise its mandate

ii. ***Inadequate financial resources***

Inadequate financial resources have been among the major constraints in implementing the Council's functions

iii. ***Limited public visibility of the Council***

The Council's recognition among consumers, particularly in underserved areas, is relatively low.

iv. ***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.

v. ***Weak control over the 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.

2.4.3 Opportunities

i. ***Well-recognised importance of the communications sector***

The importance of the communications services in facilitating socio-economic development is underscored in Tanzania's Development Frameworks (Vision 2050 and the Tanzania Five-Year Development Plan 2026/27 – 2030/2031)

ii. ***Use of ICT in improving the Council's service delivery and operations.***

Advancements in ICT have allowed various ways of interaction with stakeholders without the need for face to-face engagements

iii. ***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 an increase in the number of consumers using regulated communication services, which may lead to the emergence of new challenges that require the Council's intervention.

iv. ***Volunteer spirit of RCC Members***

The established RCCs operate on a volunteer basis, where members are not paid for their participation in the RCCs

2.4.4 Challenges

i. ***Sector dynamics and fast-changing technologies.***

Continuous changes in diverse technologies within and outside of the communication industry necessitate the review and update of associated laws and Regulations.

ii. ***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 a conflict of interest on issues being addressed by the Council.

iii. ***Existence of lower literacy levels among consumers.***

iv. ***Multiple players in the communication sectors***

The communication sector has gone broader than just the traditional communication function.

v. ***Legal obstacles***

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.

2.5 Stakeholders Analysis

During stakeholder analysis, a total of twelve (12) Council stakeholders have been identified. These are: Council members, Council Secretariat, consumers and consumer groups, general public, government policymakers, TCRA, ICT service providers, postal and courier service providers, media, civil society, peer consumer consultative councils, and UCSAF. The Council will maintain a culture of working in partnership with its stakeholders in the execution of its mandate. Table 2 provides a list of the Council's stakeholders and an analysis of their expectations. The strategies and targets outlined in this Strategic Plan are designed to address the expectations

Table 2: Stakeholder analysis

Stakeholder	Services offered to Stakeholders	Stakeholder Expectations	Impact if Expectation Not Met
Council members	- Familiarization - Operational and technical support	- Representation of consumer issues - Implementation of Council mandate	- Weakened oversight - Ineffective interventions - Loss of institutional credibility
Council secretariat	- Career progression services - Welfare and benefits	- Better remuneration - Better working environment	Employee turnover
Consumers and Consumer Groups	- Information dissemination - Strategic linkages and partnerships	- Accurate representation of consumer views - Timely provision of relevant information to consumers	- Loss of trust - Disconnection from the grassroots
General Public	- Complaints guidance - Advocacy for redress	Timely feedback and fast response to consumer issues	- Loss of redress - Unfair market competition
Government policy makers	- Evidence-based policy advice and submissions - Consultative liaison and stakeholder feedback	- Regular consultation. - Accurate representation of consumer views - Efficient and effective discharge of Council functions.	- Delayed response to new threats - Stagnation of the digital economy
TCRA	Strategic advisory and submissions	- Accurate representation - Active consultation and collaboration	Weakened regulatory decision-making
ICT services providers	Stakeholder consultation and dialogue	Facilitate smooth communication between consumers and ICT service providers	Regulatory uncertainty
Postal and courier services providers	Consumer protection framework	- Represent courier consumer issues - Advocate for fair and affordable courier service charges.	Failures of regulatory compliance
Media	Reliable information	- Collaborative public awareness campaigns - Advocacy for a fair and balanced regulatory environment	Public confusion
Civil Society	Collaborations	- Grassroots Advocacy and Inclusion - Digital Literacy and Rights Education	Erosion of public trust
Peer Consumer Consultative Councils	- Knowledge exchange and benchmarking - Standardisation of advocacy tools	- Respond to stakeholder issues with adequate follow-up. - Support consumer awareness and education effectively.	Inconsistent consumer protection standards
UCSAF	Consultative data	Inform consumers of their	Inefficient utilization of public

2.6 Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) Analysis

The performance of the TCRA Consumer Consultative Council (TCRA CCC) is shaped by a complex macro-environment. A PESTEL analysis reveals how these external forces either enable or constrain the Council's ability to represent Tanzanian consumers.

2.6.1 Political factors

The Council operates within a political landscape where government priorities significantly dictate its impact. Political stability in Tanzania allows for long-term strategic planning, but the Council's effectiveness is closely tied to the “political will” of the Ministry responsible for communications. For instance, when the government prioritises Digital Tanzania or national ID integrations, the Council is empowered to conduct massive public sensitisation.

2.6.2 Economic factors

Economic conditions directly influence both the Council's budget and the consumer's experience. The Council is primarily funded through regulatory fees from the TCRA and parliamentary appropriations. During periods of high inflation or economic downturn, consumers face rising costs for data, airtime, and courier services, which increases the volume of complaints the Council must handle. Conversely, if the economy grows and competition among Mobile Network Operators (MNOs) intensifies, the Council must shift its focus toward monitoring complex pricing structures and “hidden costs” that arise from aggressive marketing battles.

2.6.3 Social factors

Social and demographic trends define the Council's target audience and communication strategy. Tanzania has a young population that is rapidly migrating to social media, requiring the Council to move beyond traditional radio and posters to apps like the Mtumiaji App. However, a significant “social gap” remains: low digital literacy among rural populations and the elderly makes them more vulnerable to fraud. This social reality forces the Council to maintain a physical presence through Regional Consumer Committees (RCCs) to ensure that those who are not online are not left behind in the digital economy.

2.6.4 Technological factors

Technology is the most volatile factor in the Council’s environment. The rapid evolution of 5G, Artificial Intelligence (AI), and Mobile Money creates new challenges that the Council must address before they become widespread. On the positive side, technological advancement provides the Council with better tools to perform its duties, such as automated concerns-tracking systems that allow for real-time monitoring of service provider performance.

2.6.5 Environmental factors

Environmental issues are increasingly affecting the Council’s advisory role. As electronic usage grows, e-waste management has become a critical concern; the Council is now expected to educate consumers on the proper disposal of old handsets and lead-acid batteries. Additionally, the physical infrastructure of the sector, such as the thousands of telecom towers, raises public concerns about radiation and environmental aesthetics. The Council must act as a neutral voice, balancing the need for expanded connectivity with the community’s right to a safe and healthy environment.

2.6.6 Legal factors

The Council’s “teeth” are provided entirely by the legal framework, primarily the TCRA Act, CAP 172 Section 40 (1). This Act defines what the Council can and cannot do. If the legal framework for data privacy is weak, the Council’s power to demand redress for consumers whose data has been breached is limited. Performance is also affected by the speed of the judicial system; if the Fair Competition Tribunal (FCT) or the courts take years to resolve cases, the Council’s efforts to achieve timely justice for consumers are often frustrated.

2.7 Review of Relevant Information

2.7.1 TCRA CCC Transformational Report 2025

The TCRA Consumer Consultative Council (TCRA CCC) functions as a critical advocate for consumer rights in the communications sector, and its current transformation plan for 2025 seeks to shift these functions from a reactive, advisory-only role toward a more proactive, technologically adept, and legally empowered framework. According to the 2025 Transformational Report, the Council’s functions reflect this shift through enhanced stakeholder engagement, such as conducting

quarterly forums with service providers and annual multi-sectoral meetings to handle converged services. The Council is also modernizing its consumer education and engagement functions by operationalizing the Mtumiaji App, leveraging digital platforms like social media for educational outreach, and initiating a brand revamp to improve national visibility. Furthermore, while its current legal function is primarily advisory to the Ministry on policy and regulatory issues, the 2025 vision aims for the Council to eventually be legally empowered in the complaints handling mechanism chain, aligning with international best practices from countries like Nigeria and South Africa.

2.7.2 Communication Strategy (2023/24 – 2025/26)

The TCRA CCC functions reflect its 2023/24 – 2025/26 Communication Strategy by transitioning from a low-visibility advisory body to a digitally integrated and brand-conscious institution that prioritizes inclusive, technology-driven outreach. The Council operationalizes this Strategy by managing the Mtumiaji App and portal to provide real-time educational content and ensure timely responses to consumer issues, while simultaneously conducting a comprehensive brand revamp and logo refresh to build national trust. Its functions further align with the strategy through structured engagement with Regional Consumer Committees (RCCs) via digital platforms, and the use of specialized formats to ensure communication is accessible to all consumers, including those with disabilities. By institutionalizing stakeholder forums and satisfaction surveys, the Council ensures that its communication efforts are evidence-based and responsive to the evolving needs of the digital communications landscape.

