



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF WORKS
NATIONAL CONSTRUCTION COUNCIL



INTERIM STRATEGIC PLAN

2023/2024 - 2025/2026



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LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
AAT	Architects Association of Tanzania
ACCT	Association of Citizen Contractors Tanzania
ACET	Association of Consulting Engineers Tanzania
ACSS	Advisory and Consultancy Services Section
ARU	Ardhi University
AUWSA	Arusha Urban Water Supply and Sewerage Authority
B2B	Business to Business
BEE	Business Enabling Environment
CAG	Control and Auditor General
CBMS	Centralized Budget Management System
CBS	Capacity Building Section
CEO	Chief Executive Officer
CI	Construction Industry
COVID-19	Corona virus Disease – 2019
CRCICA	Cairo Regional Centre for International Commercial Arbitration
CSC	Client Service Charter
DCS	Director of Cooperate Services
DIRD	Director of Research and Development
DRS	Dispute Resolution Section
DTS	Director of Technical Services
EMA	Environment Management Act
FAS	Finance and Accounting Section
FDI	Foreign Direct Investment
FYDP	National Five-Year Development Plan
GDP	Gross Domestic Product
GEPG	Government electronic Payment Gateway

HCMIS	Human Capital Management Information System
HIAU	Head Internal Audit Unit
HICTU	Head Information and Communication Unit
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HOS	Head of Section
HOU	Head of Unit
HPMU	Head Procurement Management Unit
HPRU	Head Public Relation Unit
HRMAS	Human Resource Management and Administration Section
HRO	Human Resource Officer
IAU	Internal Audit Unit
ICoT	Institute of Construction Technology
ICT	Information and Communication Technology
IET	Institution of Engineers Tanzania
JNHPP	Julius Nyerere Hydropower Plant
KPI	Key Performance Indicator
LGAs	Local Government Authorities
LSU	Legal Services Unit
M&E	Monitoring and Evaluation
MCITU	Mass Communication and Information Technology Unit
MPs	Members of Parliament
MTEF	Medium Term Expenditure Framework
MTSPBM	Medium - Term Strategic Planning and Budgeting Manual
MUSE	Mfumo wa Uhasibu Serikalini
MW	Ministry of Works
NACSAP	National Anti-Corruption Strategy and Action Plan
NBS	National Bureau of Statistics
NCC	National Construction Council

NCD	Noncommunicable Disease
NEMC	National Environment Management Council
NeST	National e-Procurement System of Tanzania
NHPP	National Highway Performance Program
NICTBB	National ICT Broadband Backbone
NIDC	National Internet Data Centre
OPRAS	Open Performance Review and Appraisal System
PCCB	Prevention and Combating of Corruption Bureau
PESTEL	Political, Environmental, Sociological, Technological and Legal
PMES	Planning, Monitoring and Evaluation Section
PPP	Public–Private Partnership
PPPA	Poison Prevention Packaging Act
PPRA	Public Procurement Regulatory Authority
R&D	Research and Development
REA	Rural Energy Agency
RFB	Roads Fund Board
RIS	Research and Innovation Section
RUWASA	Rural Water Supply and Sanitation Agency
SDGs	Sustainable Development Goals
SECO	Senior Economist
SGR	Standard Gauge Railway
SGS	Standards and Guidelines Section
SHRO	Senior Human Resource Officer
SIDO	Small Industry Development Organisation
SME	Small and Medium Enterprises
SWOC	Strength, Weaknesses, Opportunities and Challenges
TAA	Tanzania Airports Authority
TACECA	Tanzania Civil Engineering Contractors Association
TANROADS	Tanzania National Roads Agency

TanT ²	Tanzania Transportation Technology. Transfer
TARA	Tanzania Roads Association
TARURA	Tanzania Rural and Urban Roads Agency
TBA	Tanzania Building Agency
TBS	Tanzania Bureau of Standards
TCRP	Tanzania Conservation Research Program
TDV	Tanzania Development Vision
TIQS	Tanzania Institute of Quantity Surveyors
TIRDO	Tanzania Industrial Research and Development Organization
TPA	Tanzania Ports Authority
TR	Treasurer Register
TRL/RAHCO	Tanzania Railways / Rail Assets Holding Company
TZS	Tanzanian Shillings
VCT	Voluntary Counselling and Testing

PREFACE

The National Construction Council (NCC) is a Government Institution established through Act of Parliament No. 20 of 1979 and became operational in 1981. Its establishment was prompted by the need to promote the development of the local construction industry. Since its formation, the Council has realized a number of milestones, although the construction industry is still facing new and dynamic challenges which require NCC to continuously reposition itself by reforming strategic objectives towards realization of the national development goals.

The strategic plan for the period July, 2023 – June, 2026 therefore presents us with a road map for the next three (3) years. Through this Strategic Plan, the Council aims to play an even greater role not only to advise the Government but also to formulate policies and strategy that will ensure the growth of the construction industry with an emphasize on the growth of local contractors. This plan is therefore, an embodiment of our collective promise to our stakeholders on the service delivery standards that they should expect from the NCC. The development of this Strategic Plan was participatory and consultative. Analysis of strengths, weaknesses, opportunities and threats helped to come up with key strategic issues that define the strategic focus for the next three (3) years.

The key issues identified and which will form our programmatic focus for the next three (3) years is to build capacity and stability of local constructors to participate competitively in the construction industry towards realization of national development in the construction sector. To maintain focus on the strategic issues, five (5) objectives are identified for implementation during the period 1st July 2023 to 30th June 2026. To ensure full implementation of this Strategic Plan, an appropriate monitoring and evaluation framework including reporting plan has been put in place to track progress.

May I take this opportunity to thank all those who were involved in developing this new Strategic Plan. We shall rededicate our efforts in ensuring achievement of set targets. I do look forward to seeing results arising from full implementation of the 2023/2024 - 2025/2026 Strategic Plan.

Arch. Dr. Fatma K. Mohamed
COUNCIL CHAIRPERSON.

EXECUTIVE SUMMARY

This Strategic Plan is aiming at guiding the Council to achieve its vision through implementation of set of strategies and action plans. Strategies and plans developed through identification and evaluation of internal and external factors, which could be either favorable or unfavorable for the attainment of Council's objectives. The plan was prepared based on the National Development Vision 2025, National Five Years Development Plan 2021/22 – 2025/26 (FYDP III), the Construction Industry Policy (2003), Ruling Party Election Manifesto (2020), Sustainable Development Goals (2030), Agenda 2063 – the Africa we Want, the Medium - Term Strategic Planning and Budgeting Manual 2008 (MTSPBM) and other National Policy objectives and initiatives. This Strategic Plan covers a period of three (3) years from 2023/24 – 2025/26.

The preparation of this Plan involved stakeholder's analysis, performance review and SWOC analysis which assessed Council's Strengths and Weaknesses, Opportunities and Challenges existing in the environment as well as identification of critical issues. The Plan contains the Council's Vision and Mission, Core Values, Targets, Objectives, Strategies and Key Performance Indicators (KPIs).

The Vision of the Council is **“To have a competitive and inclusive construction industry for sustainable infrastructures”**.

The Mission of the Council is **“To promote and provide strategic leadership for the development of competitive Construction Industry in Tanzania”**.

The National Construction Council will maintain the following core values while implementing its roles and functions:

- Service excellence
- Transparency
- Integrity
- Team work

- Innovation
- Professionalism
- Accountability

The Plan has been prepared to enable the council to perform its functions effectively and efficiently in six (6) areas of improvement through the following objectives:

- A.** HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced and supportive services improved;
- B.** Effective implementation of national anti-corruption strategy enhanced and sustained;
- C.** Capacity building initiatives to Construction Industry stakeholders enhanced;
- D.** Construction industry business environment improved; and
- E.** Institutional Capacity in performing its mandates and functions enhanced.

This strategic plan is divided into four (4) chapters, where first chapter presents background information of the Council while second chapter provides situation analysis of the previous Strategic Plan (2018/2019-2022/2023) and third chapter presents Strategic direction of the 2023/2024 - 2025/2026 Strategic Plan. The last chapter presents result framework, it gives information on implementation, monitoring, evaluation, plan review and reporting plan.

CHAPTER ONE

INTRODUCTION

1.1 Historical Background of the NCC

The National Construction Council was established in 1979 through Act of Parliament No. 20 and became operational on 17th August 1981 through Government Notice No. 95 of 1981. In 2007 the Act was amended through Act of Parliament No. 25 of 2007 as revised through Revised Edition CAP 162 of 2008. The establishment of the Council was a milestone geared towards the promotion of the development of the construction industry in Tanzania and indeed it reflected greater recognition of the strategic role of the industry in the development of national economy in general.

Prior to the establishment of the National Construction Council (NCC), the construction industry was afflicted by a number of problems that prompted the Government to initiate a study of the local construction industry in Tanzania in 1976. The study was aimed at identifying factors, which were contributing to the undesirable state of the industry and subsequently recommend suitable steps to arrest the situation. The study revealed several problems and shortcomings that were afflicting the development and performance of the industry. Notable amongst them were: - Lack of co-ordination within the sector and therefore, most institutions were working more or less in isolation and had only arbitrary information on what other institutions were doing; and overlap of activities and efforts, much to the misuse and wastage of scarce national economic resources, not to mention the negative effects on smooth implementation of sectoral programs.

The unplanned and uncoordinated environment surrounding the industry was found to also have a negative impact on manpower utilization and development. Similarly, supply of materials, communication, organization and efficiency in general was found to be affected too. The need for collecting and publishing sector information, coordination and planning of sector performance improvement and growth was found to be imperative. The study therefore, recommended

the establishment of a construction council to be charged with the responsibility of co-coordinating and promoting the development of the construction industry in Tanzania. The Council was equally required to spearhead the implementation of the recommendations of the Study.

1.2 The Mandate, Function and Responsibilities of NCC

1.2.1 Mandate of NCC

The Council is mandated to be a focal point for sector coordination of all institutions engaged in the construction industry activities for the purpose of ensuring consolidation, harmonization and competitive performance of the industry as depicted in Sect. 5(2) of NCC Act Cap 162 RE 2008).

1.2.2 Function of NCC

The following are the functions of NCC as stipulated in NCC Act, Cap. 162 RE2008:

- a) To promote and provide strategic leadership for the growth, development and expansion of the construction industry in Tanzania with emphasis on the development of the local capacity for socio-economic development and competitiveness in the changing global environment.
- b) To advise the government on all matters relating to the development of the construction industry and to formulate proposals and recommendations for their implementation.
- c) To provide advisory services and technical assistance to construction industry stakeholders on all matters related to the construction industry.
- d) To promote and co-ordinate quality training for persons engaged or to been gagged in the construction industry.
- e) To promote, conduct and co-ordinate research on all matters related to construction industry.
- f) To compile and maintain a list of projects and promote the documentation and dissemination of information related to the construction industry.
- g) To promote and monitor the development and implementation of standards, regulations and codes of

practices on all matters related to the construction industry.

- h) To promote the use of innovative technologies and the application of best practices in the construction industry.
- i) To promote and establish forums for enhancing industry-wide co-ordination, collaboration and discussion on matters related to the construction industry.
- j) To benchmark, monitor and evaluate the performance of the construction industry.
- k) To solicit and manage the fund for training of personnel in the construction industry.
- l) To promote quality management including provision of technical auditing services in the construction industry.
- m) To promote environmentally sustainable construction practices including health and safety aspects.
- n) To promote the export of goods and services related to the construction industry.
- o) To facilitate efficient resolution of disputes in the construction industry.

1.2.3 Responsibility of NCC

NCC is responsible for promotion and provision of strategic leadership for the growth, development and expansion of the construction industry in Tanzania with emphasis on the development of the local capacity for socio-economic development and competitiveness in the changing global environment.

1.3 Purpose of the Plan

This strategic plan covers the period of five years from 2023/24 - 2025/26. It provides a road map from which NCC will prepare its Annual Plans for that period. It is also meant to provide performance indicators against which the NCC's performance will be measured. Further, this Plan will inform stakeholders of the Council's priorities for the next five years. It sets the strategic objectives, implementation strategies, and performance goals for NCC for the period of 2023/24 - 2025/26.

The Plan also provides guidance to all departments and units of the NCC regarding to annual planning, budgeting, execution, monitoring, and evaluation and reporting of their performances. In this regard, more specifically the purpose of this strategic plan include: to improve performance in service delivery in construction sector, improve transparency and communication between management, employees and stakeholders. Furthermore, the Plan intends to increase levels of institutional, departmental, and individual accountability, while establishing priorities for efficient and effective resource allocation. In essence therefore, the Plan sets up a sense of direction and increase operational efficiency of the Council. It is a tool through which NCC will play its legally mandated role in spearheading growth, development and expansion of the construction sector in Tanzania.

1.4 Approach and Methodology

Participatory approach was used in the preparation of the NCC Strategic Plan. Generally, consensus-building through dialogue was a base for decision making in the review and preparation process. Methodologically, the strategic planning process for the NCC was carried out through participatory working sessions involving staff, head of departments and units, the management of the council, and other stakeholders. The process involved review of various relevant documents and frameworks, including the Tanzania Development Vision 2025, the Ruling Party Manifesto 2020 – 2025; the Sustainable Development Goals (SDGs), 2030, Agenda 2063 – the Africa we Want; the National Five-Year Development Plan 2021/2022 – 2025/26 (FYDP III); and the Medium - Term Strategic Planning and Budgeting Manual 2008 (MTSPBM).

Through rapid appraisal process, both primary and secondary data were collected using various methods that include: brainstorming; literature review; performance review; self-assessments; logic model; Strength, Weaknesses, Opportunities and Challenges (SWOC) analysis; Political, Environmental, Sociological, Technological and Legal (PESTEL) analysis; and stakeholder's analysis. Through those methods, data were collected, analyzed and disseminated to determine both internal and external environments where critical issues were

identified. From situation analysis the vision, mission, strategic objectives and targets to be addressed for the next five years were prepared.

