

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF MINERALS



MINING COMMISSION

STRATEGIC PLAN

2019/20 – 2023/24

NOVEMBER, 2018

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LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
BL	Brokers Licenses
BRELA	Business Registration and Licensing Agency
CCM	Chama Cha Mapinduzi
CEO	Chief Executive Officer
CIA	Chief Internal Auditor
CSD	Corporate Services Department
DL	Dealers Licenses
FDI	Foreign Direct Investment
FEMATA	Federation of Miners Associations of Tanzania
FYDPII	Second Five Years Development Plan
GDP	Growth Development Product
GePG	Government Electronic Payment Gateway
GMIS	Geological and Mineral Information System
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
LITD	Mineral Licensing and Information Systems Department
LSD	Legal Service Department
LSM	Large Scale Mines
MATD	Mineral Audit And Trade Department
MC	Mining Commission
MED	Mines Inspectorate and Environment Department
MLs	Mining Licenses
MoFP	Ministry of Finance and Planning

MoM	Ministry of Minerals
MSM	Medium Scale Mines
MTEF	Medium Term Expenditure Framework
NACSAP	National Anti-Corruption Strategy and Action Plan
NEMC	National Environment Management Council
NDC	National Development Corporation
NGOs	Non-Governmental Organizations
NIDA	National Identification Authority
PL	Processing Licenses
PMD	Procurement Management Department
PML	Primary Mining Licenses
PO- PSM	Public Service Management and Good Governance
RMO	Resident Mines Office
SMLs	Special Mining Licenses
SP	Strategic Plan
STAMICO	State Mining Corporation
SWOC	Strength, Weakness, Opportunity and Challenges
TANSORT	Tanzania Diamond Sorting Organization
TMAA	Tanzania Mines Auditing Agency
TRA	Tanzania Revenue Authority
URT	United Republic of Tanzania
USD	United State Dollar

PREFACE

It gives me great pleasure to present the first Mining Commission's Strategic Plan (SP) for the period 2019/20 to 2023/24 by acknowledging the support and commitment from the Mining Commission, Management Team, Staff, stakeholders and Uongozi Institute under facilitation from President's Office-Public Service Management and Good Governance (PO-PSMGG). This Plan sets out the clear direction and priorities embraced in the well set Vision, Mission, Core Values and objectives of the Commission. It also outlines strategies and targets to achieve the objectives and highlights the key performance indicators as standard measures of our performance.

In implementing this Plan, monitoring and administration of the mining industry will be strengthened, leading to maximized Government benefits while ensuring sound environmental management in the mining areas during the mine life and after closure. In addition, this Plan also provides a means of ensuring participation of nationals in the mining industry by ensuring compliance of local content requirement to mining companies.

The Plan also aims at contributing towards achieving goals set out in the national policy frameworks, including the Tanzania Development Vision 2025, Second Five Years Development Plan (FYDP-II), Mineral Policy 2009, and the Ruling Party Election Manifesto of 2015. It also aims at promoting socio-economic and sustainable development of mining industry in Tanzania.

I, therefore, urge all Commission staff and stakeholders to provide full commitment to the implementation of this Plan and periodically evaluate its implementation and report on the overall performance for the benefit of the Nation at large.

Prof. Idris S. Kikula
Chairman

STATEMENT OF THE EXECUTIVE SECRETARY

The five year Strategic Plan (2019/20 – 2023/24) for Mining Commission has been prepared in compliance with the key national planning documents such as Tanzania Development Vision 2025, Second Five Years Development Plan (FYDP-II), Mineral Policy 2009, and the Ruling Party Election Manifesto of 2015 just to mention a few. It provides a broad direction towards achieving its vision, mission and objectives.

The main objectives of the five year Strategic Plan are:

- A: HIV/AIDS infections reduced and support services improved;
- B: National Anti-Corruption Strategy enhanced, sustained and effectively implemented;
- C: Contribution of mining sector to the national economy improved;
- D: Sustainability of Mining Industry improved; and
- E: Capacity of the Commission to deliver its mandated functions improved.

The successful implementation of the planning objectives requires well dedicated staff with positive attitudes and adherence to the organisational culture. I call upon all Mining Commission employees to continue working as a solid team so that together we can attain the objectives set in this document. Mining Commission will conduct periodic monitoring and evaluation in the implementation of the planned activities. It will also conduct a review of strategies and targets sets accordingly.

Prof. Shukrani E. Many
EXECUTIVE SECRETARY

EXECUTIVE SUMMARY

The Mining Commission is responsible for supervising and regulating the Mining industry in Tanzania. The Commission has prepared a Strategic Plan (SP) for the period of five years starting from July, 2019 to June, 2024. This SP is an important document that charts out the strategic direction of the Mining Commission.

The Strategic Planning Processes involved the analysis of the current Vision and Mission and identifying new ones; setting core values, Objectives, Strategies, Targets, Key Performance Indicators; and Results Framework. As a result of the above analysis, this Strategic Plan is divided into four chapters whereby Chapter one gives the introduction, the approach, purpose and layout of the Plan.

Chapter two explains the situational analysis which maps all necessary parameters for identifying critical issues and pave a way to the development of the SP. The chapter also consulted literature reviews during the preparation of the Plan which includes Tanzania Development Vision 2020; Five years Development Plan II; 2015 – 2020 Ruling Party Election Manifesto; country and sectoral policies and Acts; High Level Directives; and Best Practices from other countries including Republic of South Africa and Ghana. Critical analysis was also conducted to identify the Strength, Weakness, Opportunities and Challenges (SWOC) surrounding the mining industry in Tanzania.

Chapter three describes five objectives/areas which answers the critical issues examined in chapter two. These areas are:

- (i) HIV/AIDS infections reduced and support services improved;
- (ii) National Anti-Corruption Strategy enhanced, sustained and effectively implemented;
- (iii) Contribution of mining sector to the national economy improved;
- (iv) Sustainability of Mining Industry improved; and
- (v) Capacity of the Commission to deliver its mandated functions improved.

Chapter four describes result the frameworks which include the purpose and structure of the plan; development objectives; beneficiaries; linkages with National planning frameworks; and Relationship between Results Framework, Results Chain, M&E and Reporting Arrangements.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The Mining Commission Strategic Plan (SP) is a first Strategic Plan of the Commission since its establishment covering a period of five years from 2019/20 – 2023/24. The Plan focuses on strengthening the management of mining industry so as to enhance the contribution of mining sector to the national economy; and ensure its sustainability. It also provides a clear framework within which the Commission will operate and perform its functions. This section also covers the approach used during its formulation; the purpose; and layout of the Plan.

1.2 Approach

The participatory approach was used during the preparation of the Plan by involving staff from the Mining Commission, Uongozi Institute under facilitation from President's Office-Public Service Management and Good Governance (PO-PSMGG) which is an Approval Authority. The situational analysis was carried out by looking at the Institution's mandate; role and functions; performance review; SWOC; and Stakeholders analysis. The Plan was also prepared in line with short, medium and long-term national development plans as well as borrowing experiences from best practice countries. These include Ruling Party Election Manifesto 2015 – 2020; Phase II of the Five Years National Development Plan 2016/17 – 2020/21; Tanzania Development Vision 2025; different Policies and Acts governing the mining industry; and consultation of best practices from countries with similar Mining Commission which are Ghana and South Africa.

1.3 Purpose of the Plan

This Plan is intended to provide a road map through which the Commission will achieve its vision and mission. This Plan has identified various plans which will guide the Commission on implementing its mandated roles and function. These plans include the monitoring plan; the planned reviews; and evaluation plans.

1.4 Layout of the Plan

This Plan is divided into four chapters. Chapter one is about the Introduction which covers such aspects as the approach, purpose and layout of the plan whereas Chapter two discusses the Situational Analysis covering the Performance Review, Stakeholder Analysis and SWOC Analysis. Chapter three describes the Plan covering the Commission's Mission, Vision, Core Values, Objectives, Strategies, Targets and Key Performance Indicators. Finally, Chapter four describes the Results Framework. The Plan has two annexes, annex one is the Organizational structure and annex two is the Strategic Plan Matrix.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 HISTORICAL BACKGROUND

The historical background of mining activities in Tanzania dates back to the pre-colonial era whereby Arab traders had drawn interest in mining of gold, iron, copper and salt. Following this growing interest by Arab traders, Tanzanians started to get involved in artisanal miners and used it as an alternative source of livelihood especially in the farming off season and dry seasons. More research and exploration activities were conducted by German prospectors whereby significant gold discoveries were made in 1894 around the Lake Victoria area. Following these gold discoveries, large scale mines started to emerge whereby the Sekenke Mine in Iramba district was opened in 1909, followed by others that were opened in Geita and Musoma districts around 1920s. These mines, however, were closed following the decline in the price of gold in the world market after the Second World War. After a slight improvement in the price of diamond (in the late 1940's) in the World market, large scale mining gradually started to emerge again whereby Williamson Diamond Limited (located in Mwadui Shinyanga) became among the largest mining sites in the World.

After independence in 1961, Tanzania Government became a controlled economy (Socialism and Self Reliance) by controlling all sectors of the economy. Because of these changes, the National Development Corporation (NDC) and State Mining Corporation (STAMICO) controlled and owned all mining rights in the country. This move had long term impacts to the exploration of mining, development of the sector, and for many years Tanzania's mining sector became less competitive and did not attract FDI inflows.

Tanzania started to implement the structural adjustment policies in the late 1980's through mid-1990s. These adjustments led to the formulation of the Mineral Policy of 1997 and the Mining Act 1998. These two instruments limited the role of the Government in the Mining Sector to providing an enabling environment (regulating,

promoting, facilitating and providing services) rather than directly engaging in mining productive activities.