2.7.3 Advocacy Policy 2023

The TCRA CCC functions reflect the 2023 Advocacy Policy by evolving from a reactive advisory body into a proactive agent for change that uses evidence-based strategies to influence policy, legal, and regulatory frameworks. By prioritizing targeted consumer education, including accessible formats for people with disabilities and strengthening collaboration with RCCs, the Council ensures that consumer voices are effectively represented in the development of communication standards. These functions are operationalized through strategic policy dialogues, systematic research, and a meticulously planned implementation framework designed to mobilize resources and utilize credible messengers to drive transparency and accountability across the communication sector.

2.7.4 Tanzania Development Vision 2050

The TCRA CCC functions align with the Tanzania Development Vision 2050 by serving as a primary driver for a digitally empowered and inclusive society. Through its mandate to enhance digital literacy, safeguard consumer rights in a converged communication environment, and advocate for accessible services for marginalized groups, the Council directly supports the Vision's goals of high-quality livelihoods and a competitive, technology-driven economy. By ensuring fair play and transparency within the regulated sectors, the Council fosters the public trust and institutional accountability necessary to transform Tanzania into a middle-income, knowledge-based nation by 2050.

2.7.5 Ruling Party (CCM) election manifesto 2025 – 2030

It is clearly known that TCRA-CCC functions directly advance the CCM Election Manifesto 2025 – 2030 by serving as a key institutional link between national digital infrastructure investment and the protection of citizens' economic interests. By intensifying consumer education and digital literacy campaigns, the Council supports the manifesto's goal of creating a digitally savvy workforce and empowering youth and women to participate safely in the digital economy. Furthermore, its role in monitoring service quality and advocating for affordable, inclusive communication services ensures that the benefits of the party's technological advancements reach all Tanzanians, thereby fulfilling the manifesto's commitment to improving social welfare, strengthening government accountability, and bridging the rural-urban digital divide.

2.7.6 Sustainable Development Goals (SDGs)

The functions of TCRA CCC contribute to the achievement of the United Nations Sustainable Development Goals (SDGs) by promoting digital inclusion, ensuring fair access to information, and strengthening institutional accountability within the communications sector. By advocating for consumer rights and safety, the Council supports several key goals: SDG 4: Quality Education: The Council contributes by providing extensive consumer education and information dissemination, which increases digital literacy and empowers citizens to use communication tools for learning and development. SDG 5: Gender Equality: Its functions include advocating for inclusive representation within consumer committees and ensuring that communication policies reflect the needs of all gender groups, thereby promoting equal access to digital resources. SDG 9: Industry, Innovation, and Infrastructure: Promoting a proactive regulatory environment and providing inputs on policy frameworks, the

Council supports the development of a resilient and inclusive digital infrastructure that benefits all Tanzanians. SDG 16: Peace, Justice, and Strong Institutions: A core function is to promote transparency and accountability in the communications sector, ensuring that consumer rights are protected through effective advocacy and legal monitoring. SDG 17: Partnerships for the Goals: The Council functions as a hub for stakeholder collaboration, building partnerships with the government, private sector, and civil society to harmonize consumer protection efforts.

2.7.7 Fourth Five-Year Development Plan (2026/2027 – 2030/31)

The TCRA CCC functions align with the Fourth Five-Year Development Plan (FYDP IV) by serving as a strategic catalyst for a digitally integrated and inclusive economy. By intensifying consumer education and digital literacy, the Council directly supports the plan's goal of enhancing human capital and ensuring that the expansion of digital infrastructure translates into safe, meaningful participation for all citizens. Furthermore, its role in providing policy inputs to the Ministry and fostering multi-sectoral stakeholder engagement strengthens the institutional governance and regulatory predictability required to drive the industrialization and private sector competitiveness envisioned for 2030. Through its regional committees and inclusive communication strategies, the Council ensures that consumer rights and interests are protected for even the most marginalized populations.

2.7.8 National Information and Communication Technology Policy 2016

The Council functions align with the National ICT Policy 2016 by serving as a key institutional pillar for bridging the digital divide and ensuring a secure, inclusive ICT environment. By advocating for universal access and implementing inclusive communication strategies such as utilizing Braille and sign language the Council directly supports the policy's objective of ensuring that ICT benefits reach all citizens, including marginalized groups and those in rural areas. Furthermore, its focus on digital literacy, online safety, and consumer rights protection fosters the public trust necessary for a vibrant, knowledge-based society, while its role as an advisor on policy and legal frameworks ensures that the regulatory environment remains responsive to the challenges of technological convergence. Through these efforts, the Council transforms the policy's high-level goals into a practical framework that promotes fair competition, quality service delivery, and the safe, productive use of ICT across Tanzania.

2.7.9 Tanzania Digital Economy Strategic Framework 2024 – 2034

The Council functions align with the Tanzania Digital Economy Strategic Framework (DESF) 2024–2034 by serving as a vital protector of consumer interests within a rapidly evolving technological landscape. By intensifying digital literacy campaigns and promoting online safety, the Council supports the framework’s pillars of digital skills development and national digital security, ensuring that citizens have the confidence to engage in e-commerce and digital financial services. Furthermore, its focus on inclusive communication utilizing specialized formats like Braille and sign language directly contributes to the DESF’s goal of universal digital inclusion, ensuring that marginalized groups are not left behind as the economy digitizes. Through its advisory role on policy frameworks and the operationalization of digital tools like the Mtumiaji App, the Council fosters a transparent, accountable, and user-centric enabling environment that is essential for achieving the framework’s vision of a competitive and resilient digital nation.

2.8 Critical Issues

From the foregoing situation analysis, the following are considered to be the critical issues for the Council to consider during the 2026/27 – 2030/31 Strategic Plan period:

- i. Strengthening financial sustainability of the Council
- ii. Enhancing visibility of the Council
- iii. Enhancing engagement with consumers through various initiatives
- iv. Strengthening engagement and collaboration with relevant stakeholders
- v. Improve staffing level, skills and morale
- vi. Strengthening consultation with the ministry, sector ministries and regulator.

CHAPTER THREE

THE PLAN

3.1 Introduction

This chapter presents the strategic direction of the TCRA CCC, outlining its vision, mission, strategic objectives, strategies, targets and key performance indicators for the planning period. The Strategic Plan is designed to address the critical issues identified in the situation analysis and to align the Council's operations with its core mandates and functions. Through this alignment, the Plan seeks to ensure the effective execution of the Council's responsibilities and the realization of national development priorities, as articulated in the Tanzania Development Vision 2050 and other national policy frameworks.

3.2 Vision

“To have empowered consumers of the regulated communication goods and services”

3.3 Mission

“To promote and safeguard the interests of consumers of regulated communication goods and services through consumer empowerment, advocacy and stakeholders’ collaboration”

3.4 Core Values

- i. **Consumer focus:** We are dedicated to the promotion of the protection of the rights and interests of the consumers of regulated communications goods and services to the highest level of efficiency and effectiveness
- ii. **Integrity:** We maintain the highest standards of honesty and transparency
- iii. **Accountability:** We timely deliver on commitments and report results
- iv. **Innovation and Professionalism:** We act in the best interests of the consumers through leveraging technology with high standards of excellence

- v. **Collaboration and Partnership:** We maintain working closely with consumers, regulatory authorities, service providers, government institutions, and other stakeholders to promote fair, transparent, and consumer-centred communications services.
- vi. **Inclusivity:** We ensure advocacy, consumer education, and feedback mechanisms are accessible to all citizens regardless of their geographical location, gender or physical ability.

3.5 Strategic Objectives, Strategies, Targets and Key Performance Indicators.

3.5.1 Strategic Objective A. HIV/AIDS and Non-communicable Diseases (NCDs) infection reduced, and supporting services improved

Rationale

The rise in HIV/AIDS and NCDs cases poses a significant public health and socio-economic burden, affecting productivity, increasing treatment costs, and undermining community resilience. TCRA CCC staff, clients, and partner institutions require comprehensive prevention, treatment, and support services to reduce vulnerability and maintain a healthy workforce. Addressing HIV and NCDs also aligns with national health priorities and ensures operational efficiency within the Council. Improving supporting services enhances early detection, continuity of care, psychosocial support, and overall well-being, thereby reducing morbidity, preventing deaths, and improving quality of life.