1.5 Strategic Plan Layout

The strategic plan for the Council is divided into four chapters. Chapter One presents background information, the mandate, function and responsibilities of NCC, the purpose of the plan, approach and methodology. Chapter Two provide information on situation analysis that entail the performance review, SWOC and PESTEL analysis; analysis of recent initiatives; Linkage between council and national frameworks; and analysis of critical issues. Chapter Three presents the strategic direction in which the vision, mission, strategic objectives, strategies, targets and Key Performance Indicators have been presented through strategic plan matrix; and Chapter Four describe result framework, plan implementation, monitoring plan, the rapid appraisal, evaluation plan, review plan, internal and external reporting plan.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

This chapter presents the environmental appraisal for the NCC. The appraisal involved scanning of both internal and external environment scan in which the Council operated for the period of 2018/2019 - 2022/2023. The analysis concentrated on the mandate of the NCC as stipulated in the NCC Act Cap 162 RE 2008. The chapter also presents the analysis of the previous vision, mission, it further reviews the performance of the Council in terms of achievements, constraints and the way forward for each objective and targets as specified in the 2018/2019 – 2022/2023 Strategic Plan.

The external environment scan focused on national and international policy documents which are in line with the NCC mandates and functions. Political, Economic, Sociological and Technological, Environmental and Legal (PESTEL) aspects were critically analyzed as macro (external forces) factors facing the council. Besides, the chapter identifies NCC's stakeholders, services offered to them and their expectations as well as SWOC analysis. Besides, the way forwards for future improvement were identified, clustered hence critical issues to be addressed for the next five years were critically analyzed and identified.

2.2 Analysis of the Previous Vision and Mission

2.2.1 Current Vision

To be an outstanding provider of strategic leadership for the development of a competitive Tanzanian Construction Industry.

The analysis of the current vision reveals that, the vision was institutional centered rather than focusing on national expected outcomes.

2.2.2 Current Mission

To promote and provide strategic leadership for development of the construction industry in Tanzania with emphasis on the development of the local capacity and competitiveness.

The analysis of current mission reveals that emphasize should be on the construction industry competitiveness rather than local capacity only.

2.3 Performance Review

This strategic plan under review was implemented for the past five years ranging a medium-term planning horizon from 2017/2018 to 2022/2023 centred on Seven (7) strategic objectives (at outcome level) that guided the council in striving towards achieving its vision. The performance review involved an assessment through tracking the level of achievement of strategic objectives through respective targets (deliverables). The main achievement, constraints and way forward for the period ranging 2017/2018 – 2022/2023 are summarized here under:-

Objective A: Non-communicable diseases, HIV/AIDS Infections Reduced and Supportive Services Improved

The purpose of this objective was to reduce infections of HIV/AIDS pandemic and increase services offered by the Council. HIV/AIDS has adverse effect on Human health and affects current and future performance of the construction sector by lowering productivity.

Achievements

Work place interventions for HIV/AIDS prevention and support victims were prepared and implemented through awareness sessions, staff counseling and testing service provided. Training for all employees on HIV and NCD conducted. In addition, awareness sessions to the council staff on non-Communicable diseases and Hepatitis B conducted. As a result, the HIV infection rate/case at National Construction Council has remained in a stable condition and no employee declared living with HIV/AIDS.

Constraints

Insufficient fund led to low implementation of the Council HIV/AIDS Programmes at workplace. Also, self-stigma of staff infected with HIV/AIDS restricts the number of declared staff for care and support services.

Way forward

There is a need to continue sensitizing staff to undertake voluntary counseling and HIV Testing (VCT), Non -Communicable diseases and Hepatitis B and moral support to the infected staff. Furthermore, the Council is required to develop HIV/AIDS Strategy that includes extended care and support to staff living with HIV/AIDS and awareness programmes to reduce stigma and discrimination.

Objective B: Effective implementation of National Anti-Corruption Strategy and Anti-Corruption Enhanced and Sustained

The Council set this objective in order to address corruption, which is one of the critical problems affecting employee's performance as well as national development in all sectors, particularly Construction Sector as it reduces trust, accountability and quality of service delivery to the public.

Achievements

The Council conducted awareness campaigns to fight corruption and unethical behavior within the organization. It also, established a Council Integrity desk and mechanisms for handling complaints within and from the public was prepared.

Constraints

Inadequate fund for the operation of the Council Integrity desk and conducting Anti-Corruption awareness campaigns.

Way forward

To conduct awareness campaigns on Anti-corruption and unethical behaviors.

Objective C: Coordination of construction sector is enhanced to enable consolidation, harmonization and competitive performance of the construction industry

This objective was set in order to assist the Council to implement its mandate. There was a need to have appropriate and effective policies, legislations and strategies for regulating and guiding the proper implementation of programmes and its respective activities.

Achievements

The Council's Scheme of Service reviewed and in use; draft Regulations document reviewed by CI stakeholders during Stakeholder's Consultative Committee; Annual Construction Industry forum conducted; Dispute resolution efficiently facilitated; Advisory services and technical assistance to construction industry stakeholders provided and; Collaborative partnership established with ARU, NBS, TBS and SIDO.

Constraints

Inadequate financial and human resources for the implementation of planned target and activities.

Way forward

Strengthen financial base for promoting internal sources of fund and strengthen collaboration with stakeholders.

Objective D: Capacity building of local contractors and consultants enhanced to enable adequate participation in work opportunities

The Council set this objective increase provision of Quality and sustainable training of CI personnel; establishing Business to Business (B2B) linkages; Publishing CI annual performance report and; establishing programme for improve performance of informal construction sector.

Achievements

The Council managed to conduct course sessions and developed tailor made courses which aim to increase knowledge regarding construction contract management and conduct and practice of arbitration and; Formal arrangement with Tanzania Association of Informal Construction Workers (TAICO) has been established.

Constraints

Inadequate financial and in house skills for the implementation of planned target and activities.

Way forward

Strengthen financial base for promoting internal sources of fund, strengthen in-house capacity development and strengthen collaboration with stakeholders.

Objective E: Capacity building of Clients enhanced to enable improved sector performance

The Council set this objective in order to provide supportive arrangement for sustainable training to clients and; reviewing CI Policy.

Achievements

The Council managed to carry out knowledge and skill gap analysis to TARURA, and RUWASA staff. Also, NCC prepared CI performance report for the period of 2016 to 2000.

Constraints

Inadequate financial and in house skills for the implementation of planned target and activities.

Way forward

Strengthen financial base for promoting internal sources of fund, strengthen in-house capacity development and strengthen collaboration with stakeholders.

Objective F: Research in the construction industry is promoted and effectively coordinated

The Council set this objective for the purpose of increase innovation and adaptation of new technology in CI. Conducting research and participating in research and development forums locally and internationally envisioned accelerating innovation and adaptation of new technology.

Achievements

The Council's earmark the establishment of Information, Research and Innovation department in the proposed Organization Structure; Innovative technology on the use of mega panels in construction and the use of timber to construct high rise buildings introduced.

Constraints

Inadequate financial and in house skills for the implementation of planned target and activities.

Way forward

Strengthen financial base for promoting internal sources of fund, strengthen in-house capacity development and strengthen collaboration with stakeholders.

Objective G. Institutional capacity of NCC is enhanced to enable effective performance of its functions

This objective was formulated for enhancing conducive working environment, increase Council revenues, improve performance and service delivery. The Council experienced inadequate skilled workforce and working facilities, insufficient funds to build capacity of local professionals and low level of employees' motivation. The Council employed various strategies to address the mentioned challenges.

Achievements

The draft Financial and Staff Regulations and draft Incentive Scheme was developed and submitted to President Office Public Service Management (UTUMISHI) for approval. These tools developed for improvement of working environment and reduced staff complaints, so

as to improve performance. In addition, the Council initiated amendment of NCC Act (Cap 162 Re 2008), the amended act is at the Ministry level for ownership and further actions. The Council is also prepared a draft Organization Structure and submitted to PIC and comments were provided for improvement. All these efforts intend to increase institutional performance and improving service delivery. Internal audit plans, monitoring and evaluation of projects were implemented as planned. Further, the Council's Plans and Budget Proposals were prepared; Asset Verification and Valuation were conducted annually as planned. Also, the Procurement Plan and Training Development Plan were developed and are implemented annually. Furthermore, Council Staff were facilitated to perform their duties as a result the performance of the Council improved.

Constraints

The Council faced the following constraints: Inadequate human resources to achieve the planned target, there are 32 out of 82 employees required; Absence of improved Act, Incentive Scheme, and Financial and Staff Regulation, all these restrict employee growth and provision of appropriate remunerations; and Inadequate funds for implementation of Council's functions.

Way forward

The following have been identified as way forward: Strengthen financial base for promoting Internal generated funds; Promote conducive working environment to staff; Strengthen collaboration with other stakeholders for timely approval of Act, Incentive schemes, Organization Structure, and Financial and Staff Regulations; Strengthen Performance Appraisal System; and Strengthen Human resource plans and management.

2.4 Stakeholders Analysis

The NCC interacts with diverse stakeholders in executing its mandate, roles and functions. It is therefore crucial when developing any corporate plans to consider stakeholders' analysis.

Stakeholders' analysis for the Council involved the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success of the rolling strategic plan (either as implementers, facilitators, beneficiaries or adversaries). A basic premise behind stakeholders' analysis was that different groups have different concerns, capacities, expectations and interests that NCC is striving to meet. Stakeholders Analysis for the Council is summarized in **table 2.1**.

Table 2.1: Stakeholders Analysis

No.	Name of stakeholder	Service Offered to Stakeholder	Expectations of Stakeholder
1.	General Public	<ul style="list-style-type: none"> • Provide technical advice and guidelines on CI activities; • Provide technical information and awareness creation on CI procedures, services and products. • Dispute resolution • promoting initiatives for the growth, development and expansion of the construction industry 	<ul style="list-style-type: none"> • To be provided with high-quality services in construction sector. • Positive response from public. • Quality product and services at reasonable cost • General advisory services • Information and Guidelines concerning CI
2.	Manufacturers and suppliers of construction materials	<ul style="list-style-type: none"> • Technical Advice • Promotion of services and products. 	<ul style="list-style-type: none"> • A fair business environment with predictable demand. • Provide advice to CI stakeholders on appropriate use of building materials to meet required specifications • Knowledge on available new technologies and standards
3.	Mass media	Provision of relevant information on about NCC; Provision of relevant information about the Construction Industry.	<ul style="list-style-type: none"> • Timely delivery of information • Transparency in Service delivery • Responsible information sharing.
4.	Tanzania Bureau of Standards (TBS)	<ul style="list-style-type: none"> • Participation in Establishment of, Standards • Feedback on the implementation of established Standards 	<ul style="list-style-type: none"> • Technical advice during formulation and enforcement of Standards • Feedback implementation of established Standards.

No.	Name of stakeholder	Service Offered to Stakeholder	Expectations of Stakeholder
5.	Investors in construction sector	<ul style="list-style-type: none"> • Technical advice in terms of information and guidelines • Dispute resolution • Forums for promotion of investments • promote creation of conducive working environment. 	<ul style="list-style-type: none"> • Accurate Information and useful guidelines • Forums for promoting investments • Conducive environment for doing business. • Competent institutions and service providers
6.	National Bureau of Statistics	Technical advice related to construction industry statistics.	<ul style="list-style-type: none"> • Collaboration in provision of CI information and provision of technical input
7.	Treasury Registrar	<ul style="list-style-type: none"> • Provision of NCC reports (performance reports, financial report, corporate and annual plans, management manuals, organization structure, Salary structure, scheme of services, training programs and incentive schemes and circular). • Consultation on performance improvement 	<ul style="list-style-type: none"> • Good and progressive improvement of overall performance. • Diligence in public Expenditure. • Adherence to Public Legislations, Circulars and Guidelines. • Timely provision of feedback, performance reports and other institutional reports. • Contribute to consolidation funds
8.	Parliament Committees	<ul style="list-style-type: none"> • Provide performance reports for NCC functions, annual plans and budgets • Request for Budget approval; • Request for changes in legal framework. 	<ul style="list-style-type: none"> • Progress achieved as per targets. • Value for Money on use of public funds. • Quick response to raised questions. • Positive contribution to the national development plans.
9.	Members of Parliaments (MPs)	<ul style="list-style-type: none"> • Provision of information on construction sector. • Provision of Parliamentary reports on the Ministry performance. 	<ul style="list-style-type: none"> • Good performance and Accountability in all activities pertaining to the mandate of the council. • Timely, relevant and adequate information. • Effective implementation of National and Sector policies.
10.	Public Agencies, Authorities,	<ul style="list-style-type: none"> • Strategic leadership in CI development • Promote and coordinate 	<ul style="list-style-type: none"> • Maximum collaboration. • Adherence to standards.