These changes resulted in increased inflow of FDI in the sector, increased interest in the Mining Sector and Tanzania rose to a position of importance in African mineral production. For example, export earnings from mineral export increased from an average of 1% of total export in 1997 to 52% in 2013; direct employment in the large scale mining industry increased from 1,700 to 15,000 in 2013; gold exports increased from less than 1 tonne in 1997 to 50 tonnes in 2013; and contribution of mining to the GDP was less than 1% in 1997 as compared to 3.5% achieved in 2013.

Between the years 2004 - 2008, the government formed three national committees which reviewed and evaluated the strengths and areas of improvements in the systems (policy, laws and regulations) governed the Mining Sector. These committees including the Kipokola's Committee - 2004; Masha's Committee – 2006; and Bomani's Committee – 2008, led to the formation of the Mineral Policy 2009 and the Mining Act, 2010. The two regulatory instruments led to a number of reforms including the formation of the Tanzania Mineral Auditing Agency (TMAA), a semi-autonomous Government Institution which was mandated to audit the quality and quantity of minerals produced and exported by mining companies, conducted financial and environmental audits, and monitored smuggling of minerals. In addition, the Mineral Policy, 2009 and the Mining Act, 2010 were formulated as well as establishing the Tanzania Diamond Sorting Organization (TANSORT).

Despite the above reforms, the sector's contribution to the national economy, linkages with other economic sectors, and Government revenues remained minimal due to increased smuggling of minerals; poor compliance to local content requirements; and other forms of tax avoidances. In response to these new challenges, the Fifth Phase Government formed two committees (Osoro Committee – 2017 and the Mruma Committee – 2017) to investigate, review and suggest the best ways of managing the Mineral Sector given these new challenges and trends. These two committees suggested a number of reforms which were immediately adopted by the Government

including the amendment of the Mining Act 2010 which resulted into the establishment of the Mining Commission of Tanzania (under the Mining Act CAP 123) on 17th April 2018.

Under these reforms, the Mining Commission has taken over all operational functions that were being performed by the Minerals Division under the Ministry of Energy and Minerals and all functions that were being performed by the Tanzania Minerals Audit Agency (TMAA) and Tanzania Diamond Sorting Organization (TANSORT). The main purpose for these reforms was to enhance control and compliance to ensure maximum benefits from the mining industry and securing national interests. Thus, through existing legal and regulatory frameworks; and thorough supervision of the mining related activities it is expected that, there will be maximum benefits resulting from mineral sector to the national economy.

2.2 MANDATE

The Mining Commission is mandated to regulate, administer and monitor the exploration, mining, beneficiation and mineral trade in Tanzania as per the Mining Act CAP 123

2.3 ROLE AND FUNCTIONS

The Commission is established to perform the following functions: -

- a) supervise and regulate the proper and effective carrying out of the provisions of the Mining Act CAP 123;
- b) issue license under Mining Act CAP 123;
- c) regulate and monitor the mining industry and mining operations in Tanzania;
- d) ensure orderly exploration and exploitation of mineral resources in Tanzania and the optimal utilization of mineral resources at all mining operations in accordance with the mining policies and strategy;
- e) resolve disputes arising out of mining operations or activities;
- f) carry-out inspections or investigations on health and safety issues related to mining operations or activities;

- g) advise the Government on, and ensure compliance with all applicable laws and regulations related to the health and safety of persons involved in mining operations or activities;
- h) monitor and audit environment management, environmental budget and expenditure for progressive rehabilitation and mine closure;
- i) counteract minerals smuggling and minerals royalty evasion in collaboration with relevant Government authorities;
- j) advise the Government on all matters relating to the administration of the Mineral sector with main focus on monitoring and auditing of mining operations to maximize Government revenue;
- k) promote and conduct research and development in the mineral sector that will lead to increased Government Revenue;
- l) examine and monitor implementation of feasibility reports; mining Programs and plans; annual mining performance reports; Environmental management plans and reports of the mining companies;
- m) secure a firm basis of comprehensive data collection on national mineral resource and technologies of exploration and exploitation for national decision making;
- n) issue, suspend and revoke exploration and exploitation licenses and permits;
- o) ensure general compliance with the laid down standards in mining operations, laws and the terms and conditions of mineral rights;
- p) monitor and audit quality and quantity of minerals produced and exported by large, medium and small scale miners, to determine revenue generated to facilitate collection of payable royalty;
- q) audit capital investment and operating expenditure of the large and medium scale mines for the purpose of gathering taxable information and providing the same to the Tanzania Revenue Authority (TRA) and other relevant authorities;
- r) sort and assess values of minerals produced by large, medium and small scale miners to facilitate collection of payable royalty;
- s) produce indicative prices of minerals with reference to prevailing Local and International markets for the purpose of valuation of minerals and assessment of royalty;

- t) verify the forecasted capital investment specified under Section 41 (4)(c) for purposes of ascertaining mis-invoicing or any other forms of malpractice in respect of mining license and special mining license holders and providing the same to Tanzania Revenue Authority (TRA) within 12 months after the issuance of such licenses;
- u) supervise and monitor the implementation of local content plan and corporate social responsibility by a mineral right holder; and
- v) provide, upon request, information to a mineral right holder or any other person who is engaged in mining operations.

2.4 ANALYSIS OF CURRENT VISION AND MISSION

Current Vision

“To be a leading institution in supervision and management of the Mining Sector in East Africa”

The analysis of this vision depicts the following:

- (i) it is not challenging /stretching;
- (ii) stated in future in terms as opposed to current terms;
- (iii) intended ideal state is not captured;
- (iv) it is not broad in terms of expected results;
- (v) does not Provide a clear sense of direction; and
- (vi) it is not inspirational and does not capture the imagination of the staff, but can be easily internalized and recalled by staff.

Current Mission

“To promote and regulate the Mining Sector to ensure effective and sustainable contribution in the National Economy.”

The analysis shows that the mission has the following shortcomings:

- (i) promotion is not the core function of the Commission;
- (ii) does not cover all the Commission mandate; and
- (iii) does not cover scope of work of the Commission (exploration, mining, beneficiation and mineral trade).

2.5 REVIEW OF RELEVANT INFORMATION

(i) TANZANIA DEVELOPMENT VISION 2025

Tanzania is blessed with a wide range of minerals which should translate to a big boost to the country's economy and people's wellbeing. The minerals include metals such as gold, iron, silver, copper, platinum, nickel and tin; gemstones such as diamonds, tanzanite, ruby, garnet, emerald, alexandrite and sapphire. According to Tanzania's Development Vision 2025, the mining sector is projected to contribute at least 10 per cent of the country's GDP by 2025 (Planning Commission, 2000). With respect to that the Mining Commission is aspired to accelerate progress of the sector by contributing to the GDP from current 4.8% to 10% by 2025. This can be achieved through proper monitoring and managing the mining industry.

(ii) FIVE YEAR DEVELOPMENT PLAN PHASE II (FYDPII)

Tanzania's five years' plan intends to develop towards a middle class industrialized country where the role of mining sector is more significant in all levels of National Strategic Plans. This has been explicitly addressed in the National Development Plan of the Country. In the past, Tanzania has witnessed to be higher ranked to African economies in terms of FDI attraction and a very top of the list in terms of non-oil economies (Ministry of Finance and Planning, 2016). Despite all these, the mining sector has not contributed significantly to the development of the country. To realize significant contribution of the mineral sector to the development of the country, the Government of the URT has taken several reforms including: -

- (i) separating the Ministry of Energy and Minerals to Ministry of Minerals and Ministry of Energy;
- (ii) establishment of Natural Wealth Sovereignty and amendment of the Mining Act 2010; and
- (iii) establishment of the Mining Commission (MC).

Particular requirements resulting from reforms make it necessary to analyze the available Frameworks. Here the Legal Frameworks need to be evaluated based on National expectations from mineral resources of Tanzania. In this context, the MC will put efforts to strengthening the management of the mining industry for sustainable development of the sector. This can be achieved by improving supervision and monitoring of the benefits of mineral resources.

(iii) RULING PARTY ELECTION MANIFESTO 2015 -2020

CCM election manifesto 2015-2020 outlined crucial areas for sustainable mining development. This includes implementation of local content policies, promotion of industrial minerals; strengthen institutional capacity, management of system of the mining sector as well as mineral beneficiation and mineral value additions within the country. In conjunction with recent new Mining Legislations, the development in the mining industry today tends towards maximum utilization of the mineral resources while driving other sectors of the economy. The strategy is to reduce the amount of raw minerals exportation necessary for increasing job creation within the country and to arrive at a more high technology industrialized country. In line with this, the MC has continued to implement this manifesto by preparing regulations and guidelines (e.g. Local Content guidelines, guideline for the mineral value addition etc).

The MC has identified, demarcated and allocated areas for small scale mining operations for purpose of increasing the formalization of small scale mining activities in the country. With respect to curbing the smuggling of Tanzanite, the Government of the URT has completed the construction of the Mirerani Wall. Within the wall, the MC will build a one stop Centre in order to control smuggling of Tanzanite. MC has continued controlling market prices of the industrial minerals (reviewing price) in order to facilitate and promote the industrial minerals in the country. In view of CCM election manifesto, MC will work closely with all stakeholders to ensure sustainable mining development in Tanzania.

(iv) POLICIES AND ACTS

The reviewed Legal Frameworks (Policies and Acts) stipulates and lay down fundamental discussions on the development of the Mining Sector in Tanzania. For example, the Mineral Policy of 2009 addressed all crucial aspects of mining to attract investment in exploration and mining; emphasize integration of the mineral sector with the rest of the economy; establish a fiscal regime which ensures benefits to the country and remain internationally competitive; support mineral beneficiation and marketing; underpin development of small scale miners; and promote public participation in mining activities. The policy also provides a clear guidance to investors towards sustainable exploitation of mineral resources of Tanzania in a win – win manner.