Strategy

- i. Strengthen HIV/AIDS & NCDs prevention interventions;

Targets

- i. Five (5) awareness sessions on NCDs and HIV/AIDS delivered by June 2031
- ii. Supportive services provided to TCRA CCC staff infected with HIV/AIDS and NCDs annually

Outcomes

- i. Awareness of HIV/AIDS and NCD among TCRA CCC staff
- ii. NCDs and HIV/AIDS infections

Outcome Indicators

- i. Level of awareness of HIV/AIDS and NCD among TCRA CCC staff
- ii. Rate of NCDs and HIV/AIDS infections

3.5.2 Strategic Objective B. Implementation of National Anti-Corruption strategy enhanced and sustained

Rationale

Corruption undermines institutional performance, weakens public trust, and compromises the effectiveness of drug control and enforcement operations. As a government entity, TCRA CCC must uphold the highest standards of integrity, transparency, and accountability to ensure that its mandate is executed effectively. Strengthening anti-corruption systems is essential to mitigate risks such as improper handling of evidence, misuse of public resources, and compromised enforcement processes. Effective implementation of the National Anti-Corruption Strategy and Action Plan Phase III 2017–2022 (NACSAP III), promotes ethical conduct, enhances institutional credibility, and ensures compliance with national governance frameworks.

Strategy

- i. Strengthen staff awareness on Anti-Corruption and ethical practices.

Target

- i. Five (5) awareness sessions on Anti-Corruption and ethical practices delivered by June 2031

Outcome

- i. Staff awareness on Anti-Corruption and ethical practices

Outcome Indicator

- i. Level of staff awareness on Anti-Corruption and ethical practices

3.5.3 Strategic Objective C. Consumer engagement and service delivery improved

Rationale

Through structured engagement mechanisms such as consultations, the TCRA CCC fulfils its mandate to receive, consolidate, and disseminate consumer views and to present these views to TCRA, the Minister, and sector stakeholders. Improved consumer engagement strengthens evidence-based advocacy and ensures that regulatory decisions reflect real consumer experiences, needs, and concerns. Enhanced service delivery by the TCRA CCC improves the quality, accessibility, and timeliness of consumer information, complaint handling support, and feedback channels, thereby empowering consumers to make informed choices and demand better services. This strategic objective reinforces the Council's statutory role as a bridge between consumers, regulators, and service providers, contributing to fair treatment of consumers, improved service standards, and increased accountability in the communications sector.

Strategies

- i. Strengthen service delivery systems
- ii. Strengthen the Regional Consumer Committees' operations
- iii. Strengthen awareness mechanisms

Targets

- i. Mtumiaji App/portal service delivery system updated annually
- ii. Established RCCs increased from 20 to 31 by June 2031
- iii. RCCs supported to implement their function increased from 20 to 31 by June 2031
- iv. Consumer awareness programmes through radio increased from 24 to 28 annually
- v. 8 consumer awareness programmes through television delivered annually

- vi. 3000 consumer accessible educational adverts through regional radio stations delivered annually
- vii. 120 banners designed and produced by June 2031
- viii. 12000 sets of accessible educational materials (brochures, leaflets, booklets) designed and produced annually
- ix. TCRA CCC staff participated in five (5) National and international consumer-related events annually
- x. Achieve 5% consumer engagement-to-follower ratio annually

Outcome

- i. Consumer satisfaction

Outcome Indicator

- i. Consumer satisfaction index

3.5.4 Strategic Objective D. Institutional capacity to deliver services enhanced

Rationale

Strengthening the capacity of the TCRA CCC is critical to enhancing the national response to the protection of telecommunications consumer rights and interests. As the Council's responsibilities continue to grow in scope and complexity, robust institutional systems are required to ensure effective execution of its mandate. Building capacity equips the Council with competent personnel, modern infrastructure, efficient operational processes, and reliable organisational systems necessary for timely consultation service delivery. Enhanced capacity also promotes improved accountability, responsiveness, and overall institutional performance.

Strategies

- i. Improve councillors' and staff welfare services
- ii. Strengthen resource mobilization strategies
- iii. Improve internal control systems
- iv. Enhance regular compliance reviews and updates

Targets

- i. Five (5) TCRA CCC rebranding strategies (communication strategy, advocacy strategy, brand guideline, TCRA CCC logo, website re-design) in place by June 2031
- ii. All TCRA CCC staff facilitated to attend trainings annually
- iii. All TCRA CCC staff facilitated to perform their duties annually
- iv. All TCRA CCC councillors facilitated to perform their duties annually
- v. TCRA CCC staff increased from 4 to 12 by June 2031
- vi. Resource mobilization policy and strategy in place by June 2031
- vii. Set of plans and budgets approved annually
- viii. Annual reports submitted annually
- ix. Risks register updated annually
- x. Strategic plan reviewed and evaluated by June 2031
- xi. Two (2) studies conducted by June 2031
- xii. Monitoring reports delivered quarterly by June 2031
- xiii. TCRA CCC motor vehicles increased from 0 to 1 by June 2031

Outcomes

- i. Audit Opinion
- ii. Trust in the services offered by the Council

Outcome Indicators

- i. CAG Audit Opinion
- ii. Level of trust in the services offered by the Council

3.5.5 Strategic Objective E. Stakeholders' engagement, collaboration and partnerships strengthened.

Rationale

The Council cannot achieve consumer protection and advocacy in isolation. The Council is mandated to consult with industry, government institutions, regulators, and other consumer groups, as well as to establish and

engage local, regional, and sector consumer committees. Strengthening stakeholder engagement enhances coordination, promotes information sharing, and builds mutual understanding between consumers, service providers, and policymakers. This collaborative approach enables the Council to gather diverse perspectives, anticipate emerging consumer issues, and develop well-informed submissions and recommendations to TCRA and relevant Ministers. This strategic objective reinforces the Council’s role as a convening and consultative platform, ensuring that consumer voices are amplified through structured dialogue and collaboration, and that regulatory and industry actions are more responsive, inclusive, and aligned with consumer interests.

Strategies

- i. Strengthen linkages with stakeholders
- ii. Strengthen partnership and collaboration
- iii. Enhance clear communication channels
- iv. Strengthen consultation and dialogue

Targets

- i. Two (2) policies/regulations on consumer interest reviewed annually
- ii. Fourteen (14) consultation meetings with the Ministry participated annually
- iii. Four (4) consultation meetings with TCRA participated by annually
- iv. Four (4) consultation meetings with service providers organised annually
- v. Five (5) consultation sessions with other sector stakeholders, facilitated by June 2031

Outcomes

- i. Digital inclusivity
- ii. Consumers aware of their rights

Outcome Indicators

- i. Level of digital inclusivity
- ii. Percentage of consumers who know their rights

3.5.6 Strategic Objective X. Environmental conservation and ecosystem management enhanced

Rationale

This strategic objective is relevant to the functions of the TCRA CCC because the provision and expansion of electronic communications and postal services have direct and indirect environmental impacts that affect consumer welfare. These include the proliferation of telecom infrastructure (such as towers and cables), electronic waste, energy consumption, and exposure to environmental and public health risks within communities. In line with the Council's mandate to represent consumer interests, disseminate information, and consult stakeholders, the Council plays a critical role in advocating for environmentally responsible practices in the communications sector. Enhancing environmental conservation enables the Council to engage consumers on environmental concerns, collect and channel their views to TCRA and relevant authorities, and promote awareness of sustainable use and disposal of communication devices.

Strategy

- i. Institutionalise awareness on environmental conservation and ecosystem management

Target

- i. One (1) awareness session on environmental conservation and ecosystem management organised annually

Outcome Indicator

- i. Awareness on environmental conservation and ecosystem management among TCRA CCC staff.

Outcome Indicator

- i. Level of awareness on environmental conservation and ecosystem management among TCRA CCC staff.

3.6 Strategic Plan Matrix

The Strategic Plan matrix presents strategic objectives, strategies, targets, and Key .

Performance Indicators (KPIs), which show how the predicted results in the strategic plan will be measured. The strategic plan matrix for each division and unit is indicated in Appendix I.