No.	Name of stakeholder	Service Offered to Stakeholder	Expectations of Stakeholder
	institutions and LGAs (TANROADS, TARURA, TAA, LGAs, TPA, TRL/RAHCO, RFB, TANESCO, REA, TBA and Pension Funds	<ul style="list-style-type: none"> formulation of construction Regulations, Codes, Standards and Specifications. Coordinate implementation of Construction Industry Policy Technical advice in terms of information and guidelines; Collaborative participation in industry events Harmonization and consolidation of industry efforts Undertaking relevant industry researches Technical audits; Advisory services; Consultancy Services Construction dispute resolution Capacity Building Provision of information and data for construction industry (e.g. cost indices, construction cost per square meter) 	<ul style="list-style-type: none"> Dissemination and adaptation of research findings. Improvements in projects implementation (quality service; timely payment made; proper accountability and responsibility; adherence to standard; reduction in cost; controlled environmental pollution; transparency enhanced). Enhanced capacity of technical personnel and enhanced skills discharged. Reduced construction disputes.
11.	Universities and Technical Colleges	<ul style="list-style-type: none"> Industrial training Feedback on the quality of products (graduates/curricula) Consultancy service Collaborative research 	<ul style="list-style-type: none"> Professional skills and experience enhanced. Availability of reliable data/information. Timely feedback of the graduates/curricula. Provided with the consultancy opportunities
12.	Construction industry associations (CATA, IET, ACET, TACECA, AAT, TIQS, TARA, ACCT)	<ul style="list-style-type: none"> Strategic leadership in industry development initiatives Capacity Building. Coordinating construction industry development. Provision of construction industry related information. 	<ul style="list-style-type: none"> Strategic leadership in industry development initiatives Supportive legislation and policies. Streamlined working environment; Preferential treatments. Promotion of services and products offered by associations

No.	Name of stakeholder	Service Offered to Stakeholder	Expectations of Stakeholder
			<ul style="list-style-type: none"> • Harmonization and consolidation of industry efforts, standards, guidelines and regulations • Collaborative participation in their events/initiatives
13.	Consultants and Contractors	<ul style="list-style-type: none"> • Capacity Building • Coordinating construction industry development • Provision of construction industry related information • Consultancy service • Dispute resolution • Advisory services 	<ul style="list-style-type: none"> • Improved capacity and competitiveness of public procurement entities; • Fair procurement system and procedures; • Favorable conducive working environment • Increased work opportunities; • Reduced construction disputes • Timely quality information • Preferences • Reduced cost of doing business • Streamlined legal and institutional arrangements • Efficient dispute resolution • Implementation of construction industry policy
14.	National Environmental Management Council (NEMC)	<ul style="list-style-type: none"> • Promotion of environmentally sustainable practices. • Technical advisory services 	<ul style="list-style-type: none"> • Promotion of environmentally sustainable practices. • Technical advisory services
15.	Prevention and Combating Corruption Bureau (PCCB)	Collaboration in dealing with corruption in the CI (provision of information and technical advices).	<ul style="list-style-type: none"> • Timely provision of information and technical advices • Technical Advisory Services including Technical Audits • Collaborative participation in anti-corruption initiatives Ethical and prudent governance
16.	Development Partners	<ul style="list-style-type: none"> • Provide Development Partners with policies, guidelines, standards and specifications; 	<ul style="list-style-type: none"> • Cooperation from CI personnel and actors; • Value for money • Effective use of standards

No.	Name of stakeholder	Service Offered to Stakeholder	Expectations of Stakeholder
		<ul style="list-style-type: none"> • Provide CI information data • Collaborative partnership • Provide progress report on project sponsored. 	and specifications; <ul style="list-style-type: none"> • Fulfillment of agreed commitments • Increased transparency in construction projects
17.	Governing Council	<ul style="list-style-type: none"> • Secretariat to the Governing Council 	<ul style="list-style-type: none"> • Arrange timely statutory and emergency Board meetings; • Prepare timely and quality progress reports • Timely submission of planned budget • Preparations of council papers • Proper use of NCC resource
18.	NCC employees	<ul style="list-style-type: none"> • Working environment. • Policies, Laws, Regulations and Guidelines. • Resources allocation. 	<ul style="list-style-type: none"> • Conducive working environment; • Transparent information; • Clear policies, laws, regulation and Guidelines; • Fair allocation of resources; and • Treated with respect, fairness and courtesy.

2.5 Strength, Weaknesses, Opportunities and Challenges (SWOC) Analysis

In promoting development of construction industry, the Council shall efficiently utilize its internal strength and external opportunities to address the existing internal weaknesses and external challenges in construction sector. Through participatory process numerous strengths, weaknesses, opportunities and challenges were identified. The result for the SWOC analysis is summarized below.

2.5.1 Strengths

- i. The Existence of good policies, acts and regulations like National Construction Council Act, Cap 162 RE 2008, Construction Industry Policy (2003), which sets the policy and legal framework for implementation of CI services.

- ii. The NCC Governing Council has adequate representation from key stakeholders of the construction industry.
- iii. Property ownership: (a) Plot No. 19B Central Business Park Dodoma, (b) Seven (7) residential houses located in Dar es Salaam (6 in Mbezi Beach area, and 1 at Migombani Street) and (c) ownership of 8.25% of Samora Tower (commercial building) of which; 387m² office space; 822m²apartments (six apartments); 53m²commercial space; and 6 parking lots.
- iv. Existence of competent and qualified leaders and professional staff who are dedicated to implement institution's Mandate;
- v. NCC have legal mandate with exclusive power to advise the government, provide leadership in the construction industry development
- vi. Availability of council's resources (human capital, Systems, capital assets, patents, sources of funds) for execution of its functions;
- vii. NCC having extensive and exclusive experience in dispute resolution, technical audit, capacity building and development of technical guidelines.
- viii. NCC is involved in all major initiatives of the industry and most of the time is given the leadership roles;
- ix. NCC is identified as the secretariat of Steering Committee for the implementation of the Construction Industry Policy, 2003;
- x. NCC has the legal power to collect any information regarding construction industry performance in Tanzania;
- xi. Existence of Worker's Council, Management and Departmental meetings as a means of participative institutional management.

2.5.2 Weaknesses

- i. Lack of NCC Regulation for proper implementation of the NCC Act, Cap 162 RE 2008;
- ii. Inadequate human resources in terms of number and skills to implement NCC mandates and functions;
- iii. Inadequate training and human resource development initiatives;
- iv. Prevalence of high employee turnover;

- v. In adequate working facilities and office space in Dodoma to accommodate all NCC functions.
- vi. Lack of some good governance policies (Organization Structure, Staff Regulations, Communication Strategy and Customer Service Charter);
- vii. Lack of sustainable and adequate sources of funds.
- viii. Some key management positions have not been filled;
- ix. Prevalence of manual systems and procedure resulting from inadequate use of ICT in internal processes;
- x. Untimely review of standards, specifications, and technical manuals that affects the implementation of projects in accordance with modern technologies;
- xi. Inadequate performance of NCC's legal mandate and functions; and
- xii. Inadequate public awareness of NCC's functions and mandates.

2.5.3 Opportunities

- i. Government commitment to implementation of National Strategic projects in Water, Railway and Highways, Hydro-electric power plants, Marine ports, and Airports;
- ii. Need to build the capacity of local contractors and consultants to take up major construction works;
- iii. Need for leadership to coordinate, consolidate and harmonize stakeholders' efforts into sustained deliberate construction industry development programs;
- iv. Increased use of ICT and other innovative technologies to improve productivity and efficiency in construction industry worldwide;
- v. Increased need for accurate and extensive data and information for decision making in construction projects;
- vi. Existence of established regulatory framework and institutions in the construction industry;
- vii. Existence of well-established trade and professional associations in construction industry (IET, CATA, TIQS, AAT, etc.);

- viii. The Government's commitment to enhance transparency, accountability and good governance through good leadership;
- ix. Existence of training institutions and technical forums that enhance appropriate technology transfer, knowledge sharing and capacity building;
- x. Existence of Development Vision 2025, National Five Years Development Plan III (FYDP III) and Long-Term Perspective Plan that guide in prioritization of program;
- xi. Existence of decision support systems such as Centralized Budget Management System (CBMS), National Electronic Procurement System (NeST); Human Resources management systems for example; Human Capital Management Information System (HCMIS, Open Performance Review and Appraisal Systems (OPRAS); and Government Electronic Payment Gateway (GePG), MUSE (Mfumo wa Ulipaji Serikalini) which helps in making informed decisions efficiently and cost effectively;
- xii. Good relationship and mutual trust with Development Partners who support the implementation of Works programs;
- xiii. Presence of Policies and Acts supporting the development of construction industry, these include those concerning Public Private Partnerships, Public Procurement, environment development, economic empowerment, trade and industrialization, human settlement development, transportation, taxation, Environmental Management and economic and financial management;
- xiv. Availability of relevant advanced technologies in the market that can be applied to improve service deliverance in the sector; and
- xv. Availability of international, regional and local professional forums, which gives knowledge sharing;
- xvi. Accredited academic and training institutions namely Institute of Construction Technology (ICoT) and universities which lead to production of construction industry professional and recognized technocrats who can be absorbed by the industry;
- xvii. Existence of Sector Standard Specifications; Technical Manuals; Guidelines and Codes of Conduct;

- xviii. The Existence of good policies, acts and regulations in CI like National Road Safety Policy (2009), Engineers Registration Act No. 15 of 1997, Architects and Quantity Surveyors (Registration) Act No. 4 of 2010 and Contractors Registration Act No. 17 of 1997, which assist in smooth operation of CI.
- xix. Existence of capacity building to local contractors and local professionals in order to increase local participation in the construction industry;
- xx. Existence of guideline and designated personnel to enhance women's participation in road works;
- xxi. Existence of Technology Transfer Centers (TanT² and TIRDO) which assist in appropriate technology transfer among stakeholders in construction sector;
- xxii. The Existence of modern software/ hardware and equipment in Agencies under the Ministry, which enhanced efficiency and effective service delivery; and
- xxiii. The Existence of good governance that enhance transparency and trust among stakeholders.

2.5.4 Challenges

- i. Limited financial resources from Government Budget especially on development activities, which affects the implementation of NCC programs and functions;
- ii. Less attractive NCC Scheme of Service, salary structure and Incentive scheme.
- iii. Rapid technological advancement, which demand to acquire more modern equipment and new skills;
- iv. Inadequate capacity of local contractors and consultants to undertake major construction works;
- v. Limited capability and reluctance of Private Sector for Public Private Partnership (PPP) arrangements;
- vi. Lack of Building Act, Building Codes and Specifications for Government buildings and furniture which is the primary legislation governing the building industry; and
- vii. Fragmented construction industry coupled with inadequate willingness to harmonize and consolidate industry development efforts;

2.6 PESTEL Analysis

The analysis of Political, Economic, Social, Technological, and Environmental and Legal (PESTEL) analysis is based on the scrutiny of the macro-aspects that have an impact either negatively or positively to the NCC's strategic plan and that need to be monitored.

2.6.1 Political Aspect

The Tanzania political environment remained stable which fosters smooth implementation of socio-economic policies, legislations, regulations and frameworks that foster construction sector among other thing. The council intends to benefit from the measures undertaken by the government such as strengthening international relationship, maintaining peace and security among regional member states, trim down bureaucracy, increase combat against corruption hence promoting economic development that shall stimulate construction sector development in the country.

2.6.2 Economic Aspect

Tanzania has, over the past period, continued to register tremendous economic growth of Gross Domestic Product (GDP) together with a stable macro-economic environment. Over the previous years, annual GDP growth was maintained at an average of 6 to 7 percent, peaking at an average rate of 6.9 percent between 2016 and 2019. The country has been able to qualify as a lower middle-income country as of July 2020. However, the annual GDP growth rates are still lower than TDV 2025 targeted rate of more than 8 percent per annum, which was considered necessary to eradicate absolute poverty and for realizing the motivated objectives of the vision. However, the world is facing an economic crisis due to the COVID-19 pandemic in which Tanzania is included. COVID-19 affected Tanzania's economy where the country witnessed a GDP decline from 6 to 5.9 percent; however, the economic trend still provides a bright future for the NCC in executing its function. The plan will enforce prudent economic strategies for sustainable growth of construction sector by taking into consideration all strategic risks and their mitigation measures.

2.6.3 Social Aspect

The country retains strong national unity with an engaged civil society and nascent private sector. Such stability contributes enormously to the Government's ability to focus on national development issues, including health, clean and safe water, housing and education. By 2022, Mainland Tanzania's population is estimated at 59.5 million. Tanzania, therefore, needs to invest substantially in order to adequately provide these social services. The cost of provision of these social services for the foreseeable future is significant. Assuming the average population growth rate remains constant the provision of these services will have to cater for additional citizens as seen in the population growth estimates.

2.6.4 Technological Aspect

Rapid developments in Information and Communication Technologies (ICTs) in recent years have resulted in significant changes in communication. This in turn had an impact on construction industrial development that influences the construction sector. Additionally, the government is undertaking various digital revolution initiatives, including the National Internet Data Centre (NIDC), National ICT Broadband Backbone (NICTBB), National ICT Policy (2016) and its implementation strategy, e- Government Operationalization and National Cyber Security Strategy 2016. The NCC will take advantage of those initiatives to oversee proper use of technology to improve construction sector in services delivery.

2.6.5 Environmental Aspect

The sustainable development of any country depends on the environment and endowed natural resources as a national asset. Tanzania is blessed with valuable environmental resources (arable land, forests, marine and freshwater sources, wetlands, wildlife, mountains, natural gas and minerals) which contributes to more than 70% of the livelihoods of the majority of the people and the national Gross Domestic Product (GDP). The construction sector is one of the largest exploiters of resources, with half of them being non-renewable. According to the World Watch Institute, the industry consumes 40% of the world's usage in raw stones, gravel and sand and 25% of its virgin

wood per year. The government of Tanzania continues to strengthen governance systems for environmental protection and sustainable natural resource use for benefit of present and future generations. The environment management in Tanzania is mandated by Vice President's Office-Minister for Environment, the National Environment Management Council, Local Government Authorities, and Environmental inspectors. Moreover, the existence of environmental policies and legislations provide guidance for environmental management in the country. The sustainable management of environmental resources in this plan will consider implementing the key intervention areas aimed at promoting sustainable use of environmental resources in construction sector. The main objective of the environmental management is to prevent and/ or reduce environmental degradation, mitigating and adapting to climate change that have a direct link with the development of construction sector in the country.

2.6.6 Legal Aspect

The existence of prudent legal and regulatory frameworks that governs the construction industry and the country in general, contributes to smooth implementations the council mandates, roles and function. The NCC will continue using legal and regulatory frameworks in implementation of policies, plans and strategies in construction sector.

2.7 Review of Relevant Information

The review of relevant information entails the assessment of the external environment which the NCC is operating under. The review of relevant information focused on the integration of relevant national and international policies, plans, and conventions that include: the Tanzania National Development Vision (2025), National Five-Year Development Plan (FYDP III) 2021/22-2025/2026, the Ruling Party Manifesto 2020–2025, Sustainable Development Goals (SDGs), construction industry policy (2003), National Environment Policy (1997), National Anti-Corruption Strategy and Action Plan Phase III of 2017-2022, Small and Medium Enterprise Development Policy 2002, and the Blue print for Regulatory Reforms to Improve the Business Environment (2018).

2.7.1 The Tanzania National Development Vision (2025)

Tanzania's development aspirations are outlined in the Tanzania Development Vision 2025 (TDV 2025) which was developed in the late 1990s to guide economic and social development efforts up to the year 2025. It is envisioned that Tanzania will graduate from a least developed country to a middle-income country by the year 2025 with high level of human development. A solid foundation for competitive and dynamic economy with high productivity will have been laid. Consistency with this vision, Tanzania should be a nation imbued with five main attributes which is: High quality livelihood; Peace, stability and unity; Good governance and rule of law; A well-educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits. A strong competitive economy is expected to have an adequate level of physical infrastructure needed to cope with the requirements in all sectors. Investment in infrastructures must be accorded the highest priority and be spearheaded by the government. This must also involve the private sector and communities in generally. In particular, the development of the road network is absolutely essential for promoting rural development while, investment in water, energy and other infrastructures such as railways, marine ports and airports is central to the stimulation of local and foreign investment and for creating wealth and employment opportunities.

