



**THE UNITED REPUBLIC OF TANZANIA**  
**MINISTRY OF INFORMATION, CULTURE, ARTS, AND SPORTS**

## **National Arts Council**

### **STRATEGIC PLAN**

**2025/26 – 2029/30**

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## Statement from the Chairperson of the Council



It is with deep appreciation and a strong professional commitment that I introduce the National Arts Council's (NAC) strategic plan, which outlines our institutional vision and priorities for the next five years (2025/26 – 2029/30). This document results from a comprehensive analysis, stakeholder engagement, and thoughtful reflection on the current and emerging landscape of the arts and creative industries in Tanzania. As the national authority for arts regulation and development, NAC has significantly contributed to advancing artistic expression, cultural identity, and sector growth. Nonetheless, the Council remains acutely cognizant of the numerous challenges that persist in constraining our potential. This strategic plan delineates a renewed trajectory for NAC, accentuating the significance of evidence-based decision-making, intersectoral collaboration, and the advancement of artistic excellence in both infrastructure and professionalism. It prioritizes structural reforms, the integration of digital systems, the expansion of access in various regions, and the enhancement of capacity through partnerships with educational institutions and international organizations. Our objective is to reposition the arts as a fundamental component that contributes to the national identity, social development, and economic transformation through artistic endeavours.

Finally, on behalf of the Council, I would like to express my sincere appreciation to the Ministry of Information, Culture, Arts, and Sports, our development partners, the arts community, and other stakeholders for their ongoing support. Through this strategic plan, the Council reaffirms its commitment to institutional transparency, professional integrity, and the development of creative talent in Tanzania. It is imperative that we collectively strive to foster a sustainable and vibrant arts ecosystem for both present and future generations.

A handwritten signature in blue ink, consisting of stylized, overlapping loops and lines.

Prof. Saudin J. Mwakaje

**CHAIRPERSON OF THE COUNCIL**  
**Statement from the Executive Secretary**



National Arts Council (NAC) is a high-performing institution capable of generating sustainable growth in Tanzania's creative economy. Based on national policy priorities and aligned with the different regional development goals, this plan provides a coherent framework for institutional transformation, sectoral impact, and inclusive collaboration with artists and stakeholders across the country. This strategic plan is results-oriented and includes five strategic objectives, each having strategies and performance indicators, and implementation mechanisms aimed at increasing NAC's regulatory effectiveness, promoting artistic excellence, and fostering innovation in all art forms. It provides strategic improvement in systems, partnerships, and services that will enable the Council to unlock opportunities in the creative and cultural sector, while contributing to broader national development goals.

The formulation of this Plan has been a collaborative process, informed by wide consultations with artists, arts organizations, government institutions, the private sector, development partners, and other key stakeholders. Their valuable inputs have helped us set achievable goals that will guide our collective efforts over the next five years. As we embark on the implementation of this Plan, the National Arts Council remains committed to working closely with all stakeholders to create an enabling environment for artists and cultural practitioners to flourish.

As Executive Secretary, I am confident that this plan will provide a solid foundation for accountability, strategic coordination, and operational effectiveness. Successful implementation depends on strong leadership, data-driven decision-making, and collaboration at all levels of the organization and industry. I invite all stakeholders and NAC staff to join this transformative journey and work together to create a vibrant and globally competitive arts sector in Tanzania. Together, we can ensure that the Arts Sector not only enriches our national identity but also plays a pivotal role in advancing Tanzania's broader development goals.

A handwritten signature in blue ink, appearing to read 'Kedmon E. Mapana'.

Dr. Kedmon E. Mapana  
**EXECUTIVE SECRETARY**

## **Executive Summary**

The National Arts Council (NAC) is a government institution that plays a vital role in fostering and overseeing the growth of the arts sector in Tanzania. It was established under the legislative framework of the National Arts Council Act No. 23 of 1984, which has since been enhanced by various amendments, notably Amendment No. 5 of 2019. In order to achieve its full mandate, there is a need for NAC to create a more relevant and effective institutional structure, by streamlining processes and updating the organizational framework. This strategic plan aims to elevate NAC's service delivery and overall performance, enabling it to better fulfil its mission of promoting and developing the arts in Tanzania. A significant goal of the Plan is to increase accountability at all levels: institutional, departmental, and individual through improved transparency and communication. By fostering a culture of open dialogue among management, employees, clients, and stakeholders, the NAC seeks to build trust, align objectives, and enhance cooperative efforts. The Plan therefore prioritizes efficient and effective resource allocation to support key initiatives and activities after the expiring of the previous strategy. By identifying strategic priorities and directing resources accordingly, NAC can maximize its impact and sustainability. This approach ensures that financial and human resources are optimized, aligning with the Council's commitment to innovation, transparency, and accountability in service delivery.

## **Mission, vision and core values**

### **Vision**

To become a leading Authority in promoting the Tanzanian unique arts and positioning the nation as a global hub for creative excellence and artistic identity.

### **Mission**

To empower artists and institutions through strategic investments, partnerships, capacity building, and robust systems that unlock the full potential of Tanzania's arts industry.

### **Core Values**

In order to achieve its Vision, the NAC will be guided by eight core values as follows: Transparency, Integrity, Inclusivity and diversity, Patriotism, Teamwork, Innovativeness, Customer oriented and Commitment

### **Methodology**

Preparation of the NAC Strategic Plan 2025/2026-2029/30 relied on a participatory and consultative approach. At first, various documents and reports were reviewed and analysed in order to establish the critical position of the NAC and objectively develop a Strategic Plan. Consultations were also held with the Permanent Secretary, Council members, Management team, Staff and other selected stakeholders. Additionally, series of validation workshops were conducted and then refined SP was developed. In this regard, the consultants consolidated information from different stakeholders and then reviewed the Strategic Plan.

### **Situational Analysis**

The analysis of information gathered from stakeholder consultations and document reviews informed the development of NAC's situational analysis, which assessed

both internal and external environments. This process led to a comprehensive SWOC analysis, which in turn guided the identification of key strategic issues and priority areas for NAC. These priorities were further refined to formulate the strategic objectives outlined below.

### **Strategic Objectives**

Objective A: HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services improved

Objective B: National Anti-Corruption Strategy and Good Governance effectively implemented and sustained

Objective C: Artistic Innovation, Creativity and Professional Development enhanced

Objective D: Stakeholder Engagement and Partnership Strengthened

Objective E: Strengthening Governance and Institutional Capacity

### **Monitoring and Evaluation**

Implementation of the NAC Strategic Plan will be the responsibility of the Management under the supervision of the NAC Governing Council. The Executive Secretary shall coordinate activities related to implementation. The Executive Secretary with assistance from the Head of Monitoring and Evaluation shall, based on the Strategic Plan, compile operational plans to guide implementation of the Strategic Plan. These operational plans shall be prepared by each directorate or functional unit or department and act as the foundation of key effectiveness/results areas for individual employees in their annual performance contracts and thus, become a core component of employee's performance appraisal. Furthermore, the Executive Secretary shall establish a Strategic Plan Monitoring Committee (SPMC). The committee shall compose members of NAC's senior management team and chaired by Executive Secretary and the secretariat shall be the Head of Monitoring and Evaluation. The committee shall meet quarterly to assess implementation of Strategic Plan and provide guidance on the effective improvement in the implementation of the plan as the needs may arise. Monitoring will be instituted immediately after starting to implement this Strategic Plan. A brief quarterly Progress Report and detailed semi-annual and annual reports shall be prepared. There should be also Mid and Final review of the Strategic Plan.

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## **List of Abbreviations and Acronyms**

|          |                                                                                                        |
|----------|--------------------------------------------------------------------------------------------------------|
| AfCFTA   | African Continental Free Trade Area                                                                    |
| AI       | Artificial Intelligence                                                                                |
| AMIS     | Artists Management Information System                                                                  |
| AR       | Augmented Reality                                                                                      |
| AU       | African Union                                                                                          |
| BASATA   | Baraza la Sanaa la Taifa                                                                               |
| BRELA    | Business Registrations and Licensing Agency                                                            |
| CANEX    | Creative Africa Nexus                                                                                  |
| CCM      | Chama Cha Mapinduzi                                                                                    |
| COSOTA   | Copyright Society of Tanzania                                                                          |
| COVID-19 | Coronavirus Disease 2019                                                                               |
| CRDB     | Cooperative and Rural Development Bank                                                                 |
| CSOs     | Civil Society Organizations                                                                            |
| DCS      | Director of Corporate Services                                                                         |
| EAC      | East Africa Community                                                                                  |
| EU       | European Union                                                                                         |
| GDP      | Gross Domestic Product.                                                                                |
| GIZ      | Deutsche Gesellschaft für Internationale Zusammenarbeit (German Society for International Cooperation) |
| HIV/AIDS | Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome                                        |
| HR       | Human Resources                                                                                        |
| ICT      | Information and Communication Technology                                                               |
| IFACCA   | International Federation of Arts Councils and Culture Agencies                                         |
| ILO      | International Labour Organization                                                                      |
| IORA     | Indian Ocean Rim Association                                                                           |
| IT       | Information Technology                                                                                 |
| KPI      | Key Performance Indicator                                                                              |
| KPIs     | Key Performance Indicators                                                                             |
| M&E      | Monitoring and Evaluation                                                                              |
| MoU      | Memorandum of Understanding                                                                            |
| NAC      | National Arts Council                                                                                  |
| NACSAP   | National Anti-Corruption Strategy and Action Plan                                                      |
| NACTEVET | National Council for Technical and Vocational Education and Training                                   |
| NCD      | Non-Communicable Disease                                                                               |
| NFT      | Non-Fungible Token                                                                                     |
| NGOs     | Non-Governmental Organizations                                                                         |
| NORAD    | Norwegian Agency for Development Cooperation                                                           |
| PHC      | Population and Housing Census (also could mean Primary Health Care)                                    |
| PPP      | Public Private Partnerships                                                                            |
| SADC     | Southern African Development Community                                                                 |
| SDG      | Sustainable Development Goals                                                                          |
| SMART    | Specific, Measurable, Attainable, Realistic, and Time-bound                                            |
| SOPs     | Standard operation procedures                                                                          |
| SP       | Strategic Plan                                                                                         |
| SPMC     | Strategic Planning and Monitoring Committee                                                            |
| SWOC     | Strengths, Weaknesses, Opportunities and Challenges                                                    |
| TAFORI   | Tanzania Forestry Research Institute                                                                   |