CHAPTER FOUR

RESOURCES FOR THE PLAN

4.1 Introduction

This chapter presents the resources required to implement this strategic plan. It provides an analysis of human, financial and technological requirements. An analysis of required resources is explained as follows;

4.2 Human Resource (number, skills and expertise);

Human resources are critical for the effective implementation of the TCRA CCC mandate and strategic objectives. The council requires an adequate number of qualified staff with the appropriate skills, competencies, and expertise to deliver quality services and provide technical support. Strengthening human resource capacity will involve recruitment of skilled personnel, continuous professional development, training, and capacity-building initiatives to address skills gaps. Additionally, effective human resource management systems and staff motivation mechanisms will be enhanced to ensure optimal productivity, accountability, and retention of competent staff. Table 3 indicates the human resources requirements for the implementation of this strategic plan.

Table 3: Human resources required for plan Implementation

S/n	Human Resource Skills/ Position Required	Number of Human Resources Required by FY				
		2026/27	2027/28	2028/29	2029/30	2030/31
1	Executive Secretary (ES)	1	1	1	1	1
2	Head Education and Advocacy	1	2	2	2	2
3	Head of Finance and Administration	2	2	3	3	3
4	Driver	1	1	1	1	1
5	Communication	1	1	1	1	1
6	Internal Audit	N/A	1	1	1	1
7	Administrative Assistant	1	1	1	1	1
8	Planning/Economics	N/A	N/A	1	1	1
9	Information Technology	N/A	N/A	1	1	1
TOTAL		7	9	12	12	12

4.3 Financial Resource (source, expenditure and budget estimates)

Financial resources are essential for the effective implementation of the TCRA CCC operational activities. TTCRA CCC will mobilize funds from various sources, including government allocations, internally generated funds, development partners, and other stakeholders. Expenditure will be guided by approved plans, budgets, and financial regulations to ensure efficient and accountable use of resources. Budget estimates will be prepared annually based on strategic priorities, planned outputs, and performance targets, and will be aligned with the Medium-Term Expenditure Framework. As indicated in Appendix 2, the implementation of this Strategic Plan is estimated to cost TZS. 10,632,313,525.82.

4.4 Technological Resource (focuses on software and systems).

During the implementation of the strategic plan, technological resources are vital for improving efficiency, effectiveness, and quality of service delivery. TCRA CCC will invest in appropriate software, systems, and digital platforms to support core functions such as planning, financial management, human resource management, and service delivery. Continuous upgrading of systems, user training, and technical support will be undertaken to enhance staff capacity and promote the use of digital solutions for evidence-based decision-making and improved organizational performance. Table 4 indicates the technological resources required for the implementation of this strategic plan.

Table 4: Technological resources required for plan implementation

S/n	Name of Software System Required	Number of Software and Systems Required by FY				
		2026/27	2027/28	2028/29	2029/30	2030/31
1	Mtumiaji App/Portal	1	1	1	1	1
2	Official Website application	1	1	1	1	1
3	Social Media applications	4	4	4	4	4
4	Enterprise Resource Management Suite (ERMS)	1	1	1	1	1

CHAPTER FIVE

RESULTS FRAMEWORK

5.1 Introduction

This chapter outlines how the intended results of the TCRA CCC Strategic Plan and the benefits expected for stakeholders will be measured. It explains how the planned interventions contribute to achieving the Council’s development objective. Furthermore, the chapter presents how progress will be monitored, types of reviews to be conducted, the evidence-based evaluation studies and analytical work to be undertaken. The latter section presents the overarching development objective, identifies the beneficiaries of TCRA CCC services, and illustrates how TCRA CCC strategic objectives align with the National Five-Year Development Plan IV. It further provides the Results Chain, the Results Framework Matrix, the Monitoring Plan, the Planned Reviews, the Evaluation Plan, and the Reporting Plan.

5.2 The Development Objective

The development objective of TCRA CCC is to promote and safeguard the interests of consumers of regulated communication goods and services through advisory and consultation services.

5.3 Beneficiaries of TCRA CCC Services

The beneficiaries 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 that will create an environment where consumers of regulated communications goods and services are empowered to fulfil their obligations and address unfair practices by service providers and suppliers.

5.4 Linkage with the National Frameworks (FYDP IV)

The TCRA CCC functions align with the Fourth Five-Year Development Plan (FYDP IV) by serving as a strategic catalyst for a digitally integrated and inclusive economy. By intensifying consumer education and digital literacy, the Council directly supports the plan’s goal of enhancing human capital and ensuring that the expansion of digital infrastructure translates

into safe, meaningful participation for all citizens. Furthermore, its role in providing policy inputs to the Ministry and fostering multi-sectoral stakeholder engagement strengthens the institutional governance and regulatory predictability required to drive the industrialization and private sector competitiveness envisioned for 2030. Through its regional committees and inclusive communication strategies, the Council ensures that consumer rights and interests are protected for even the most marginalized populations.

5.5 Results Chain and Theory of Change

5.5.1 Results chain

The TCRA CCC results chain comprises a combination of strategic objectives and targets in the Strategic Plan and activities and inputs in the Medium-Term Expenditure Framework. The basic principle is that there is a cause-and-effect relationship between inputs and outcomes as a result of TCRA CCC operations. The inputs (resources such as personnel, funds, materials, technology) will result in the successful implementation of activities, which will contribute to the achievement of outputs, then outcomes as a result of strategic objectives and finally the achievement of the development goal (promote and safeguard the interests of consumers of regulated communication goods and services) as Figure 1 depicts.

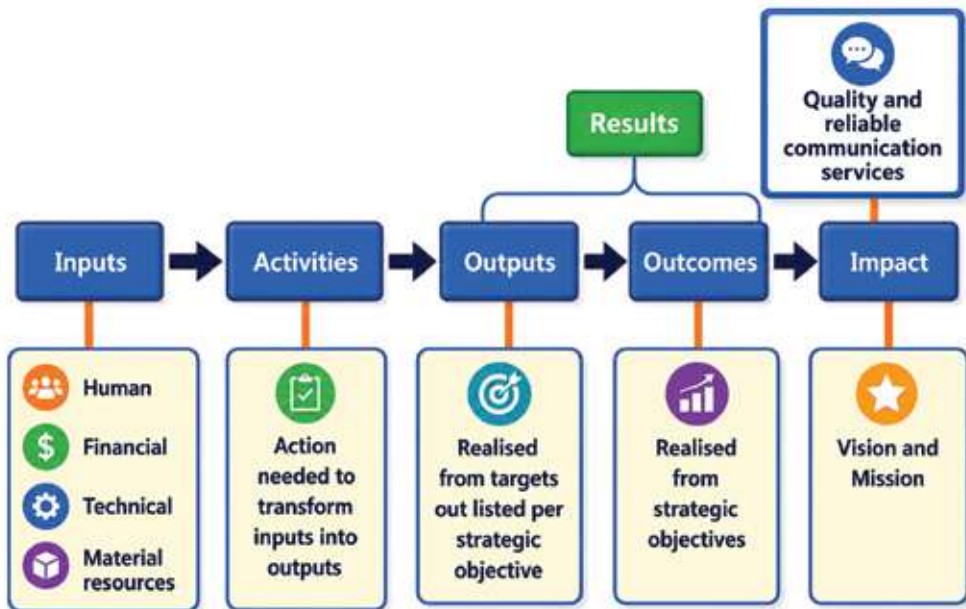


Figure 1: Results Chain

5.5.2 Theory of Change

A Theory of Change (ToC) is a framework that describes how and why a desired long-term social change is expected to occur by mapping the causal linkages between activities, outputs, outcomes, and impacts, while clearly stating the underlying assumptions and conditions. TCRA CCC Strategic Plan, the intended long-term change is the attainment of quality and reliable communication services. This change is expected to be realized through multiple interrelated outcomes, including improved consumer satisfaction, positive CAG audit opinions, increased trust in services provided by the Council, enhanced digital inclusivity, greater consumer awareness of rights, and increased awareness of environmental conservation and ecosystem protection. These outcomes arise from the implementation of strategic objectives and the achievement of planned targets through defined outputs, whose realization depends on the availability and effective utilization of inputs such as human, financial, and technical resources (see Figure 2).