2.7.2 National Five-Year Development Plan (FYDP III) 2021/22-2025/2026

The Third National Development Plan is the last plan in implementation of the 15 years Long Term Perspective Plan which was specifically designed to implement the National Development Vision 2025. The main theme of the National Five-Year Development Plan 2021/22 – 2025/26 (FYDP III) is realizing competitiveness and industrialisation for human development. The NCC will implement the plan by contributing on interventions regarding to Construction Sector focusing on enhancing skills development; training and capacity building programmes for local professionals (Contractors, Engineers, Architect and Quantity Surveyors); employment creation (Gender Equality and Women Economic Empowerment); improvement of hard infrastructures; promoting private Sector and non-state Actors'

participation in Economic development (local content and local economic development).

2.7.3 The Ruling Party Manifesto 2020-2025

The Ruling Party Manifesto 2020 – 2025 intends to promote the social economic development of the people in the country. Among other things, it has put emphasis on the quality construction infrastructure in works and transport sectors. **Section 51b (ii & iii) and 55b (ii)** of the manifesto to emphasize on consideration of labour based technology, increase local contractor's participation in major projects; **section 54f** address the need for improving quality of government buildings and furniture; **section 55b (viii)** put emphasize on establishment of consultants and contractor's database; and **section 55b (ix)** it focus in investing in technology aiming in reducing cost for building materials and quality assurance. This strategic plan has mainstreamed all ruling party manifesto interventions specifically in promoting construction industry.

2.7.4 Sustainable Development Goals (SDGs)

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart there are 17 Sustainable Development Goals (SDGs), also known as the Global Goals which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth, while tackling climate change and working to preserve our oceans and forests.

The National Construction Council (NCC) has been contributing to **Sustainable Development Goal 8**, which aims at promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all by 2030. **Section 8.5** targets to achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value by 2030. Similarly, NCC has been

contributing to **Sustainable Development Goal 9**, which aims at building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation by 2030. **Section 9.5** targets to Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending as well **Section 9.b** targets to Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.

2.7.5 Construction Industry Policy (2003)

The vision of the Construction Industry Policy (2003) is to have dynamic, efficient and competitive local construction industry that is able to undertake construction projects of any magnitude and participate effectively in providing its services in the regional and global market place. Among others, the Policy aims at improving the capacity and competitiveness of the local construction enterprises (contractors, consultants and informal sector). Likewise, improving the capacity and performance of the public sector and private sector clients so as to ensure efficient, transparent and effective implementation and management of construction projects. Also, the policy aims to promote application of cost effective and innovative technologies and practice to support co-economic development activities such as road works, water supply, sanitation, shelter delivery and income generation activities. Further, the Policy intends to enhance participation in regional and international co-operation arrangement for the purpose of promoting the capacity and competitiveness of the industry and developing markets for export of its services and products.

2.7.6 National Environment Policy (1997)

The policy seeks to provide the framework for making fundamental changes that are needed to bring environmental considerations into the mainstreaming of decision making in Tanzania. The policy provides for sectoral and cross-sectoral policy analysis in order to achieve

compatibility among sectors and interest groups and exploit synergies among them. In this regards the policy calls for internalization of environmental considerations in sectoral policies and programmes to achieve sustainable development.

2.7.7 National Anti-Corruption Strategy and Action Plan Phase III of 2017-2022

This is a cross-cutting initiative to spearhead the fight against corruption in Tanzania. The overall objective of NACSAP III is to ensure that corruption in the country is reduced with focus to the strategic sectors prone to corruption. The National Construction Council as one of Public Institutions is implementing NACSAP III Action Plan that address critical governance issues including corruption and maladministration. In order to support the government initiatives in combating corruption, the NCC has adhere to mitigate corruption allegations in construction sector.

2.7.8 Small and Medium Enterprise Development Policy 2002

In Tanzania, the Small Medium Enterprise (SME) sector has been recognized as a significant sector in employment creation, income generation, poverty alleviation, and as a base for industrial development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force, and has the greatest potential for further employment generation.

Moreover, the Sustainable Industry Development Policy (SIDP) does address the aspect of small industries but as a matter of fact, the SME sector covers more economic activities than manufacturing alone. As such strategies and programmes identified by SIDP have a lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining, and services. This requires an all-embracing policy in terms of covering the whole range of economic activities being performed by SME broad spectrum sector perspective. The policy aims at revolutionizing the SME sector to make it a sustainable agent of stimulation of growth of the economy. The Council has the role of coming up with strategic options for using the available opportunities to enhance the capacity of SMEs in construction sector in the country.

2.7.9 Blue print for Regulatory Reforms to Improve the Business Environment (2018)

This Blueprint provides a guide to achieving the industrialization dream of creating, in the shortest period possible, the required business-enabling environment where the government and the private sector work hand in hand in realizing the dream. It seeks to put in place a framework that enables the review of BEE for an improved business climate in Tanzania. The Blueprint comprehensively analyses the existing regulatory challenges taking into account best practices internationally and proposes robust principles and guidelines for reforms. It articulates clearly general and specific areas for reform and ways of implementing them with necessary adjustments to suit local conditions pertaining to the country. It sets out benchmark for undertaking a holistic approach to overcoming the challenges and constraints affecting policy, regulations, delivery, and coordination, which retard the growth of the private sector. The Blue print also proposes a robust M&E framework in order to keep track of the progress in implementation at national and sub-national levels. NCC through interacting with the business community in construction sector has the role to effectively implement the reforms presented in this Blueprint particularly through harmonization and consolidation of regulatory and promotion activities of the construction sector in the country.

2.8 International Experience/ Best Practice

The National Construction Industry Council (NCIC) of Malawi managed to become 3rd African country to have accredited infrastructure monitoring platform, after Ghana and Uganda. This does not come by default since the national developed Information Platform for Public Infrastructure (IPP) which facilitates the promotion of transparency and accountability in Public Infrastructure projects. Also, the International Code Council (I-Code) which is the most trusted global source of model codes and standards and building safety solutions that include product evaluation, accreditation, technology, training, and certification. The Council's codes, standards, and solutions are used to ensure safe, affordable, and sustainable communities and buildings worldwide.

Experiencing from the above institutions and with decade of knowledge and experience on usefulness of code development process to create safe, sustainable and affordable communities and a level playing field for builders, developers and manufacturers. NCC earmarked the necessity of providing the codes and standards for sustainable development of Construction Industry and developing reliable system for collection and dissemination of important construction industry data and information.

2.9 Analysis of Recent Initiatives

The analysis of recent initiatives for NCC involved examining issues that occurred during the implementation of the 2016/17 – 2021/22 strategic plan which were not planned for. Most of the issues originated from Government directives and programs with special funding in construction sector. It also explicates the immediate steps taken by the council to address emerging challenges that occurred during the implementation of the 2016/17-2021/22 strategic plan.

During strategic plan 2016/17 – 2021/22 there were implementation of two recent initiatives. The first initiative was adaption of e-governments system where a number of achievements was obtained including the use of GePG, MUSE in financial management, Plan Rep, TANePS, HCMIS, e-office management system and Accepting emails as official documents. However, there were inadequate ICT equipments due to financial constraints.

The second initiative was construction of strategic infrastructures including projects in Railway (SGR) projects, Hydroelectric (NHPP) project, Bridges (Kigongo -Busisi, Tanzanite, new Wami) projects, Irrigations (Mkombozi, Eyasi and Nyida dam) Schemes, Airports (Msalato) project, water supply (Kidunda Dam, AUWSA water and sanitation) projects; and Road Networks. The achievements of this initiative includes reliable coordinator of dispute resolution, reliable provision of technical audit services, provision of monthly price indices and fluctuation formula indices, development of Unit Rates for road projects, capacity building in contract management and alternative dispute resolution. The constraints under this initiative include;

inadequate human resource and insufficient financial resources as a result limit performance of NCC functions. Also existing legal and regulatory framework does not stipulate NCC mandate in the mentioned projects.

3.0 Analysis of Critical Issues

From the situation analysis, the NCC has analyzed critical issues. These are the most important issues which need to be addressed, safeguarded, sustained, maintained, and enhanced in order to realize a provision of quality services to the community for sustainable development. From the situation analysis, the following critical issues were identified as listed below.

- i) Enhance strategic leadership role in development and growth of construction industry;
- ii) Spearhead development of streamlined institutional framework for CI in the country;
- iii) Spearhead formulation of appropriate industry guidelines, specifications, codes and standards.
- iv) Enhance implementation of construction industry policy steering committee responsibilities;
- v) Enhance collaboration with construction industry stakeholders in Implementing industry development initiatives
- vi) Enhance capacity building programs to stakeholders (contractors, consultants, personnel and public project implementers);
- vii) Establish Regional and International collaborations;
- viii) Enhance systems and procedures for collection and dissemination of important construction industry data and information;
- ix) Spearhead establishment of initiatives for promotion of innovative technologies;
- x) Establish approved all required governance policies (staff regulations, organization structure, Customer Service Charter, Incentive Scheme, etc.)
- xi) Recruit, train, motivate and retain required human resources in skills and numbers;

- xii) Enhance public awareness on NCC mandates, functions and services;
- xiii) Enhance resource mobilization initiatives to generate adequate sustainable funds for implementation of NCC mandates and functions;
- xiv) Enhance investment and application of ICT in all NCC operations;
- xv) Enhance procedures to ensure adequate implementation of Strategic Plan coupled with implementation of Risk Management Framework;

CHAPTER THREE

THE PLAN

3.1 Introduction

This chapter emphasizes on the strategic direction of the Council which focuses on the Vision, Mission, Core values, Key Result Areas and their corresponding goals, strategic objectives and strategies. The NCC Vision and Mission statements are based on the mandate, functions, expectations and aspirations of internal and external stakeholders of the Council.

3.2 Vision

A competitive and inclusive construction industry for sustainable infrastructures in Tanzania

3.3 Mission

To promote and provide outstanding strategic leadership for the development of competitive Construction Industry in Tanzania

3.4 Core Values

In pursuits of its Mission, Vision and discharging its functions, NCC is guided by the following values:-

- i. **Service excellence:** Strive to be successful in providing strategic leadership for the growth of construction industry with emphasis on development of the local capacity.
- ii. **Transparency:** Ensures that the Council serves parallel to the government laws, rules and regulations, and provide clear reports to the government ministries and construction industry stakeholders at large.
- iii. **Integrity:** Ensuring that construction outputs are produce in line with high standards enhanced by transparency, quality control and value for money.
- iv. **Team work:** Working as a team while cheering each other so as to attain optimal Council objectives planned for the growth of Construction Industry.

- v. **Innovation:** Striving to embrace new technologies and innovative ways in order to contribute and deliver creative solutions and output that will be highly beneficial for developing local capacity.
- vi. **Professionalism:** Ensuring skills, knowledge, competences, quality, altitude and good conduct towards demonstrating responsibility in dealing with customers and stakeholders for the development of construction industry.
- vii. **Accountability:** Council management with respected staff are fully responsible for operational and service delivery to attain optimal satisfaction to customers and stakeholders.

3.5 OBJECTIVES

The following are the five (5) Objectives of the NCC Strategic Plan for the period of July 2023 - June 2025:

- A. HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced and supportive services improved;
- B. Effective implementation of national anti-corruption strategy enhanced and sustained;
- C. Capacity building initiatives to Construction Industry stakeholders enhanced;
- D. Construction industry business environment improved; and
- E. Institutional Capacity in performing its mandates and functions enhanced.

3.5.1 Objective A: HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced and supportive services improved.

Rationale

Employees for any institution are the most important asset. Investments into their recruitment, development and retainment are substantial and need to be protected. Their knowledge, skills, experience as well as their health is very important for high quality and productive performance. Employees who are unwell have low productivity levels, high absenteeism and generally unsatisfactory performance,

consequently threaten the provisions of services and the existence of institutions.

The prevalence of HIV/AIDS and non-communicable diseases among working individuals have brought big negative impacts such as increased absenteeism from workplaces. This situation threatens social and economic development of our society. There is enough global evidence on the vulnerability of working individuals to HIV/AIDS and Non-communicable diseases.

These diseases are the major development crisis that affects institutions in all sectors. NCC therefore finds it imperative to adopted and implementing national policies on HIV/AIDS and NCDs in response to the HIV/AIDS epidemic and increase of NCDs cases in workplace.

In attaining this objective, the Council will employ the following strategies;

Strategies

- i. Strengthening staff awareness on HIV/AIDs and NCDs;
- ii. Intensifying support to staff living with HIV and AIDs; and
- iii. Intensifying staffs' awareness on NCDs.

Targets

- i. Five (5) HIV/AIDS and NCDs awareness sessions conducted by June, 2026;
- ii. All employee tested and aware of HIV/AIDS and NDCs status by June, 2026;
- iii. Care and supportive services to HIV/AIDS and NCD declared staff provided by June, 2026; and
- iv. HIV/AIDS and NCDs Committee facilitated to effectively carry out its responsibilities by the Year, 2026.

Outcome Indicators

- i. HIV/AIDS and NCDs prevalence rate; and
- ii. Number of Staff with HIV/AIDS supported

3.5.2 Objective B: Effective implementation of national anti-corruption strategy enhanced and sustained

Rationale

Corruption is known to have adverse effects on the provision of services in public institutions. It results in loss of public assets, loss of citizens' trusts to their government, and generally disrupts social and economic development. Corruption erodes professionalism, reduces accountability and quality of service delivery, and hence poses risk on sustainability of peace, development and growth of any nation. NCC enlists to institutions which cannot tolerate corruption, and therefore, joins the Government in fighting against and eradication of corruption. The Council will take part in the implementations of action plan for National Anti-Corruption Strategy. Therefore, NCC will implement the following strategies in order to achieve the anti-corruption objectives.