The Mineral Policy entrench an effective and efficient mineral sector, which will contribute significantly towards acceleration of socio- economic development. With the rich mineral potential, macro-economic stability, political stability and enabling investment climate, Tanzania is poised for successful future for Tanzanians, local and foreign investors, Government and local communities. Generally speaking, for the individual categories of the policies, MC shall:

- (i) emphasize integration of the mineral sector with the rest of the economy;
- (ii) support mineral beneficiation and marketing;
- (iii) ensure there is a maximum collection of revenues and securing national interests;
- (iv) underpin development of small scale miners;
- (v) create public awareness on issues related to mineral right acquisition; and
- (vi) Monitor Environmental Management Act compliance.

(v) POLITICAL/HIGH LEVEL DIRECTIVES

Vast majority of the high level directives aim at improving the mining industry, this includes banning of export of concentrates and raw minerals, and construction of the Mirerani Wall at the Mirerani controlled area. With these directives the Government has

realized positive collection of revenues and protection of smuggling. The Mining Commission will continue to support and implement given directives. With respect to concentrate export banning, more companies are developing beneficiations centres within the country.

(vi) BEST PRACTICES

Best practices from other countries can for instance be used to improve the efficiency of mineral sector performance. In Ghana the State benefits from its minerals through 10 percent free carried interest shares in the capital of a mining company investment similar to Tanzania which adopted the idea and introduced free carried interest of 16 percent depending on the type of minerals and the level of investment. In addition, Ghana set a system that allows representatives of Board of Directors to the Mining Companies to save for the interest of the Government. Tanzania can adopt this practice to maximize economic benefits from mining industry.

In other aspects, the Republic of South Africa has best practice on monitoring quality of the results from mineral laboratories (e.g. Assays mineral grade). In this regard, mineral laboratories are regulated by National Laboratory Accreditation Board. In Tanzania, before the Mining Company is granted a permit to export minerals, mineral products have to be measured and analysed in order to identify the present minerals to be used for determination of royalties and other Government Taxes. Sufficient information from the analysis is not only a prerequisite for any value of royalties determined, but is also the processing step within mining industry that has the highest risks, and which, in practice, is often the limiting factor of many decisions for sector performance.

Reliable analysis from various Laboratories that provides information about the assays of different mineral products after the analyses is an integral step in the proper management of the mining industry. In Tanzania, the Mineral Laboratories are monitored by authorities other than Mining Commission to facilitate procurement and function-ability without considering the quality of the analytical results provided by the Laboratories. The most procedure used is registration of the Laboratories with the

Government Chemist and other authorities to comply with their regulations. This provides several challenges on accuracy of the measurements given by these Laboratories. The Mining Commission should consider the following best practices:

- representation of the Government is crucial issues and the Mining Commission will put efforts to convince the Government to adopt this practice; and
- monitoring of the mineral laboratory is of paramount importance in the mining industry.

2.6 PERFORMANCE REVIEW

During the period of July to September, 2018 the Mining Commission continued to implement the two National generic objectives namely Objective A which addresses HIV and AIDS; and Objective B on anti-corruption practices in the Mining Industry.

Regarding Objective A, the Mining Commission continued to provide support to HIV and AIDS infected employees. Also, the Mining Commission continued to combat corruption related incidents in provision of mining services to its stakeholders. Those efforts included signing of the integrity pledges to MC's staff; and sharing of the code of conducts and ethics guideline to all staff. In addition to the above, the Mining Commission implemented its other obligations as explained in Objective C, D and E.

Objective C: Mines inspections and audit system enhanced

Achievements

Inspection of medium, large and small scale mines on health, safety and environmental matters was conducted. During the period of April - September, 2018 inspections were conducted to five (5) out of 30 Small to Medium Mines quarterly; and 78 Small Scale Mines out of 100 quarterly. Failure to comply with the Mining Act, 2010 with its amendments of 2017 as well as Environment Management Act, 2004 more especially on safety, health and environmental compliances was one of the outstanding challenges identified among others. The Mining Commission also prepared a proposed Mine Closure Guidelines for approval. The guidelines will ensure smooth closure of the Mines in Tanzania.

Challenges/Constraints

- (i) inadequate financial resources to undertake key interventions.
- (ii) inadequate number of qualified staff to undertake inspections.

Objective D: Mineral Sector contribution to the economic development increased.

Achievements

The Mining Commission revenue collection target for the year 2018/19 was **Tsh. 310,320,004,000**. During the period of July to September, 2018 the Commission collected from royalties and fees a total of **Tshs. 80,750,010,141** against a target of **Tsh. 77,580,001,000** which is equivalent to **104 percent** of the first quarter collection target. The Mining Commission also prepared The Mining (Local Content) Regulations, 2018 (GN. No. 3 of 2018) Government Notice No. 305 Published on. 13/07/2018).

The Mining Commission in collaboration with other Government authorities including Tanzania Airport Authority (TAA); Tanzania Revenue Authority (TRA); and Defence and Security Authorities seized mineral smuggled products in five (5) different events. The total weights of the seized minerals were 66.60 carats of diamond with a value of **34,782.52 USD**; 77.20 grams of gold with a value of **6,363,995.90 Tsh**; and 75,957.30 kg of gemstones with a value of **1,795,687.87 USD**. In addition to above a total of 3 Special Mining Licenses (SMLs); 15 Mining Licenses (MLs); 8 Processing Licenses; 6,313 Primary Mining Licenses (PML); 557 Dealers Licenses (DL); and 720 Brokers Licenses (BL) were granted; Local Content Plan guidelines and Integrity Pledge were developed and disseminated; and awareness on Mining Act CAP 123 as well as compliance to safety, health and environmental related issues were provided to Mineral Sector's stakeholders.

Challenges/Constraints

- (i) inadequate financial resources to undertake key interventions;
- (ii) poor record keeping among small scale miners to establish actual revenue;
- (iii) insufficient knowledge among community on changes of Mining Act and its regulations;

- (iv) reduced operations of major Mining companies contributing to revenue from the mining industry;
- (v) inadequate technology to undertake value addition; and
- (vi) inefficient licensing information management system.

Objective E: Service delivery and supporting services in minerals sector improved.

Achievements

In order to enhance its service delivery in different services provided to stakeholders; the Mining Commission implemented the following:

- (i) existence of approved Organization Structure for Mining Commission;
- (ii) scheme of Service which was approved on 1st August, 2018;
- (iii) the Mining Commission job list was prepared. The job list highlighted a need of 502 employees to enable Commission achieve its duties effectively;
- (iv) the Commission was able to secure office premises at the University of Dodoma - College of Business Studies and Law; and Chimwaga building; and
- (v) construction of mineral audit and valuation building within Mirerani Controlled Area.

2.7 STAKEHOLDERS' ANALYSIS

The Mining Commission's stakeholders are individuals or institutions with direct or indirect interest on services offered by the Commission. The stakeholders are listed below:

Table 1: Mining Commission Stakeholders Analysis

S/N	Stakeholder	Services offered	Stakeholder Expectations
1.	Mineral right holders (miners, prospectors, smelters, processors)	License (primary mining license, mining license, special mining license)	<ul style="list-style-type: none"> • Clear Procedures for license application • Timely issuance of licenses • Easy Accessibility of application services • Exclusive mining

S/N	Stakeholder	Services offered	Stakeholder Expectations
			licenses
		Extension services	<ul style="list-style-type: none"> • Relevant advice and skill enhancement • Accessibility of services
		Dispute resolution arising out of mining operations or activities	<ul style="list-style-type: none"> • Transparency and fairness in dispute resolution • Timely resolution • Clear procedures for dispute resolution
		Information related to mining operations	<ul style="list-style-type: none"> • Authentic information • Timely information
		Permit	<ul style="list-style-type: none"> • Clear application procedures • Timely issuance of permits
		Indicative price of minerals	<ul style="list-style-type: none"> • Timely issuance of Indicative prices. • Prices to be realistic and current according to the international and local market.

S/N	Stakeholder	Services offered	Stakeholder Expectations
		Laboratory services	<ul style="list-style-type: none"> • Accuracy of analytical results. • Authentic identity of minerals. • Timely delivery of service.
2.	Prospector	Prospecting licenses	<ul style="list-style-type: none"> • Clear Procedures for license application. • Timely issuance of licenses. • Easy Accessibility of application services. • Exclusive mining licenses.
3.	Dealers and Brokers	Licence	<ul style="list-style-type: none"> • Clear Procedures for license application. • Timely issuance of licenses. • Easy Accessibility of application services. • Exclusive mining licenses.
		Export Permit	<ul style="list-style-type: none"> • Clear application procedures. • Timely issuance of permits.

S/N	Stakeholder	Services offered	Stakeholder Expectations
4.	Local Government Authorities	Information on turnover, local content and corporate social responsibility	<ul style="list-style-type: none"> • Authentic turnover information. • Timely and relevant Information.
5.	NEMC	Joint taskforce on environmental inspections.	<ul style="list-style-type: none"> • Competent staff • Proper Technical advice. • Enforcement of environmental standards and practices.
6.	Government Institutions	Mining related information.	<ul style="list-style-type: none"> • Authentic information. • Timely information.
7.	TRA	Information on licenses, audit and mineral sales.	<ul style="list-style-type: none"> • Authentic information. • Timely information.
		Joint taskforce on tax audit.	<ul style="list-style-type: none"> • Competent staff. • Proper Technical advice.
8.	Local Community (Around Mining Areas)	Awareness on available opportunities and negative consequences of mining.	<ul style="list-style-type: none"> • Relevant awareness on mining opportunities • Timely feedback/response to complaints regarding mining.
9.	Service Provider (Explosive)	Explosive Import Permit.	<ul style="list-style-type: none"> • Clear application procedures • Timely issuance of permit

S/N	Stakeholder	Services offered	Stakeholder Expectations
10.	Politicians	<ul style="list-style-type: none"> • Mining related information • Progress reports. 	<ul style="list-style-type: none"> • Authentic information. • Timely information. • Timely reports.
11.	Development Partners	Mining related information in relation to the provided support.	<ul style="list-style-type: none"> • Value for money. • Authentic information.
12.	Research and Academia	<ul style="list-style-type: none"> • Information on research opportunities. • Permits to carry out research in mining areas. 	<ul style="list-style-type: none"> • Authentic information. • Timely response.