|          |                                                                  |
|----------|------------------------------------------------------------------|
| TANAPA   | Tanzania National Parks Authority                                |
| TANTRADE | Tanzania Trade Development Authority                             |
| TBS      | Tanzania Bureau of Standards                                     |
| TCRA     | Tanzania Communications Regulatory Authority                     |
| TFB      | Tanzania Film Board                                              |
| TIC      | Tanzania Investment Centre                                       |
| TRA      | Tanzania Revenue Authority                                       |
| UNCTAD   | United Nations Conference on Trade and Development               |
| UNDP     | United Nations Development Programme                             |
| UNESCO   | United Nations Educational, Scientific and Cultural Organization |
| UNICEF   | United Nations Children's Fund                                   |
| UNIDO    | United Nations Industrial Development Organization               |
| VETA     | Vocational Education and Training Authority                      |
| VR       | Virtual Reality                                                  |
| WIPO     | World Intellectual Property Organization                         |

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Overview**

This chapter gives a short description of the National Arts Council's historical background, mandate, roles and functions, purpose of the plan, approach adopted, layout and structure of the document.

### **1.2 Historical Background**

The National Arts Council (NAC) is a government institution that plays a vital role in fostering and overseeing the growth of the arts sector in Tanzania. It was established under the legislative framework of the National Arts Council Act Cap 204 and its amendments of 2019. Additionally, the operations of NAC are governed by Regulations No. 322 of 2005, with further modifications outlined in Amendment No. 43 of 2018. NAC is tasked with the mandatory obligations of revitalizing, promoting, and advancing the development of the arts across the country. This involves comprehensive efforts to support artists, art groups, associations, and federations, ensuring that their creative endeavours are nurtured and sustained. The institution works to create a conducive environment for artistic expression, encourage the formation of art initiatives, and provide expert advisory services to artists and stakeholders.

In fulfilling its duties, NAC implements strategic programs and policies aimed at boosting artistic talent, organizing art events, and developing frameworks that enhance the management and execution of artistic activities. The NAC's initiatives are designed not only to support established artists but also to discover and uplift emerging talent, fostering a vibrant and culturally rich art landscape in Tanzania. Moreover, NAC contributes to building partnerships with various stakeholders in the arts, including government bodies, private sector entities, and international organizations. These collaborations help secure resources, knowledge, and opportunities that further strengthen the infrastructure and sustainability of the arts sector. Through its concerted efforts, the National Arts Council plays an instrumental role in positioning Tanzanian art on both national and global stages, promoting the country's rich cultural heritage while driving economic and social development.

### **1.3 Roles and Functions of NAC**

The NAC roles and functions are derived from the National Arts Act, Cap 204 and its amendments of 2019, Section 4.

- (i) To assume responsibility for the revival and to promote the development and production of artistic works including the production and use of indigenous and traditional musical instruments, songs, poetry, and traditional dancing with a view of reviving and promoting Tanzania Culture;
- (ii) To carry out research in the development and production of artistic works and marketing of such works including the standard and quantity of artistic works produced in Tanzania;
- (iii) To provide advisory services and technical assistance necessary for or incidental to the proper development of enterprises for the production of artistic works to parastatal organizations and other person, engaged in such enterprises;
- (iv) To plan, monitor, regulate, assess and coordinate the activities of persons engaged in the production of artistic works in Tanzania;

- (v) To advise the Government on all matters relating to policies, legislation, marketing and development and production of artistic works in Tanzania;
- (vi) To provide and promote training facilities for persons engaged in or employed or to be employed in enterprises for the production of artistic works;
- (vii) To undertaking or assist any institution or person in the undertaking of production, importation, exportation and sale of artistic works for any matter appertaining to artistic works;
- (viii) To stimulate development of artistic works by preparing and arranging exhibitions, displays, performances, workshops, seminars and competitions between different artists;
- (ix) To provide bylaws published in the Gazette and in such manner as the Council may approve, a system of registration of artists, artistic ensembles, associations or organizations, infrastructure used for artistic entertainment and performance, vendors and all persons engaged or otherwise uses for gain the works of art;
- (x) To make, publish and disseminate information and guidelines relating to the revival, promotion, development, production and marketing of artistic works;
- (xi) To establish, compile and maintain databases, including database of persons, organizations, institutions, equipment and facilities connected with the works of arts;
- (xii) To promote adherence with Tanzania's cultural, moral and ethical values among artists and other persons involved in production, performance, distribution or exhibition of artistic works within the purpose of this Act;
- (xiii) To promote formation of associations or organizations with a view to encourage growth of smaller groups of persons engaging in artistic works in Tanzania;
- (xiv) To assist any artist or group of persons who are citizens of Tanzania in obtaining relevant training or study tour on arts or artistic skills within or outside Tanzania;
- (xv) To raise, maintain or otherwise administer funds from such sources and by such means as the Minister may approve to enable the Council to carry out its functions and empowering the artists in carrying out their artistic activities;
- (xvi) To exercise disciplinary powers over persons or group of persons, organizations, associations, or owners of infrastructures engaged in artistic works who contravene provisions of this Act; and
- (xvii) To perform such other functions as may be assigned by the Minister or prescribed to it under the provisions of this Act and other written laws."

The Council shall have the power, in its capacity as a body corporate, for the purpose of carrying out its functions to rate, inspect, seize, suspend or destroy any work of art being produced, displayed or kept in contravention of the Act and other relevant laws or do all such acts as appear to it to be requisite, advantageous or convenient for or in connection with the carrying out of its functions or incidental or conducive to their proper discharge and may carry on any activity in that behalf either alone or in association with any other person or body whether within or outside the United Republic.

#### **1.4 The Purpose of the Plan**

This Strategic Plan is designed to enhance the National Arts Council by creating a more relevant and effective institutional structure. By streamlining processes and updating the organizational framework, the Plan aims to elevate NAC's service delivery and overall performance, enabling it to better fulfil its mission of promoting and developing the arts in Tanzania. A significant goal of the Plan is to increase accountability at all levels: institutional, departmental, and individual through improved transparency and communication. By fostering a culture of open dialogue among management, employees, clients, and stakeholders, the NAC seeks to build trust, align objectives, and enhance cooperative efforts. This emphasis on clear communication ensures that the organization remains responsive and cohesive in its approach. The Plan also prioritizes efficient and effective resource allocation to support key initiatives and activities after the expiring of the previous strategy. By identifying strategic priorities and directing resources accordingly, NAC can maximize its impact and sustainability. This approach ensures that financial and human resources are optimized, aligning with the Council's commitment to innovation, transparency, and accountability in service delivery.

#### **1.5 Methods and Approaches**

This NAC Strategic Plan was developed in participatory working sessions. The process started with a desk review, which served as the foundation for the entire planning phases. This initial step involved examining existing literature, reports, and relevant documentation, including the previous Strategic Plan. By reviewing the past plan, the reviewers gained insights into what had worked effectively, what challenges had been encountered, and where there were gaps in execution or evolving priorities. This historical perspective provided a critical understanding of lessons learned, enabling the development of a more refined and targeted strategy. Additionally, the desk review included the analysis of policies, regulations, and industry reports, offering a broad view of the external environment influencing the arts sector. Other documents reviewed were different Policies and Legal Framework, Five Year Development Plan III (2020/21 to 2025/26), CCM Manifesto (2020/21 to 2025/26), CCM Manifesto (2025-2030) and Annual Development Plans 2021/22; 2022/23; 2023/24; 2024/25.

Following the desk review, the strategy development process incorporated stakeholder engagement and consultation to gather diverse perspectives and expectations from key participants such as artists, academic institutions, cultural practitioners, creative networks, creative societies, government bodies, federations/associations and arts organizations like NGOs and CSOs and other individuals involved in the art industry. Individual interviews and focus groups were organized to get deeper into the current challenges and opportunities in the arts sector. Furthermore, the Plan took the insightful situational analysis on performance review of the previous SP, SWOC analysis, stakeholders' analysis and identification of critical issues. The identified critical issues were the basis for formulating NAC vision, mission, objectives and core values to come up with the revised strategic objectives. Strategies, targets and key performance indicators at all levels were also developed. After the first draft was completed, a series of validation workshops were held, first with NAC staff, then with the management team and finally with external stakeholders, to collect various inputs and improve the content. The feedback from these sessions contributed to the development of the second draft,

which was then submitted and presented to the NAC council members for review and was finally approved.

### **1.6 Inclusivity in the Strategic Plan**

The Government of Tanzania has made significant strides in promoting gender equality, the rights of people with disabilities, and child protection through a range of policies and legislation. These include the 1992 Women in Development Policy, later replaced by the more comprehensive 2000 Women and Gender Development Policy, which promotes gender mainstreaming and equality. The 1997 Cultural Policy also emphasizes gender sensitivity, calling for the fight against discrimination and encouraging the participation of women in cultural activities. Employment laws such as the Employment and Labour Relations Act (2004) and the Employment Policy (2008) further ensure workplace protections for women. For people with disabilities, the Persons with Disabilities Act (2010) outlines comprehensive rights in areas like health, education, employment, and accessibility. Children are protected through the Law of the Child Act, which restricts harmful labour practices, and the Child Development Policy, which promotes early identification and development of special talents.