Strategies

- i. Strengthen adherence to Public Service Code of Ethics and Conduct; and
- ii. Institutionalize the National Anti-Corruption Strategy;

Targets

- i. Five (5) awareness sessions on anti- corruption and ethical behavior for Council staff facilitated by the Year, 2026.
- ii. All staff receives awareness on compliance to public service code of ethics and code of conduct annually by the Year, 2026.

Outcome Indicators

- i. Number of awareness sessions conducted; and
- ii. Number of corruption cases and complaints reported.

3.5.3 Objective C: Construction industry business environment improved

Rationale:

The construction industry contributes significantly in the development of socio- economic infrastructures of any nation through direct and indirect linkages. In Tanzania the industry's contribution to the GDP for the period 2017-2022 was an average of 13.65% while its growth rate for the same period was an average of 9.9%. Despite this encouraging growth and contribution to the GDP, the sector still encounters bottlenecks and challenges which hamper even more growth and significant contribution to the economy.

The bottlenecks are mostly in the areas of delayed payments, cumbersome regulatory requirements, outdated industry policies, lack of construction codes and specifications, lack of collaborative approach to solving industry challenges, and generally lack of deliberate industry development initiatives to achieve the desired objectives. In its efforts to improve the business environment the Council will adopt the following strategies:

Strategy

- i. Spearhead formulation of appropriate industry policies, construction acts, codes, standards and specifications;
- ii. Spearhead the streamlining of the industry institutional and regulatory framework;
- iii. Spearhead the establishment and implementation of favorable payment conditions to contractors and consultants;
- iv. Spearhead the establishment and implementation of preference schemes for local firms;
- v. Spearhead the development of construction industry development Strategy and Programmes;
- vi. Spearhead construction industry growth initiatives; and
- vii. Enhances availability and sharing of reliable CI information.

Targets

- i. Construction Industry Policy reviewed by June, 2026;
- ii. Building Act, Building Codes, and Specifications for Government Buildings developed by June, 2026;
- iii. Proposal to streamline industry institutional and regulatory framework prepared by June, 2026;
- iv. Proposal to legally establish favorable payment conditions to contractors and consultants prepared by June, 2026;
- v. Proposal for establishment and implementation of preference schemes for local firms in strategic infrastructure project prepared by June, 2026;
- vi. Dispute resolution services provided to 200 stakeholders by June, 2026;
- vii. Construction industry development Strategy and Programmes prepared and adopted by June, 2026; and
- viii. Construction industry information Hub established by June, 2026.

Outcome Indicators

- i. Percentage of Construction Industry Policy implemented;
- ii. Presence of Building Act, Building Codes, and Specifications for Government Buildings;
- iii. Number of Institutional and Regulatory framework streamlined;
- iv. Percentage of delayed payments to contractors and consultants;
- v. Number of beneficiaries of the Preference Schemes;
- vi. Number of local firms involved in CI development Programmes;
- vii. Number of dispute resolutions coordinated; and
- viii. Quality of NCC data and Information.

3.5.4 Objective D: Capacity building initiatives to Construction Industry stakeholders enhanced

Rationale:

The Government of United Republic of Tanzania, has embarked on implementation of strategic infrastructure projects. These include the construction of 2,201km long SGR railway line, the 2115MW Julius

Nyerere Hydro Power Project (JNHPP), construction of Kidunda dam, Crude oil pipeline from Hoima (Uganda) to Tanga (Tanzania), and construction of bridges-highways and high roads (Interchange) including Kigongo -Busisi - 3.2km, New Wami - 4.33km and Tanzanite – 1.03km, just to mention but a few. The participation of local contractors and consultants in these projects is relatively low. The main reason for this situation is the capacity of the local firms.

In order therefore, to increase the participation of local firms in the implementation of strategic infrastructure projects, deliberate efforts are required to enhance the capacity of local firms and other local stakeholders. The capacity to be developed is envisaged in a number of dimensions including knowledge, skills and experience; use of modern technology; assistance to acquiring plants and equipment and generally access to finance.

In order to improve the condition, NCC will support growth in capacity of local firms through the following strategies:

Strategies

- i. Implement initiatives to enhance knowledge, skills and experience of local contractors, consultants and other project implementing stakeholders;
- ii. Enhance initiatives to facilitate local contractors and consultants to access finances;
- iii. Enhance initiatives to facilitate local contractors and consultants to acquire important equipment and tools;
- iv. Enhance initiatives to recognize and award best performers;
- v. Enhance initiatives to conduct research, innovation and adaption of best practices and modern technologies; and

Targets

- i. Structured Capacity Development Programme for local firms and stakeholders developed by June, 2026;
- ii. Capacity development trainings, mentorship and technical assistance provided to two hundred participants annually by June, 2026;

- iii. At least one industry-wide forum to share knowledge and experience conducted annually by June, 2026;
- iv. Initiative to improve access to finances for local firms established by June, 2026;
- v. Hire and Hire purchase facilities for plant and equipment established by June, 2026;
- vi. Consultancy and advisory services provided to 200 stakeholders by June, 2026.
- vii. Industry research and technology adaption Agenda established by June, 2026;
- viii. Industry research and technology adaption Programme initiated by June, 2026;
- ix. At least one innovative technology (or best practice) adopted annually by June, 2026; and
- x. Construction industry performance award Programme initiated by June, 2026;

Outcome Indicators

- i. Level of implementation of Capacity Development Programme;
- ii. Number of stakeholders improved their performance;
- iii. Number of stakeholders involved in forums;
- iv. Number of local firm's access finance;
- v. Performance of hire and hire purchase facilities;
- vi. Number of consultancy and advisory services provided.
- vii. Number of best practices and innovative technologies adopted; and
- viii. Number of local firms recognized.

3.5.5 Objective E: Institutional Capacity in performing its mandates and functions enhanced

Rationale

NCC capacity is very important for successful implementation of its mandate and functions, and for meeting the stakeholders' expectations. In recent years, however, the capacity of NCC in human resources, technology, working environment and finances has not been adequate to enable successful implementation of its mandate and functions.

Therefore, deliberate efforts are envisaged in this Plan to enable NCC to build its capacity commensurate to the performance targets set in the Plan.

NCC is required to have adequate human resources in numbers and of appropriate knowledge, skills and experience. Therefore, one of the key dimensions of the capacity of NCC to be developed is human resources. Investment into appropriate technology, working tools and conducive working environment is another important dimension of the capacity to be enhanced in this Plan. Another very important dimension of the capacity of NCC that need to be enhanced is the financial capacity. NCC should be able to sustainably and in predictable way, generate adequate revenues to finance the implementation of the Plan.

Other important aspects to be considered when developing NCC's capacity include, enhancing public awareness of its mandates, functions and services; strengthen good governance policies and practices; enhance risk management and strengthen its institutional legal aspects. Thus, the following strategies aimed at improving the capacity of NCC to implement its mandates and functions are put forward.

Strategies

- i. Enhance resource mobilization initiatives to generate adequate sustainable funds for implementation of NCC mandates and functions;
- ii. Enhance formulation of good governance policies and practices;
- iii. Enhance human resources capacity (recruit, train, motivate and retain adequate human resources);
- iv. Enhance strategic partnerships, collaborations and linkage with relevant local, regional and international institutions in the construction industry;
- v. Enhance public awareness on Council's mandates, functions and services;

- vi. Enhance working environment (conducive adequate working space, investment and use of ICT and other working tools); and
- vii. Enhance implementation of Strategic Plan and Risk Management Framework.

Targets

- i. Internal generated fund increased by 5% annual by June, 2026;
- ii. Eleven (11) Council management governing documents approved and adequately implemented by June, 2026;
- iii. Annual Plans and Budget prepared, consolidated and approved by relevant authorities by June, 2026;
- iv. At least 80% of required (number, knowledge, skills and experience) staff are employed by June, 2026;
- v. National Construction Board and Committees facilitated annually by June, 2026;
- vi. At least ten (10) strategic partnerships are established and implemented by June, 2026;
- vii. Administrative statutory benefits to all NCC employees provided annually by June, 2026;
- viii. Conducive working environment provided to all NCC employees by June, 2026;
- ix. NCC assets developed and improved by June, 2026;
- x. Internal and external audit quarries reduced by 80% by June, 2026;
- xi. Risks Management System established and practiced throughout the organization by June, 2026;
- xii. At least 80% of Annual performance goals are achieved by June, 2026;
- xiii. ICT infrastructures and services provided, maintained and upgraded annually by June, 2026; and
- xiv. At least one NCC public relations and communication event performed in every quarter to enhance public awareness of NCC mandates, functions and services by the Year, 2026.

Outcome Indicators

- i. Revenues increased by 5% annually;
- ii. Number of Policies and management tools implemented;

- iii. Number of staff maintained;
- iv. Percentage of working facilities and office space provided;
- v. Percentage of Risk Mitigated;
- vi. Level of Contracts implementation;
- vii. Quality and quantity of ICT infrastructures;
- viii. Level of Stakeholders awareness on NCC mandates and services;
- ix. Level of customer satisfaction; and
- x. Percentage of Unqualified Audit Opinion

CHAPTER FOUR

RESULTS FRAMEWORK

4.1 Introduction

This chapter shows how the results envisaged in this Strategic Plan will be measured, monitored and evaluated. In particular, it shows specific interventions to be deployed in achieving the Council's objectives, monitoring and evaluation criteria, as well as responsible Departments, Unit or Section.

4.2 Purpose and Structure

The Results Framework indicate the overall Development Objective (Goal) which is basically the overall impact of Council's activities; the beneficiaries of Council's services; how Council's objectives are linked to the National Planning Frameworks; Results Chain; the Results Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

Generally, it provides a basis on how various interventions to be undertaken in the course of the Strategic Planning Cycle will lead to the achievement of the development objectives. It also indicates how various interventions will be monitored. Furthermore, it explains what kind of reviews will be undertaken over the period, the type of evidence-based evaluation studies to be undertaken to show whether the interventions have either led or are leading to the achievement of the intended outcomes. Finally, it specifies how the indicators and progress of the various interventions will be reported.

4.3 The Development Objective

The Council has an overall objective of promoting and providing strategic leadership for development of the construction industry in Tanzania with emphasis on the development of the local capacity and competitiveness. To achieve this objective, among others, the Council will focus on coordination, collaboration and linkages in construction industry, increasing capacity and capability of stakeholders, investing in

research and innovation, as well as enhance and sustain committed, competent and skilled staff.

4.4 Result Chain

The Council's Results Chain consists of inputs, activities, outputs, and outcomes, which broadly contribute to National Planning Frameworks. A combination of the objectives and targets in the Strategic Plan and activities and inputs in the Medium Term Expenditure Framework (MTEF) respectively forms NCC Results Chain. The basic assumption is that, there is the causal linkage in the various elements of the Council's Results Chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives. Achievement of the Council's development objective in the medium term will contribute to the achievement of National Planning Frameworks, particularly National Five Years Development Plan 2021/22-2025/26. This chain of results will justify the Council's use of the taxpayer's money into the various interventions and thus contribute to the development of the country through improved performance.

4.5 The Result Framework Matrix

The matrix comprises Council's overall development objectives, strategic objectives, planned outcomes and outcome indicators. It envisions how the Development Objective will be achieved and how the results will be measured. The outcomes will be realized vide chronological relationship between, objectives, strategies and targets which shall be translated through activities and inputs into the Council's Annual Plans and Budget (MTEFs). 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 NCC Development Objective will be contributed by other players, and may not be completely attributed to interventions under this Strategic Plan. The details of Result Framework Matrix are in **table No. 4.1**

Table 4.1: Results Framework Matrix

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE AND DESCRIPTION	INTERMEDIATE OUTCOMES	OUTCOME INDICATORS	RESPONSIBLE PERSON
Competitive and inclusive construction industry for sustainable infrastructures.	A. HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced and supportive services improved.	Increased number of staff ready to test HIV/AIDS and NCDs and provided with supportive services.	i. HIV/AIDS and NCDs prevalence rate; and ii. Number of Staff with HIV/AIDS supported	SHRO
	B. Effective implementation of national anti-corruption strategy enhanced and sustained.	Reduced number of confirmed corruption incidences at work place	i. Number of awareness sessions conducted; and ii. Number of corruption cases and complaints reported.	ADMIN
	C. Coordination, collaboration and linkages in construction industry enhanced.	i. More collaborations and linkages formed; ii. Local contractors and consultants contracted; iii. Decline of arbitration and adjudication cases;	i. Number of Annual CI forum organized; ii. Presence of Building Act, Building Codes, and Specifications for Government Buildings; iii. Number of Institutional and Regulatory framework streamlined; iv. Number of beneficiaries of the Preference Schemes; v. Number of local firms involved in CI development programmes; vi. Number of dispute resolutions	DTS

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE AND DESCRIPTION	INTERMEDIATE OUTCOMES	OUTCOME INDICATORS	RESPONSIBLE PERSON
			coordinated; and vii. Number of consultancy and advisory services provided.	
	D. Capacity and capability of construction industry stakeholders improved.	High rate of stakeholders in the Construction Industry capacitated and empowered	i. Number of Capacity Development Programme implemented and number of stakeholders participated; ii. Number of local firm's access finance; iii. Performance of hire and hire purchase facilities; and iv. Number of local firms recognized;	DTS
		Increased number of stakeholders participation in Research and Development activities, publication and innovation	i. Number of best practices and innovative technologies adopted; ii. Number of R&D published, iii. Number of R&D forum NCC participated, and iv. Number of innovative technologies invented	DTS
	E. Council capacity and good governance promoted and sustained.	i. Increasing rate of revenue generating activities; ii. Effective operations of National Construction Board and Committees operate; iii. Adequate working facilities and office space; iv. Reliable ICT infrastructures and services and strong communication network,	i. Percentage of internally revenues increased annually; ii. Number of Policies and management tools implemented; iii. Rate of staff retained; iv. Number of staff facilitated with working facilities and office space; vi. Quantity of ICT infrastructures	DCS

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE AND DESCRIPTION	INTERMEDIATE OUTCOMES	OUTCOME INDICATORS	RESPONSIBLE PERSON
		and v. Good implementation of government circular, guidelines and policy.	purchased; and vii. Rate of opinion from Controller and Auditor General (CAG) report.	

4.6 Monitoring, Reviews, Appraisals, Evaluations and Reporting Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years strategic planning cycle, that is from 2023/24 - 2025/26. The aim is to ensure effective implementation of the plan and measurement of the outcomes.