2.8 STRENGTH, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC) ANALYSIS

The following are the Mining Commission's strength, weaknesses, opportunities and challenges.

Strengths

- i. Mining Commission is led by committed leaders constituted of senior Government officials drawn from other related strategic sectors (Deputy Attorney General, Permanent Secretary-Treasury, Permanent Secretary-from the Ministry responsible for Land, Permanent Secretary-from the Ministry responsible for Defense, Permanent Secretary-from the Ministry responsible for Local Government) and the CEO-FEMATA. This composition fosters inclusive decision making and necessary intervention for smooth running of the sector.
- ii. Skilled and committed staff of the Mining Commission with diverse sector specialized skills and knowledge has been an important asset in executing Commission's role and functions. (existence of skilled technical staff)

- iii. Existence of Resident Mines Offices, Mines Resident Offices, Laboratory and land for expansion of Commission services facilitate extension of Commission's services to its mining stakeholders.
- iv. Existence of financial management tools (financial regulations, Accounting manual and capitalization policy and GePG system) helps to guarantee accountability and transparency in financial resources management particularly Government revenue collection.
- v. Mining Cadastral Information Management System; ICT facilities owned by Mining Commission facilitates Commission's business processes including smooth and efficient licensing process.
- vi. Existence of application forms for mineral rights and dealing for enhancing smooth mining and mineral trading operations.
- vii. Existence of application forms for special inspection for construction of Tailings Storage Facilities and operating mainly to make sure safe mineral exploitation is taking place in sustainable manner.
- viii. Existence of various stakeholders in monitoring mineral production to enhance control and collective approach in sector administration.
- ix. Transparency in system to acquire licenses and permits.

Weaknesses

- i. Absence of Succession Plan may affect the future performance of the Commission.
- ii. Mining Commission is capacitated with skilled technical personnel but majority are missing Leadership and Management skills.
- iii. Tanzania is endowed with varieties of minerals including gemstones which are scattered in most parts of the country. Despite the presence of this endowment, there is lack of sufficient number of skilled and experienced gemologists.
- iv. Absence of staff training and incentive programs may lead to poor performances and unmotivated staffs and ultimately affecting their outputs.
- v. There is an inadequate working tools and computerized Financial Management System which affects some of the operations not to be done timely.
- vi. Lack of efficient system for capturing Small Scale miners mineral value chain (Production, exploitation, transportation and trading) may lead to under

declaration, smuggling by miners and hence loss of Government revenues. In addition, absence of reliable centralized repository system and business continuity plan for Flexi-Cadastre for handling all mineral production data/information has affected timely sharing and disseminations of the information/data within Mining Commission and other stakeholders.

- vii. There is no clear reporting mechanism between Resident Mines Offices and Mining Commission's headquarter, that can lead to delay in making decision and accountability among the staff.
- viii. Absence of Client Service Charter and Lack of comprehensive information on the status of customer satisfaction may lead to poor service delivery
- ix. Inadequate social skills to interact with small miners, this creates gap between Mining Commission's staffs and the small scale miners.

Opportunities

- i. Availability of training institutions and leadership programs on the provisions of training to fill the existing skills and knowledge gap.
- ii. There exists regional and international forums/cooperation which Mining Commission can use to acquire skills and knowledge and exchange arrangements/programs for its staff.
- iii. There is an available financial management system to procure in the market for efficient and effective monitoring/administering/managing of all financial issues within the Commission.
- iv. Enhanced revenue collection due to reduction of smuggling leads to adequate contribution of the Mineral sector to the Government's Economy.
- v. The presence of Political will and stability creates conducive environment for attracting the investment and FDI in the Mining sector, hence sector growth.
- vi. Existence of mineral auctions and investment forum will address mineral smuggling and finally maximize Government revenues collections.
- vii. Large part of the country is still unexplored. Therefore there is a higher chance for new discoveries, if intensive exploration is undertaken.
- viii. Tanzania is blessed with one of the longest coast in Sub – Saharan Region while most of its neighbours are land locked thus creating potential mining related

businesses to serve the region. This could be achieved through establishment of competent mineral beneficiation centres as well as established mineral exchanges platforms. In addition, our country would benefit by mineral related cargos shipment through our ports.

- ix. Existence of proper mining policy, legal, robust fiscal regime and regulatory frameworks which guarantee maximum benefits to the nation.
- x. Presence of well-established legal framework for managing environment in collaboration with other related regulators to ensure safe and sustainable mining operations.

Challenges

- i. Insufficient skilled personnel in gemology have been the main source of losing Government revenues through unrealistic mineral valuations.
- ii. Lack of resource and financial modeling lead to delay in projects takeoff and sometimes misleading decision from negotiation processes.
- iii. Inadequate manpower (there are 391 out of 502 staff needed) and inadequate office spaces affects day to day performance of the Mining Commission's duties.
- iv. RMO are operating in line with local Government authorities. Due to the nature of the roles, it sometimes creates conflicts between the Commission and local authorities and affects the MC's performances to collect revenues.
- v. Most of small scale miners do not have capacity in relation to proper record keeping. The absence of mining related records affects tracing the information for reconciliations especially in revenues collected by the Government.
- vi. Mining sector in Tanzania is dominated by precious metals and gemstones whose prices are controlled by international markets. In this aspect, given the facts that we are the price takers, price volatility in world market creates uncertainties in planning and forecasting.
- vii. In order for the Commission to carry out its functions effectively, it needs stable and strong manpower all the time. In this case, widespread of HIV and AIDS and other diseases may affect the required optimal manpower within and also in the labour market.

- viii. Mining operations are mostly carried out in remote areas where infrastructure is still undeveloped therefore operational obstacles to reach some of those areas.
- ix. Large part of the country is still unexplored leading to the unknown reserves and resources for most of occurrences. This situation limits the MCs ability to establish the potential for the future growth of the sector.
- x. Non-compliance to environmental management and protection rules by miners including inadequate capacity to monitor post mines closure threatens sustainability of mining operations and livelihood of community around mining areas.

2.9 CRITICAL ISSUES

- (i) maximizing Government revenue from mining sector;
- (ii) strengthening Auditing of quality and quantity of produced minerals;
- (iii) strengthening monitoring of local content and corporate social responsibility;
- (iv) improving issuance and management of mineral rights and trade licenses;
- (v) strengthen monitoring of the mining sector;
- (vi) ensuring environmental sustainability in mining;
- (vii) establish whole of government approach to mining management;
- (viii) create public awareness on mining related issues;
- (ix) improving mineral analysis laboratory services;
- (x) improving human resources management;
- (xi) improving working environment; and
- (xii) improving Commission financial capability.

CHAPTER THREE

THE PLAN

This chapter presents the plan to be executed in the next five years from 2019/20-2023/24. The chapter outlines the Objectives to be achieved, strategies, targets and performance indicators.

3.1 Vision

A hub for exploration and sustainable mining in Africa.

3.2 Mission

To manage Mining Industry through supervision, monitoring and regulating exploration, mining, beneficiation and mineral trade for sustainable development.

3.3 Core values

Integrity: We operate with trustful, authenticity, confidentiality and transparency to ensure clear ethical principles with the aim of achieving organization's set vision and mission.

Teamwork: We believe in working together to achieve our common goal through sharing of knowledge and skills

Courtesy: We are committed to serve our customers with respect and dignity

Professionalism: We believe in best practices and adhere to codes of conduct.

Customer Focused: We believe in meeting our clients' expectations and needs.

Focused:

Accountability: We are responsible and answerable for our actions.

3.4 OBJECTIVES

3.4.1 Objective A: HIV/AIDS infections reduced and support services improved

Rationale:

HIV and AIDs is a national problem which affects human resource. The mining industry is not in isolation and is therefore one of the sectors affected by this tragedy. Therefore, it is a duty of the Mining Commission to take preventive measures to its employees against HIV/AIDS. The following strategy and target will be used to pave way to address HIV and AIDS.

Strategy

Improve HIV and AIDS awareness and provide support services

Target

Institutional HIV and AIDS program prepared and implemented by 2024.

Key Performance Indicators

(i) level of satisfaction on supportive services.

3.4.2 Objective B: National Anti-Corruption Strategy enhanced, sustained and effectively implemented

Rationale:

Corruption is a universal problem which affects performance and credibility of the Institution and which may affect the contribution of the specific sector to the national economy. It is a generic objective to Government's Institutions to fight corruption. This objective will address corruption related issues to the Mining Commission. In this regard, it is imperative to intervene this challenge broadly.

Strategy

Improve ethical conduct among staff

Target

National Anti-Corruption Strategy and Action Plan (NACSAP) III institutionalized by June, 2024.

Key Performance Indicators

- (i) stakeholder perception on corruption; and
- (ii) number of corruption incidences reported.

3.4.3 Objective C: Contribution of mining sector to the national economy improved

Rationale:

The mining sector in Tanzania has undergone globalization and economic reforms in the mid-1990s which led to the increased FDI inflows and interest which ranked the country among the big four mineral producers in Africa. Despite the above reforms and positive responses from investors, the sector's contribution to the economy in terms of forward and backward economic linkages and government revenues collection has remained minimal. In response to the noted challenges, the Government formed various committees to evaluate the general sector performance and possible measure to be taken at both policy and administrative levels. In executing its mandated roles and functions the Mining Commission is expected to strengthen monitoring and administration of the sector to ensure that maximum benefits to the nation are realized.

Strategies

- (i) strengthen monitoring of mining industry;
- (ii) improve minerals value addition;
- (iii) strengthen compliance of legislation governing the mining industry; and
- (iv) strengthen compliance of local content requirements in the mining industry.

