



THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF FOREIGN AFFAIRS AND EAST AFRICAN COOPERATION



DR. SALIM AHMED SALIM CENTRE FOR FOREIGN RELATIONS

STRATEGIC PLAN 2026/2027 – 2035/2036

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ABBREVIATIONS/ACRONYMS

AIDS	Acquired Immuno-Deficiency Syndrome
AU	African Union
CAATS	Computer Assistant Auditing Techniques
CAG	Controller and Auditor General
CBET	Competence-Based Education and Training
CBOs	Community Based Organizations
CCM	Chama Cha Mapinduzi
CCTV	Closed-Circuit Television
CFR	Centre for Foreign Relations
CPA	Certified Public Accountant
EAC	East African Community
FLCS	Foreign Language and Communication Skills
FY	Financial Year
FYDP	Five Years Development Plan
GC	Governing Council
GePG	Government e-Payment Gateway
GoT	Government of Tanzania
GSOs	Government Security Organs
HIV	Human Immunodeficiency Virus
HoD	Head of Department
HR	Human Resource
ICT	Information & Communication Technology
IDJ	International Diplomatic Journal
Ios	International Organizations
JPCC	Joint Permanent Commission of Co-operation
MDAs	Ministries, Departments and Agencies
NSSF	National Social Security Fund
MTEF	Medium Term Expenditure Framework
N/A	Not Applicable
NACSAP	National Anti-Corruption Strategy and Action Plan
NACTE	National Council for Technical Education
NAO	National Audit Office
NBAA	National Board of Accountants and Auditors
NCDs	Non-communicable Diseases
NGOs	Non-Governmental Organizations
OC	Other Charges
OPRAS	Open Performance Review and Appraisal System
OSHA	Occupational Safety and Health Authority
OTR	Office of the Treasury Registrar
PCM	Peace and Conflict Management
PE	Personal Emolument

PGD	Postgraduate Diploma
PPRA	Public Procurement Regulatory Authority
	QAC Quality Assurance and Control
SADC	Southern Africa Development Community
SAMIS	Student Academic Management Information System
SDGs	Sustainable Development Goals
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TCU	Tanzania Commission for Universities
UN	United Nations

FOREWORD

On behalf of the Dr. Salim Ahmed Salim Centre for Foreign Relations, I am delighted to present the Centre's Strategic Plan 2026/2027 - 2035/2036. This Plan stipulates vision, mission and strategic objectives identified to enable the Centre to realize its full potential and mandate in the next ten years. The Plan comes out because of the Government directives through CEOs forum, Tanzania Development Vision 2050, CCM Election Manifesto 2025 as well as Tanzania Foreign Policy 2001 (Edition 2024) which necessitated the review of the previous Strategic Plan 2021/20202 - 2025/2026.

The strategies consider the Centre's commitment to achieve excellence in international and diplomatic affairs through discharging its core functions of training, research and consultancy. The Centre will continue to enrich students with knowledge, skills and attitude in international affairs, economic diplomacy, strategic studies and foreign languages. The learning experience intends to develop students' self-learning skills, lifelong learning commitment and competencies that will make them innovative and entrepreneurial. Furthermore, through research and consultancy services the Centre will continue with its intellectual contributions nationally and globally.

It is my sincere hope that effective implementation of the Plan will create an enabling environment in which human, financial and physical resources are appropriately allocated and deployed for the attainment of Centre's goals.

I kindly call upon all stakeholders to deepen their ties and strengthen their contribution towards Centre's success. The Centre needs their full support and commitments to have intended and meaningful contributions as per mandated functions.

.....
Ambassador Ramadhan Muombwa Mwinyi
Chairperson of the Governing Council

EXECUTIVE SUMMARY

This Strategic Plan covers the period between 2026/2027 - 2035/2036 and sets out the framework within which the Centre will discharge its functions. The main functions of the Centre are training, research and consultancy services.

The objectives and strategies incorporated in this Plan have been formulated in accordance with Sustainable Development Goals; Tanzania Development Vision 2050; the National Anti-Corruption Strategy and Action Plan (NACSAP IV 2023 - 2030); Tanzania Foreign Policy 2001 (2024 Edition); Tanzania 2014 Education and Training Policy - 2023 Edition; Employment Public Management Policy 2008 – Second Edition; Public Service Act 2019 – Revised Edition; Public Service Regulations – 2022; Environmental, Social and Governance agenda; Public Finance Act - Revised Edition 2020; Budget Act, Revised Edition 2023; National Information and Communication Technology (ICT) Policy (2023); e-Government Authority (eGA); ICT Security Policy Technical Guide (2024); e-Government Act (2019); Cybercrimes Act (2015) and CCM Election Manifesto 2025 - 2030.

Major initiatives recorded during the implementation of the previous Strategic Plan include the ongoing construction of new lecture theatres at the Kurasini campus; acquisition of land at Chamwino – Dodoma and Pangani – Tanga; and introduction of new academic. The Centre also renewed existing academic programmes and reviewed key institutional policy documents. Additionally, the organizational structure was improved, and infrastructure such as administrative buildings, parking areas, and ICT systems were upgraded. Essential assets, including vehicles, ICT equipment, and furniture, were procured to support operations. The Centre further enhanced staff capacity through short and long-term training and expanded its short courses programme. It also strengthened strategic partnerships to promote collaboration in training, research, and consultancy. These initiatives have improved the Centre's academic environment, increased enrolment, and enhanced institutional performance.

The Plan is informed by a situational analysis of the implementation of Centre's previous strategic plan, internal and external operating environment and key stakeholders. To that end, six strategic objectives were developed. These objectives are HIV/AIDS and Non - Communicable Diseases (NCDs) Reduced and Supportive Services Improved; Implementation of National Anti- Corruption Strategy Enhanced; Training, Research and Consultancy Services Improved; Institutional Capacity to Deliver Quality Services strengthened; Resource Mobilization and Financial Management Improved; and Information Management systems Strengthened.

On behalf of the Centre, I wish to extend my heart-felt gratitude to all stakeholders for their contributions. It is also my expectation that, the staff will familiarize themselves with objectives, strategies and targets outlined in this Plan and work to implement them effectively.