In support of these national frameworks, the National Arts Council (NAC) is committed to embedding inclusivity within its Strategic Plan. NAC will promote women's leadership in the arts, work to close the gender pay gap, and create equal opportunities across the creative sector. The Council will also regulate the safe participation of children in both the performance and consumption of artistic content, while actively identifying and nurturing young talent. Furthermore, NAC will ensure meaningful inclusion of people with disabilities by fostering partnerships with relevant organizations and creating accessible platforms. These efforts reflect NAC's dedication to ensuring that its Strategic Plan is fully inclusive, responsive to national priorities, and grounded in equity and opportunity for all.

## **CHAPTER TWO: SITUATION ANALYSIS**

### **2.1. Overview**

This strategic plan emanated from the previous reviewed NAC strategic plan 2020/2021 – 2025/2026. It also concentrates on the objectives that fall under the mandate of NAC and highlights on analysis of the current vision and mission, review of relevant national planning frameworks, sector and cross cutting policies, stakeholders' analysis, SWOC analysis, recent initiatives and critical issues undertaken by the Authority. The implementation of this strategic plan will commence in the Financial Year 2025/2026 and the performance review is expected to be conducted in the next three years.

### **2.2. Performance Review of the Current Strategic Plan**

The previous NAC Strategic Plan set out eleven strategic objectives to enhance the development and governance of the arts sector in Tanzania. These included combating HIV/AIDS among employees and artists, fighting corruption, promoting good governance, and increasing and regulating NAC's resources. Additionally, the SP focuses on constructing arts centres, strengthening NAC offices, and raise public awareness of arts-related issues. The plan also focused on establishing fair guidelines for non-copyright-related artist welfare, fostering innovation and quality arts production, and enhancing arts education in primary and secondary schools. Furthermore, it sought to preserve and promote traditional arts and increase community participation in the sector. While these strategic objectives were ambitious and focuses on key areas, their broad scope posed significant implementation challenges, including resource limitations, administrative inefficiencies, and competing priorities. Moving forward, NAC should consider streamlining its strategic focus, prioritizing high-impact areas, and strengthening resource allocation and stakeholder engagement to ensure more effective and sustainable arts sector development. The following are vision, mission and achievements of the objectives of previous SP.

#### **2.2.1. Vision**

To be a leading regulator and enabler of artistic excellence, revenue generation, and increased artistic production in the country.

#### **2.2.2. Mission**

To facilitate the production, marketing, consumption, and public participation of high-quality artistic activities.

#### **2.2.3. Achievements of the Objectives of Previous SP**

Despite structural limitations in the design and implementation of the previous Strategic Plan (2020/21–2024/25), the National Arts Council (NAC) registered significant achievements that contributed to the strengthening of the institution and advancement of the creative sector in Tanzania. Notable progress was made in institutional capacity, where the number of staff increased from 46 (2023) to 67 (2025) an essential move that enhanced the Council's ability to deliver quality services efficiently. The Council also embraced digital transformation through the introduction of the Arts Management Information System (AMIS), a major step forward in modernizing the registration and management of artists, replacing outdated manual systems with a more transparent and user-friendly digital platform.

NAC made a strategic shift in perception from being viewed predominantly as a regulatory enforcer to being recognized as a guardian and partner of the arts community. This transformation has improved stakeholder relations and increased trust among artists and creative professionals. Infrastructure development was also prioritized, including improved office space, procurement of office furniture, ICT equipment, and the expansion of the transport fleet measures that strengthened institutional efficiency. In terms of programming, NAC designed and implemented innovative platforms such as BASATA Vibes, the Bongo Flava Honour, and successfully revived the Tanzania Music Awards, which helped to reposition the Council as a vibrant supporter of talent recognition and celebration. Public education and awareness initiatives, particularly on the TAUSI and AMIS systems, reached broad audiences and enhanced compliance and engagement with creative sector policies.

Internationally, the Council expanded its diplomatic and cultural footprint through collaborations with the embassies of Indonesia, China, South Korea, Germany, the United Kingdoms (UK), France, and Russia, contributing to artistic exchanges and bilateral cooperation. NAC also revived its membership in the International Federation of Arts Councils and Culture Agencies (IFACCA), regaining its voice in global discourse on arts and culture policy. Financially, the Council succeeded in increasing its revenue collection base by a considerable rate, enabling greater reinvestment into programs, artist welfare, and mediation of conflicts among creative stakeholders. These achievements reflect NAC's growing capacity and relevance in shaping a sustainable and inclusive creative ecosystem. However, it is important to acknowledge the limitations that affected the full implementation of the previous SP. The plan was largely operational rather than strategic, with 11 objectives that lacked measurable indicators and strategic coherence. The impact of the COVID-19 pandemic, and weak Monitoring & Evaluation (M&E) systems further hindered the achievement of planned results. Moreover, low levels of structured stakeholder engagement and internal buy-in affected the pace and ownership of implementation. These shortcomings have informed the development of the new Strategic Plan (2025/26–2029/30), which prioritizes strategic clarity, performance monitoring, institutional learning, and inclusive stakeholder engagement as key pillars for sustainable sector growth.

## **2.3. NAC Internal Environment**

### **2.3.1. Strategic Partnerships: Local and Internationally**

The National Arts Council (NAC) recognizes that strategic partnerships are essential to advancing a vibrant, inclusive, and globally competitive arts and culture sector. Locally, NAC has revitalized relationships with arts federations (Fine Art, Performing Arts, Music), artist associations, entertainment companies, and NGOs focused on youth, culture, and creative development. It continues to collaborate with government ministries, departments, and agencies such as the Ministry of Information, Culture, Arts and Sports, President's Office - Regional Administration and Local Government (PO-RALG), Tanzania Revenue Authority (TRA), Tanzania Communication Regulatory Authority (TCRA), Tanzania Investment Centre (TIC), Fair Competition Commission (FCC), Vocational Education and Training Authority (VETA), and National Council for Technical and Vocational Education and Training (NACTVET). Further collaboration opportunities exist with public and private universities, learning institutions, and training centres for curriculum development,

skills training, and applied research; media and advertising agencies for public awareness and visibility; and private sector actors to invest in arts infrastructure, sponsor events, and integrate arts into Corporate Social Responsibilities (CSR) initiatives. Financial institutions may develop artist-friendly services, while religious and traditional institutions can support cultural preservation. Working with municipal councils can help decentralize arts development through regional hubs and community-based incubation programs.

Internationally, NAC has re-engaged with IFACCA and sees broader opportunities with global arts councils, United Nations bodies (United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Development Programme (UNDP), World Intellectual Property Organization (WIPO), International Labour Organization (ILO), United Nations Industrial Development Organization (UNIDO), United Nations Conference on Trade and Development (UNCTAD), United Nations International Children's Emergency Fund (UNICEF)), regional bodies like East African Community (EAC), Southern African Development Community (SADC), and African Union (AU), and development partners including European Union (EU), German development agency (GIZ), Swedish International Development Cooperation Agency (SIDA), Norwegian Agency for Development Cooperation (NORAD), Alliance Francaise, Russian Culture Centre, British Council, Goethe-Institut, and others. Tanzanian embassies abroad and foreign missions can support cultural diplomacy, while global festivals, expos, and residencies provide platforms for talent promotion. Foreign missions in Tanzania such as France, Indonesia, Germany, People's Republic of China, Russia, South Korea, United Kingdom and others, have also been supportive of cultural diplomacy and collaboration with the organization. NAC may attract investment from international donors and creative economy venture funds. To make these partnerships work, the Council will establish a Partnerships and Resource Mobilization Desk, adopt joint planning frameworks, formalize collaborations through Memorandum of Understandings (MoUs), and implement strong M&E mechanisms. The Marketing and Communications Unit will be enhanced to develop a stakeholder engagement strategy, brand identity manual, and visibility tools. By doing so, NAC will position itself as a convening authority, fostering collaborations that professionalize, protect, and promote Tanzanian arts while unlocking social, economic, and diplomatic value.

### **2.3.2. Financial Resources**

The financial data presented reflects the budgeted versus actual expenditures for the fiscal years 2019/2020 to 2023/2024, highlighting trends in resource allocation and execution across different expenditure categories. Over the five-year period, there were no allocations made for development purposes, indicating that nothing was allocated for specific development projects. This indicates that the investment in infrastructure which is considered important in providing spaces for artistic activities was not realized. The overall actual amount received or generated by NAC accounts for 76%, which indicates that NAC has managed to cover only 76% of its planned activities. The main challenge remains in the realization of internal funds, of which only 70% of budget for internally generated funds was collected. The level of collection needs to be improved to enhance efficiency and ensure better alignment between planned and actual collection.