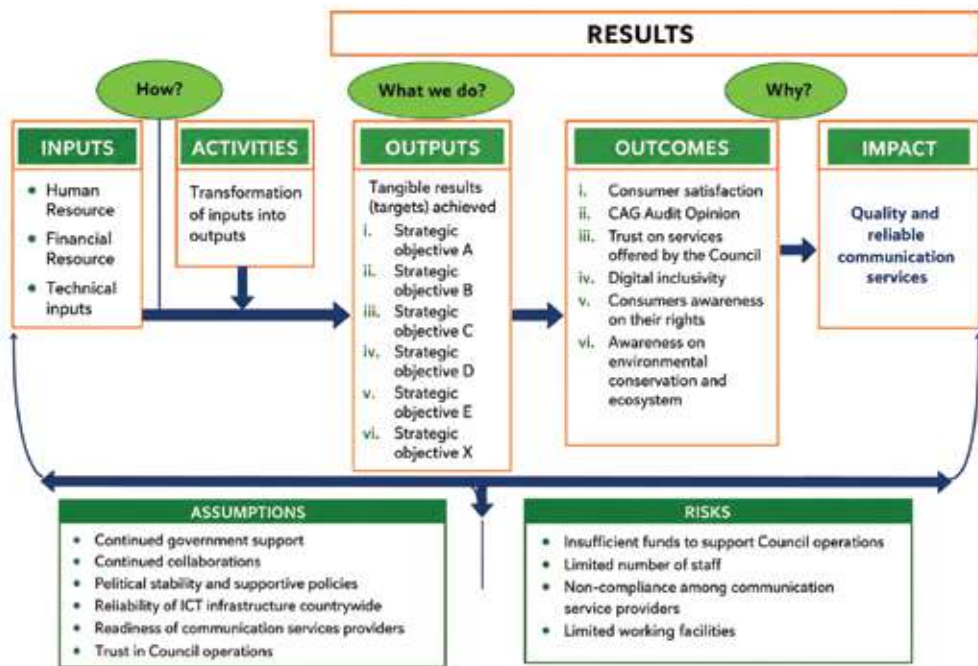


Figure 2: Theory of Change

The achievement of the long-term goal further assumes continued government support, sustained stakeholder collaboration, enabling policies, reliable nationwide ICT infrastructure, the readiness of communication service providers, and sustained public trust in the Council's operations. Nonetheless, progress toward this long-term change may be constrained by limited financial resources, inadequate staffing levels, non compliance by communication service providers, and insufficient Council working facilities.

5.6 Result Framework Matrix

This matrix contains the TCRA CCC overall development objective, strategic objectives, intermediate outcome, and outcome indicators. It foresees how the development objectives will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achieving the planned outcomes and objectives. The detailed result framework is presented in Table 5.

Table 5: Result framework matrix

Development Objective	Objective Code	Objective Description	Outcome indicators
To promote and safeguard the interests of consumers of regulated communication goods and services through advisory and consultation services.	A	Non-communicable diseases, HIV, and AIDS infections reduced and supportive services improved	(i) Level of awareness of NCDs and HIV/AIDS. (ii) Rate of NCDs and HIV/AIDS infections.
	B	Implementation of National Anti-Corruption Strategy Enhanced	Level of staff awareness on Anti-Corruption and Ethics.
	C	Consumer engagement and service delivery improved	Consumer satisfaction index
	D	Institutional capacity enhanced	(i) CAG Audit Opinion (ii) Level of trust on services offered by the Council
	E	Stakeholders' engagement, collaboration and partnerships strengthened	(i) Level of digital inclusivity (ii) Percentage of consumers who know their rights
	F	Environmental conservation and ecosystem management enhanced	Level of awareness on environmental conservation and ecosystem management

5.7 Monitoring Plan

Monitoring of the TCRA CCC Strategic Plan provides essential feedback within an adaptive management framework, ensuring that the Plan remains dynamic and responsive to emerging challenges and changing conditions. The monitoring process will supply the Council and stakeholders with timely and accurate information on the progress, results, and effectiveness of the Strategic Plan's implementation. The monitoring process will incorporate both simple observations of activity results and rigorous, systematic data collection, which will serve as the basis for the evaluation of the Plan. Monitoring reports will be prepared on a quarterly and annual basis and submitted to the relevant authorities.

Furthermore, monitoring will be conducted through an internal mechanism that systematically collects data using clearly defined indicators, baseline values, and target values. The monitoring framework includes, for each indicator, a description, baseline, cumulative target, target value, data collection methods and instruments, frequency of data collection, means of verification, reporting frequency, and responsible parties, as presented in Table 6.

Table 6: Monitoring plan

Code	No	Indicator & Indicator description	Baseline		Cumulative Target Value		Indicator Target value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
A	1	Number of awareness sessions on NCDs and HIV/AIDS delivered	2026/27	N/A	2030/31	5	1	1	1	1	1	FA	Checklist, Documentary review	Annually	Training report	Annually	HFA
	2	Percentage of staff infected with HIV/AIDS and NCDs provided with supportive services	2026/27	N/A	2030/31	100%	100%	100%	100%	100%	100%	FA	Checklist, Documentary review	Annually	Report on the supports services	Annually	HFA
B	3	Number of awareness sessions on Anti-Corruption and Ethics delivered	2026/27	N/A	2030/31	5	1	1	1	1	1	FA	Checklist, Documentary review	Annually	Training report	Annually	HFA
	4	Level of performance of Mtumiaji App/portal service delivery	2026/27	N/A	2030/31	100%	100%	100%	100%	100%	100%	EA	Checklist, Documentary review	Annually	Assessment report	Annually	HEA
C	5	Number of RCCs established	2026/27	20	2030/31	31	3	3	3	2	N/A	EA	Checklist, Documentary review	Annually	Establishment report	Annually	HEA
	6	Number of RCCs supported to implement their functions	2026/27	20	2030/31	31	23	26	29	31	31	EA	Checklist, Documentary review	Annually	Implementation reports	Annually	HEA
	7	Number of consumer awareness programmes through radio	2026/27	24	2030/31	28	28	28	28	28	28	EA	Checklist, Documentary review	Annually	Programme report	Annually	HEA
	8	Number of consumer awareness programmes delivered through television	2026/27	8	2030/31	40	8	8	8	8	8	EA	Checklist, Documentary review	Quarterly	Programme report	Annually	HEA
	9	Number of consumer accessible educational adverts delivered through regional radio stations	2026/27	N/A	2030/31	15,000	3,000	3,000	3,000	3,000	3,000	EA	Checklist, Documentary review	Quarterly	Educational adverts report	Annually	HEA
	10	Number of banners designed and produced	2026/27	N/A	2030/31	150	50	N/A	50	N/A	50	EA	Checklist, Documentary review	Annually	Banners in place	Annually	HEA
	11	Number of sets of accessible educational materials designed and produced	2026/27	N/A	2030/31	150,000	30,000	30,000	30,000	30,000	30,000	EA	Checklist, Documentary review	Semi-annually	Report on educational materials	Annually	HEA
	12	Number of national and international consumer-related events marked	2026/27	5	2030/31	10	10	10	10	10	10	EA	Checklist, Documentary review	Semi-annually	Report on marked events	Annually	HEA