.....
Dr. Felix Mwitwa Wandwe, *ndc*
DIRECTOR

CHAPTER ONE: INTRODUCTION

1.1 Background

The Dr. Salim Ahmed Salim Centre for Foreign Relations (herein “the Centre”) was officially announced by Her Excellence the President of the United Republic of Tanzania, Dr. Samia Suluhu Hassan on 30th September 2023. Previously, the Centre was known as Mozambique – Tanzania Centre for Foreign Relations, established in 1978 by an agreement between the United Republic of Tanzania and the Republic of Mozambique. It is mandated to provide training, research, and consultancy services to its stakeholders. The Centre has been incorporated in the Diplomatic and Consular Immunities and Privileges Act No. 5 of 1986.

1.2 Functions of the Centre

The following are the functions of the Centre as stipulated in article 3 of its constitution:

- (i) To promote social, economic and political awareness by providing opportunities for the study of international affairs and for training in the principles, procedures and techniques of diplomacy;
- (ii) To conduct training programmes in such subjects associated with international affairs and diplomacy as the Governing Council may from time to time decide;
- (iii) To engage in research into the problems and needs of selected subjects and to evaluate the results achieved by its training programmes;
- (iv) To provide advisory and other ancillary services to the Governments and such other bodies or organizations as may be determined by the Governing Council;
- (v) To sponsor, arrange or provide facilities for conferences and seminars on subjects within the competence of the Centre;
- (vi) To arrange for publication and general dissemination of material produced in connection with the work and activities of the Centre; and
- (vii) To do anything or enter any transaction which in the opinion of the Governing Council, is calculated to facilitate the proper and efficient carrying on of its activities and proper performance of its functions as specified in this paragraph.

1.3 Objective of the Strategic Plan 2026/2027 – 2035/2036

This Plan provides strategic direction to enhance Centre’s contribution to national, regional, and international development. The Plan serves as a guide on allocation of resources as well as a steering mechanism for management, staff and other stakeholders. The Plan articulates priorities for the Centre that will guide implementation of its annual plans and responsibilities. Furthermore, the Plan explains a monitoring and evaluation mechanism for continuous assessment of the implementation of objectives. (enriched..... management,

1.4 Methodology

A consultative and participatory approach was adopted in the preparation of this Strategic Plan. The Centre's Management provided overall direction and guidance, while staff and key stakeholders actively participated throughout the process. The consultations aimed to gather diverse views and insights into the Centre's operational performance, challenges, lessons learned, and emerging opportunities. In addition, the preparation of this Plan involved an extensive review of relevant documents, including previous Strategic Plans, academic and administrative reports, national policy documents, and Government directives, to ensure alignment with institutional mandates and national development priorities.

1.5 Strategic Plan Layout

This Plan consists of four chapters. Chapter one provides the background of the Centre, functions of the Centre, objective of the Strategic Plan and methodology employed. Chapter two provides a situation analysis covering performance review of the previous strategic plan, stakeholders and SWOC analysis, recent initiatives and critical issues. Chapter three presents details of the 2026/2027 – 2035/2036 Strategic Plan which include the vision, mission, core values, strategic objectives, strategies, targets and key performance indicators. Chapter four highlights the results framework which presents the planned outcomes, monitoring plan, planned reviews, evaluation and the reporting plan.

CHAPTER TWO: SITUATION ANALYSIS

2.1 Introduction

This chapter presents an analysis of the internal and external environment within which the Dr. Salim Ahmed Salim Centre for Foreign Relations operates. The analysis provides an overview of the Centre's current situation, progress made under the previous Strategic Plan (2021/2022–2025/2026), and key issues to be addressed during the 2026/2027–2030/2031 period. It further identifies strengths, weaknesses, opportunities, and challenges that influence the Centre's ability to deliver its mandate.

2.1.1 Vision

“To be a Centre of excellence in national, regional and international affairs”.

2.1.2 Mission

“To provide high quality scholarly services through training, research and consultancy in diplomacy and strategic studies in the context of national, regional and international affairs”.

2.2 Strategic Objectives

The 2021/2022 - 2025/2026 Strategic Plan set the following objectives:

- (i) HIV/AIDS and Non - Communicable Diseases (NCDs) Reduced and Supportive Services Improved;
- (ii) Implementation of National Anti-Corruption Strategy Enhanced;
- (iii) Training, Research and Consultancy Services Improved;
- (iv) Institutional Capacity to Deliver Quality Services Strengthened; and
- (v) Resource Mobilization and Financial Management Improved.

2.3 Performance Review

2.3.1 Performance Review for the Period of 2021/2022 - 2025/2026

During the implementation of the 2021/2022–2025/2026 Strategic Plan, the Centre recorded commendable achievements in various areas, including curricula development, infrastructure improvement, and strengthening of governance structures. A summary of implementation progress for each Strategic Objective is described in table 1.

Table 1: Summary of implementation progress of previous strategic objectives

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS		REMARKS
		TARGET IMPLEMENTATION BY JUNE 2026	PERCENTAGE OF ACHIEVEMENT	
OBJECTIVE A: HIV/AIDS and Non - Communicable Diseases (NCDs) Reduced and Supportive Services Improved	Six (6) seminars to staff and students conducted by June 2026	Six (6) seminars to staff and students have been conducted	100%	Target achieved.
	Care and supportive services to 4 persons who are living with HIV/AIDS provided by June 2026.	Care and supportive services to 1 person who is living with HIV/AIDS has been provided	100%	There is only one case of a person living with HIV/AIDS
OBJECTIVE B: Implementation of National Anti-Corruption Strategy Enhanced	4 reports prepared and submitted to relevant authority by June 2026	4 reports have been prepared and submitted to relevant authority	100%	Target achieved
	Six (6) seminars to staff and students conducted by June 2026	Six (6) seminars to staff and students have been conducted	100%	Target achieved