**Table 2.1: Financial Gap Analysis (in '000')**

| FY     |        |     | 2019/<br>2020 | 2020/<br>2021 | 2021/<br>2022 | 2022/<br>2023 | 2023/<br>2024 | AVERAGE   |
|--------|--------|-----|---------------|---------------|---------------|---------------|---------------|-----------|
| Budget | Dev.   |     | -             | -             | -             | -             | -             | -         |
|        | OC     |     | 23,764        | 33,213        | 103,791       | 171,550       | 162,635       | 98,990    |
|        | Salary |     | 1,428,071     | 1,071,900     | 820,021       | 1,169,191     | 1,615,331     | 1,220,903 |
|        | Own    |     | 540,080       | 1,358,980     | 1,448,505     | 800,062       | 1,100,738     | 1,049,673 |
|        | Total  |     | 1,991,915     | 2,464,093     | 2,372,318     | 2,140,804     | 2,878,705     | 2,369,567 |
| Actual | OC     | Am. | 23,764        | 33,207        | 103,791       | 171,550       | 162,635       | 98,989    |
|        |        | %   | 100%          | 100%          | 100%          | 100%          | 100%          | 100%      |
|        | Salary | Am. | 802,738       | 749,421       | 835,495       | 1,169,191     | 1,777,966     | 1,066,962 |
|        |        | %   | 56%           | 70%           | 102%          | 100%          | 110%          | 88%       |
|        | Own    | Am. | 500,042       | 552,101       | 518,449       | 893,795       | 779,347       | 648,747   |
|        |        | %   | 93%           | 41%           | 36%           | 112%          | 71%           | 70%       |
|        | Total  | Am. | 1,326,546     | 1,334,730     | 1,457,736     | 2,234,537     | 2,719,949     | 1,814,700 |
|        |        | %   | 67%           | 54%           | 61%           | 104%          | 94%           | 76%       |

Source: NAC Audited Financial Statements

In order to address the challenge of budget deficit, NAC has begun efforts to integrate its information system with other regulatory bodies to increase compliance and revenue collections. The system integrations have been made with various public corporations to optimize revenue collection. Currently, NAC is in the process of setting up the mobile application to facilitate the compliance process. In addition, it is the aspirations of the management that in the upcoming five years that NAC is no longer dependent on the Central Government support. Apropos, the treasury registrar has provided a decree to all government entities to be financially sustainable hence the need for resource mobilization strategies to reduce government dependency. It is therefore expected that in the upcoming five years that the organization improves its collection efforts by developing a resource mobilization strategy, reviewing the customer benefits for voluntary compliance, advocating for information system integration among various government entities, collection targets to a specific unit/directorate, establish an endowment fund to obtain donations/grants and many others.

### 2.3.3. Human Resources

For the past two years NAC has improved in terms of the number of employees despite not reaching the optimal number. In its full potential capacity, the NAC is expected to have more than 80 members of staff and currently it stands at 75 employees. In addition to this gap, there is also challenge in staff turnover indicating the NAC's limited ability to retain its staff. In an attempt to retain its employees, NAC has its incentive scheme still at the approval stage in the relevant authorities. There are worries or doubts that its implementation may be at stake once approved due to limited financial capability of the Council. Despite the NAC efforts to retail its employees, some of the employees still have limited exposure and knowledge about the arts Industry specifically in the digitization era. Such limitations call for improved training and strategic recruitment aimed at filling such gaps. Some stakeholders in the market locally and internationally may be approached to capacitate the NAC's human capital. Table 2.2 below presents Human resources gaps across directorates and units. In the upcoming five years NAC plans to improve its financial capability for there is a strong need to capacitate and strengthen various units that include M&E, Marketing and Information and

Communication Technology (ICT) units. As indicated in strategic objective three, the gap may widen because more staff will be needed to cover different zones that will be established.

**Table 2.2: Staff Gap Analysis**

| <b>Directorate</b>                         | <b>Required No. of Staff</b> | <b>Actual No. Staff</b> | <b>Gap in Staffing</b> |
|--------------------------------------------|------------------------------|-------------------------|------------------------|
| Arts Promotion and Development Directorate | 34                           | 27                      | -7                     |
| Corporate Services Directorate             | 29                           | 33                      | +4                     |
| ICT & Statistics Unit                      | 4                            | 5                       | +1                     |
| Procurement Management Unit                | 3                            | 3                       | 0                      |
| Legal Services Unit                        | 4                            | 3                       | -1                     |
| Communication & Public Relations Unit      | 3                            | 2                       | -1                     |
| Internal Audit Unit                        | 3                            | 2                       | -1                     |
| <b>Total</b>                               | <b>80</b>                    | <b>75</b>               | <b>-5</b>              |

#### **2.3.4. Artists Development and Promotion of NAC activities**

NAC has various approaches in promoting the NAC's Activities as part of enhancing awareness among its stakeholders and public. Online and above the line platforms have been engaged in the past four years. On the online platforms, NAC has been active on social media accounts specifically on Instagram and Facebook platforms with around ten 100 thousand and 1,500 followers respectively. The website has also been crucial in facilitating the registration of individual or entity customers and provision of useful information to various. Offline, NAC has also undertaken several initiatives such as below the line campaigns such as *BASATA Vibes*, *Sanaa Mtaa kwa Mtaa*. Moreover, it has initiated different awards like Tanzania Music Awards (TMA) as an attempt to boost artistic works.

Despite efforts in promoting its activities still there is limited awareness among stakeholders of the NAC activities, very few artists (1,119), Guarantors (2), Groups (212), Travel PER (84), Events (6), Institutions (69), Halls (369) and provided license to 327 business entities including; companies, business enterprises, studios, promoters, Laboratories and Agents are registered with the NAC, limited permit renewals, limited awareness of NAC activities among several stakeholders and general public. NAC has been labelled to be focused with very types of artists and artistic works. In addition, its visibility is seen in Dar es Salaam and highly missing in upcountry. Other stakeholders would wish to have a council that has at least its presence in the zonal areas and promote NAC in a 360 angle. More so, NAC is expected to strengthen its institutional capacity and improve its presence to various stakeholders, artists inclusive. Additionally, NAC is expected to design various training programmes on industrial issues like contract management to reach desired artistic development in the 5 coming years.

#### **2.3.5. NAC and Arts Infrastructure**

Two classifications of infrastructures were identified that include Arts infrastructures and working infrastructures. Generally, at a national level, there is a limited number of Arts infrastructures offered by both public and private entities. There has been little investment in the arts infrastructure making it hard to nurture and develop Arts talent national-wide. For the case of NAC efforts were made at Ilala Sharif Shamba

in Dar es Salaam Region. However, only an incomplete structure exists. Also the private sector has done little in putting such infrastructures. NAC, through harnessing various resources, and engaging the use of the Public Private Partnerships (PPP) arrangements and private sector, plans to keep on expanding Arts infrastructure country-wide. In the case of institutional working infrastructure, still more efforts are needed to ensure all the working tools are in place. Moreover, as far as nurturing creative arts in the country, it is seen that the structured infrastructure for arts education is lacking in Tanzania, the NAC has now to position itself as a key advocate for integrating arts modules into the national curriculum and other tailor-made courses. This lack of formalized arts education limits early exposure to creative skills, stifles potential talent, and reduces opportunities for young people to develop a passion and aptitude for the arts.

The non-technical infrastructure for the arts and creative sectors faces both progress and challenges. While efforts to develop policies, curricula, and digital platforms that support artists and cultural entrepreneurs are intensifying, gaps remain in areas such as intellectual property protection, access to financing, and skills development. Strengthening legal frameworks, building capacity, and improving the dissemination of digital content are essential to creating an enabling environment for creativity, supporting cultural heritage, and attracting investment, thereby contributing to the growth of Tanzania's creative industries and their contribution to the national economy.

#### **2.3.6. NAC's Structure and Governance**

NAC's organizational structure is expected to reflect its unique position as an independent body under the umbrella of the Ministry of Information, Culture, Arts and Sport. With a Council managing strategic priorities and an Executive Secretary overseeing day-to-day operations, NAC's divisions in the Directorates and Units play a special role. However, the assessment has recognized structural shortcomings, including the need for regional offices to extend their reach and influence nationally. It currently operates with regional/district cultural officers, but the lack of direct reporting and oversight in these regions/districts limits NAC's ability to effectively deliver its programmes and support local artists in remote areas, especially in nurturing artistic talents and awareness creation which is difficult to be performed with the automated digital systems. This emerging regional distance also creates a disconnect between NAC headquarters and local arts communities.

In addition to structure the governance challenges further impact NAC's effectiveness, as issues related to the unclear role of its workers and management team and limited human resources expertise impact performance. The current structure also lacks a clear definition of authority, leading to governance issues that can lead to a disconnect between the Directors, Assistant Directors, Heads of Units and their subordinates. Furthermore, limited technical human resources, especially for specialized tasks such as marketing and research, prevent NAC from fully supporting the arts industry. These structural and managerial constraints highlighted the need for NAC to improve its organizational framework by addressing these weaknesses to ensure coherent and effective work in line with its mission to support and promote the arts in Tanzania.

## **2.4. NAC External Environment**

### **2.4.1. Economic Environment**

Tanzania is experiencing sustained economic growth, with Gross Domestic Product (GDP) consistently growing at 5.5% in 2024 and an average of 5.1% per annum for the last ten years. This is a result of economic reforms and sound economic policies that were introduced from the 1990s. Concentrating on the Arts, recreation and entertainment sector, it includes various economic activities ranging from sports, music, theatre arts, films, traditional dance, architects, interior and exterior designers, tailors, salons and many others. The sector has been growing at the fastest rate. For instance, in 2022 it grew at a rate of 19%, 17.7% in 2023 being the leading sector followed by finance and insurance 12.2%, mining 11.3%, accommodation and food services 8.3% and many others. GDP-wise the sector contributes around 0.9%. There has been increased investment in the sector for a competitive and inclusive economy as a result of an improved business environment. In the 2024/25 a budget is set for the development of infrastructure to support the sector. Moreover, apart from the Tanzania Culture and Arts Fund (TCAF) have played a great role in supporting the culture and arts sector through loans to artists. The data as retrieved from the Budget speech of the ministry by the minister indicated that TZS. 5,250,070,500 had provided to the culture and arts beneficiaries in the 2024/2025 financial year. The private sector with the banking and microfinance companies reveals to be ready in supporting the sector through different mechanisms. The arts sector contributes to economic liberalization by stimulating creative industries, attracting tourism, enhancing cultural exports, and creating synergies with sectors like education, technology, forestry and hospitality.