4.6.1 Rationale for Monitoring, Evaluation and Reporting

Effective monitoring and evaluation plan will result into successful implementation of the Strategic Plan parallel to the planned activities, outputs and outcomes. Monitoring and Evaluation (M&E) are effective measures for tracking progress and informed decision making for accountability, effective service delivery, resource allocation and policy direction.

4.6.2 Monitoring Plan

The Monitoring Plan consists of indicators, indicator description, baseline, indicator target values, data collection and methods of analysis, indicator reporting frequencies and the Department/Unit that will be responsible for data collection, analysis and reporting. The information presented will monitor implementation status of each set target for every strategic objective. The Monitoring Plan is detailed in ***Annex III***.

4.6.3 Planned Reviews

Planned reviews will consist of review meetings, planned milestone reviews and rapid appraisals including their frequencies. The review will focus on determining whether the planned activities are moving towards achieving the annual targets and or off track, unknown or at risk. Moreover, the reviews will track any changes in terms of outputs realized over the period and assess issues, challenges and lessons learnt over the year and to what extent the outputs delivered contribute towards the achievement of the set objectives. The findings from the reviews will be used to adjust implementation strategies whenever necessary.

4.6.4 Review Meetings

The council will hold frequent meetings to track progress on the milestones, activities and targets/outputs critical for the achievement of organizational strategic objectives. In this review it includes determining type of meetings, number of meetings to be held, chairpersons, secretary and participants of each participatory meeting.

Table 4. 2: Review Meetings

SN.	Type of Meeting	Frequency	Secretary and Chairperson	Participants
1.	Departmental Meeting	Monthly	S/Officer –Secretary HOD/HOU- Chairperson	Departmental, Units and Section staff
2.	Management Meetings	Quarterly	DCS - Secretary CEO - Chairperson	HOD's and, HOU's & HOS's
3.	Council Meeting	Semi annually	CEO – Secretary Chairperson – Board Member	CEO, HOD's, HOU's & HOS's

4.6.5 Planned Milestones Review

The reviews will focus on performance against planned target (milestones). The review aimed to determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, or at risk. The review will also assess as to what extent the achieved targets have contributed towards achievement of five-year outcomes as well as issues, challenges and lessons learnt over the five-year period. Directors of Departments and Heads of Units/sections will take a lead in the review process on the completion of the strategic planning cycle. The specific planned reviews, milestones, timeframes and the responsible Departments/Section or Units are detailed in **Table 4.3**

Table 4.3: Planned Milestones Reviews

Years	Planned Reviews	Milestones	Timeframe	Responsible Department/Unit
2023/2024	Two review per year (31 st December and 30 th June)	One (1) HIV/AIDS and NCDs' awareness sessions conducted.	June, 2024	HRO
		Supportive services and care provided to staff living with HIV/AIDS	June, 2024	HRO
		Four (4) HIV/AIDS and NCD's Committee meeting facilitated and held.	June, 2024	HRO
		One (1) awareness session on Anti-corruption and Ethical behaviour for Ministerial staff conducted.	June, 2024	ADMIN
		Two (2) Workers Council meetings facilitated.	June, 2024	ADMIN
		Construction Industry Policy reviewed (Prepare proposal and identification of gaps)	June, 2025	DTS
		Coordinates the process of preparation of Building act, Building Codes and Specification developed	June, 2024	DTS
		Proposal to streamline industry institutional and regulatory framework prepared	June, 2024	DTS
		Preparation of proposal for preparation of industry development strategy and programmes	June, 2024	DTS
		Research on identified priority areas conducted	June, 2024	DIRD
		Conduct Technical Audit for road construction works	June, 2024	DTS
		Coordinates dispute resolution	June, 2024	DTS
		Consultancy and Advisory services provided	June, 2024	DTS
		Preparation of proposal for capacity development programmes	June, 2024	DTS
		Construction industry forum conducted	June, 2024	DTS, HPRU
		Preparation of proposal for improvement on financial access	June, 2024	DTS

Years	Planned Reviews	Milestones	Timeframe	Responsible Department/Unit
		for local firms		
		Establish a detailed database for available Hire and Hire Purchase for plant and equipment	June, 2024	DTS
		Preparation of industry research technology adaptation Agenda	June, 2024	DIRD
		Preparation of proposal for CI performance award programme	June, 2024	DTS
		Establish a source and creation of database for available primary industry information	June, 2024	DTS
		Monitoring and evaluation on the implementation of NCC core function	June, 2024	SECO
		Undertake stocktaking exercise of NCC properties	June, 2024	HPMU
		Facilitate celebration of World Women's Day	June, 2024	HPRU
		Exhibition and participation of NCC in CRB, AQRB and ERB's annual meetings	June, 2024	HPRU
		Facilitate NCC board performance its function	June, 2024	DCS
		Facilitate NCC Board Committees performance its function	June, 2024	DCS
		Facilitate CEO office performs its function	June, 2024	DCS
		MTEF for FY 2023/24 prepared.	June, 2023	SECO
		Action plan for FY 2023/24 prepared.	June, 2023	SECO
		Proposal for establishment and implementation of preference schemes for local firms in strategic infrastructure project prepared	June, 2024	DTS
		SP Progress reports for 2022/2023 prepared.	June, 2023	SECO
		TR progress report for 2023/2024 prepared	June, 2024	DCS

Years	Planned Reviews	Milestones	Timeframe	Responsible Department/Unit
		Annual construction Industry Performance Report prepared	June, 2024	DTS
		Short courses trainings programmes for staff facilitated.	June, 2024	HRO
		Four (4) capacity building training programme conducted	June, 2024	HRO
		Industry research and technology agenda established	June, 2024	DIRD
		Structured Capacity Development Programme for local firms and stakeholders prepared	June,2024	DTS
		Reports on the Best Practices and Innovative technology prepared	June, 2024	DIRD
		2 press conferences, 2 press briefs prepared.	June, 2024	HPRU
		2 Documentaries and 10 TV and Radio programs produced.	June, 2024	HPRU
		2 posters, 10 banners, 5 articles on construction industries prepared.	June, 2024	HPRU
		Coordination on Internal Audit reports Conducted	June, 2024	HIAU
		Annual and Quarterly assurance audit reports prepared.	June, 2024	HIAU
		Preparation of Procurement Plan for FY 2024/25 and implementation facilitated.	June, 2024	HPMU
		Four (4) National Construction board meeting facilitated	June, 2024	DSC
		ICT infrastructure and services provided, maintained and upgraded	June, 2024	HICTU
		Four (4) local, regional and international linkage established	June, 2024	DTS
		Four (4) ICT Steering Committees, Facilitated	June, 2024	HICTU
		Attend ICT annual meeting	June,2024	HICTU
		TR Performance contract and report prepares	June, 2024	DCS
		Incentive scheme implemented	June, 2024	HRO

Years	Planned Reviews	Milestones	Timeframe	Responsible Department/Unit
2024/2025	Two reviews per year	Four (4) ICT Steering Committees, Facilitated.	June,2025	HICTU
		One (1) HIV/AIDS and NCDs' awareness sessions conducted.	June, 2025	HRO
		One (1) HIV/AIDS and NCDs' Committee facilitated.	June, 2025	HRO
		One (1) awareness session on Anti-corruption and Ethical behaviour for staff conducted.	June, 2025	ADMIN
		Codification and verification of Council assets coordinated.	June, 2025	ADMIN
		Quarterly assurance audit reports prepared.	June, 2025	HIAU
		Facilitate preparation of Building Act, Building Codes and Specification prepared.	June, 2025	DTS
		Two (2) Workers Council meetings facilitated.	June,2025	HRO
		MTEF for FY 2025/26 prepared.	June 2025	SECO
		Action plan for FY 2025/2026 prepared.	June 2025	SECO
		2 press conferences, 2 press briefs prepared.	June, 2025	HPRU
		2 Documentaries and 10 TV and Radio programs produced.	June, 2025	HPRU
		4 Documentaries, 2 posters, 15 banners, 5 articles on roads furniture and ferry services prepared, produced and disseminated.	June, 2025	HPRU
		Statutory Financial requirement paid and reports prepared	June 2025	DCS
		Coordination on Internal Audit reports for FY 2022/23 Conducted	June 2025	HIAU
		Coordination on CAG Audit Reports for FY 2022/23 Conducted	June 2025	HIAU
		Preparation of Council Procurement Plan for FY 2023/24 facilitated and implemented.	June, 2025	HPMU
		Quarterly Audit committee conducted	June, 2025	HIAU

Years	Planned Reviews	Milestones	Timeframe	Responsible Department/Unit
		Quarterly Tender Board meeting conducted	June, 2025	HPMU
		Construction Industry Development Strategy and Programmes prepared	June, 2025	DTS
		Proposal to streamline industry institutional and regulatory framework prepared	June, 2025	DTS
		Annual Construction Industry Performance Report prepared	June, 2025	DTS
		Construction Industry Forum conducted	June, 2025	DTS, HPRU
		Industry research and technology adaptation programme initiated	June, 2025	DIRD
		Construction industry performance award programme initiated	June, 2025	DTS
		One (1) innovative technology (or best practices) adopted	June, 2025	DIRD
		Construction Industry information Hub established	June, 2025	DIRD
2025/2026	Two reviews per year	One (1) HIV/AIDS and NCDs' awareness sessions conducted.	June, 2026	HRO
		Supportive services and care provided to staff living with HIV/AIDS	June, 2026	HRO
		Four (4) HIV/AIDS and NCDs Committee facilitated	June, 2026	HRO
		One (1) awareness session on Anti-corruption and Ethical behaviour for staff conducted.	June, 2026	ADMIN
		Two (2) Workers Council meetings facilitated.	June, 2026	ADMIN
		MTEF for FY 2026/27 prepared.	June, 2026	SECO
		Action plan for FY 2026/27 prepared.	June, 2026	SECO
		Progress reports implementation of SP for 2025/2026 prepared.	June, 2026	SECO

Years	Planned Reviews	Milestones	Timeframe	Responsible Department/Unit
		TR progress report for 2025/2026 prepared	June, 2026	DCS
		One (1) Construction Industry Forum conducted	June, 2026	HPRU
		Short courses trainings programmes for staff facilitated.	June, 2026	HRO
		Four (4) capacity building training programme conducted	June, 2026	HRO
		Industry research and technology agenda established	June, 2026	DTS
		Structured Capacity Development Programme for local firms and stakeholders prepared	June, 2026	DIRD
		Reports on the Best Practices and Innovative technology prepared	June, 2026	DTS
		2 press conferences, 2 press briefs prepared.	June, 2026	HPRU
		2 Documentaries and 10 TV and Radio programs produced.	June, 2026	HPRU
		4 Documentaries, 2 posters, 15 banners, 5 articles on construction industries prepared.	June, 2026	HPRU
		Coordination on Internal Audit reports Conducted	June 2026	HIAU
		Preparation of Procurement Plan for FY 2025/26 facilitated.	June, 2026	HPMU
		Procurement of goods, works, consultancy and non – consultancy services for 12 Department/Units for FY 2025/26 facilitated.	June, 2026	HPMU
		Annual and Quarterly audit reports prepared.	June, 2026	HIAU
		Four (4) National Construction board meeting facilitated	June, 2026	DCS
		ICT infrastructure and services provided, maintained and upgraded	June, 2026	HICTU
		Four (4) local, regional and international linkage established	June, 2026	DTS
		Four (4) ICT Steering Committees, Facilitated	June, 2026	HICTU
		TR Performance contract and report prepares	June, 2026	DCS

Years	Planned Reviews	Milestones	Timeframe	Responsible Department/Unit
		Incentive scheme implemented	June, 2026	HRO
		Proposal to streamline industry institutional and regulatory framework prepared	June, 2026	DIRD
		Proposal to legally establish favourable payment conditions to constructors and consultancy prepared	June, 2026	DIRD
		Administrative and statutory benefits provided to all staff	June, 2026	HRO

4.6.5 Rapid Appraisals

This will also involve determining the type, description, questions, area of focus, methodology, and the frequency of the rapid appraisal including the responsible Department/Unit for conducting or managing the rapid appraisals. The Planned Rapid Appraisals are detailed in table No. 4.4.