OBJECTIVE C: Training, Research and Consultancy Services Improved	Students' enrollment increased from 1,473 to 1,600 by June 2026;	Number of Students enrolled 1,643	100%	Target achieved
	Forty (40) short courses and special programmes conducted by June 2026;	Forty (40) short courses and special programmes have been conducted	100%	Target achieved
	Two (2) research projects conducted by June 2026;	Two (2) research projects have been conducted	100%	Target achieved
	Ten (10) scholarly works published by June 2026;	Ten (10) scholarly works have published	100%	Target achieved
	Four (4) consultancy services undertaken by June 2026;	Two (2) consultancy services have been undertaken	50%	CFR does not have registered consultancy bureau
	Six (6) strategic engagements with partners facilitated by June 2026;	Six (6) strategic engagements with partners have been facilitated	100%	Target achieved

OBJECTIVE D: Institutional Capacity Delivery Quality Services Strengthened to	Long term training to 4 staff facilitated by June, 2026	Long term training to 4 staff has been facilitated	100%	Target achieved
	Short Courses training to 110 staff conducted by June, 2026	Short Courses training to 110 staff have been conducted	100%	Target achieved
	Conducive working environment to 110 staff ensured by June, 2026;	Conducive working environment to 110 staff have been ensured	100%	Target achieved
	Ten (10) Institutional Policies/Regulations prepared/reviewed by June 2026.	Ten (10) Institutional Policies/Regulations prepared/reviewed	100%	Target achieved
	Maintenance of infrastructure improved from 80% to 100 % by June, 2026.	Maintenance of infrastructure has been improved to 100%	100%	Target achieved
	ICT infrastructures improved from 80% to 100 % by June, 2026.	ICT infrastructures improved to 100%	100%	Target achieved
	Legal services improved from 80% to 100 % by June, 2026.	Legal services have been improved 100%	100%	Target achieved
	Marketing services improved from 50% to 100% by June, 2026	Marketing services have been improved to 70%	70%	Target achieved
	Library services improved from 50% to 100% by June, 2026.	Library services have been improved to 100%	100%	Target achieved

OBJECTIVE E: Resource Mobilization and Financial Management Improved	Planning and budgeting functions facilitated by June, 2026.	Planning and budgeting functions have been facilitated	100%	Target achieved
	Monitoring and Evaluation plan developed by June, 2026.	Monitoring and Evaluation plan developed	100%	Target achieved
	Procurement Management functions implemented by June, 2026	Procurement Management functions have been implemented	100%	Target achieved
	Financial management functions implemented by June, 2026.	Financial management functions have been implemented	100%	Target achieved
	Internal audit functions implemented by June, 2026.	Internal audit functions have been implemented	100%	Target achieved

2.3.2 General Overall Performance 2021/2022 - 2025/2026

The overall performance of the Centre for the period of 2021/2022 - 2025/2026 has been rated at 97%.

2.4 Key Stakeholders' Analysis

This section presents a detailed analysis of key stakeholders as described in table 2.

Table 2: Summary of Key Stakeholders' Analysis

STAKEHOLDER	SERVICE/PRODUCT OFFERED BY THE CENTRE	SERVICE/PRODUCT OFFERED BY STAKEHOLDERS TO THE CENTRE	STAKEHOLDERS' EXPECTATIONS	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET
Ministry of Foreign Affairs and East African Cooperation	<ul style="list-style-type: none"> ▪ In-service training courses ▪ Event management services ▪ Consultancy 	<ul style="list-style-type: none"> ▪ Financial support ▪ Supervision and guidance ▪ Technical support/assistance ▪ Facilitation of network and linkage with other stakeholders ▪ Promotion and marketing of the Centre's products and services 	<ul style="list-style-type: none"> ▪ Strengthened institutional capacity ▪ Effective collaboration and cooperation ▪ Compliance with good governance principles 	<ul style="list-style-type: none"> ▪ Institutional inefficiency ▪ Poor provision of services ▪ Weak collaboration and cooperation ▪ Deterioration of trust
Regulatory Authorities including NACTVET, TCU, CAG, eGA, OTR and PPRA	<ul style="list-style-type: none"> ▪ Good governance ▪ Quality Assurance 	<ul style="list-style-type: none"> ▪ Directives and supervision ▪ Approval of documents. ▪ Registration and Accreditation ▪ Capacity building and technical guidance 	<ul style="list-style-type: none"> ▪ Compliance ▪ Adherence to quality assurance. 	<ul style="list-style-type: none"> ▪ Deterioration of trust ▪ Inefficiency ▪ Loss of recognition

STAKEHOLDER	SERVICE/PRODUCT OFFERED BY THE CENTRE	SERVICE/PRODUCT OFFERED BY STAKEHOLDERS TO THE CENTRE	STAKEHOLDERS' EXPECTATIONS	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET
Centres' Employees	<ul style="list-style-type: none"> ▪ Career Development and professional growth opportunities ▪ Conducive working environment ▪ Competitive remuneration and welfare services 	<ul style="list-style-type: none"> ▪ Technical skills and expertise ▪ Compliance with institutional policies and regulations ▪ Achievement of the Centre's strategic goals 	<ul style="list-style-type: none"> ▪ Fair performance appraisal and recognition ▪ Continuous professional development ▪ Job security and satisfactory remuneration 	<ul style="list-style-type: none"> ▪ Low staff morale and productivity ▪ Decline in service quality ▪ High Staff turnover
Centres' Students and Alumni	<ul style="list-style-type: none"> ▪ Conducive learning environment ▪ Carrier development 	<ul style="list-style-type: none"> ▪ Revenues ▪ Technical assistance ▪ Marketing and advertisement 	<ul style="list-style-type: none"> ▪ Knowledge and skills ▪ Networking 	<ul style="list-style-type: none"> ▪ Illiteracy ▪ Decline of trust
Ministries, Departments and Agencies	<ul style="list-style-type: none"> ▪ Capacity building ▪ Event managementservices ▪ Consultancy 	<ul style="list-style-type: none"> ▪ Financial support ▪ Supervision and guidance ▪ Revenue ▪ Technical support/assistance ▪ Networking ▪ Promotion and marketing of the Centre's products and services 	<ul style="list-style-type: none"> ▪ Strengthened institutional capacity ▪ Effective collaboration and cooperation ▪ Compliance with good governance principles ▪ Knowledge and skills 	<ul style="list-style-type: none"> ▪ Institutional inefficiency ▪ Weak collaboration and cooperation ▪ Deterioration of trust