However, the absence of a clear and institutionalized blueprint for infrastructure remains a critical gap that the current SP has to address. The report from National Bureau of Statistics (NBS) for in particular indicates that the Arts and Entertainment; and Activities of Household as an employer contributes at 7.3% in the country employment as at 2023. In terms of employment however, the recent census, the 2022 Tanzania Population and Housing Census (PHC) meanwhile shows that the arts, entertainment, and recreation industry employ only 0.4% of the working population in Tanzania mainland, mostly aged 15 and above, with a significant gender gap (0.3% women, 0.4% men). This is significantly low as compared to other industries in the economy. It is important however to consider that despite its role in job creation, the low percentage may be caused by the fact that the industry remains largely informal. This is evidenced by the Integrated Labour Force Survey 2020/21, which indicates that only 10.1% of Tanzanians have formal employment, while 29% work in the informal sector, where arts, entertainment and recreation industry constitutes 0.5% of the informal employment. From the above reports, persistent informality in this industry limits artists' access to challenges related to issues like poor management, fair contracts and financial services. Problems such as fragile contractual agreements, limited access to financing due to revenue uncertainty, particularly regarding digital piracy, and lack of employment formalization further hamper the development of this industry. The informality in the industry also indicates high potential for content creation through informal channels. This strategic plan prioritizes the formalization of creative arts industries to strengthen contractual protection, ensure fair wages, improve access to financing for artists, and position the industry as a source of sustainable employment.

#### **2.4.2. Political Environment**

Politically, the government through various policy documents has been advocating for the growth of the arts, recreation and entertainment sector. The CCM Manifesto of 2020/21 to 2025/26 recognized the sector in terms of employment creation, encourage more youths to participate in the artistic works, capacity building to four (4) Arts associations, 752 artists-rights, quality work, markets, Producers and Directors of Artistic works in the areas of innovation, production. The Manifesto emphasized raising awareness among artists' stakeholders in terms of contracts and registration of the artistic works. It is through the Manifesto that directing protecting artistic works, rights-youths, old and deceased ones, youths' talents search and identification and developing proper artistic infrastructures in place. In addition, it advocated for search for markets for artistic works, provision of professional advice to 10,437 artists-events management, market access, registration of artists around 1,084, promoting artistic works locally and internationally-events, provision of legal aid platform to artists, construction of Changamani Arts and Sports Arena and many others.

#### **2.4.3. Technological Environment**

The rapid advancement of technology continues to redefine the creative arts landscape globally, and Tanzania is no exception. Traditional methods of producing, marketing, licensing, and protecting artistic works are being transformed by digital tools and platforms. From Artificial Intelligence (AI)-assisted design and music generation to blockchain authentication and Non-Fungible Token (NFT) marketplaces, artists now operate in a more complex but opportunity-rich digital ecosystem. Social media platforms like TikTok, Instagram, YouTube, and X (formerly Twitter) have become indispensable in reaching global audiences, while digital distribution services allow creatives to monetize their work across borders. These developments have unlocked new forms of expression, collaboration, and audience engagement, making it essential for Tanzania's art industry to embrace and adapt to these innovations. The interconnectedness between Tanzania and the global creative economy has also increased, driven by these social media platforms. These platforms expose Tanzanian creatives to international markets, audiences, and monetization opportunities. However, they also introduce complex intellectual property risks and require regulatory alignment.

Tanzania is undergoing a significant digital transformation, driven by increased internet penetration, expanding mobile access, and supportive regulatory reforms. As of early 2024, over 34 million Tanzanians about 55% of the population are active internet users, with over 48 million mobile money accounts in use (TCRA, 2024). These figures demonstrate the growing potential for digital content creation, distribution, and commercialization. However, emerging technologies such as AI, Augmented Reality (AR) of Virtual Reality (VR), and machine-generated content also introduce legal, ethical, and economic implications, particularly around copyright, ownership, and fair compensation. NAC must respond strategically by building artists' digital literacy, offering support on digital rights management, and ensuring that creative works are protected and promoted in this evolving environment. To navigate these opportunities and challenges, NAC must position itself as a proactive enabler of technology adoption in the arts sector. This involves strengthening internal systems like the Arts Management Information System

(AMIS), promoting online licensing and registration, and investing in capacity building for creatives. The Council should also foster collaborations with key stakeholders like TCRA, Business Registrations and Licensing Agency (BRELA), TIC, Copyright Society of Tanzania (COSOTA), Tanzania Bureau of Standards (TBS), and the Ministry of Communication and Information Technology; development partners; innovation hubs; tech companies; universities; media platforms; and international arts councils. These partnerships can help NAC support digital infrastructure, formulate artist-friendly policies, and enhance Tanzania's visibility in the global creative economy. Ultimately, by embracing technology and fostering strategic digital integration, NAC will not only future-proof the sector but also empower artists to thrive in an increasingly interconnected and data-driven world.

#### **2.4.4. Social Environment**

The 2022 Tanzania PHC reports that the population living in urban areas had increased from 29.2% in 2002 to 34.4% in 2022 indicating increase in socio-economic activities in urban areas, arts inclusive. The increase is mainly due to rural-urban migration, but it is also a result of reclassification of some areas from rural to urban status. In recent years, there has been a significant surge in the appreciation and demand for artistic works among Tanzanians, especially in urban areas. This growing appetite spans across various creative disciplines, including visual arts, music, dance, theatre, literature, fashion, film, and digital media. Several factors have contributed to this cultural renaissance, including increased exposure to global artistic trends, the rapid expansion of social media, and the rising influence of digital platforms that allow artists to showcase their work to a wider audience. Furthermore, the celebration of Tanzanian heritage and identity has played a key role in fuelling this enthusiasm. Local artists are increasingly drawing inspiration from traditional motifs, indigenous storytelling, and cultural symbols, blending them with contemporary artistic expressions to create unique and compelling works. This fusion has not only strengthened national pride but also attracted international recognition, positioning Tanzanian art on the global stage.

Additionally, the government, private sector, and non-profit organizations have started investing more in the creative economy, supporting initiatives such as art festivals, exhibitions, talent development programs, and creative entrepreneurship workshops. These efforts have provided emerging artists with platforms to gain visibility, secure funding, and turn their passion into sustainable careers. The rise of art galleries, online marketplaces, and collaborations between local and international creatives has further expanded opportunities for both artists and art enthusiasts. As the demand for artistic works continues to grow, it presents exciting possibilities for economic empowerment, cultural exchange, and creative innovation. However, challenges such as access to funding, copyright protection, and market saturation still need to be addressed to ensure that Tanzanian artists can fully thrive in this evolving landscape. With the right support and continued enthusiasm from both creators and consumers, the future of the arts in Tanzania looks brighter than ever.

## **2.4.5. Policy and Legal Environment**

### **2.4.5.1. Tanzania Development Vision 2050**

Recognizing the potential for job creation, innovation, and strengthening national identity of the industry, the vision 2050 focuses on three interrelated priorities: investing in modern infrastructure, talent management, and the development of digital platforms. In line with this vision, this strategic plan must prioritize the development of the arts industry as an engine of change for youth empowerment and inclusive economic growth. These include the creation and promotion of creative spaces such as artist studios, national art theatre, and art galleries to support artistic production and collaboration; the implementation of structured programs to identify, foster, and nurture professional artistic talent through education, training, and mentoring; and the development of digital technologies that facilitate the production, marketing, and international distribution of Tanzanian creative content. The strategic integration of these priorities will ensure that the arts industry contributes significantly to achieving Tanzania's Development Vision 2050 being a diverse, sustainable, and innovative economy.

### **2.4.5.2. Tanzania Cultural Policy 1997**

Tanzania's Cultural Policy of 1997 provides the basic framework for promoting, protecting and developing the diversity of the country's cultural heritage. This policy stresses on the importance of culture as a key factor in national identity, social cohesion and economic development. It emphasizes the need to support diverse forms of artistic expression, strengthen cultural education and encourage participation in public cultural activities. Recognizing the crucial role of culture in achieving the Sustainable Development Goals, the policy aims to create an inclusive environment that values both traditional and contemporary cultural practices and promotes the rich diversity of Tanzania's artistic landscape. In line with its new strategic direction, the NAC will use the Cultural Policy as a cornerstone of its initiatives to promote arts and culture in Tanzania. This is attained through ensuring that NAC's strategic activities meet national priorities and effectively meet the needs of artists and cultural professionals. Through cultural policy, NAC can strengthen its position as a key player in the cultural ecosystem by promoting innovation and creativity in artistic works that contribute to Tanzania's cultural and economic prosperity.

### **2.4.5.3. Media and Broadcasting Policy 2003**

Media and Broadcasting Policy 2003 describes the media and broadcasting system in Tanzania and informs on the importance of free and independent media as a cornerstone of democracy and good governance. This policy is aimed at improving the access to information, encourage cultural expression and ensure that the media serves the public interest. The main objective is to improve the quality of media services, promote diverse content and create an enabling environment for media professionals. The policy emphasizes professional standards and ethical journalism and recognizes the role of the media in educating the public, encouraging dialogue and promoting national unity through arts and cultural representation. Media and Broadcasting Policy therefore informs NAC with a vital context for working with media stakeholders to increase awareness and appreciation of Tanzanian arts and culture. The current strategic plan retrieves this conception and upholds importance of active collaboration with different media to promote arts and cultural agendas,

support the documentation of artistic expression and ensure the representation of diverse artistic voices in the media landscape.