Code	No	Indicator & Indicator description	Baseline		Cumulative Target Value		Indicator Target value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	13	Percentage of consumer engagement-to-follower ratio	2026/27	N/A	2030/31	5%	5%	5%	5%	5%	5%	EA	Checklist, Documentary review	Annually	Engagement-to-follower assessment report	Annually	HEA
D	14	Number of TCRA CCC rebranding strategies in place	2026/27	N/A	2030/31	5	3	2	N/A	N/A	N/A	EA	Checklist, Documentary review	Semi-annually	Report on rebranding strategies	Annually	HEA
	15	Number of TCRA CCC staff facilitated to attend trainings	2026/27	4	2030/31	12	7	9	12	12	12	FA	Checklist, Documentary review	Annually	Training reports	Annually	HFA
	16	Number of TCRA CCC staff facilitated to perform their duties	2026/27	4	2030/31	12	7	9	12	12	12	FA	Checklist, Documentary review	Quarterly	Progress report	Annually	HFA
	17	Number of TCRA CCC councillors facilitated to perform their duties	2026/27	7	2030/31	10	10	10	10	10	10	FA	Checklist, Documentary review	Quarterly	Progress report	Annually	HFA
	18	Number of TCRA CCC staff increased	2026/27	4	2030/31	12	3	2	3	N/A	N/A	FA	Checklist, Documentary review	Annually	Progress report	Annually	HFA
	19	Resource mobilization policy and strategy in place	2026/27	0	2030/31	1	1	N/A	N/A	N/A	N/A	FA	Checklist, Documentary review	Annually	Policy and strategy in place	Annually	HFA
	20	Set of plans and budgets approved	2026/27	N/A	2030/31	5	1	1	1	1	1	FA	Checklist, Documentary review	Annually	Plans and budgets in place	Annually	HFA
	21	Annual reports submitted	2026/27	N/A	2030/31	5	1	1	1	1	1	FA	Checklist, Documentary review	Annually	Reports	Annually	HFA
	22	Updated risks register	2026/27	N/A	2030/31	5	1	1	1	1	1	FA	Checklist, Documentary review	Annually	Risk registers	Annually	HFA
	23	Strategic plan reviewed and evaluated	2026/27	N/A	2030/31	2	N/A	N/A	1	N/A	1	FA	Checklist, Documentary review	Twice SP cycle	Evaluation and review report	Annually	HFA
	24	Number of studies conducted	2026/27	N/A	2030/31	2	N/A	N/A	1	N/A	1	FA	Checklist, Documentary review	Twice SP cycle	Study reports	Annually	HFA
	25	Number of quarterly monitoring reports delivered annually	2026/27	N/A	2030/31	20	4	4	4	4	4	FA	Checklist, Documentary review	Quarterly	Quarterly reports	Annually	HFA
	26	Motor vehicle in place	2026/27	0	2030/31	1	N/A	1	N/A	N/A	N/A	EA	Physical verification, Documentary review	Quarterly	Quarterly reports	Annually	HFA
E	27	Number of policies/regulations on consumer interest reviewed	2026/27	N/A	2030/31	10	2	2	2	2	2	EA	Checklist, Documentary review	Annually	Reviewed policies/regulations	Annually	HEA
	28	Number of consultation meetings with the Ministry participated	2026/27	N/A	2030/31	70	14	14	14	14	14	EA	Checklist, Documentary review	Quarterly	Consultation meeting reports	Annually	HEA

Code	No	Indicator & Indicator description	Baseline		Cumulative Target Value		Indicator Target value					Data Collection Method and Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
	29	Number of consultation meetings with TCRA participated	2026/27	N/A	2030/31	20	4	4	4	4	4	EA	Checklist, Documentary review	Quarterly	Consultation meeting reports	Annually	HEA
	30	Number of consultation meetings with service providers organised	2026/27	N/A	2030/31	10	2	2	2	2	2	EA	Checklist, Documentary review	Semi-annually	Consultation meeting reports	Annually	HEA
	31	Number of consultation sessions with other sector stakeholders facilitated	2026/27	N/A	2030/31	5	1	1	1	1	1	EA	Checklist, Documentary review	Annually	Consultation sessions reports	Annually	HEA
X	32	Number of awareness sessions on environmental conservation and ecosystem management	2026/27	N/A	2030/31	5	1	1	1	1	1	FA	Checklist, Documentary review	Annually	Awareness report	Annually	HFA

5.8 Planned Review and Review Meetings

5.8.1 Planned Reviews

A total of two (2) formal reviews will be conducted during the fiveyear Strategic Planning Cycle. The TCRA CCC will undertake these reviews to ensure a continued focus on realising its mission, strategic objectives, and targets, thereby remaining on course to achieve its vision. Plan reviews will be triggered by the results of evaluation studies and are intended to address any shortcomings identified during the course of plan implementation. A mid term review will be conducted after two and a half years, and a final evaluation will take place at the end of the five year cycle. Findings from these reviews will inform adjustments to implementation strategies, as necessary, to enhance effectiveness and results. The Council Management will lead the review process, ensuring comprehensive participation of relevant stakeholders. Table 7 presents the schedule and details of the strategic plan reviews to be conducted during the implementation period.

Table 7: Planned reviews

No.	Years	Planned Review	Time Frame	Responsible
1	Year 3	Mid-term Review	2028/29	HFA
2	Year 5	Final Evaluation	2030/31	HFA

5.8.2 Plan Review Meetings

Plan review meetings will be conducted to systematically track progress on milestones, activities, and outputs that are critical for the achievement of the TCRA CCC strategic objectives. These meetings will define the type of meeting, frequency, designation of the chairperson, and participants, ensuring structured and effective oversight of plan implementation. The schedule and details of the review meetings are presented in Table 8.

Table 8: Plan review meetings

SN	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1	Technical meeting	Midterm review	ES	Secretariat
2	Council Meeting	Midterm review	Chairperson	Councillors and Secretariat
3	Technical meeting	Final evaluation	ES	Secretariat
4	Council Meeting	Final evaluation	Chairperson	Councillors and Secretariat

5.9 Evaluation Plan

The evaluation of the TCRA CCC strategic plan consists of the assessment studies to be conducted during the strategic plan cycle, the description of each study, the methodology and instruments that shall be used, the timeframe, the responsible division/units, and the output of the evaluation studies. 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. During the evaluation, performance indicators (outcome indicators) or evidence that shows the extent of the strategic plan implementation progress shall be used.

These will be a base to determine the success or failure of the plan. Besides, these will help in collecting useful data and in the search for required evaluation tools and information sources. Performance indicators (outcome indicators) as a unit of success will be both quantitative (e.g., the number of people served with a particular service and the number of services delivered) and qualitative, such as positive or negative feedback, problems, complaints, and comments. The TCRA CCC intends to conduct six (6) evaluation studies throughout strategic plan implementation as indicated in Table 9.

Table 9: Evaluation plan

SN	Outcome Indicator	Type of Evaluation Studies	Description	Methodology and instruments	Time frame	Responsible Department	Output
A	Level of awareness of NCDs and HIV/AIDS	Survey	This study intends to assess the level of awareness of NCDs and HIV/AIDS among TCRA CCC employees	Methods: Interview Instruments: Questionnaire	2028/29	HFA	Survey report
	Rate of NCDs and HIV/AIDS infections	Survey	This study intends to assess rate of NCDs and HIV/AIDS and infection TCRA CCC employees	Methods: Interview, Instruments: Questionnaire,	2028/29	HFA	Survey report
B	Level of staff awareness on Anti-Corruption and Ethics.	Survey	This study aims to assess the level of awareness of corruption issues among TCRA CCC employees	Methods: Interview, Instruments: Questionnaire,	2027/28	HFA	Survey report
C	Consumer satisfaction index	Services delivery survey	This study aims to assess the level of satisfaction with services delivered by TCRA CCC	Methods: Interview, Focus Group Discussion, Documentary review Instruments: Questionnaire, Checklist	2029/30	HFA	Consumer satisfaction survey report
D	CAG Audit Opinion level of trust in the services offered	Desk Review	This study intends to assess the CAG Audit opinion	Methods: Documentary review Instruments: Checklist	Annually	HFA	Desk review report
E	Level of digital inclusivity	Services delivery survey	This study aims to assess the level of satisfaction with services delivered by TCRA CCC	Methods: Interview, Focus Group Discussion, Documentary review Instruments: Questionnaire, Checklist	2029/30	HFA	Consumer satisfaction survey report
	Percentage of Consumers who know their rights	Services delivery survey	This study aims to assess the level of satisfaction with services delivered by TCRA CCC	Methods: Interview, Focus Group Discussion, Documentary review Instruments: Questionnaire, Checklist	2029/30	HFA	Consumer satisfaction survey report
X	Level of awareness on environmental conservation and ecosystem management	Survey	This study intends to assess the level of awareness on environmental conservation and ecosystem management among TCRA CCC staf	Methods: Interview Documentary review Instruments: Questionnaire Checklist	2030/31	HFA	Survey report

5.10 Reporting Plan

The reporting plan outlines the requirements for both internal and external reporting, in accordance with statutory obligations, the Medium Term Strategic Plan, the Budget Plan Manual, and any other reporting requirements that may arise from time to time. The internal and external reporting mechanisms are detailed in the following sub sections to ensure timely, accurate, and accountable reporting on the implementation of the Strategic Plan.

5.10.1 Internal Reporting Plan

The internal reporting plan consists of four (4) types of reports, namely performance reports and internal audit reports, compliance reports, and annual performance reports. The reports will be prepared on a quarterly and annual or on-demand basis and submitted to internal stakeholders as detailed in Table 10.

Table 10: Internal reporting plan

SN	Type of Report	Recipient	Frequency	Responsible Department
1	Performance reports	Council	Quarterly	HoDs
2	Internal Audit Reports	Council	Quarterly	HFA
3	Compliance Reports	Council	Quarterly	HoDs
4	Annual performance reports	Council	Annually	ES

5.10.2 External Reporting Plan

This plan involves the preparation of three (3) types of reports, namely: performance reports, financial statements and annual reports. These reports are submitted to external stakeholders, including PS – Ministry responsible for communication, CAG and Minister responsible for communication, as Table 11 indicates.