STAKEHOLDER	SERVICE/PRODUCT OFFERED BY THE CENTRE	SERVICE/PRODUCT OFFERED BY STAKEHOLDERS TO THE CENTRE	STAKEHOLDERS' EXPECTATIONS	POTENTIAL IMPACT IF EXPECTATIONS ARE NOT MET
Private Sector, Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs) and International Organization (IOs)	<ul style="list-style-type: none"> ▪ Capacity building and professional development 	<ul style="list-style-type: none"> ▪ Capacity building support ▪ Technical and financial assistance ▪ Collaboration in training, research, and outreach activities ▪ Implementation of Corporate Social Responsibility (CSR) programmes 	<ul style="list-style-type: none"> ▪ Effective collaboration and networking ▪ Strengthened institutional efficiency and innovation ▪ Mutual benefit 	<ul style="list-style-type: none"> ▪ Institutional inefficiency ▪ Poor collaboration and coordination ▪ Loss of partnership
Revolutionary Government of Zanzibar	<ul style="list-style-type: none"> ▪ Collaboration and cooperation ▪ Capacity building and professional development 	<ul style="list-style-type: none"> ▪ Capacity building support ▪ Revenue ▪ Technical assistance ▪ Facilitation of cooperation and collaboration 	<ul style="list-style-type: none"> ▪ Enhanced collaboration and coordination ▪ Improved institutional performance ▪ Knowledge and skills 	<ul style="list-style-type: none"> ▪ Institutional inefficiency ▪ Poor cooperation ▪ Loss of trust

2.5 SWOC Analysis

This section presents a detailed analysis of the Centre's strengths, weaknesses, opportunities and challenges (SWOC). A summary of SWOC analysis is described in table 3.

Table 3: Summary of SWOC Analysis

No	Criteria	Strengths	Weaknesses	Opportunities	Challenges
1.	Governance and Management	<ul style="list-style-type: none"> ▪ Competent Governing board and management ▪ Compliance with good governance practices 	<ul style="list-style-type: none"> ▪ Lack of Legal Framework 	<ul style="list-style-type: none"> ▪ Strong political will supporting institutional development ▪ Positive and collaborative relationships with key stakeholders. 	<ul style="list-style-type: none"> ▪ Incomplete appointment of management team
2.	Resources	<ul style="list-style-type: none"> ▪ Committed, competent and qualified staff ▪ Existence of modern information management systems including PEPMIS, PIPMIS, HCMIS, NeST, SAMIS, MUSE, PLANREP and ICT systems ▪ Effective and transparent resource management practices 	<ul style="list-style-type: none"> ▪ Insufficient working tools ▪ Lack of a comprehensive resource mobilization framework 	<ul style="list-style-type: none"> ▪ Continued government support and subvention ▪ Strong public relations and stakeholder goodwill 	<ul style="list-style-type: none"> ▪ Unreliable or delayed government subvention ▪ Cybersecurity threats and possible ICT system failures

No	Criteria	Strengths	Weaknesses	Opportunities	Challenges
3.	Training, Research and Consultancy	<ul style="list-style-type: none"> ▪ Qualified and committed teaching and research staff ▪ Availability of diverse academic and professional training programmes ▪ Existence of the Centre's Journal registered with relevant authorities and International scholarly associations including AJOL ▪ Functional ICT systems supporting academic and administrative activities 	<ul style="list-style-type: none"> ▪ Inadequate infrastructure, including ICT and language laboratories. 	<ul style="list-style-type: none"> ▪ Registration and accreditation by NACTVET and recognition by TCU ▪ Increasing number of potential stakeholders ▪ Increasing institutional credibility and visibility 	<ul style="list-style-type: none"> ▪ Lack of Legal Framework

No	Criteria	Strengths	Weaknesses	Opportunities	Challenges
4.	Policies and Legal Framework	<ul style="list-style-type: none"> ▪ Existence of various institutional policies, procedures and guidelines ▪ Availability of governance structures supporting policy implementation 	<ul style="list-style-type: none"> ▪ Absence of legal framework establishing the Centre's mandate 	<ul style="list-style-type: none"> ▪ Existence of supportive Government policies, laws, and regulatory frameworks ▪ Presence of the Diplomatic Privileges and Immunities Act No. 5 of 1986 that strengthens the Centre's position 	<ul style="list-style-type: none"> ▪ Conflicting Government policies and regulatory overlaps
6.	Public relations and marketing	<ul style="list-style-type: none"> ▪ Competent and qualified professionals ▪ Presence of International Diplomatic Journal ▪ Functional Centre's website 	<ul style="list-style-type: none"> ▪ Lack of marketing strategy ▪ Challenges of communication channels 	<ul style="list-style-type: none"> ▪ Rooms for national and international dialogues and forums ▪ Utilization of digital and social media platforms 	<ul style="list-style-type: none"> ▪ Insufficient budget ▪ Limited visibility in regional and international

No	Criteria	Strengths	Weaknesses	Opportunities	Challenges
7.	Financial Management and Internal Controls	<ul style="list-style-type: none"> ▪ Internal policies, procedures, and guidelines governing financial management ▪ Competent and qualified staff ▪ Compliance with national financial management regulations and standards 	<ul style="list-style-type: none"> ▪ Absence of resource mobilization policy 	<ul style="list-style-type: none"> ▪ Availability of national financial management systems including GePG, MUSE, NeST, and PLANREP ▪ Supportive national policies, laws, and regulations on financial management 	<ul style="list-style-type: none"> ▪ Technological advancements ▪ Financial management systems incompatibility ▪ Cybersecurity

2.6 Recent Initiatives

While implementing the previous Strategic Plan (2021/2022 – 2025/2026), the Centre undertook several strategic initiatives aimed at enhancing institutional performance, improving service delivery, and strengthening its operational capacity. Key initiatives included:

(a) Construction of New Lecture Theatres

The Centre continued with the construction of new lecture theatres that will accommodate a total number of 1,600 students at once when completed.