Targets

- (i) revenue collected from mineral sectors increased from TZS 310.32 billion to TZS 700 billion by June, 2024;
- (ii) mine Inspection Manuals developed by March, 2019;
- (iii) mineral audit manuals reviewed by January, 2019;
- (iv) 15 large and 200 medium scale mines inspected quarterly;

- (v) 15,000 small scale mines inspected annually;
- (vi) financial auditing for 15 large scale mines conducted annually;
- (vii) financial auditing for 200 medium 5,000 small scale mines and 100 elution plants audited by June, 2023;
- (viii) financial auditing for 80 mineral traders conducted annually;
- (ix) three (3) mineral laboratories established by June, 2024;
- (x) mineral production audit to all LSM and MSM and strategic areas conducted annually;
- (xi) mining Cadastre information management system upgraded by Dec 2019;
- (xii) guidelines for mineral beneficiation and value addition prepare and implemented by March, 2019;
- (xiii) guidelines for managing elution plants prepared and implemented by June, 2019;
- (xiv) healthy and safety programme for mines developed and implemented by June, 2021; and
- (xv) all large and 200 medium scale mines licenses verified annually.

Key Performance Indicators

- (i) percentage change in revenue from mining;
- (ii) change in GDP contribution;
- (iii) percentage of nationals employed in the mines;
- (iv) percentage of Domestic expenditures; and
- (v) % of active Mineral licenses.

3.4.4 Objective D: Sustainability of Mining Industry improved

Rationale:

Sustainability is crucial for the development of Mining Industry. This requires comprehensive work that can be costly. Since mineral resources under the earth are non-renewable the best possible utilization of the available resources is important. In this respect, mineral exploitation may lead to environmental damage hence the need to be regulated to limit the negative impact to the communities. Accordingly, the need for maximizing the benefits of mining sustainably provides a stimulus for setting strategies

to achieve sustainable development in the country. This can lead to multipliers effects to social economic benefits, owing to improved management of the mining industry.

Strategies

- (i) strengthen environmental management in mining industry;
- (ii) improve innovations in mining industry; and
- (iii) improve holistic approach to managing mining industry.

Targets

- (i) 40,000 small scale miners educated and trained on risk management;
- (ii) guidelines for mine closure plan are in place by January 2019;
- (iii) 15 large and 200 medium scale mines to be inspected quarterly;
- (iv) 30,000 small scale mines to be inspected annually;
- (v) research programs on recycling of mine waste developed and shared to all stake holders by 2024; and
- (vi) anti-mineral smuggling strategy developed and implemented.

Key Performance Indicators

- (i) number of operating mines;
- (ii) level of compliance to safety, health and environmental protection standards; and
- (iii) level of mineral diversification in the market.

3.4.5 Objective E: Capacity of the Commission to deliver its mandated functions improved

Rationale:

The Mining Commission was officially formed in April, 2018 with a purpose of strengthening the management of Mining industry. However, there was no establishment fund and sufficient approved budget for it to perform its roles effectively. Hence, several prerequisites including human resource; sufficient funds; and conducive working environment are necessary for the Commission to deliver its duties effectively. Therefore, this objective provide way forward for the Commission to perform its functions effectively. The following strategies will be used to address this predicament.

Strategies

- (i) improve resource management; and
- (ii) improve working environment.

Targets

- (i) audit plan prepared and implemented annually;
- (ii) institutional plans prepared and monitored annually;
- (iii) resource mobilization strategy prepared and implemented;
- (iv) financial and accounts functions undertaken by June, 2023;
- (v) all legal matters of the Commission handled by June, 2024;
- (vi) procurement plan prepared and implemented annually;
- (vii) human resource development plan prepared and implemented June, 2024;
- (viii) working facilities provided by June, 2024;
- (ix) communication strategy prepared and implemented by June 2024;
- (x) ICT strategy prepared and implemented by June, 2019;
- (xi) all Commission Business Processes mapped and reviewed by June 2019; and
- (xii) performance management system institutionalized by Dec, 2019.

Key Performance Indicators

- (i) level of customer satisfaction;
- (ii) audit opinion; and
- (iii) labour turnover.

CHAPTER FOUR

RESULT FRAMEWORK

4.1 Purpose and Structure

This chapter outlines how the Institution will track progress of intended results (outcomes) envisioned in this Plan. This chapter assesses the performance and realization of Organizational Objectives. It includes development objective, beneficiaries of services, linkage with national planning frameworks; result chain and result train matrix. There includes a monitoring plan; planned reviews; evaluation plan and reporting plan as part of the monitoring and evaluation arrangements

4.2 Development Objective

Improved standard of living through maximization of benefits accrued from the mining industry.

4.3 Beneficiaries of MC Services

Direct Beneficiaries of Mining Commission include the mining companies, mineral traders, artisanal and small scale miners. Indirect Beneficiaries of the Commission comprise of Development Partners, MDAs, Research and Academic Institutions and Politicians.

4.4 Linkage with National Planning Frameworks

This Plan was prepared in connection with different National Development Plans highlighting issues through which the Mining Commission needs to address. These include Tanzania Development Vision 2025 whereby the Mining Commission plays important roles on the laid down attribute of contribution from the mining sector to be increased up to at least 10 per cent of the country's GDP by 2025; and The Ruling Party Manifesto 2015 -20 whereby the MC will address the local content agenda, mineral beneficiation and mineral value additions issues, demarcation and allocation of areas for small scale mining operations as articulated in the Manifesto. In regard to Five Year Development Plan Phase II, the Mining Commission is expected to achieve

the following key targets by 2020: real growth rate of 5.3%; GDP share 3.2%; and share of total exports 10.4%. Through this Plan, the MC will achieve the intended targets through minerals beneficiation; minerals value addition; establishment of market exchange; and training and skills development.

4.5 Relationship between Results Framework, Results Chain, M&E and Reporting Arrangements

Level 1 – Inputs

The first level of the Results Framework tracks the allocation and use of resources on various Mining Commission activities. Resources availability will be reviewed on weekly, fortnightly or monthly basis and will be reported on respective implementation reports. At this level, indicators will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff, information flow between various levels, time spent on resolving problems, quality and timeliness of decisions and staff as well as predictability of resource flows, the alignment of resource flow to the activities and outputs.

Level 2 – Activities

The second level of the Results Framework focuses on realization of Mining Commission's activities and linkage between those activities and outputs. At this level indicators will focus on processes, activities programming and timeliness of implementation. Activities will be reviewed on weekly, fortnightly or monthly basis and will be reported on respective implementation reports. The reports will focus on 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 are not contributing to outputs.

Level 3 – Outputs

The third level of the Results Framework tracks the realization of the outputs that MC produces and which are attributed solely to MC. The outputs at this level will be measured by output indicators and Milestones; data collection and analysis will be done quarterly. Outputs or milestones which have significant impact on achievement of the objectives will be reviewed quarterly and will be reported on quarterly basis or as may be required. The reports will focus on how the outputs produced are delivering the

outcomes and will inform corrective action if the outputs are not being delivered effectively or are not contributing to outcomes.

Level 4-Outcomes

The fourth level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed to MC alone as there will be several players contributing to these outcomes. These Intermediate Planned Outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the five year outcome report. The annual reports and the five-year Outcome Reports will be based on either sector or specific evidence based studies using national statistics. The reports focus on benefits delivered to MC clients and other stakeholders.

The Result Framework Matrix

This matrix contains Mining Commission overall Development Objective, Objective Codes, Medium Term Objectives, Intermediate Outcomes and Outcome Indicators. It envisions how the Development Objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and objectives. It should be noted that achievement of Mining Commission Development Objective will be contributed by several other players, and may not be completely attributed to interventions under this Strategic Plan. The Results Framework Matrix is detailed below:

Table 2: Result Framework Matrix

Development Objective	Objective Codes	Medium term Objectives	Intermediate Outcomes	Outcome Indicators
Improved standard of living through maximization of benefits accrued from the mining industry.	A.	HIV and AIDS infection reduced and support services improved.	<ul style="list-style-type: none"> i. Increased awareness on HIV and AIDS ii. Reduced new cases of HIV infection iii. Improved health of infected staff iv. Increased number of staff undergoing VCT v. Reduced stigma of staff 	<ul style="list-style-type: none"> (i) Level of satisfaction on supportive services (ii) Number of new HIV infection cases
	B.	National Anti Corruption strategy enhanced, sustained and effectively implemented.	<ul style="list-style-type: none"> i. Reduced reported corruption incidences ii. Increased awareness on corruption iii. Improved ethical conduct among staff 	<ul style="list-style-type: none"> (i) Stakeholder perception on corruption (ii) Number of corruption incidences reported.

Development Objective	Objective Codes	Medium term Objectives	Intermediate Outcomes	Outcome Indicators
	C.	Contribution of mining sector to national economy improved.	<ul style="list-style-type: none"> i. Increased revenue from mining Sector ii. Increased contribution to GDP iii. Increased linkage to other sectors of the economy (e.g manufacturing industry, services etc). iv. Increased forex earnings v. Reduced time for issuance of licenses vi. Increased compliance of the mineral right holders 	<ul style="list-style-type: none"> (i) Percentage change in revenue from mining. (ii) Change in GDP contribution. (iii)Percentage of nationals employed in the mines (iv)Percentage of Domestic expenditures (v) % of active Mineral licenses
	D.	Sustainability of mining industry improved.	<ul style="list-style-type: none"> i. Decreased negative environmental impacts due to mining ii. Increased new exploration programmes iii. Increased research findings 	<ul style="list-style-type: none"> (i) Number of operating mines. (ii) Level of compliance to safety, health and environmental protection standards. (iii)Level of mineral

Development Objective	Objective Codes	Medium term Objectives	Intermediate Outcomes	Outcome Indicators
			<p>on mining and process technology</p> <p>iv. Increased mining sector growth</p> <p>v. Improved awareness of stakeholders on mining industry</p>	diversification in the market
	E.	Capacity of the Commission to deliver its mandated functions improved.	<p>i. Timely delivery of services</p> <p>ii. Increased reliability of mining information</p> <p>iii. Increased visibility of the Commission to stakeholders</p> <p>iv. Increased customer satisfaction on services delivered</p> <p>v. Improved staff morale</p>	<p>(i) Level of customer satisfaction</p> <p>(ii) Audit opinion</p> <p>(iii) Labor turnover</p>

4.6 Monitoring, Reviews and Evaluation Plan

This section details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years of the strategic planning cycle from 2019/2020 to 2023/2024.