#### **2.4.5.4. Education and Training Policy of 2014 (version 2023)**

Education and Training Policy of 2014 (version 2023) advocates for the inclusion of arts and cultural education in the curriculum, emphasizing the importance of developing students' creativity and cultural understanding. For the current strategic plan, this policy helps develop initiatives to improve arts education and training in Tanzania. Via alignment of NAC strategic objectives and policy objectives, NAC can work with educational institutions to develop curricula that integrate arts and culture, ensuring that students receive a well-rounded education that values creative expression. To support the professionalization of the arts sector, the current SP takes that NAC can develop and implement tailored arts courses in collaboration with educational institutions, prioritizing the creation of structured platforms for broad awareness, greater stakeholder engagement, as well as talent development and sector growth.

#### **2.4.5.5. National Human Settlements Development Policy of 2000**

Tanzania's National Human Settlements Development Policy intends to establish a framework for housing development to meet the growing demand for affordable and adequate housing, especially in urban areas. The policy informs NAC strategic plan through focusing on integration of cultural areas into urban development. This includes incorporating cultural centres, theatres and art galleries into new housing developments to encourage creativity and community participation in artistic works. NAC can strengthen community ownership and encourage active participation in cultural and artistic initiatives by organizing workshops that enable local communities to share their ideas on integrating art into housing. In addition, NAC partnerships with agencies like National Housing Corporation can facilitate the creation of public art installations and cultural programmes in residential areas, thereby enhancing the aesthetic value of these projects and creating vibrant, community-oriented environments.

#### **2.4.5.6. The National Youth Development Policy of 2007, (2024)**

The National Youth Development Policy 2007 (versions 2019 and 2024) aims to enable young people to actively participate in social, economic and political spheres. The policy informs the new strategic plan on opportunities to create programmes that will attract young people to the arts, like mentoring initiatives that will connect young people with experienced artists. In addition, NAC can work with educational institutions to develop arts education and training programmes specific to the creative industries, providing young people with the skills they need to succeed in areas such as music, theatre and visual arts. Furthermore, the policy emphasizes the importance of supporting young people's identity and cultural heritage, which NAC can use to implement initiatives that encourage young artists to explore and express their cultural backgrounds.

#### **2.4.5.7. Other Contemporary National Policies**

In addition to the reviewed policies, several national policies were also reviewed to provide additional guidance and support that enhance the SP review. The National ICT Policy 2023 (NICTP 2023) is closely aligned with NAC's objectives and enables NAC to effectively engage in Tanzania's growing digital and creative economy by



focusing on digital content production, cybersecurity, stakeholder engagement, and equitable access to ICT infrastructure. Again, the National Investment Promotion Policy (2001) provides an enabling environment through enhanced licensing, tax incentives, and industry support that will enable NAC to attract investment, support the growth of creative industries, and contribute to broader economic development. On the other hand, the National Trade Policy 2023 provides guidance to promote the development and export of cultural and creative goods by strengthening market infrastructure, e-commerce, and regional and global trade integration, and provides NAC with a solid foundation to enhance the global competitiveness of Tanzanian arts. In addition, the National Economic Empowerment Policy (2004) also promotes inclusive participation in the economy through coordinated support, such as affordable credit, skills development, and microfinance, which NAC can use to empower stakeholders in the creative sector. Finally, the Child Development Policy (1996) emphasizes the protection and promotion of children's rights and well-being through the development of safe and inclusive cultural programs that support children's participation and artistic development, in collaboration with relevant stakeholders, under the aegis of NAC

#### **2.4.5.8. National Arts Council Act, 1984 (amended 2019)**

The National Council Act emphasizes on the NAC's mandate to develop, monitor and regulate the arts and cultural sectors in Tanzania. According to the Act, NAC is the central body responsible for promoting cultural development, supporting artists and arts organizations and maintaining standards of various art forms. It underlines its role in policy-making, arts promotion and cultural preservation, and this forms the basis for NAC's strategic objectives as retrieved from its section 4 on functions of NAC to support the arts in Tanzania locally and internationally. The Act includes provisions for the regulatory body NAC, including licensing, monitoring of artistic content and setting ethical standards. It also emphasizes NAC's mandate to foster collaboration with local and international stakeholders, which is important for pooling resources and expanding the arts sector in Tanzania. In preparing NAC's new strategic plan, these provisions emphasize the importance of compliance and ethical standards in developing an inclusive arts environment. In addressing the emerging challenges in the arts sector, the current SP is designed to reflect its mandates as prescribed by the Act. However, it is important to note that stakeholders are arguing on some issues like strict disciplinary measures to stakeholders, contradictory provision to international agreements, non-recognition to emerging forms of digital arts and unclear NAC authority. This calls for NAC to advocate for policy, regulatory and legislative reforms, the area where the current SP should strengthen.

#### **2.4.5.9. A Guide to Ethical Consideration in Works of Art of 2023**

Made under Section 4 (1) (I) of the National Arts Council Act, Chapter 204). This guide is designed to create a trustworthy foundation for the arts, positioning them as both a respected profession and a vital aspect of Tanzanian cultural heritage. By establishing clear guidelines and advocating for intellectual property rights, NAC seeks to protect artists' creative works while elevating the reputation of the industry. As indicated from this guideline, the NAC authorities are indicated as follows; The National Arts Council, under the authority granted in Section 4(1)(I) and (p) of the National Arts Council Law, Chapter 204 (as amended in 2019), is empowered to oversee and enforce ethical standards in the arts. NAC is required to establish

procedures for ethical management, ensuring artists and stakeholders adhere to these standards. Additionally, NAC provides moral education to enhance understanding of the guidelines and has to collaborate with other national bodies to address ethical matters involving artists, media, transportation, and other relevant sectors. In cases of ethical breaches, NAC is authorized to issue sanctions to offending individuals, and if a violation involves a media outlet or vehicle, it will report the incident to relevant regulatory authorities for appropriate action. Understanding these ethical guidelines is crucial for the new strategic plan of NAC, as they establish a clear framework for its authority, responsibilities, and collaborative approach in managing ethics across the arts sector. Embedding these principles into the strategic plan ensures that NAC not only promotes high ethical standards but also strengthens public trust, protects cultural integrity, and supports the arts as a professional and respected industry.

#### **2.4.5.10. Financial regulations 2025**

The 2025 financial regulations provide basic guidelines for the budget allocation, resource mobilization, expenditure management, and accountability. It details the NAC financial protocols, which aim at increasing the efficiency of the use of funds while supporting strategic priorities in the arts sector. The regulation describes NAC's approach to budget flexibility, which allows for limited reallocation of funds to prioritize new high-impact projects and initiatives that align with national cultural objectives. These guidelines reinforce NAC's commitment to responsible financial management and support for urban and rural arts initiatives. Furthermore, the decree mentions revenue generation through public funding, sponsorship, and local partnerships, although diversification efforts are still limited, the targets where the current strategic plan is focused. The document emphasizes the need for transparent reporting and compliance through measures such as periodic audits and financial reporting cycles. This regulation informs the current strategic objectives of sustainable growth, and ensures that resources remain strong enough to support Tanzania's thriving arts scene.

#### **2.4.5.11. The Tanzanian Copyright and Neighbouring Rights Act 1999**

The Tanzanian Copyright and Rights Act sets a strong legal framework to protect the intellectual property rights of artists and creators in various forms of expression, including visual arts, music, literature and performing arts. Through granting exclusive rights to copyright owners, the Act aims to create an environment that encourages creativity and innovation, while ensuring that artists can derive economic benefit from their work. It creates a balanced approach to the use and commercialization of creative works by including provisions on the duration of copyright, penalties for copyright infringement and fair use. This legal protection is necessary to protect the interests of artists and develop a vibrant cultural economy in Tanzania. To achieve its outreach and knowledge sharing, this act is integrated into discussion for NAC can raise awareness of artists' copyrights and support the protection of intellectual property rights by using the provisions of the Act. In addition, NAC can advocate for better protection against copyright infringement and promote fair use for educational purposes.

#### **2.4.5.12. Media Services Act 2016**

The Media Services Act 2016 creates a comprehensive regulatory framework for the Tanzanian media sector to promote freedom of expression and ensure

responsible journalism and media practices. The Act provides guidelines on the licensing of media organizations, the responsibilities of media workers and the establishment of regulatory bodies. It emphasizes the importance of balancing media freedom with ethical standards, accountability and the public's right to know. The Act is an important framework for NAC to work with media platforms to promote arts and culture in Tanzania. Through the provisions of the Act, NAC through its current strategy plan can advocate for fair representation of Tanzanian arts in the media, and ensure that diverse artistic expressions are represented and celebrated. In addition, NAC can work with the media to develop programmes that educate journalists on the importance of responsible reporting on cultural issues and arts events.

#### **2.4.5.13. Ruling part Election Manifesto 2025-2030**

CCM's election manifesto for the period 2025–2030 highlights the importance of strengthening the creative and cultural industries as part of Tanzania's broader development agenda. Emphasis is placed on supporting youth employment, innovation, and entrepreneurship through art, culture, music, and film. The manifesto commits to strengthening institutions such as NAC, improving regulation, supporting talent development, and promoting Tanzanian culture/arts locally and internationally. The document also emphasizes the need to invest in creative sector infrastructure and create an enabling environment for artists to promote their work in the marketplace. These priorities confirm the strategic importance of NAC's role and justify its inclusion as a key objective in the creative industries development strategic plan

#### **2.4.5.14. Additional Relevant Legislations**

The arts sector must navigate a stringent legal framework addressing corruption, trafficking, money laundering, and drug-related risks. Compliance with laws is critical to maintaining ethical operations, protecting stakeholders, sector integrity and ensuring long-term sustainable creative practice. Few laws, along with their jurisdictional scopes, can be expanded upon. The Prevention of Corruption Act, Cap. 329, targets corrupt transactions to uphold justice and ensure the proper use of public offices and resources and the National Anti-Corruption Strategy and Action Plan (NACSAP) IV 2023. The Anti-Trafficking in Persons Act, No. 6 of 2008, criminalizes all activities related to human trafficking, including prostitution, pornography, sexual exploitation, forced labour, slavery, servitude, debt bondage, sexual tourism, and the sale of human organs. The Anti-Money Laundering Act, Cap. 423. Re. 2022, prohibits any individual from engaging in transactions involving property known or reasonably suspected to be proceeds of a predicate offense. Additionally, the Drugs Control and Enforcement Act, Cap. 95. Re. 2019 bans the possession and trafficking of narcotic drugs and psychotropic substances, such as cocaine, heroin, opium, cannabis, and others. Navigating this legal landscape is essential for ethical arts operations.