Table 11: External reporting plan

SN	Type of Report	Recipient	Frequency	Responsible Department
1	Performance reports	PS – Ministry responsible for communication	Quarterly and annually	ES
2	Financial Statements	CAG	Annually	ES
3	Annual Reports	Minister responsible for communication	Annually	Council Chairperson

5.11 Relationship between Results Framework, Results Chain, M&E, and Reporting

5.11.1 Level 1-Inputs

The first level of the results chain monitors the allocation and utilization of resources across various activities. Available resources will be reviewed on a weekly, monthly, or quarterly basis and reported through the respective implementation reports. At this level, performance indicators will focus on: The number and quality of human resources available for assigned tasks; The amount of time dedicated by staff to specific activities; The flow of information between organizational levels; The timeliness of decision-making and staff task completion; The predictability and adequacy of resource flow; and the alignment of resource allocation with planned activities and outputs. These indicators will provide critical feedback to ensure that resources are effectively mobilized, managed, and aligned to achieve the intended outputs of the Strategic Plan.

5.11.2 Level 2 -Activities

The second level of the results chain focuses on realizing activities in the Strategic Plan and the linkage between activities and outputs. At this level, indicators will focus on processes, activity programming, and timeliness of implementation. Activities will be reviewed on a monthly or quarterly basis and will be reported in the respective implementation reports. The reports will focus on the quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if they are not contributing to outputs.

5.11.3 Level 3 – Outputs

The third level of the results chain tracks the realization of the outputs which are attributed solely to the TCRA CCC functions. Output indicators will measure the outputs at this level. Data collection, analysis, and review of the outputs and output indicators will be done quarterly and reported in quarterly reports. The reports will focus on how the outputs produced contribute to the outcomes and will inform corrective action if the outputs are not being delivered on time, to the expected quality, and are not contributing to planned outcomes.

5.11.4 Level 4 – Outcomes

The fourth level of the results chain focuses on tracking the achievement of planned outcomes for each strategic objective. While these outcomes reflect the intended results of TCRA CCC interventions, their realization may involve contributions from multiple stakeholders and partners. Planned outcomes will be measured using outcome indicators, with data collection and analysis conducted on an annual basis. Reporting on these

indicators will be presented through the Council Annual Reports and the Five-Year Strategic Plan Evaluation Report. These reports will draw on sectoral analyses, evidence-based studies, and national statistics to ensure accuracy and reliability. The reporting will emphasize the benefits delivered to TCRA CCC stakeholders, providing critical feedback for strategic decision-making, policy adjustments, and continuous improvement in service delivery.

LIST OF APPENDICES

Appendix 1. TCRA CCC Strategic Plan (2026/27 – 2030/31) Matrix

Code	Strategic Objective	Strategies	Outcomes	Targets	Key Performance Indicators		Responsible Person
					Output Indicator	Outcome Indicator	
A	HIV/AIDS Infections and Non-communicable Diseases Reduced and Supportive Services Improved	Strengthen HIV & NCD prevention interventions	i. Increased awareness of NCDs and HIV/AIDS. ii. Reduced incidences of NCDs and HIV/AIDS infections.	5 awareness sessions on NCDs and HIV/AIDS delivered by June 2031	Number of awareness sessions on NCDs and HIV/AIDS delivered	i. Level of awareness of NCDs and HIV/AIDS.	HFA
				Supportive services provided to TCRA CCC staff infected with HIV/AIDS and NCDs annually	Percentage of staff infected with HIV/AIDS and NCDs provided with supportive services	ii. Rate of NCDs and HIV/AIDS infections.	
B	Implementation of National Anti-Corruption Strategy Enhanced and Sustained	Strengthen staff awareness on anticorruption and ethical practices	Increased staff awareness on Anti-Corruption and Ethics.	5 awareness sessions on Anti-Corruption and ethical practices delivered by June 2031	Number of awareness sessions on Anti-Corruption and Ethics delivered	Level of staff awareness on Anti-Corruption and ethical practices.	HFA
C	Consumer engagement and service delivery improved	i. Strengthen service delivery systems ii. Strengthen the Regional Consumer Committees' operations iii. Strengthen awareness mechanisms	Increased consumer satisfaction	Mtumiaji App/portal service delivery system updated annually	Level of performance of Mtumiaji App/portal service delivery	Consumer satisfaction index	HEA
				Established RCCs increased from 20 to 31 by June 2031	Number of RCCs established		HEA
				RCCs supported to implement their function increased from 20 to 31 by June 2031	Number of RCCs supported to implement their functions		HEA
				Consumer awareness programmes through radio increased from 24 to 28 annually	Number of consumer awareness programmes through radio		HEA
				8 consumer awareness programmes through television delivered annually	Number of consumer awareness programmes delivered through television		HEA
				3000 consumer accessible educational adverts through regional radio stations delivered annually	Number of accessible consumer educational adverts delivered through regional radio stations		HEA
				120 banners designed and produced by June 2031	Number of banners designed and produced		HEA
				12000 sets of accessible educational materials (brochures, leaflets, booklets) designed and produced annually	Number of sets of accessible educational materials designed and produced		HEA
				TCRA CCC staff participated in five (5) National and international consumer-related events annually	Number of national and international consumer-related events participated		HEA
				Achieve 5% consumer engagement-to-follower ratio annually by June 2031	Percentage of consumer engagement-to-follower ratio		HEA
				Five (5) TCRA CCC rebranding strategies (communication strategy, advocacy strategy, brand guideline, TCRA CCC logo, website re-design) in place by June 2031	Number of TCRA CCC rebranding strategies in place	i. CAG Audit Opinion ii. Level of trust on services offered by the Council	HEA
				All TCRA CCC staff facilitated to attend trainings annually	Number of TCRA CCC staff facilitated to attend trainings		HFA
				All TCRA CCC staff facilitated to perform their duties annually	Number of TCRA CCC staff facilitated to perform their duties		HFA
				All TCRA CCC councillors facilitated to perform their duties by June 2031	Number of TCRA CCC councillors facilitated to perform their duties		HFA

Code	Strategic Objective	Strategies	Outcomes	Targets	Key Performance Indicators		Responsible Person
					Output Indicator	Outcome Indicator	
				TCRA CCC staff increased from 4 to 12 by June 2031 Resource mobilization policy and strategy in place by June 2031 Set of plans and budgets approved annually Annual reports submitted annually Risks register updated annually Strategic plan reviewed and evaluated by June 2031 Two (2) studies conducted by June 2031 Monitoring reports delivered quarterly by June 2031 TCRA CCC motor vehicles increased from 0 to 1 by June 2031	Number of TCRA CCC staff increased Resource mobilization policy and strategy in place Set of plans and budget approved Annual reports submitted Updated risks register Strategic plan reviewed and evaluated Number of studies conducted Number of quarterly monitoring reports delivered annually Motor vehicle in place		HFA HFA HFA HFA HFA HFA HFA HFA HFA
E	Stakeholders' engagement, Collaboration and partnerships strengthened.	i. Strengthen linkages with stakeholders	i. Empowered digital inclusivity	Two (2) policies/regulations on consumer interest reviewed annually	Number of policies/regulations on consumer interest reviewed	i. Level of digital inclusivity ii. Percentage of consumers who know their rights	HEA
		ii. Strengthen partnership and collaboration	ii. Enhanced consumer rights advocacy	Fourteen (14) consultation meetings with the Ministry participated annually	Number of consultation meetings with the Ministry participated		HEA
		iii. Enhance clear communication channels		Four (4) consultation meetings with TCRA participated annually	Number of consultation meetings with TCRA participated		HEA
		iv. Strengthen consultation and dialogue		Four (4) consultation meetings with service providers organised annually	Number of consultation meetings with service providers organised		HEA
				Five (5) consultation sessions with other sector stakeholders facilitated by June 2031	Number of consultation sessions with other sector stakeholders facilitated		HEA
X	Environmental conservation and ecosystem management enhanced	Institutionalise awareness on environmental conservation and ecosystem management	Increased awareness of environmental conservation and ecosystem management	One (1) awareness session on environmental conservation and ecosystem management organised annually	Number of awareness sessions on environmental conservation and ecosystem management	Level of awareness on environmental conservation and ecosystem management among TCRA CCC staff	HFA