(b) Land Acquisition

The Centre has acquired 41437 square meters of land at Chamwino – Dodoma and 250490 square meters at Pangani – Tanga.

(c) Introduction of New Academic Programmes

The Centre has introduced new academic programmes, namely: Master's degree in strategic governance (NTAL 9); Higher Diploma/bachelor's degree in strategic governance and leadership (NTAL 7 & 8); and Postgraduate Diploma in Peace and Conflict Management.

(d) Renew of Academic Programmes

The Centre has renewed the following programmes: NTAL 4, 5, 6, 7 and 8 in International Relations and Diplomacy; Higher Diploma/bachelor's degree in strategic governance and leadership (NTAL 7 & 8); Postgraduate Diploma in Peace and Conflict Management; Postgraduate Diploma in International Relations and Diplomacy; and master's degree in strategic governance (NTAL 9).

(e) Review of Policy Documents

The Centre reviewed/prepared the following policy documents: Scheme of Service; Staff Service Regulations; Examination Regulations; Students' Welfare Policy and Operational Procedures; Students' By Laws; Gender Policy; Incentive Scheme; Governing Council Charter; Quality Assurance and Control Policy; Strategic Plan; HIV/AIDS policy; Client Service Charter, Anti- Corruption Strategy and Action Plan; and Financial Regulations.

(f) Organizational Structure

The Centre has reviewed its organizational structure.

(g) Infrastructure Improvement

The Centre has improved its infrastructure such as administration and academic building, parking lot and ICT infrastructure.

(h) Procurement of Assets

The Centre has procured assets including three motor vehicles; a generator; a transformer; ICT equipment; office/classroom furniture; and air conditioners.

2.7 Critical Issues

The situation analysis revealed several critical issues that will require strategic attention during the implementation of the 2026/2027 – 2030/2031 Plan:

- (i) The need to introduce the Centre's Legal Framework.
- (ii) The need to have a new Centre's location with appropriate and modern infrastructure.
- (iii) The need to implement environmental, social and governance (ESG) within the Centre.
- (iv) The need to improve Organization Structure to meet the current needs.
- (v) **Financial resources-**

CHAPTER THREE: STRATEGIC PLAN 2026/2027 - 2035/2036

3.1 Introduction

This chapter presents the strategic direction of the Centre for the period of ten years from 2026/2027 to 2035/2036. It outlines the Centre's Vision, Mission, Core Values, and Strategic Objectives, which collectively guide the institution's development priorities over the ten-year period.

3.1.1 Vision

"To be a Centre of excellence in national, regional and international affairs".

3.1.2 Mission

"To provide high quality scholarly services through training, research and consultancy in diplomacy and strategic studies in the context of national, regional and international affairs".

3.1.3 Core Values

In pursuit for excellence, the Centre is guided by the following values:

- (i) Integrity: Committed to the highest standards of honesty, ethics, and accountability.
- (ii) Professionalism: Committed to comply with acceptable standards and quality assurance.
- (iii) Customer service excellence: Dedicated to go provide best possible whilst adapting to their changing requirements.
- (iv) Teamwork: Committed to promote a sense of shared and collective responsibility across all levels.
- (v) Creativity and Innovation: Committed to support continuous learning and encourage creativity and innovation in academic and administrative matters to achieve its overall strategic goals.

3.2 Objectives

The Centre Strategic Plan 2026/2027 - 2035/2036 is anchored on six strategic objectives designed to enhance the Centre's institutional performance and contribution to national and international development to achieve Centre's excellence. Each objective is informed by a clear rationale, supported by implementable strategies, measurable targets, and defined Key Performance Indicators (KPIs) to facilitate effective monitoring and evaluation.

Objective A: HIV/AIDS and Non - Communicable Diseases (NCDs) Reduced and Supportive Services Improved

Rationale:

The health and well-being of the Centre's community is essential for sustaining institutional productivity and ensuring effective delivery of service. In recognizing that human capital is the Centre's greatest asset, the Centre is committed to strengthening health promotion, disease prevention, and welfare support. This commitment aligns with the Tanzania Development Vision 2050 which emphasizes a nation of resilient individuals and communities committed to health promotion, disease prevention and the maintenance of healthy lifestyles, with the capacity to mitigate the impact of pandemics. Moreover, the Sustainable Development Goal (SDG) 3 has also emphasized healthy lives and promoting well-being for all.

Strategies:

- (i) Care and support budget for staff living with HIV/AIDS.
- (ii) Conduct regular health awareness campaigns, HIV testing, and counselling services to Centre's community.
- (iii) Collaborate with national health institutions and NGOs in implementing preventive health initiatives.

Targets:

- (i) 20 seminars for Centre's community facilitated by June 2036.
- (ii) Care and supportive services to 2 staff living with HIV/AIDS annually provided by June 2036.

Performance Indicators:

- (i) Number of seminars.
- (ii) Number of staff.

Objective B: Implementation of National Anti-Corruption Strategy Enhanced

Rationale:

To maintain its reputation and public trust, the Centre is committed to implement the National Anti-Corruption Strategy and Action Plan (NACSAP IV 2023 - 2030) which requires the MDAs to execute anti-corruption initiatives and integrity promotion through

their organs. This commitment also aligns with the Tanzania Development Vision 2050 that requires MDAs to combat corruption and enhance transparency to achieve inclusive development goals.

Strategy:

- (i) Strengthen **institutional** capacity to implement NACSAP IV.
- (ii) Operationalize an institutional Integrity Committee to oversee ethics and compliance.

Targets:

- (i) Institutional Anti-Corruption Strategy developed by June 2036.
- (ii) **Twenty (20) Anti-Corruption reports submitted by June 2036.**
- (iii) Ten (10) Anti-Corruption seminars by June 2036.

Performance Indicators:

- (i) **Anti-Corruption Strategy in place.**
- (ii) Number of reports.
- (iii) Number of seminars.

OBJECTIVE C: Training, Research and Consultancy Services Improved

Rationale:

The Centre is mandated to provide training, research, and consultancy services that address emerging national, regional and international affairs. This mandate aligns with the Tanzania Foreign Policy 2001 (2024 Edition), Tanzania 2014 Education and Training Policy - 2023 Edition and Tanzania Development Vision 2050 which aspires to have a learning society that embraces a lifelong learning culture, with adaptability and continuous growth.