### **2.4.6. The International, Continental and Regional Instruments**

#### **2.4.6.1. International Instruments**

##### **2.4.6.1.1. The UNESCO Convention on Diversity of Cultural Expressions, 2005**

The 2005 UNESCO Convention supports policies that promote cultural production, dissemination, and entertainment, while creating a favourable climate for artists. The agreement also emphasizes the importance of digital transformation and

financial support for the cultural sector. In Tanzania, the implementation is communicated through the periodic reports published every 4 years currently (2016-2020 and 2020-2024). The reports show that progress has been made in implementing the Convention, but significant gaps remain. Although a cultural policy exists, there is no sustainable funding mechanism that effectively supports the artistic industry. Support for artists and cultural professionals like legal protection and capacity building is still insufficient and the country lacks strong global partnerships. Finally, public awareness and participation in cultural and arts activities, especially in rural areas, remains low. Therefore, NAC must strengthen cultural industry funding, legal protection for artists, international cooperation, and public participation to achieve full compliance with the 2005 UNESCO Convention.

#### **2.4.6.1.2. UNESCO Recommendation Concerning the Status of the Artists, 1980**

This recommendation encourages UNESCO Member States to improve the professional, social, and economic conditions of artists through policies and measures related to training, social security, employment, income, tax, and mobility. It specifically addresses the need for fair remuneration for artists, ensuring they receive adequate compensation for their work. This recommendation can be a guide to NAC and its partners in offering capacity building on decent work for artists to arts federations and associations. The recommendation reinforces NAC's strategic plan by defending the social and economic rights of artists and advocating principles such as access to social security, freedom of expression, vocational training and recognition of the key role of artists in national development. These principles guide NAC in developing policies to protect and empower artists in Tanzania.

#### **2.4.6.1.3. The Berne Convention for the Protection of Literary and Artistic Works (amended in 1979)**

The Berne Convention for the Protection of Literary and Artistic Works (amended in 1979) is a major international agreement that protects the rights of creators in literary and artistic works, including music, literature, visual arts, and performances. It guarantees recognition for artists and creators and fair remuneration when their works are used, reproduced, or distributed in any of its member countries. NAC believes that adhering to the principles of the Berne Convention strengthens the legal protection of Tanzanian artists' intellectual property rights, encourages creativity by guaranteeing the moral and economic rights of authors, and supports an environment where artists can safely share and market their works, both locally and internationally. This protection is essential for building a vibrant creative economy, attracting investment and supporting sustainable livelihoods for artists, as well as promoting respect for cultural heritage and innovation in the Tanzanian arts sector. Additionally, the World Intellectual Property Organization's (WIPO) Performances and Phonograms Treaty (WPPT, 1996) complements the Berne Convention by specifically addressing the rights of performers and producers of phonograms and providing them with additional protection in the digital environment. Together, these agreements provide a robust international legal framework that NAC can use to strengthen copyright protection, support artists' remuneration, and adapt national legislation to protect creative works on traditional and digital platforms, thereby contributing to the development of Tanzania's creative industries.

#### **2.4.6.1.4. The United Nations Sustainable Development Goals (SDGs) 2030**

The UN Sustainable Development Goals (SDGs) 2030 include policies that, among other things, promote sustainable tourism that creates jobs and promotes local culture, strengthens efforts to protect and preserve cultural and natural heritage, increases public access to information, and promotes art as an instrument for cultural identity and economic development. Achieving goals, especially in terms of empowering women and youth. The role of art in combating unemployment and creating decent work is also well recognized, among others, by the SDGs, 2030, which oblige parties to implement policies that stimulate creativity and innovation, and that promote entrepreneurship and micro, small and will promote large-scale artistic enterprises. NAC Strategic Plan is expected to address these issues within its mandate by stressing on youth and women empowerment, cultural and arts integration and promotion of arts.

#### **2.4.6.2. Continental Instruments**

##### **2.4.6.2.1. The African Union (AU) Agenda 2063**

The AU Agenda 2063 provides a framework for inclusive growth, sustainable development and cultural revival across the continent. In preparing the strategic plan of the NAC, its initiatives must be aligned with the goals set out in Agenda 2063. This alignment will not only increase the visibility of Tanzanian arts, but will also support our cultural sector as a key player in regional and continental development. First, Agenda 2063 stresses the importance of preserving and promoting Africa's diverse cultural heritage and identity, which are vital to strengthening national pride and unity. The agenda also highlights the potential of the creative economy as a major driver of economic growth and job creation, and calls on Member States to invest in arts and culture. Additionally, the Agenda calls for initiatives to empower young people through education, skills development and active participation in the cultural sector, the area where NAC can concentrate on. The new strategic plan demonstrates that NAC has to work for young artists' engagement through targeted capacity-building programs and provide them with the skills and opportunities they need to succeed in the creative economy.

##### **2.4.6.2.2. The African Continental Free Trade Area (AfCFTA)**

AfCFTA provides a platform for Tanzania's arts industry, in areas like music, crafts, design, and other forms of artistic cultural expression, to trade duty-free in African markets. Under the Trade in Goods Protocol and existing laws of origin, Tanzanian artistic products can be imported duty-free to other African countries, thereby increasing market access and competitiveness. The strategic plan aims to formalize the artistic economy, strengthen certification systems, quality control, and intellectual property protection to meet AfCFTA requirements. In addition, Afreximbank's flagship program, under the Creative Africa Nexus (CANEX), provides targeted financial and technical support to creative and artistic entrepreneurs through grants, investment promotion, and market linkage programs. The program may facilitate access to CANEX financing for Tanzanian creative professionals by raising awareness, developing investment-ready offerings, and facilitating strategic partnerships. Furthermore, the strategy seeks to increase regional and international trade in Tanzanian creative goods and services through the AfCFTA Protocol on Trade in Services and instruments. These joint efforts are important to be considered in the strategic plan for generation of employment

opportunities for youth, artistic exchange, and sustainable economic growth, and position the arts industry as a key pillar of Tanzania's economic transformation, in line with Agenda 2063

#### **2.4.6.2.3. African Union Plan of Action on Cultural and Creative Industries**

The Revised African Union Plan of Action on Cultural and Creative Industries has identified eight (8) key areas which can contribute to the development of Cultural and Creative Industries in Africa. These areas are: Markets for Africa's Cultural and Creative Industries; Education, Capacity Building and Sustainability; iii. Finance and Investment; Intellectual Property Rights; ICTs; Cultural Infrastructure; vii. Cultural and Creative Industry Statistics; and viii. Social Inclusion and Cohesion. This plan needs to be domesticated by Member States through institutions such as the NAC, and will be instrumental in the value chain development of the culture and creative industries in Tanzania. The plan complements NAC's strategic plan as it is aligned with continental priorities such as establishing national arts councils, promoting cultural entrepreneurship and integrating arts education into educational curriculum. This supports NAC's mission to professionalize the arts, stimulate the creative economy and preserve cultural heritage.

#### **2.4.6.3. Regional Instruments**

##### **2.4.6.3.1. SADC Protocol on Culture, Information and Sports**

This protocol that was adopted in 2001, aims to strengthen regional integration and cooperation among SADC member states in these sectors. It focuses on developing policies, sharing resources, and enhancing regional identity, while promoting access to information and participation in cultural, information, and sports activities for all citizens. The protocol indicates that State Parties shall organize, and cause to be organized, arts and cultural festivals pursue the ideals of regional integration; take such policy measures as are necessary to attract private sector investment in festivals as well as facilitate their commercialization in order to ensure their viability and sustainability and organize joint staging during international festivals of arts and culture.

##### **2.4.6.3.2. Seychelles Declaration 2024**

The purpose of the Declaration is to advance arts and culture in the African continent and promote culture in sustainable development, ensuring that no one is left behind. It comprises four key commitments, to position culture as a key player in the whole of government agendas, strengthen cross-border mobility, communication and cultural cooperation, ensure sustainable funding and resource mobilization; and enhance capacity building and professionalization of the cultural and creative sectors. The declaration calls for increased NAC efforts to set dialogue platforms with the government and other stakeholders for sector productivity. The Declaration emphasizes that there should be increased cultural exchanges and capacity building.

##### **2.4.6.3.3. Indian Ocean Rim Association (IORA)-Seychelles Declaration 2014**

The IORA in 2014 advocates for several interventions that partly enhances culture and arts performance among member states. These interventions include cultural exchanges, preparation of epicentral regional forums, engagement and cooperation and dialogues with parties, relevant international and regional organizations, private sector, CSOs; infrastructure upgrade, engage Public Private Partnership (PPP) in

enhancing productivity and competitiveness and joint Marketing efforts with potential stakeholders. In this case Tanzania being a member of IORA, there are some initiatives that NAC can accommodate such as preparation and facilitation of cultural exchanges, regional forums, dialogues, and infrastructure development in enhancing sector development.