Appendix 2. Financial Resources Required for Plan Implementation

Strategic Objective Code	SN	Target(s) Description	Budget source (Govt, DPs, own source)	Implementation by FY					Total
				2026/27	2027/28	2028/29	2029/30	2030/31	
A	1	Five (5) awareness sessions on NCDs and HIV/AIDS delivered by June 2031	TCRA	3,540,000.00	3,894,000.00	4,283,400.00	4,711,740.00	5,182,914.00	21,612,054.00
	2	Supportive services provided to TCRA CCC staff infected with HIV/AIDS and NCDs annually	TCRA	1,400,000.00	1,540,000.00	1,694,000.00	1,863,400.00	2,049,740.00	8,547,140.00
B	3	Five (5) awareness sessions on Anti-Corruption and ethical practices delivered by June 2031	TCRA	5,000,000.00	5,500,000.00	6,050,000.00	6,655,000.00	,320,500.00	30,525,500.00
C	4	Mtumiaji App/ portal service delivery system updated annually	TCRA	8,600,000.00	9,460,000.00	10,406,000.00	1,446,600.00	12,591,260.00	52,503,860.00
	5	Established RCCs increased from 20 to 31 by June 2031	TCRA & STAKEHOLDERS	59,116,500.00	65,028,150.00	71,530,965.00	43,352,000.00	-	239,027,615.00
	6	RCCs supported to implement their function increased from 20 to 31 by June 2031	TCRA & STAKEHOLDERS	52,324,000.00	57,556,400.00	63,312,040.00	69,643,244.00	76,607,568.40	319,443,252.40
	7	Consumer awareness programmes through radio increased from 24 to 28 annually	TCRA & STAKEHOLDERS	5,000,000.00	5,500,000.00	6,050,000.00	6,655,000.00	7,320,500.00	30,525,500.00
	8	8 consumer awareness programmes through television delivered annually	TCRA & STAKEHOLDERS	5,000,000.00	5,500,000.00	6,050,000.00	6,655,000.00	7,320,500.00	30,525,500.00

TCRA Consumer Consultative Council – TCRA CCC

Strategic Objective Code	SN	Target(s) Description	Budget source (Govt, DPs, own source)	Implementation by FY					Total
				2026/27	2027/28	2028/29	2029/30	2030/31	
C	9	3000 consumer accessible educational adverts through regional radio stations delivered annually	TCRA & STAKEHOLDERS	132,000,000.00	145,200,000.00	159,720,000.00	175,692,000.00	193,261,200.00	805,873,200.00
	10	120 banners designed and produced by June 2031	TCRA & STAKEHOLDERS	8,700,000.00	9,570,000.00	10,527,000.00	11,579,700.00	12,737,670.00	53,114,370.00
	11	2000 sets of accessible educational materials (brochures, leaflets, booklets) designed and produced annually	TCRA & STAKEHOLDERS	55,500,000.00	61,050,000.00	67,155,000.00	73,870,500.00	81,257,550.00	338,833,050.00
	12	TCRA CCC staff participated in five (5) National and international consumer-related events annually	TCRA & STAKEHOLDERS	20,500,000.00	22,550,000.00	24,805,000.00	27,285,500.00	30,014,050.00	125,154,550.00
	13	Achieve 5% consumer engagement-to-follower ratio annually	TCRA & STAKEHOLDERS	10,000,000.00	10,500,000.00	11,550,000.00	2,705,000.00	13,975,500.00	58,730,500.00
D	14	Five (5) TCRA CCC rebranding strategies (communication strategy, advocacy strategy, brand guideline, TCRA CCC logo, website re-design) in place by June 2031	TCRA & STAKEHOLDERS	37,745,000.00	-	56,617,500.00	-	-	94,362,500.00
	15	All TCRA CCC staff facilitated to attend trainings annually	TCRA	33,380,000.00	48,285,718.00	57,942,857.00	57,942,857.00	63,737,142.70	261,288,574.70
	16	All TCRA CCC staff facilitated to perform their duties annually	TCRA	519,236,233.98	571,159,857.38	628,275,843.12	691,103,427.43	60,213,770.17	3,169,989,132.07
	17	All TCRA CCC councillors facilitated to perform their duties annually	TCRA	189,682,500.00	208,650,750.00	229,515,825.00	252,467,407.50	277,714,148.25	1,158,030,630.75
	18	TCRA CCC staff increased from 4 to 12 by June 2031	TCRA	15,000,000.00	16,500,000.00	18,150,000.00	-	-	49,650,000.00
	19	Resource mobilization policy and strategy in place by June 2031	TCRA & STAKEHOLDERS	45,000,000.00	-	22,500,000.00	-	-	67,500,000.00
	20	Set of plans and budgets approved annually	TCRA	19,085,000.00	20,993,500.00	23,092,850.00	25,402,135.00	27,942,348.50	116,515,833.50
	21	Annual reports submitted annually	TCRA	19,800,000.00	21,780,000.00	23,958,000.00	26,353,800.00	28,989,180.00	120,880,980.00
	22	Risks register updated annually	TCRA	20,000,000.00	22,000,000.00	24,200,000.00	26,620,000.00	29,282,000.00	122,102,000.00
	23	Strategic plan reviewed and evaluated by June 2031	TCRA	-	-	35,000,000.00	-	40,000,000.00	75,000,000.00
	24	Two (2) studies conducted by June 2031	TCRA & STAKEHOLDERS	-	-	50,000,000.00	-	55,000,000.00	105,000,000.00
	25	Monitoring reports delivered quarterly by June 2031	TCRA	20,000,000.00	22,000,000.00	24,200,000.00	26,620,000.00	29,282,000.00	122,102,000.00
	26	Furniture, Computer and other Office Equipment	TCRA	49,300,000.00	-	59,653,000.00	-	-	
	27	Operational costs + Relocation to Dodoma	TCRA	108,684,000.00	619,552,400.00	431,507,640.00	474,658,404.00	522,124,244.40	
	28	TCRA CCC motor vehicle increased from 0 to 1 by June 2031	TCRA	-	250,000,000.00	-	-	-	250,000,000.00

Strategic Objective Code	SN	Target(s) Description	Budget source (Govt, DPs, own source)	Implementation by FY					Total
				2026/27	2027/28	2028/29	2029/30	2030/31	
E	29	Two (2) policies/ regulations on consumer interest reviewed annually	TCRA	21,700,000.00	23,870,000.00	26,257,000.00	28,882,700.00	31,770,970.00	132,480,670.00
	30	Fourteen (14) consultation meetings with the Ministry participated annually	TCRA	45,750,000.00	50,325,000.00	55,357,500.00	60,893,250.00	66,982,575.00	279,308,325.00
	31	Four (4) consultation meetings with TCRA participated by annually	TCRA	4,000,000.00	4,400,000.00	4,840,000.00	5,324,000.00	5,856,400.00	24,420,400.00
	32	Four (4) consultation meetings with service providers organised annually	TCRA & STAKEHOLDERS	8,000,000.00	8,800,000.00	9,680,000.00	10,648,000.00	11,712,800.00	48,840,800.00
	33	Five (5) consultation sessions with other sector stakeholders, facilitated by June 2031	TCRA & STAKEHOLDERS	4,000,000.00	4,400,000.00	4,840,000.00	5,324,000.00	5,856,400.00	24,420,400.00
X	34	One (1) awareness session on environmental conservation and ecosystem management organised annually	TCRA	5,000,000.00	5,500,000.00	6,050,000.00	6,655,000.00	7,320,500.00	30,525,500.00
TOTAL				1,532,043,233.98	2,301,065,775.38	2,234,771,420.12	2,151,009,664.93	2,413,423,431.42	10,632,313,525.82

MFUMO WA KIDJITALI WA KUHUDUMIA WATUMIAJI

(MTUMIAJI APP)

Huduma Bora ya
Mawasiliano ni Haki
yako



Tuma maoni na
Kero zako



Pata taarifa za fursa
mbalimbali za sekta
ya mawasiliano



Pata Elimu ya Haki
na wajibu wako



TCRA CONSUMER CONSULTATIVE COUNCIL (TCRA CCC)

**Scan To
Download**



14 Jamhuri Street
P.O. Box 1516
11470 Dar es Salaam
Tel. +255 22 2122691/2
Fax. +255 22 2122690
barua@tcra-ccc.go.tz
www.tcra-ccc.go.tz