Strategies:

- (i) Review and modernize academic curricula to reflect the national, regional and international affairs.
- (ii) Strengthening research, consultancy, and publications in areas of international affairs.
- (iii) Strengthening collaboration with International strategic institutions.
- (iv) Facilitate staff capacity building.

Targets:

- (i) Student enrolment reduced from 1300 to 1000 by June 2036.
- (ii) 1 master's degree programme introduced by June 2036.
- (iii) 4 special academic programmes to be reviewed by June 2036.
- (iv) Twenty symposiums of international affairs conducted by June 2036.
- (v) One hundred and twenty (120) public lectures conducted by June 2036.
- (vi) Sixty (60) special programmes conducted by June 2036
- (vii) One hundred and fifty (150) short courses programmes conducted by June 2036.
- (viii) Twenty (20) research projects conducted by June 2036.
- (ix) Twenty (20) scholarly works published by June 2036.
- (x) Ten (10) consultancy services undertaken by June 2036.
- (xi) Ten (10) International strategic engagements with partners facilitated by June 2036.
- (xii) Six (6) national strategic engagements with partners facilitated by June 2036.

Performance Indicators:

- (i) Number of Students.
- (ii) Number of programmes introduced.
- (iii) Number of programmes reviewed.
- (iv) Number of online programmes.
- (v) Number of symposiums.
- (vi) Number of public lectures.
- (vii) Number of short courses.
- (viii) Number of research projects.
- (ix) Number of scholarly works.
- (x) Number of Consultancy services.
- (xi) Number of International strategic engagements.
- (xii) Number of National strategic engagements.

Objective D: Institutional Capacity to Deliver Quality Services strengthened

Rationale:

The Centre's capacity to deliver quality services, including human resources, systems, and organizational structures, is pivotal to achieving operational efficiency and delivering academic and administrative services. This initiative aligns with the employment Public Management Policy 2008 – Second Edition, Public Service Act 2019 – Revised Edition, Public Service Regulations – 2022, Environmental, Social and Governance agenda and Tanzania Development Vision 2050 which put emphasis on good governance, accountability, integrity and quality services delivery as foundations for sustainable national transformation.

Strategies:

- (i) Implement continuous capacity building for staff.
- (ii) Strengthen performance management systems.
- (iii) Enhancing mechanisms for recruiting and retaining staff.
- (iv) Change organizational structure
- (v) Adopt and implement Environmental, Social and Governance framework
- (vi) Improve communication and marketing services*

Targets:

- (i) Twenty-five (25) Institutional Policies/Regulations prepared/reviewed by June 2036.
- (ii) 100% staff satisfaction rate on job-related benefits and administrative services achieved through regular surveys by June 2036.
- (iii) Twenty (20) reports of quality assurance and control prepared by June 2036.
- (iv) 100 staff to be trained by June 2036.
- (v) Develop and improve Centre's infrastructure by June 2036.
- (vi) Legal services improved by June 2036.
- (vii) Marketing and Communication services improved by June 2036. (Communication and marketing strategy developed and implemented by June 2036)*
- (viii) 10 seminars on Environmental, Social and Governance facilitated by June 2036.

Performance Indicators:

- (i) Number of Policies.
- (ii) Percentage of Satisfaction.
- (iii) Number of reports.
- (iv) Number of staff.*
- (v) Number of infrastructure developed/improved.
- (vi) Number of legal performance reports.
- (vii) Number of Marketing and Communication performance reports. (Communication and marketing strategy in place).*
- (viii) Number of seminars.

OBJECTIVE E: Resource Mobilization and Financial Management Improved

Rationale:

The Centre aims to strengthen its financial capacity through diversified revenue sources, efficient resource utilization, and financial management systems. This aspect aligns with Public Finance Act, Revised Edition 2020 that governs control, management and regulation of government public funds, revenue and expenditure; Budget Act, Revised Edition 2023 which provides for the regulation and oversight of the national budget process, fiscal management principles, plan and budget guidelines; and the Tanzania Development Vision 2050 which aspires for a vibrant and transparent capital market that provides innovative and high-quality information for all.

Strategies:

- (i) Develop resource mobilization strategy.
- (ii) Implement resource mobilization strategy.
- (iii) Strengthen financial planning, budgeting, monitoring, and reporting.
- (iv) Enforce internal controls.
- (v) Enhance transparency and accountability.

Targets:

- (i) Resource mobilization strategy developed by June 2036.
- (ii) Increase internal revenue by 50% by June 2036.
- (iii) Centre's Budget approved annually by June 2036.
- (iv) Monitoring and Evaluation plan developed by June 2036.
- (v) Ten (10) Procurement plans implemented annually by June 2036.
- (vi) Forty (40) internal audit reports prepared by June 2036.
- (vii) Ten (10) financial statements published by June 2036.

Performance Indicators:

- (i) Resource mobilization strategy in place.
- (ii) Percentage of internal revenue.
- (iii) Approved Budget in place.
- (iv) Plan document in place.
- (v) Number of procurement plans.
- (vi) Number of audit reports.
- (vii) Number of financial statements.

OBJECTIVE F: Information Management systems Strengthened

Rationale:

The Centre aims to strengthen its information management systems through enhanced

data governance, digital infrastructure, and secure information sharing platforms. This initiative aligns with the National Information and Communication Technology (ICT) Policy (2023), which emphasizes data privacy, protection, and the establishment of integrated information systems to support evidence-based decision-making. It also adheres to the e-Government Authority (eGA) ICT Security Policy Technical Guide (2024) and e-Government Act (2019), which provides standards for safeguarding institutional information assets, ensuring confidentiality, integrity, and availability of data. Additionally, the Cybercrimes Act (2015) and related ICT Security Regulations provide the legal framework for protecting electronic information and ensuring lawful use of digital systems, while the Tanzania Development Vision 2050 envisions for a robust world-class institution established for technology information forecasting and assessment to equip the country for a sustainable and competitive economy.