Monitoring Plan

The monitoring plan consists of indicators and their description, baseline for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequency and the officers who will be responsible for data collection, analysis and reporting. Through the 13 outcome indicators will be reported on annual basis, tracking of the indicators will be made on quarterly basis. The monitoring and evaluation plan is detailed below:

Table 3: Monitoring plan

S/N	Indicator	Indicator Description	Baseline		Indicator target value					Data Collection and Methods of analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
i.	Level of satisfaction on supportive services	<p>This indicator intends to gauge opinion and perception of HIV and AIDS infected staff on quality of care and supportive services provided.</p> <p>This will be measured by assigning satisfaction levels whereby satisfaction above 50% will be feasible Calculated by $x/y*100$; whereas x: number of satisfied</p>	NA	NA	50%	60%	65%	0%	90%	Mining Commission	Questionnaire Survey	Annually	Raw data from Questionnaire	Annually	CSD

S/N	Indicator	Indicator Description	Baseline		Indicator target value					Data Collection and Methods of analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		staff Y: total infected staff													
ii.	Stakeholder perception on corruption	<p>This indicator intends to gauge views and opinions of stakeholders on staff adherence to Acts, rules, procedures and regulations in provision of services.</p> <p>This will be measured by assigning satisfaction levels whereby satisfaction above 50% will be desirable Calculated by $x/y*100$; whereas</p>	NA	NA	70%	75%	80%	90%	90%	Mining Commission	Questionnaire Survey	Annually	Raw data from Questionnaire	Annually	CSD

S/N	Indicator	Indicator Description	Baseline		Indicator target value					Data Collection and Methods of analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		x:number of satisfied stakeholders Y: total surveyed stakeholders													
iii.	Number of corruption incidences reported	This indicator intends to show corruption trends at the Commission. This will be established by recording corruption incidences annually.	NA	NA	10	5	3	2	0	Mining Commission	Document review	Monthly	Corruption register	Annually	CSD
iv.	Level of customer satisfaction	This indicator intends to measure ability of the Commission to fulfil customer expectations in provision of services.	NA	NA	70%	75%	80%	95%	100%	Mining Commission	Questionnaire Survey	Quarterly	Raw data from Questionnaire	Annually	CSD

S/N	Indicator	Indicator Description	Baseline		Indicator target value					Data Collection and Methods of analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		This will be measured by assigning satisfaction levels whereby satisfaction above 70% will be desirable Calculated by $x/y*100$;whereas x:number of satisfied customers Y: total surveyed customers													
v.	Audit opinion	This indicator measures ability of Mining Commission to utilize its resources in compliance with the governing legislations. This will be established	NA	NA	unqualified	unqualified	unqualified	unqualified	unqualified	NAO	Document review	Annually	CAG report	Annually	CIA

S/N	Indicator	Indicator Description	Baseline		Indicator target value					Data Collection and Methods of analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		by CAG opinion provided in each respective year													
vi.	Labour turnover	<p>This indicator intends to measure the capacity of the Commission to retain its staff.</p> <p>This will be measured by $x/y*100$ where as x= number of employees left during a period; y=average number of employees during a labour (y=number of employers at beginning of the year</p>	NA	NA	1.3%	1.0%	0.8%	0.5%	0.3%	Mining Commission	Document review	Annually	HR Report (TANGE)	Annually	CSD

S/N	Indicator	Indicator Description	Baseline		Indicator target value					Data Collection and Methods of analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		plus number of employees at end of year/2)													
vii.	Percentage change in revenue contribution from mining	This indicator measures effectiveness of monitoring of mining operations. It is calculated by taking $X_1 - X_2 / X_2 * 100$ Where X_1 = current yr revenue collected from the mining sector, X_2 = Previous yr revenue collected from the mining sector, Y = Total revenue collected from all sector	2018	-	-	-	-	-	-	Mining Commission, TRA & Mining entities	Document review	Annually	Flash reports, raw individual mining audit reports	Annually	MATD

S/N	Indicator	Indicator Description	Baseline		Indicator target value					Data Collection and Methods of analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
viii.	Change in GDP contribution	This indicator measures overall performance of mining sector based on its share to GDP. It is computed as $X/Y * 100$. Where; X=Gross Product from mining sector, Y=Total Domestic Product	2017	4.8%	5.5%	6.3%	7%	7.8%	8.5%	NBS	Document review	Annually	Economic survey report	Annually	MATD
ix.	Percentage of nationals employed in the mines	This indicator intends to establish level of engagement of nationals in mining sector. This will be calculated by: $X/Y * 100$ whereas:	2016	70%	75%	80%	85%	90%	90%	All mines (Large & Medium Scale)	Document review & Site visits	Annually	Mine local content reports & Individual Mine Audit reports	Annually	MATD

S/N	Indicator	Indicator Description	Baseline		Indicator target value					Data Collection and Methods of analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		X= Total nationals employed in the mines and Y= Total employees in mines													
x.	Percentage of Domestic expenditures from mines	This indicates extent of backward economic linkages from mining sector. It will be computed as $X/Y*100$. Where X= Domestic expenditure Y=Total expenditures	2015	78%	81%	84%	87%	90%	93%	All mines	Document review & Site visits	Annually	Mine local content reports & Individual Mine Audit reports	Annually	MATD
xi.	Percentage of active Mineral licenses	This indicator intends to measure effectiveness of licensing control mechanisms.	2018	20%	40%	60%	80%	90%	100%	Mining Commission	Online review of Flexicadastre,	Annually	Individual inspection report, Report generated	Annually	LITD

S/N	Indicator	Indicator Description	Baseline		Indicator target value					Data Collection and Methods of analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		Its calculated as $X/Y*100$ Where; X=number of active licenses, Y= Total licenses issued.									Site Inspection		from Flexicadastre,		
xii.	Level of mineral diversification in the market	This indicator intends to measure the effectiveness of awareness programs and technology transfer initiatives undertaken by the Commission. It is determined by normal distribution curve, $X=N(\mu, \sigma^2)$ whereby X is the sample average value ,	2018	Not Normal	Not Normal	Normal	Normal	Normal	20	MC, Tanzania Investment Centre	Document review and Site/Mine inspections	Annually	Mineral licenses, Company registers & Mines inspection reports	Annually	MED

S/N	Indicator	Indicator Description	Baseline		Indicator target value					Data Collection and Methods of analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		μ is a mean value of all minerals and σ^2 is a variance.													
xiii.	Level of compliance to safety and health standards.	<p>This indicator intends to establish effectiveness of mine inspection programs employed by the Commission.</p> <p>This will be measured by assigning compliance levels whereby compliance above 75% will be desirable Calculated by $x/y*100$;whereas x:number of mines</p>	2018	-	-	-	-	-	-	All mines (Large , medium and small)	Document review and site visits	Quarterly	Mines Quarterly reports, Inspectors inspection reports	Quarterly	MED

S/N	Indicator	Indicator Description	Baseline		Indicator target value					Data Collection and Methods of analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		complied Y: total surveyed mines													

PLANNED REVIEWS

There will be reviews that aim to obtain progress status on the implementation of strategic plan. The planned reviews consist of review meetings, milestones and rapid appraisals.

Review Meetings

Various meetings will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives. Review meetings are as follows:

Table 4: Planned Review Meeting

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Commission	Quarterly	Chairman of Commission	Commissioners and Executive Secretary
2.	Management	Monthly	Executive Secretary	Directors and Managers
3.	Directorate/Unit	Weekly	Director	Directorate/Unit staff
4.	Audit Committee	Quarterly	Chairman	Appointed members
5.	Tender Board	Quarterly	Chairman of Tender Board	Appointed members
6.	Workers Council	Bi Annually	Executive Secretary	Council Members, Directors and Managers
7.	General Management	Bi Annually	Executive Secretary	Directors, Managers, Resident Mines Officers and Mines Resident Officers

Table 5: Planned Milestones Reviews

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
Year I 2019/2020	Two Reviews (Semi-Annually)	Awareness program on HIV/AIDS operationalized	Dec, 2019	CSD
		Corruption registers established	Dec 2019	CSD
		Awareness program on Anti-Corruption operationalized	Dec 2019	CSD
		Annual Financial Statements prepared.	June, 2020	CSD
		Office accommodation plot acquired.	Dec 2019	CSD
		MTEF and Action Plan prepared	June, 2020	CSD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Human resource development plan prepared	December, 2019	CSD
		Clients Service Charter prepared and operationalized	June, 2020	CSD
		Business Processes reviewed and Mapped	June 2020	CSD
		Communication strategy prepared	June, 2020	CSD
		Legal opinion provided regarding matters of the Commission	December, 2019	LSD
		Procurement Plan prepared	June, 2020	PMD
		Internal Audit Plan Operationalized.	June, 2020	CIA