Table 4.4: Planned Rapid Appraisal

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Department/Unit
1.	Council Human Resources capacity assessment	The appraisal will explore challenges facing the Council in terms of number of staff, competency and skills.	i) What is the current staffing level? ii) What are the main challenges to acquire the required competencies? iii) What are the measures needed to acquire the required competencies?	Desk Review and questionnaire	Quarterly	HRO
2.	CI Research and development needs assessment	The appraisal will assess capacity of the Council to undertake research and disseminate technology.	i) What are the main areas for undertaking research and studies? ii) What are the required professions in carrying out ministry researches? iii) What are the requirements for carrying out council researches? iv) What are the appropriate means to disseminate new technology? v) How should the researches and studies be financed?	Conduct a Study	Annually	DIRD
3.	Service	The Survey	i) What is the level of	Conduct	Quarterly	HPRU

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Department/Unit
	Delivery Survey	will identify and analyse the level of customer satisfaction.	satisfaction? ii) What are the factors affecting service delivery? iii) What can be done to improve the services?	Survey		
4.	HIV and AIDS prevalence Assessment.	The study intends to assess the current status of HIV and AIDS at the Council.	i) What is the number of staff living with HIV/AIDS? ii) What is currently being done to address the situation? iii) Are HIV and AIDS interventions being well implemented? iv) Is there reduction in spread of HIV and AIDS? v) Are the costs of HIV and AIDS to the public service decreasing? (Lost time, treatment, etc.) vi) Are staffs living with HIV and AIDS provided with support services?	Conduct interviews and administer questionnaire, VCT records	Quarterly	HRO

4.6.6 Evaluation Plan

The Evaluation Plan consists of the evaluations to be conducted during the Strategic Planning Cycle. It involves a description of each evaluation item, evaluation questions, methodology, timeframe and the responsible Department/Unit. Two (2) evaluations will be conducted over the period of three years with at least four evaluation questions. The 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 outputs. The Evaluation Plan matrix is detailed in Table 4.5:

Table 4.5: Evaluation Plan

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Department/ Unit
1.	Evaluation of Effective implementation of national anti-corruption strategy	The study will analyze the efficiency and effectiveness of the interventions undertaken.	<ul style="list-style-type: none"> How many corruption cases reported? How management treat corruption cases reported? What are the challenges? 	Desk Review	Quarterly	DCS
2.	Evaluation on Coordination, collaboration and linkages established in construction industry.	The study will analyze the effectiveness of coordination, collaboration and linkages established.	<ul style="list-style-type: none"> How many links established? What is the impact of collaboration and linkages in the CI? How management will maintain existing collaboration? 	Survey/Desk Review	Quarterly	DTS
3.	Evaluation on improvement of capacity and capability of construction industry stakeholders.	The study will analyze the capacity and capability of CI stakeholders.	<ul style="list-style-type: none"> How many staff attended short course training? What is the impact of collaboration and linkages in the institutions? What is the participation level of local constructor in construction of major construction projects? What kind of supportive construction equipment's needed by local firms? What is the content of 	Survey/Desk Review	Annually	DTS

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Department/ Unit
			<ul style="list-style-type: none"> best practice in CI? How many R&D forums conducted? How many innovative technologies established and practiced? 			
4.	Impact of NCC to the CI growth	The study will analyze the contribution, challenges and opportunities of the Construction Council to the Construction Industry growth.	<ul style="list-style-type: none"> What are the contributions of the NCC to the CI growth? What are the challenges prevailing in the construction industry? What are the opportunities to be explored in order to improve the Construction Industry? What is the overall percentage change of the contribution of NCC services to the CI? What is the level of participation of local expertise in the construction sector? What is the level of participation of women in the construction sector? 	Survey/Desk Review	Annually	DTS, SECO
5.	Evaluation of implementation of Council	The study will assess to what extent the Strategic	<ul style="list-style-type: none"> To which percentage attainment of Council 	Survey/Desk Review	Annually	DCS, DTS SECO

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Department/ Unit
	Strategic Plan	Plan has been implemented and contributed to the achievement of Council objectives.	<p>objectives?</p> <ul style="list-style-type: none"> • What are the challenges encountered during the implementation of the Strategic Plan? • What are the critical areas of improvement? • To what extent the Strategic Plan has addressed the National Development Frameworks 			

4.6.7 Reporting Plan

Reporting on the implementation of the SP will entail both internal and external reporting arrangements. The internal reports are mainly for management and staff members and the latter for the Council and the Government ministries and institutions. The reporting plan is in accordance with government circular, Medium Term Strategic Planning and Budgeting Manual, statutory requirements or as may be demanded from time to time.

4.6.8 Internal Reporting Plan

The purpose of internal reporting plan is to control the periodic internal reporting system during plan implementation period. This plan will involve preparation of various reports, from Unit and Sections on monthly, quarterly and annual basis or as may be required from time to time. Therefore, the plan will involve preparation of nine (9) types of reports which shall be submitted to a range of committees for endorsement and approval. These reports including Financial Progress, TR Performance Contract Progress Report, Technical Audit Reports, Budget, SP Annual Performance Progress Report and Audit Reports. The Planning, Monitoring and Evaluation Section(PMES) will issue standard formats for the various reports guided by government circular. **Table 4.6** provides an example of internal reporting and its committee.

Table 4.6 Internal Reporting Plan

SN	Type of Report	Recipient	Frequency	Responsible Unit /Section
1.	Quarterly and Annually Performance Report	Management Committees and Council Board	Quarterly and Annual	HOD, HOU, SECO
2.	Budgeting Performance Report (Income and Expenditure report)	Management Committees and Council Board	Monthly	HOD, HOU, SECO
3.	Risk Management Implementation Report	Management Committees and Council Board	Quarterly	RCORD

SN	Type of Report	Recipient	Frequency	Responsible Unit /Section
4.	Mid-Year Review for the Implementation of Government budget	Management Committees and Council Board	Mid-year	HOD, HOU, SECO
5.	Mid Term Review and End of period Review/Evaluation	Management Committees and Council Board	Mid and the end of the plan period	HOD, HOU, SECO
6.	Staff Training Program Implementation Reports	Management committee	Monthly	DCS, HRO
7.	Procurement Progress Report	Management Committee and Council Board	Monthly and Quarterly	HPMU
8.	Assets Verification report	Management Committee	Annually	HPMU
9.	Quarterly Internal Audit Report	Accounting Officers, IAU and Audit Committee	Quarterly	HIAU

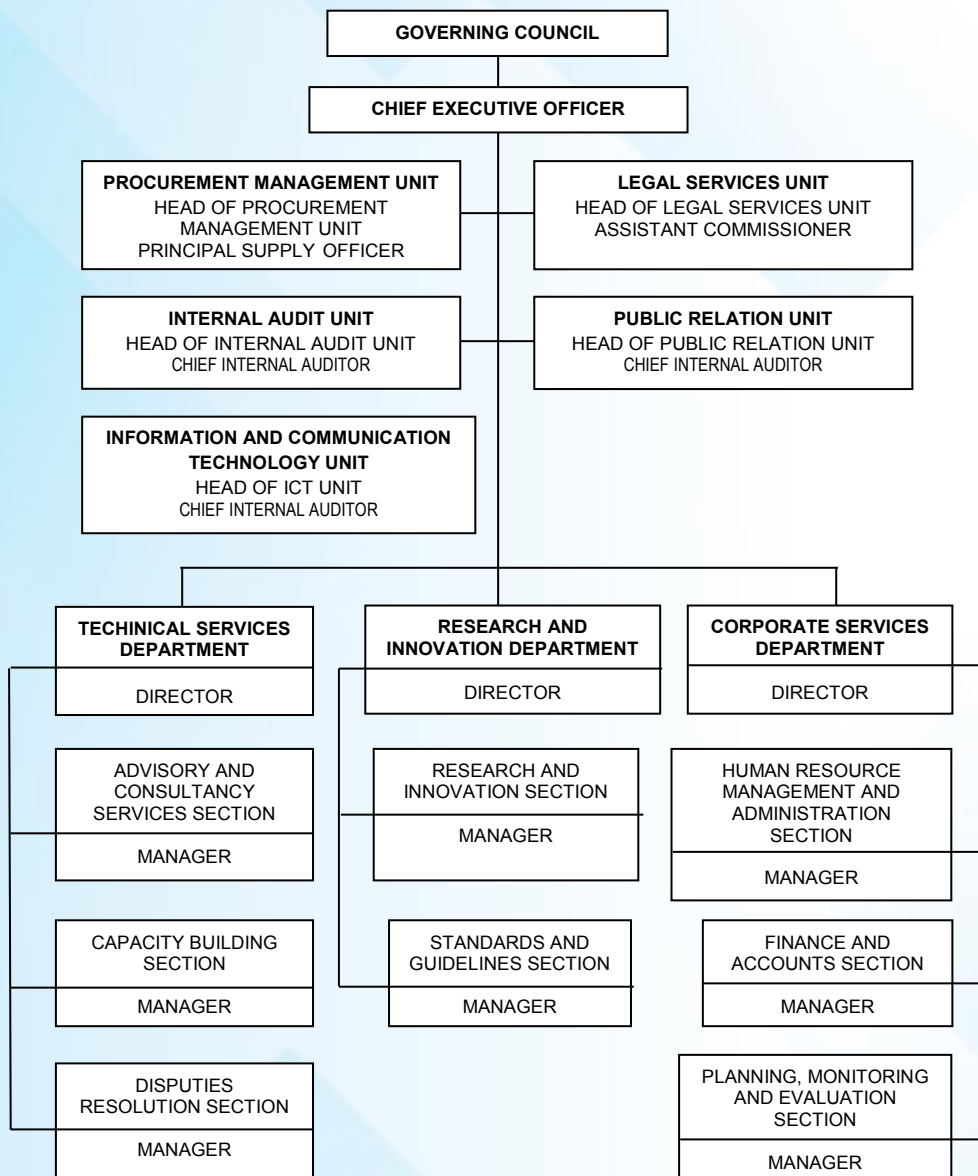
4.6.9 External Reporting Plan

External reporting will involve preparation of three (3) types of reports as shown in **table 4.7**. The report will be submitted to the stakeholders including the Council and the Government. The reports will be prepared on quarterly, semi – annually and annually basis or on demand basis from time to time. The reporting plan will be in accordance with the government circular.

Table 4.7: External Reporting

SN	Type of Report	Recipient	Frequency	Responsible Person
1.	Annual Performance Report	Government Ministry	Quarterly and Annually	DCS
2	TR Performance contract report	Treasurer Registrar	Mid and the end of the plan period	DCS
3	Annual Financial Statement	CAG	Annually	HIAU

ANNEX I: PROPOSED ORGANISATION STRUCTURE OF NATIONAL CONSTRUCTION COUNCIL



ANNEX II: STRATEGIC PLAN MATRIX

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
A	HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced and supportive services improved	Raise staff awareness on HIV/AIDs and NCDs	Three (3) HIV/AIDS and NCDs awareness sessions conducted by the Year, 2026	HRO	HIV/AIDS and NCDs prevalence rate.
		Provide support to staff living with HIV and AIDs	All staff tested and aware of HIV/AIDS and NDCs status by the Year, 2026	HRO	
		Disrupt growth of NCDs in workplace	Provide care and supportive services to staff members living with HIV/AIDS annually by the Year, 2026	HRO	Number of Staff with HIV/AIDS supported.
			HIV/AIDS and NCDs Committee facilitated annually by the Year, 2026	HRO	HIV/AIDS and NCDs prevalence rate.
B	Effective implementation of national anti-corruption strategy enhanced and sustained.	Strengthen adherence to Public Service Code of Ethics and Conduct	Three (3) awareness sessions on anti- corruption and ethical behavior conducted to all staff and facilitated annually by year, 2028.	ADMIN	Number of awareness sessions conducted.
		Institutionalize the National Anti-Corruption Strategy	Effective implementation of national anti-corruption strategy enhanced and sustained by the Year, 2026	ADMIN	Number of corruption cases and complaints reported.
C	Construction industry business environment enhanced to enable sustainable industry development, growth and expansion.	Spearhead formulation of appropriate industry policies, construction acts, codes, standards and specifications	Construction Industry Policy reviewed by June, 2026;	DTS	% of Construction Industry Policy Implemented.
			Building Act, Building Codes, and Specifications for Government Buildings developed by June, 2026;	DTS	Presence of Building Act, Building Codes, and Specifications for Government Buildings.

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
		Spearhead the streamlining of the industry institutional and regulatory framework	Proposal to streamline industry institutional and regulatory framework prepared by the Year, 2026.	DTS	Number of Institutional and Regulatory framework streamlined.
		Spearhead the establishment and implementation of favorable payment conditions to contractors and consultants	Proposal to legally establish favorable payment conditions to contractors and consultants prepare by the Year, 2026	DTS	% of delayed payments to contractors and consultants.
		Spearhead the establishment and implementation of preference schemes for local firms	Proposal for establishment and implementation of preference schemes for local firms in strategic infrastructure project prepared by the Year, 2026	DTS	Number of beneficiaries of the Preference Schemes.
		Spearhead the development of construction industry development Strategy and Programmes	Construction industry development Strategy and Programmes prepared and adopted by the Year, 2026.	DTS	Number of local firms involved in CI development programmes.
		Spearhead the resolve and reducing arbitration and adjudication cases	Adjudication and arbitration services provided to 120 stakeholders by the Year, 2026.	DTS	Number of dispute resolutions coordinated.
		Spearhead the provision of consultancy and advisory services	Consultancy and advisory services provided to 120 stakeholders by the Year, 2026.	DTS	Number of consultancy and advisory services provided.
D	Capacity building initiatives enhanced to	Implement initiatives to enhance knowledge,	Structured Capacity Development Programme for	DTS	Level of implementation of

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
	enable local contractors, consultants and project implementers to effectively participate in infrastructure projects	skills and experience of local contractors, consultants and other project implementing stakeholders	local firms and stakeholders developed by the Year, 2026		Capacity Development Programme.
			Capacity development trainings, mentorship and technical assistance provided to two hundred participants annually by the Year, 2026	DTS	Number of stakeholders improved their performance.
			At least one industry-wide forum to share knowledge and experience conducted annually by the Year, 2026	DTS	Number of stakeholders involved in forums.
		Enhance initiatives to facilitate local contractors and consultants to access finances	Initiative to improve access to finances for local firms established by the Year, 2026	DTS	Number of local firm's access finance .
		Enhance initiatives to facilitate local contractors and consultants to acquire important equipment and tools	Hire and Hire purchase facilities for plant and equipment established by the Year, 2026	DTS	Performance of hire and hire purchase facilities.
		Enhance initiatives to recognize and award best performers	Construction industry performance award programme initiated by the Year, 2026	DTS	Number of local firms recognized.
		Enhance initiatives to conduct research, innovation and adaption of best practices and modern technologies.	Industry research and technology adaption Agenda established by the Year, 2026	DIRD	Number of best practices and innovative technologies adopted.
			Industry research and technology adaption Programme initiated by the Year, 2026	DIRD	

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
			At least one innovative technology (or best practice) adopted annually by the Year, 2026	DIRD	
		Enhances availability and sharing of reliable CI information	Construction industry information Hub established by the Year, 2026.	DIRD	Quality of NCC data and Information.
E	Institutional Capacity enhanced to adequately enable NCC performs its mandates and functions.	Enhance resource mobilization initiatives to generate adequate sustainable funds for implementation of NCC mandates and functions.	Internal generated fund increased by 5% annual by June, 2026; (baseline TZS 1.2 during 2022/2023 FY)	ACCTS	% of Revenues increased by annually.
		Enhance formulation of good governance policies and practices;	Eleven (11) policies/management governing document approved and adequately implemented by the Year, 2026	DCS	Number of Policies and management tools implemented.
			Annual Plans Prepared and Implemented by the Year, 2026.	HPMU	% of Plans and Contracts implementation.
			Tender Board facilitated annually by the Year, 2026	HPMU	
			Three (3) National Construction Boards and its associated committees facilitated and quarterly ordinary meeting held by the Year, 2026	DCS	
			Internal and external audit quarries reduced by 80% by the Year, 2026	HIAU	Percentage of Unqualified Audit Opinion.