Strategies:

- (i) Digitalization of academic and administrative operations.
- (ii) Build ICT literacy culture among staff.

Targets:

- (i) Improve students' information management system by June 2036.
- (ii) Acquire e-office management system by June 2036.
- (iii) Acquire E-learning system by June 2036.
- (iv) 20 ICT training programmes facilitated by June 2036.

Performance Indicators:

- (i) Information Management system in place.
- (ii) E-Office system in place.
- (iii) E-learning system in place.
- (iv) Number of trainings.

CHAPTER FOUR: RESULTS FRAMEWORK

4.1 Introduction

The Results Framework provides a logical and systematic structure for monitoring and evaluating the implementation of the Centre Strategic Plan 2026/2027 – 2035/2036. It translates the Centre’s vision, mission, and strategic objectives into measurable results through a series of indicators, baselines, targets, and means of verification.

The framework ensures that progress can be tracked, outcomes can be evaluated, and management decisions can be made based on evidence. It also provides accountability and alignment with the Government’s planning, budgeting, and performance reporting systems.

4.2 Results Chain Logic

The implementation of the Centre’s Strategic Plan 2026/27 – 2035/2036 is guided by a results chain logic that systematically links inputs, activities, outputs, outcomes, and impacts to ensure a coherent and results-oriented approach.

Inputs refer to the financial, human, material, and technological resources that the Centre allocates to implement planned interventions. These inputs are utilized through specific activities such as training, research, consultancy, infrastructure development, and Centre capacity building. The successful execution of these activities generates tangible outputs, including trained professionals, developed facilities, developed curricula, and published research works.

The outputs, in turn, lead to measurable outcomes such as improved institutional performance, enhanced academic quality, strengthened governance systems, and increased stakeholder satisfaction. Ultimately, these outcomes contribute to the long-term impact of transforming the Dr. Salim Ahmed Salim Centre for Foreign Relations into a sustainable and internationally competitive Centre of Excellence in diplomacy, international relations, and strategic studies.

Table 4: Results Framework Matrix

Objectives Code and Descriptions	Indicator Name and Descriptions	BASELINE		INDICATOR TARGET VALUE (AS PER SP)						CLASSIFICATIONS				Source of Data/ Means of Verification
		Baseline Date	Baseline Indicator	Y0	Y1	Y2	Y3	Y4	Y5	MDG	M	P	R	
1	2	3	4	5	6	7	8	9	0	11	12	13	14	15
OBJECTIVE A: HIV/AIDS and Non-Communicable (NCDs) Reduced and Supportive Services Improved	Number of seminars	2025/2026	6											Training and seminar attendance records
	Number of staff	2025/2026	1											Human Resource records
OBJECTIVE B: Implementation of National Anti-Corruption Strategy enhanced	Anti-Corruption Strategy in place	2025/2026	Anti-Corruption Strategy document reviewed and operational (2025/26)											Approved Anti-Corruption Strategy document
	Number of reports	2025/2026	4											Submitted Anti-Corruption reports
	Number of seminars	2025/2026	6											Training and seminar attendance records

Objectives Code and Descriptions	Indicator Name and Descriptions	BASELINE		INDICATOR TARGET VALUE (AS PER SP)						CLASSIFICATIONS				Source of Data/ Means of Verification
		Baseline Date	Baseline Indicator	Y0	Y1	Y2	Y3	Y4	Y5	MDG	M	P	R	
1	2	3	4	5	6	7	8	9	0	11	12	13	14	15
	Number of short courses	2025/2026	40											Training reports
	Number of research projects	2025/2026	2											Research reports
OBJECTIVE C: Training, Research and Consultancy Services Improved	Number of scholarly works	2025/2026	10											Published works
	Number of Consultancy services	2025/2026	2											Consultancy contracts
	Number of International strategic engagements	2025/2026	8											MoUs, agreements, and reports
	Number of National strategic engagements	2025/2026	4											MoUs, agreements, and reports
Objective D: Institutional Capacity to	Number of Policies	2025/2026	10											Approved policy documents/ Approval Minutes

Objectives Code and Descriptions	Indicator Name and Descriptions	BASELINE		INDICATOR TARGET VALUE (AS PER SP)						CLASSIFICATIONS				Source of Data/ Means of Verification
		Baseline Date	Baseline Indicator	Y0	Y1	Y2	Y3	Y4	Y5	MDG	M	P	R	
1	2	3	4	5	6	7	8	9	0	11	12	13	14	15
Deliver Quality Services strengthened	Percentage of Satisfaction	2026/2027	100%											Staff satisfaction survey results
	Number of reports	2025/2026	20											Quality Assurance and Control reports
	Number of staff	2025/2026	114											Training reports
	Number of infrastructure developed/improved	2025/2026	5											Performance reports
	Number of legal performance reports.	2025/2026	20											Performance reports
	Number of Marketing and Communication performance reports	2025/2026	20											Performance reports
	Number of seminars	2025/2026	0											Training reports
OBJECTIVE E: Resource Mobilization and Financial	Resource mobilization strategy in place	2025/2026	Not yet in place											Approved Resource Mobilization Strategy

Objectives Code and Descriptions	Indicator Name and Descriptions	BASELINE		INDICATOR TARGET VALUE (AS PER SP)						CLASSIFICATIONS				Source of Data/ Means of Verification
		Baseline Date	Baseline Indicator	Y0	Y1	Y2	Y3	Y4	Y5	MDG	M	P	R	
1	2	3	4	5	6	7	8	9	0	11	12	13	14	15
	Number of financial statements	2025/2026	5											Published financial statements
OBJECTIVE F: Information Management systems Strengthened	Information Management system in place	2025/2026	HCMIS, PLANREP, MUSE in use (2025/2026)											Performance reports
	E-Office system in place	2025/2026	Not yet											Performance reports
	E-Learning System in place	2025/2026	Not yet											Performance reports
	Number of trainings	2025/2026	4											Training reports

4.3 Implementation Linkage

The Results Framework will guide the preparation of Annual Work Plans (AWPs) and Medium-Term Expenditure Framework (MTEF) budgets. Each department and unit will align its annual targets and resources to contribute to the overall outcomes of this Strategic Plan. The Planning and Development Unit will coordinate the consolidation of performance data to inform institutional decision-making and reporting.