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Upgraded FlexiCadastre and Portal operationalized	June, 2020	LITD
		Data Cleaning of the Licensing data and/or Information conducted.	December, 2019	LITD
		Licensing Disputes Resolving mechanism and operational	December, 2019	LITD
		Industrial and Building materials revenue collection system automated	December, 2019	LITD
		New Licensing Information Management System established	June, 2020	LITD
		GIS Based Mining Information System established	June, 2021	LITD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Guidelines for mine closure plan operational	December,2019	MED
		Mine Inspection Manual operational	December, 2019	MED
		National Mine Rescue Team operational	June, 2020	MED
		Mineral Beneficiation Guideline operational	December,2019	MATD
		Mineral Audit Manuals Reviewed and operationalized	December, 2019	MATD
		Guidelines for Managing Elution Plants operators prepared	December, 2019	MATD
		Memorandum of Understanding	December, 2019	MATD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		(MoU) with TRA on mineral audits signed and in force.		
		Financial Audits for 15 LSM conducted.	June , 2020	MATD
		Financial Audits for 40 MSM, 1000 SSM and 20 CIPs conducted	June, 2020	MATD
		Financial Audit for 80 Mineral Traders conducted.	June, 2020	MATD
		Implementation of all approved Local Contents Plans audited.	June 2020	MATD
		Anti-Mineral Smuggling Strategy prepared and rolled out.	June, 2020	MATD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Indicative prices automated for online public access.	June, 2020	MATD
Year II 2020/2021	Two Reviews (Semi-Annually)	Awareness program on HIV/AIDS operationalized.	June, 2021	CSD
		Awareness program on Anti-Corruption operationalized.	December, 2021	CSD
		Office Building under construction.	June, 2021	CSD
		Financial Statements prepared.	June, 2021	CSD
		MTEF and Action Plan prepared.	June, 2021	CSD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Human resource development plan implemented.	June, 2021	CSD
		Communication strategy implemented.	June, 2021	CSD
		Legal opinion provided regarding matters of the Commission.	December, 2020	LSD
		Procurement Plan prepared.	June, 2021	PMD
		Internal Audit Plan Operationalized.	June, 2021	CIA
		Data and System Recovery Centre (DSRC) operational.	June, 2021	LITD
		State of the art Licensing Registry in all RMO offices established.	June, 2021	LITD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Digitalization of Licensing reports and Data completed by 25%	June, 2021	LITD
		Research programs for Alternative beneficiation methods and technology conducted.	June,2020	MED
		Financial Audits for 15 LSM conducted.	June, 2021	MATD
		Financial Audits for 80 MSM, 2000 SSM and 40 CIPs conducted.	June, 2021	MATD
		Financial Audit for 80 Mineral Traders conducted.	June, 2021	MATD
		Implementation of all approved Local Contents Plans audited.	June, 2021	MATD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		One mineral laboratory established.	June, 2021	MATD
Year III 2021/2022	Two Reviews (Semi-Annually)	Awareness program on HIV/AIDS operationalized.	December, 2021	CSD
		Awareness program on Anti-Corruption operationalized.	June, 2022	CSD
		Financial Statements prepared.	June, 2022	CSD
		MTEF and Action Plan prepared.	June, 2022	CSD
		Human resource development plan implemented.	February, 2022	CSD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Communication strategy implemented.	June, 2022	CSD
		Office Building constructed.	June, 2022	CSD
		Review of Strategic Plan conducted.	June, 2022	CSD
		Legal opinion provided regarding matters of the Commission.	December, 2022	LSD
		Procurement Plan prepared.	June, 2022	PMD
		Internal Audit Plan Operationalized.	June, 2022	CIA
		FlexiCadastre integrated with GMIS, TRA, BRELA, MoF, NERMC, NIDA	June, 2022	LITD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Mobile (Apps) for accessibility of Commission services developed.	June, 2022	LITD
		Digitalization of Licensing reports and Data completed by 50%	June, 2022	LITD
		Healthy and safety Programme on radiations control in mines operational.	December, 2022	MED
		Financial Audits for 15 LSM conducted.	June, 2022	MATD
		Financial Audits for 120 MSM, 3000 SSM and 60 CIPs conducted.	June 2022	MATD
		Financial Audit for 80 Mineral Traders conducted.	June, 2022	MATD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Implementation of all approved Local Contents Plans audited.	June, 2022	MATD
		One laboratory established.	June 2022	MATD
Year IV 2022/2023	Two Reviews (Semi-Annually)	Awareness program on HIV/AIDS operationalized	December,2022	CSD
		Awareness program on Anti-Corruption operationalized	June, 2023	CSD
		Financial Statements prepared.	June, 2023	CSD
		MTEF and Action Plan prepared	June, 2023	CSD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Human resource development plan implemented	February, 2023	CSD
		Communication strategy implemented.	June, 2023	CSD
		Legal opinion provided regarding matters of the Commission	December, 2022	LSD
		Procurement Plan prepared	June, 2023	PMD
		Internal Audit Plan Operationalized.	June, 2023	CIA
		Digitalization of Licensing reports and Data completed by 75%	June, 2023	LITD
		Alternative beneficiation methods and technology for SSM operational	December, 2023	MED

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Financial Audits for 15 LSM conducted	June, 2023	MATD
		Financial Audits for 160 MSM, 4000 SSM and 80 CIPs conducted	June 2023	MATD
		Financial Audit for 80 Mineral Traders conducted	June, 2023	MATD
		Implementation of all approved Local Contents Plans audited	June, 2023	
		One laboratory established	June, 2023	MATD
Year V	Two Reviews (Semi-Annually)	Awareness program on HIV/AIDS operationalized	December,2023	CSD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
2023/2024				
		Awareness program on Anti-Corruption operationalized.	June, 2024	CSD
		Financial Statements prepared.	June, 2024	CSD
		MTEF and Action Plan prepared.	June, 2024	CSD
		Human resource development plan implemented.	June, 2024	CSD
		Communication strategy implemented.	June, 2024	CSD
		Legal opinion provided regarding matters of the Commission.	December, 2023	LSD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Procurement Plan prepared.	June, 2024	PMD
		Internal Audit Plan Operationalized.	June, 2024	CIA
		Digitalization of Licensing reports and Data completed by 100%	June, 2024	LITD
		Financial Audits for 15 LSM conducted.	June, 2024	MATD
		Financial Audits for 200 MSM, 5000 SSM and 100 CIPs conducted.	June 2024	MATD
		Financial Audit for 80 Mineral Traders conducted.	June, 2024	MATD
		Implementation of all approved Local Contents Plans audited.	June, 2024	MATD

Rapid Appraisals

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. The table below indicates the Commission Rapid Appraisal for the next five years from 2019/20.

Table 6: RAPID APPRAISALS

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Timeframe	Responsible Person
1.	Study on Alternative Funding for the Commission	This study intends to identify other sources of funding the Commission apart from government sources	<ul style="list-style-type: none"> • What are the budget deficits? • What are the effects of insufficient funding? • What are other sources of funding available? 	<ul style="list-style-type: none"> • Document review • Focus Group Discussions • Interviews 	December, 2019	CSD
2.	Baseline Study	This study intends to establish baseline values for indicators in the strategic plan	<ul style="list-style-type: none"> • What is the Level of staff satisfaction on HIV and AIDS supportive services? • What is the perception of Stakeholder on corruption at 	<ul style="list-style-type: none"> • Document review • Survey 	June, 2020	CSD

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Timeframe	Responsible Person
			<p data-bbox="987 308 1178 379">Mining Commission?</p> <ul data-bbox="943 411 1245 1369" style="list-style-type: none"> <li data-bbox="943 411 1245 611">• What is the number of corruption incidences reported? <li data-bbox="943 643 1245 842">• What is the Level of customer satisfaction on services offered by MC? <li data-bbox="943 874 1245 994">• What is the labour turnover rate? <li data-bbox="943 1026 1245 1177">• What is the revenue contribution from mining? <li data-bbox="943 1209 1245 1369">• What is the percentage of active Mineral licenses? 			

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Timeframe	Responsible Person
3.	Mineral Information Database Design Study	The study intends to establish data attributes/variables to be captured in the database.	<p>Appraisal questions will cover key questions as follows;</p> <ul style="list-style-type: none"> i. What information are to be produced? ii. What data should be collected and why? iii. How data should be collected? 	<ul style="list-style-type: none"> • Document review • Focus Groups Discussion 	December, 2019	LITD

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Timeframe	Responsible Person
4.	Mineral beneficiation studies	The studies intend to investigate and develop efficient method and technology for gold recoveries in small scale miners	<p>What are the methods used by small scale miners?</p> <p>How efficient are they?</p> <p>How can new method developed</p>	<ul style="list-style-type: none"> • Review existing method • Develop new method experimentally • Training small scale miners on how to use the new method 	December, 2020	MED
5.	Survey for three (3) laboratory establishment requirements	The survey is aimed to identify the active mining areas/regions to justify the need for the mineral laboratory service	<p>i. Where to locate the lab</p> <p>ii. Who need the lab services?</p> <p>iii. Why is it important</p> <p>iv. What will be the cost v/s expected benefits</p>	<ul style="list-style-type: none"> • Document Review • Physical survey and stakeholders views 	June 2019	MATD

Evaluation Plan

Evaluations 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. The table below show evaluation plan.

Table 7: Evaluation Plan

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
1.	Revenue Collection Performance.	This evaluation intends to establish efficiency of revenue collection strategies from all sources of revenue under the Commission.	<ul style="list-style-type: none"> • What are strategies for revenue collection, and how effective are they? • Are customers aware of revenue collection strategies used? • What other strategies can be used? • How does current legal framework affect revenue collection strategies? 	Document review Survey	June, 2021& March 2024	CSD
2.	Mineral and financial auditing systems	This intend to examine the quality of the auditing systems.	<ul style="list-style-type: none"> • What are the components of mineral auditing? • Where are the data for auditing come from? • How sampling can affect the reliability mineral auditing? • Who should be involved in the auditing and why. 	Document review Survey Laboratory Experimentation	December, 2019	MATD

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
3.	Mining CADASRE SYSTEM Performance	This intends to assess the function- ability of the SYSTEM in managing mining information.	<ul style="list-style-type: none"> • What are the system variables? • What is the efficiency of the system? • How are they integrated • What are the factors affect the function- ability of the system? • Is there a need to improve the system? 	<p>Document review</p> <p>Survey</p> <p>Running the system over different system variables</p>	2020	LITD
4.	Healthy and safety programs performance in the mines	This intends to establish the efficiency of the programs on health and safety issues in the mines.	<ul style="list-style-type: none"> • What are strategies for safety and health programs, and how effective are they? • Are stakeholders aware of radiations in the working areas and ore materials used and who regulate? • What are other hazardous materials used? • How does radiations affect the health of stakeholders? 	<p>Document review</p> <p>Survey and interview</p> <p>Characterisation of the materials from selected mines or areas with hazardous materials</p>	2021	MED

4.7 REPORTING PLAN

This is a plan that shows all reports that will be used in the execution of the strategic plan. The report plan contains both Internal and external reports.