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
		Enhance human resources capacity (recruit, train, motivate and retain adequate human resources)	At least 80% of required (number, knowledge, skills and experience) staff are employed by the Year, 2026	HRO	Number of staff maintained.
		Enhance strategic partnerships, collaborations and linkage with relevant local, regional and international institutions in the construction industry	At least ten (10) strategic partnerships are established and implemented by the Year, 2026	DCS	% of Plans and Contracts implementation.
		Enhance public awareness on Council's mandates, functions and services;	At least one (1) NCC public relations and communication event performed in every quarter to enhance public awareness of NCC mandates, functions and services by the Year, 2026.	HPRU	<ul style="list-style-type: none"> Level of Stakeholders awareness on NCC mandates and services. Level of customer satisfaction.
		Enhance working environment (conductive adequate working space, investment and use of ICT and other working tools)	ICT infrastructures and services provided, maintained and upgraded annually by the Year, 2026	HICTU	Quality and quantity of ICT infrastructures.
			ICT Steering Committee facilitated and quarterly meeting held by the Year, 2026	HICTU	
			Records Management System facilitated by the Year, 2026.	DIRD	
			Administrative statutory benefits to all NCC employees provided by 100% annually by the Year,	HRO	<ul style="list-style-type: none"> % of working facilities and office space provided.

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
			2026		▪ Level of customer satisfaction
			All staff provided with working facilities and adequate office space by the Year, 2026	DCS	
		Enhance implementation of Strategic Plan and Risk Management Framework	Annual Plans and Budget prepared, consolidated and approved by relevant authorities by the Year, 2026	SECO	% of Plans and Contracts implementation.
			Risks Management System established and practiced throughout the organization by the Year, 2026	RCORD	% of Risk Mitigated.
		Ensure Compliance with guidelines, circular, laws and policies	Overseeing the implementation of Construction Industry Policies and conducting stakeholders annual meeting by the Year, 2026	DTS	% of Plans and Contracts implementation.
			MoU between NCC and NEEC developed by June, 2024 and implemented annually by the Year, 2026	SECO	
			At least 80% of Annual performance goals are achieved by the Year, 2026	HOD, HOU	

ANNEX III: MONITORING PLAN

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1.	Percentage of number of staff attended HIV/AIDS and NCDs seminars The indicator measures the percentage number of staffs who will attend HIV/AIDS and NCDs awareness seminar	2023/24	100	2025/26	100	100	100	100	Attendance records	Document review	Annually	Progress Reports	Annually	HRO

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
2.	Number of staff living with HIV and AIDs tested and supported The indicator measures the number of staffs who living with HIV/AIDS and provided with supportive services	2023/24	0	2025/26	8	2	2	4	Testing results reports	Documentati on Review	Quarterly	Progress Reports	Quarterly	HRO
3.	Number of HIV/AIDS and NCDs Committee meetings held This indicator measures the number of HIV/AIDS and NCDs Committee meeting held	2023/24	4	2025/26	16	4	4	4	Minutes of the meeting	Documentati on reviews	Quarterly	Meeting minutes	Quarterly	HRO

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
4.	<p><i>percentage of staff attended awareness seminars on Anti corruption</i></p> <p>The indicator measures the number of staff who will attend awareness seminars of Anticorruption</p>	2023/24	0	2025/26	100	100	100	100	Attendance records	Documentation Review	Annually	Progress Reports	Annually	ADMIN

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
4.	<p><i>Increased rate of reporting an ethical behavior and Reduced cases of corruption and complaints.</i></p> <p>This indicator measures number of ethical behavior and complaints cases reported hence measure level of ethical behaviors</p>	2023/24	0	2025/26	18	3	6	9	Minute of the committee meeting	Documentation Review	Monthly & Quarterly	Implementation of Anti corruption strategy Progress report	Monthly & Quarterly	ADMIN

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
5.	<i>Reviewed Construction Industry Policy and its implementation plan developed and implemented</i> This indicator measures the availability of reviewed CI policy and its implementation plan	2023/24	-	2025/26	1	-	1	-	Quarterly and annually progress report	Document review	Quarterly	Implementation Action Plan report	Quarterly	DTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
6.	<i>Building Act, Building Codes, and Specifications in place and implemented</i> This indicator measure the establishment and implementation of building Act, Building Codes and Specification for government buildings	2023/24	0	2025/26	3	1	1	1	Legal reports	Legal document Review	Annually	Legal reports	Annually	DTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
7.	<i>Proposal to streamline industry institutional and regulatory framework developed and implemented</i> This indicator measures the establishment of the framework and implementation of the same.	2023/24	-	2025/26	√	√	√	√	Quarterly and Annual report	Document review	Quarterly and annually	Quarterly and annually budget performance reports	Quarterly and annually	DTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
8.	<p><i>Proposal for legally establish favorable payment conditions to contractors and consultants prepared and implemented.</i></p> <p>This indicator measures the establishment and Operationalization of the proposal for favorable payment conditions to contractors and consultants</p>	2023/24	-	2025/26	√	√	√	√	Quarterly and Annual report	Document review	Quarterly and annually	Quarterly and annually budget performance reports	Quarterly and annually	DTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
9.	Construction industry development Strategy and Programmes This indicator measures the establishment and Operationalization CI development strategy and programmes	2023/24	-	2025/26	1	-	1	-	Quarterly and Annual report	Document review	Quarterly and annually	Quarterly and annually budget performance reports	Quarterly and annually	DTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
10.	Number of local firms and stakeholders attending capacity development programs annually <i>This indicator measure number of local firms and stakeholders attending capacity development program</i>	2023/24	0	2025/26	500	100	150	250	Attendance records	Document review	Quarterly and annually	Quarterly and training programs reports	Quarterly and annually	DTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
11.	<i>Number of participants in capacity development trainings</i> <i>This indicator measure number of development training program conducted</i>	2023/24	6	2025/26	30	7	8	9	Training programme calendar	Training programme calendar	Quarterly and annually	Quarterly and annual training programs reports	Quarterly and annually	DTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
12.	<i>Number of forums conducted to share knowledge and experience</i> This indicator measure number of forums and number of participants in the CI forum	2023/24	0	2025/26	(3 Forum 3,000 participant	1 Forum -1,000 participants	1 Forum -1,000 participants	1 Forum -1,000 participants	Attendance & Proceeding reports	Document review	Annually	Attendance & Proceeding reports	Annually	HPRU

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
13.	<i>Number of local firms accessing finances and extent of financing accessed</i> This indicator measure number of local firms accessing finances	2023/24	0	2025/26	300	100	100	100	Financing firms	Document review	Quarterly and annually	Quarterly and annual report of supportive financial institutions	Quarterly and annually	DTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
14.	Number of equipment hire and hire-purchase facilities established <i>This indicator measures the establishment of hire and hire purchase and felicitation</i>	2023/24	0	2025/26	1	-	1	-	Legal reports	Interview, focus group discussion and document review	Quarterly and annually	Quarterly and Annual progress reports	Quarterly and annually	DTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
15.	<i>Presence of Industry Research and Technology Adaption Agenda and implementation programme</i> This indicator measures the establishment and implementation of Industry Research and Technology Adaption Agenda	2023/24	-	2025/26	1	-	1	-	Progress reports on implementation of research agenda	Interview, focus group discussion and document review	Quarterly and annually	Quarterly and annually budget performance reports	Quarterly and annually	DIRD

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
16.	<p><i>Number of best practices and innovative technologies adapted annually by local firms through the Programme</i></p> <p>This indicator measures the number of local firms awarded through the Construction Industry Performance Award Programme</p>	2023/24	-	2025/26	15	3	6	6	List of local firm participated in the awards programmes	List of participants records	Annually	Progress reports of implementation of best practices and innovative	Annually	DIRD

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
17.	<i>Presence of the Construction industry information Hub</i> This indicator measures the establishment of CI information Hub and Operationalization	2023/24	-	2025/26	1	-	1	-	Quarterly and Annual report	Construction of Construction Hub	Annually	Primary data	Annually	DIRD

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
19.	<p><i>Number of local firms accessing information through the information Hub;</i></p> <p>This indicator measures the number of firms accessing information in the information Hub</p>	2023/24	-	2025/26	2,500	500	1,000	1,000	Hub progress report	Documentation Review	Monthly, quarterly and annual	Implementation progress reports	Monthly, quarterly and annual report	DIRD

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
20.	<p>Key industry information published periodically in the information Hub</p> <p>The indicator measures the period information published in the information Hub</p>	2023/24	-	2025/26	24	-	12	12	Hub progress report	Interview, document review, focus group discussion, consultations	Monthly	Hub implementation progress reports	Monthly	DIRD

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
21.	<p><i>Increase internally income generation Revenues by 5% annually</i></p> <p>This indicator measures the performance of NCC in generating income for supporting the function of the Council</p>	2023/24	4.9 B	2025/26	28.3 B	7.4 B	7.8 B	8.2 B	Quarterly and Annual report	Financial reports	Quarterly and Annually	Quarterly and Financial performance reports	Quarterly and annually	ACCTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
22.	<p><i>Presence and implementation of approved Good Governance Policies and management tools</i></p> <p>This indicator measures number of planned management governance document to be established/reviewed and implemented</p>	2023/24	-	2025/26	11	3	3	5	Quarterly and Annual report	Document review	Quarterly and annually	Quarterly and progress reports	Quarterly and annually	DCS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
23.	<i>Annual Procurement plan developed and implemented</i> This indicator measure development of annual procurement plan and its implementation	2023/24	1	2025/26	4	1	1	1	Quarterly and Annual report	Document review	Quarterly and annually	Quarterly and annually budget performance reports	Quarterly and annually	HPMU
24.	<i>Minutes of Tender Board meeting</i> This indicator measures the number of meeting Tender Board held to support the function of the Council	2023/24	100	2025/26	109	3	3	3	Minute of the meeting	Document review on	Quarterly and annually	Minutes of the meeting.	Quarterly and annually	HPMU

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
25.	<i>Number of National Construction Boards and associated Committees facilitated</i> This indicator measure number of Board meeting facilitate and held	2023/24	100	2025/26	109	3	3	3	Minute of the meeting	Document review on	Quarterly	Procurement Plan	Quarterly	DCS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
26.	Auditing rating The indicator intends to measure the effectiveness of internal control system in addressing key risks.	2023/24		2025/26	Good	Good	Good	Good	CIG reports	Inquiry, Observations, Inspections and Documentation reviews	Annually	CIG annually report	Annually	HIAU

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
27.	<p><i>Percentage of (number, knowledge, skills and experience) staff employed against requirements</i></p> <p>This indicator measure percentage gap between in number of staff employed against requirement so as to meet the Council requirement</p>	2023/24	30.2	2025/26	100	100	100	100	Administrative performance report and number of UTUMISHI employment permit	Document review, and number of permits	Annually	Administrative performance reports	Annually	HRO

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
28.	<p><i>Number of partnerships, collaborations and linkage established</i></p> <p>This indicator measures the increase in number of links, collaboration and lineage.</p>	2023/24		2025/26	10	3	3	4	Legal reports	Document review on signed MoU and Contracts	Quarterly and annually	Signed contracts	Quarterly and annually	DTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
29.	<i>Number of Public perceptions initiatives on awareness of NCC mandates functions and services</i> This indicator measure number of Tv program, documentary and radio program prepared for publicize NCC	2023/24	0	2025/26	9	3	3	3	Primary data	Documentary, TV and radio programme	Quarterly and annually	Public awareness progress reports	Quarterly and annually	HPRU

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
30.	Number of Minutes of the meeting of ICT committee This indicator measures the mandate of ICT committee towards development of ICT tools and automation systems	2023/24	4	2025/26	4	4	4	4	Minute of the meeting	Document review	Quarterly and Annually	Primary data	Quarterly and annually	HICTU

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
31.	Records Management system in place and in use This indicator measures the establishment <i>Records Management system and Operationalization</i>	2023/24	-	2025/26	√	√	√	√	Quarterly and Annual report	Document review	Quarterly and Annually	Quarterly and Annually budget performance reports	Quarterly and annual	HRO

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
32.	Percentage of NCC employees benefits with administrative statutory This indicator measures the percentage of employees benefited with administrative statutory and effective payments of the same	2023/24	-	2025/26	100	100	100	100	Quarterly and Annual report	Document review	Quarterly and annually	Quarterly and annually budget performance reports	Quarterly and annually	HRO

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
33.	<i>Number of employees supplied with working facilities</i> This indicator measure number of employees supplied with working facilities	2023/24	45	2025/26	149	30	34	40	Administration	Document review	Quarterly and annually	Procurement plan and administrative progress reports	Quarterly and annually	HRO

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
34.	<i>Presence of established Risks Management System Risk Management performance reports</i> This indicator measure the establishment and Operationalization of Risk Management System/framework	2023/24	-	2025/26	√	√	√	√	Quarterly and Annual Risk Management progress report	Primary data and Document review	Quarterly and Annually	Quarterly and Annually budget performance reports	Quarterly and annually	SECO

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
35.	<i>Progress report on implementation of Construction Industry Policy</i> This indicator measures the rate of implementation of CI policy in percentage	2023/24		2025/26	100	100	100	100	MoWT, NCC, AQRB, ERB, NCPPS, CRB Promotional Bodies,	Primary data and document review	Quarterly and Annually	Implementation progress reports	Quarterly and annually	DTS

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
36	<i>MoU between NCC and NEEC and its implementation plan in place.</i> This indicator measure the establishment of MoU between NCC and NEEC and its implementation plan	2023/24	-	2025/26	1	1	-	-	Legal reports	Document review	Annually	Annually legal reports	Annually	SECO
37.	<i>Annual Progress report on Local Content in Construction Industry</i> This indicator measure preparation of reports on local content in the construction	2023/24	-	2025/26	3	1	1	1	Annual report	Document review	Annually	Quarterly and Annually budget performance reports	Quarterly and annually	SECO

S/N	Indicator & Indicator Description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Data Collection Instrument and instrument	Frequency of Data Collection			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	sector for submission to NEEC annual meeting													
38.	TR performance contract rating <i>This indicator measures the performance of implementation of the contract between the Council and Treasurer Registrar</i>	2023/24		2025/26	A	A	A	A	TR performance contract	Progress report	Semi-annually	TR performance auditing report	Annually	DCS

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