4.4 Alignment with Performance Management

The Results Framework will be integrated into the Government Performance Management System and the Public Institutions Performance Contracts. Annual reviews will track progress against each indicator, while mid-term (2030/2031) and end-of-plan (2035/2036) evaluations will assess outcomes and impact.

CHAPTER FIVE: MONITORING AND EVALUATION FRAMEWORK

5.1 Introduction

Monitoring and Evaluation (M&E) is a critical component of the Centre Strategic Plan 2026/27 – 2035/36 implementation, designed to ensure that the planned objectives, outcomes, and outputs are effectively achieved within the specified timeframe. The M&E framework provides mechanisms for continuous tracking of progress, assessment of performance, and generation of evidence to support informed decision-making, accountability, and institutional learning.

This framework is aligned with the Government of Tanzania's Monitoring and Evaluation Policy (2022), the National Framework for Results-Based Management, and relevant ministerial and institutional guidelines.

5.2 Objectives of the M&E Framework

The main objectives of the Monitoring and Evaluation Framework are to:

- (i) To ensure systematic collection, analysis, and reporting of data on implementation progress.
- (ii) To enhance accountability and transparency in the use of Centre resources.
- (iii) To facilitate timely decision-making and corrective actions to improve performance.
- (iv) To assess the effectiveness, efficiency, and impact of interventions.
- (v) To strengthen results-based management culture across all departments and units.

5.3 M&E Approach

The M&E process will follow a Results-Based Monitoring and Evaluation approach, emphasizing performance measurement, learning, and adaptive management. The process will involve:

- (i) Tracking Outputs: Monitoring immediate results from planned activities.
- (ii) Assessing Outcomes: Evaluating medium-term effects and institutional changes.
- (iii) Measuring Impact: Assessing long-term contributions to national, regional and international affairs.

This approach integrates both quantitative (performance indicators) and qualitative (stakeholder feedback, case studies) methods to capture a complete picture of progress.

5.4 Institutional Arrangements for M&E

Effective implementation of this framework will rely on a coordinated Centre's arrangement involving various departments/units and governance organs:

Table 5: Institutional Arrangements for M&E

NO.	INSTITUTIONAL LEVEL	RESPONSIBILITY
1.	Governing Council	Provides strategic oversight, reviews performance reports, and approves evaluation findings and recommendations.
2.	Management	Ensures operational implementation of the M&E framework and decision-making based on performance evidence.
3.	Planning and Development Unit	Serves as the central coordinating unit for M&E, consolidating departmental reports, maintaining the performance database, and producing quarterly and annual performance reports.
4.	Heads of Departments and Units	Responsible for collecting, analyzing, and submitting performance data aligned to departmental objectives and indicators.
5.	Internal Audit Unit	Verifies data integrity and ensures that performance information is accurate, reliable, and compliant with standards.
6.	Stakeholders (External)	Participate in mid-term and end-of-plan evaluations, providing independent feedback and recommendations for improvement.

5.5 M&E Tools and Processes

The following tools and processes will guide the monitoring and evaluation of the Strategic Plan:

- (i) Annual Work Plans: Derived from the Results Framework to operationalize yearly targets and budgets.
- (ii) Quarterly Progress Reports: Prepared by each Department and Unit to track achievements and identify implementation challenges.
- (iii) Annual Performance Reports: Summarize institutional performance against the set targets and indicators.
- (iv) PlanRep System: Used to record, monitor, and report progress through the Government’s planning and budgeting platform.
- (v) Pepmis: Used to link individual staff performance to institutional goals.
- (vi) Mid-Term Review (2030/2031): Conducted to assess implementation progress, identify challenges, and recommend mid-course adjustments.
- (vii) End-of-Plan Evaluation (2035/2036): Comprehensive evaluation to assess the overall effectiveness, efficiency, relevance, and impact of the Strategic Plan.

Monitoring reports shall be prepared quarterly, semi-annually and/or annually and shall be presented to the Governing Board and other relevant authorities. Table 6 below shall guide the format of the progress reports.

Table 6: Quarterly Progress Report

CODES AND LINKAGES				ANNUAL PHYSICAL TARGET	CUMULATIVE STATUS MEETING THE PHYSICAL TARGET					EXPENDITURE STATUS			REMARKS ON IMPLEMENTATION
Target Code	M	P	R	Target Description	Actual Progress	Estimated % Completed	On track	At Risk	Unknown	Cumulative Budget	Cumulative Actual Expenditure	% Spent	
1	2	3	4	5	6	7	8	9	10	11	12	13	14

5.6 Data Collection and Reporting

5.6.1 Data Collection

Data collection will be based on both administrative and survey data from various departments. Each department will maintain an M&E database capturing key indicators, baseline values, targets, and actual performance.

5.6.2 Reporting plan

The reporting plan provides mechanisms on how various reports will be prepared and issued on course of execution and monitoring of the Strategic Plan. It consists of internal and external reporting mechanisms that are in accordance with statutory requirements, Strategic Planning and Budgeting.

5.6.3 Internal Reporting Plan

This section shows reports to be prepared and shared within the Centre as indicated in table 7.

Table 7: Internal Reporting Plan

No.	TYPES OF REPORT	RECIPIENT	FREQUENCY	RESPONSIBLE
1.	Quarterly Performance reports	Governing Board	Quarterly	Responsible Heads
2.	Annual performance reports	Governing Board	Annually	Responsible Heads

5.6.4 External Reporting Plan

This plan shows the reports to be prepared and submitted to specific external stakeholders. The reports will be prepared quarterly, annually or on demand from time to time as indicated in table 8.

Table 8: External Reporting Plan

S/N	TYPE OF REPORT	RECIPIENT	FREQUENCY	RESPONSIBLE PERSON
1.	Financial Reports	CAG	Annually	Director
2.	Quarterly Implementation Reports	OTR	Quarterly	Director
3.	NASCAP Implementation Report	PO	Quarterly	Director
4.	PIPMIS Report	PO - PSC	Annually	Director

Annex 1: Function and Organizational Structure