Internal Reporting Plan

Internal Reporting Plan is plan that contains reports that are used within Mining Commission for the Commission, Management and Staff. The reporting plan is in accordance with statutory requirements or as may be required from time to time. The Reporting Plan is detailed in Table below:

Table 8: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Directorate/Unit	Executive Secretary	Weekly	Directors
2.	Internal Audit	Executive Secretary	Quarterly	Chief Internal Auditor
3.	Mineral production and sales	Executive Secretary	Weekly	RMOs

External Reporting Plan

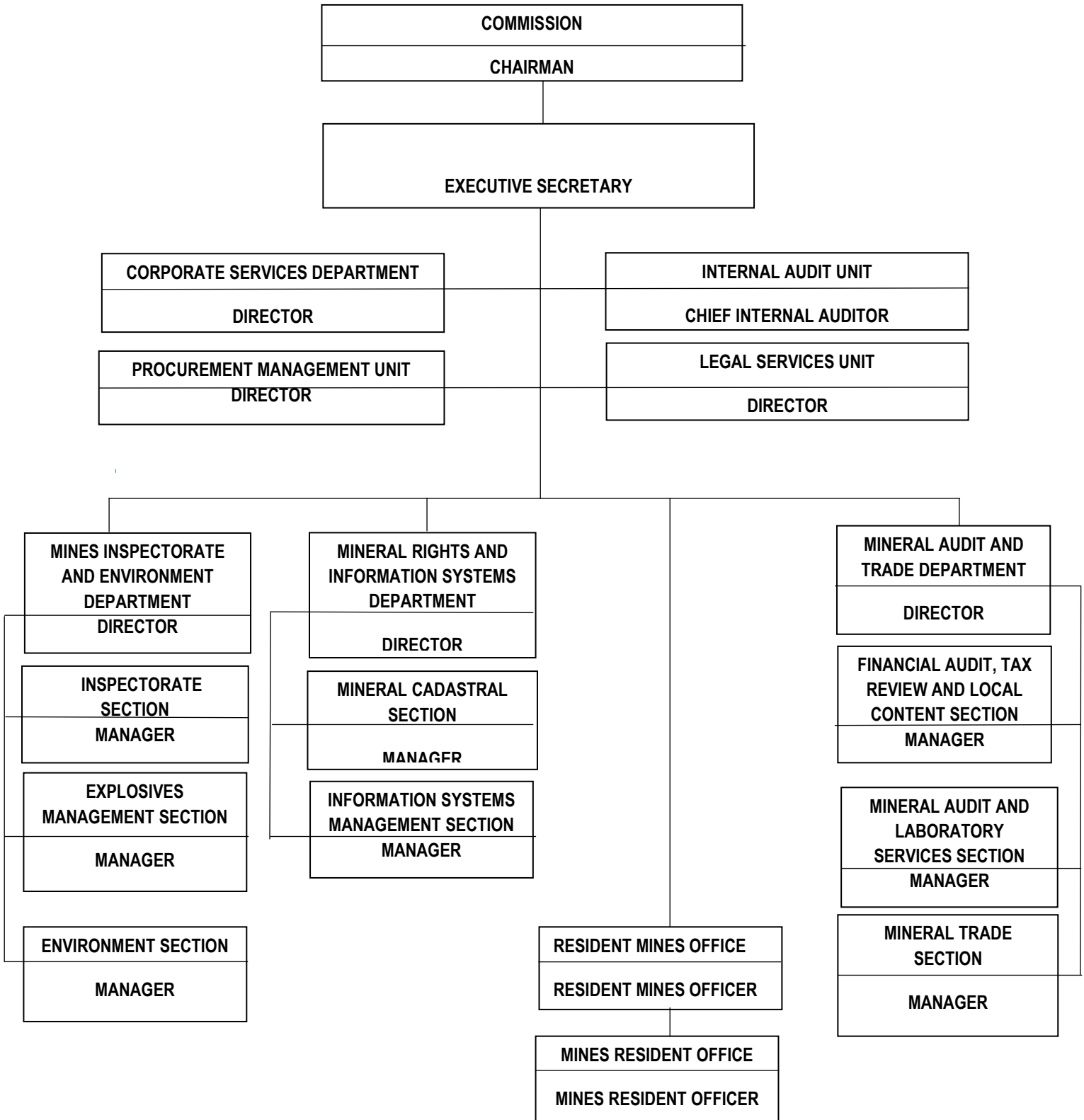
External reporting plan contains reports that are used by external entities. The reports are prepared on quarterly and annually basis. The Reporting Plan is detailed in Table 9:

Table 9: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Quarter Progress	MoM	Quarterly	Executive Secretary
2.	Annual Performance	MoM	Annually	Executive Secretary
3.	Audit Committee	MoFP	Annually	Audit Committee Chairperson
4.	Parliamentary Committee	Energy and Minerals Parliamentary Committee	Quarterly	Executive Secretary
5.	Human Resources	POPSM, PSC	Quarterly	Executive Secretary

THE APPROVED FUNCTIONS AND ORGANIZATION STRUCTURE OF THE MINING COMMISSION

(Approved by the President on 21st May, 2018)



STRATEGIC PLAN MATRIX

OBJECTIVE TYPE	Objective	Strategies	Targets	Performance Indicators	Responsible person
A.	HIV/AIDS infections reduced and support services improved	Improve HIV and AIDS awareness and provide support services	Institutional HIV and AIDS program prepared and implemented by 2024.	Level of satisfaction on supportive services.	CSD
B.	National Anti-Corruption Strategy enhanced, sustained and effectively implemented	Improve ethical conduct among staff	National Anti-Corruption Strategy and Action Plan (NACSAP) III institutionalized by June, 2024.	(i) Stakeholder perception on corruption; and (ii) Number of corruption incidences reported.	CSD
C.	Contribution of mining sector to national	Strengthen monitoring of mining	Revenue collected from mineral sectors increased from	(i) percentage change in revenue from	MATD

OBJECTIVE TYPE	Objective	Strategies	Targets	Performance Indicators	Responsible person	
	economy improved	industry	TZS 310.32 billion to TZS 700 billion by June, 2024.	mining; (ii) change in GDP contribution; (iii) percentage of Domestic expenditures; and		
			Mine Inspection Manuals developed by March, 2019.	percentage of nationals employed in the mines.	MED	
			Mineral audit manuals reviewed by January, 2019.		MATD	
			15 large and 200 medium scale mines inspected quarterly.		MED	
			15,000 small scale mines inspected annually.		MED	
			Financial auditing for 15 large scale mines conducted annually.		Percentage change in revenue from mining.	MATD

OBJECTIVE TYPE	Objective	Strategies	Targets	Performance Indicators	Responsible person
			Financial auditing for 200 medium 5,000 small scale mines and 100 elution plants audited by 2024.		MATD
			Financial auditing for 80 mineral traders conducted annually.		MATD
			Three (3) mineral laboratories established by June 2024.		MATD
			Mineral production audit to all LSM and MSM and strategic areas conducted annually.		MATD
			Mining CADASRTY INFORMATION management SYSTEM upgraded by Dec 2019.	% of active Mineral licenses.	LITD
		Improve minerals value addition.	Guidelines for mineral beneficiation and value addition prepare and	Percentage change in revenue from mining.	MATD

OBJECTIVE TYPE	Objective	Strategies	Targets	Performance Indicators	Responsible person
			implemented by March 2019.		
			Guidelines for managing elution plants prepared and implemented by June 2019.		MATD
		Strengthen compliance of legislation governing mining industry.	Healthy and safety programme for mines developed and implemented by 2021.	Level of compliance to safety, health and environmental protection standards.	MED
			15 large and 200 medium scale mines licenses verified Annually.	% of active Mineral licenses.	LITD
D.	Sustainability of mining industry improved	Strengthen environmental management in mining industry.	40,000 small scale miners educated and trained on risk management.	Level of compliance to safety, health and environmental protection standards; and	MED

OBJECTIVE TYPE	Objective	Strategies	Targets	Performance Indicators	Responsible person
			Guidelines for mine closure plan are in place by January 2019.	Level of compliance to safety, health and environmental protection standards.	MED
			15 large and 200 medium scale mines to be inspected quarterly.		MED
			30,000 small scale mines to be inspected annually.		MED
		Improve innovations in mining industry.	Research programs on recycling of mine waste developed and shared to all stake holders by 2024.		MED
		Improve holistic approach to managing mining industry.	Anti-Mineral smuggling strategy developed and implemented.		Percentage change in revenue from mining.
E.	Capacity of the Commission to deliver	Improve resource management.	Audit plan prepared and implemented annually.	Audit opinion	CIA

OBJECTIVE TYPE	Objective	Strategies	Targets	Performance Indicators	Responsible person
	its mandated functions improved		Institutional plans prepared and monitored annually.	Level of customer satisfaction.	CSD
			Resource mobilization strategy prepared and implemented.		CSD
			Financial and accounts functions undertaken by June, 2024.		CSD
			All legal matters of the Commission handled by June, 2024.		LSD
			Procurement plan prepared and implemented annually.		PMD
			Human resource development plan prepared and implemented June, 2024.		CSD
			Improve working environment.		Working facilities provided by June, 2024.

OBJECTIVE TYPE	Objective	Strategies	Targets	Performance Indicators	Responsible person
			Communication strategy prepared and implemented by June 2024.	Level of customer satisfaction.	CSD
			ICT strategy prepared and implemented by June 2019.		LITD
			All Commission Business Processes mapped and reviewed by June 2019.		CSD
			Performance management system institutionalized by Dec 2019.		CSD