#### **2.4.6.3.4. East Africa Community Treaty**

The EAC Treaty recognizes the importance of culture and in fostering social cohesion, solidarity, and identity within the East African region. In addition, EAC Vision 2050 vision stresses on infrastructure development specifically construction of theatres and museums as part of promoting culture and tourism in general. One of the aspirations in the EAC 2050 vision is building homogeneity of regional cultures and linkages and development of Centres of Excellence in Arts training. For the case of NAC, it is the role to engage other stakeholders in ensuring arts infrastructure is in place to promote the sector. Furthermore, the EAC has recognized the importance of cultural and artistic services in regional integration and has included them in its efforts to liberalize trade in services. The EAC has committed to promoting the movement of these services between Partner States as part of its Common Market Protocol.

## **2.5. Stakeholders Analysis**

**Table 2.3: NAC Stakeholders' Analysis**

| S/N | Stakeholder                                        | Service offered by NAC                                                                                                                                                                                                                      | Stakeholders Expectations                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Treasury Registrar's office                        | <ul style="list-style-type: none"> <li>• Implementation of performance contracts</li> <li>• Preparation and submission of annual budget and plans</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>• Accurate and timely reports submission</li> <li>• Adhering to government policies, budget guidelines and directives</li> </ul>                                                                                                                                                                                                                                                                                  |
| 2.  | Ministry of Information, Arts, Culture, and Sports | <ul style="list-style-type: none"> <li>• Compliance to government policies and regulations</li> <li>• Performance reports</li> <li>• Submission of Budget and plan</li> <li>• Arts Development in the Country</li> </ul>                    | <ul style="list-style-type: none"> <li>• Compliance with government policies and guidelines</li> <li>• Accurate and timely submission of performance reports</li> <li>• Implementation of approved budget.</li> <li>• Strategic programs towards Arts Development</li> </ul>                                                                                                                                                                             |
| 3.  | NAC employees                                      | <ul style="list-style-type: none"> <li>• Remunerations</li> <li>• Incentive package</li> <li>• Working environment</li> <li>• Infrastructure and working tools</li> <li>• Provision of information</li> <li>• Career development</li> </ul> | <ul style="list-style-type: none"> <li>• Timely payment of remunerations</li> <li>• Good incentive package</li> <li>• Conducive working environment</li> <li>• Good infrastructure and quality working tools</li> <li>• Accurate and timely information</li> <li>• Good industrial relation</li> <li>• Transparency and accountability</li> <li>• Participation in decision-making process</li> <li>• Career development</li> <li>• Promotion</li> </ul> |
| 4.  | Artists, Arts                                      | <ul style="list-style-type: none"> <li>• Nurturing and</li> </ul>                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Support in capacity building</li> </ul>                                                                                                                                                                                                                                                                                                                                                                         |

|    |                             |                                                                                                                                                                        |                                                                                                                                                                                                                                                                             |
|----|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | Association & federations   | development of their talents<br>•Registration of their arts works                                                                                                      | <ul style="list-style-type: none"> <li>•Provision of financial support</li> <li>•Provision of opportunities for showcasing work, fair representation, and advocacy for artists' rights and interests</li> </ul>                                                             |
| 5. | Civil Society Organizations | <ul style="list-style-type: none"> <li>•Provision of forums for capacity building</li> <li>•Opportunities for collaboration in enhancing sector development</li> </ul> | <ul style="list-style-type: none"> <li>•Development of arts infrastructure in the country</li> </ul>                                                                                                                                                                        |
| 5. | Development Partners        | <ul style="list-style-type: none"> <li>•Long-term commitment for technical and financial support</li> </ul>                                                            | <ul style="list-style-type: none"> <li>•Timely access to information and data regarding the art industry</li> <li>•Strategic collaboration and alignment</li> <li>•Transparent implementation and reporting</li> <li>•Capacity building and sustainability focus</li> </ul> |
| 6. | Arts Training Institutions  | <ul style="list-style-type: none"> <li>•Provision of potential clients for capacity</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>•Accreditation and recognition</li> <li>•Facilitation of opportunities and partnerships</li> <li>•Curriculum guidance</li> </ul>                                                                                                     |
| 7  | Private sector              | <ul style="list-style-type: none"> <li>• Investment and sponsorships</li> <li>• Active collaboration and partnership</li> </ul>                                        | <ul style="list-style-type: none"> <li>• Supportive regulatory environment</li> <li>• Facilitation of public-private partnerships</li> <li>• Access to a structured database of artists and creative enterprises</li> </ul>                                                 |
| 8  | Media                       | <ul style="list-style-type: none"> <li>•Provision of public related information</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>•Accurate and timely information</li> <li>•Access to credible information and spokespersons</li> <li>•Collaboration in promoting Tanzanian arts and culture</li> </ul>                                                               |

## 2.6. SWOC Analysis

Strengths, Weaknesses, Opportunity and Challenges (SWOC) Analysis was conducted to identify strengths, weaknesses, opportunities and challenges with respect to the regulatory environment of NAC as follows: -

**Table 2.4: Strengths**

| Strategic area                | Specific Strengths                                           | Details                                                                      |
|-------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------|
| Governance and structure      | Independence under Ministry oversight                        | This ensures autonomy while maintaining alignment with national priorities   |
| Collaboration and partnership | Broad stakeholder engagement across various arts disciplines | This fosters inclusivity and collaboration.                                  |
|                               | Growing Relationships with Artists                           | NAC's close relationships with artists fosters trust and open communication. |



|                               |                                        |                                                                                                           |
|-------------------------------|----------------------------------------|-----------------------------------------------------------------------------------------------------------|
|                               | Engagement with personal artist issues | This personalized support helps build a stronger, more resilient arts community.                          |
| Financial Resources           | Self-Funding room and Retained Revenue | This means that NAC can reinvest in its programs, support artists, and maintain operational independence. |
| Human Resources               | Strong top management                  | Having top management with a clear vision ensures that NAC is moving in a defined direction               |
| Political and legal framework | Strong Policy and Legal Framework      | Guided by national policies that support youth development in arts, providing it with a clear mandate     |

**Table 2.5: Weaknesses**

| Strategic area                | Specific weakness                                                | Details                                                                                                             |
|-------------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Governance and structure      | Inadequate organization structure                                | Lead to inefficiencies, unclear roles and responsibilities, thus conflicts                                          |
| Collaboration and partnership | Low interconnectivity of NAC with other systems                  | Reduce NAC effectiveness in advocating for and implementing policies or initiatives.                                |
|                               | Difficulty coordinating with regional/district cultural officers | Lead to difficulties in ensuring that NAC's policies and initiatives are properly executed at the grassroots level. |
|                               | No enough awareness to public especially in upcountry            | Result in limited community engagement, and a gap in reaching a broader demographic                                 |
| Financial Resources           | No endowment fund established                                    | Limits the NAC's ability to secure sustainable funding and long-term financial stability.                           |
| Human Resources               | High HR turnover                                                 | impact NAC's ability to attract, develop, and retain skilled talents                                                |
|                               | Limited HR expertise and global exposure                         | Leads to absence of proactive and innovative ideas                                                                  |
| Political and legal framework | Outdated regulations                                             | Lead to complaints in working with stakeholders like artists                                                        |

**Table 2.6: Opportunities**

| Strategic area                | Specific Opportunities                                       | Details                                                                                                                                       |
|-------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Governance and structure      | Potential for cultural transformation and influence          | NAC can leverage its position to influence public perception, promote social change, and shape cultural narratives.                           |
| Collaboration and partnership | International collaboration and marketing for Tanzanian arts | Potential to create new markets for local artists, attract international funding, and raise the profile of Tanzanian arts on the world stage. |

|                               |                                                                                                                   |                                                                                                                                     |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
|                               | Digital systems integration with partners (e.g., municipals and districts councils through TAUSI Taxpayer Portal) | Potential for more streamlined management of resources and programs, while also facilitating wider reach through digital platforms. |
|                               | Skill-building programs for artists and staff                                                                     | Enhance artistic skills and management capabilities, fostering a more professional arts community                                   |
| Financial Resources           | Many forms of arts are unexploited yet                                                                            | When well recognized and with proper services, the NAC revenue can expand through these artists                                     |
| Infrastructure and facilities | Artistic community spaces in different areas                                                                      | Highly needed to provide local artists with venues for expression, collaboration, and networking                                    |
|                               | Inclusion of arts topics in educational settings                                                                  | Advocating for this is potential in creating and promoting arts                                                                     |

**Table 2.7: Challenges**

| Strategic area                | Specific Challenges                                  | Details                                                                                                                                                        |
|-------------------------------|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Collaboration and partnership | Compliance challenges with external bodies           | NAC may face difficulties in meeting the compliance requirements of external bodies, such as international organizations or donors.                            |
|                               | Limited collaboration readiness from some ministries | While some ministries are open to collaboration, others may be less willing or prepared to engage.                                                             |
| Financial Resources           | Limited government funding                           | Reliance on government funding, which may be insufficient or subject to cuts, poses a financial challenge.                                                     |
| Globalizations                | Ethical/social media issues in the industry          | The rise of social media has created new ethical challenges, including issues around copyright, privacy, and online harassment.                                |
|                               | Risk of AI impact on the industry                    | The increasing use of artificial intelligence in creative processes (e.g., music, visual arts, and content creation) could disrupt traditional arts industries |

## 2.7. Ongoing Institutional Strategic Initiatives

Despite the detailed weaknesses and challenges of NAC, its management is actively implementing several strategic initiatives aimed at strengthening its operational capacity and institutional effectiveness which are worthy to acknowledge in the strategic plan. These initiatives are currently being implemented and awaiting official approval. The most important of these is the development of a comprehensive communications strategy to increase stakeholders' engagement and optimize information flow. The Council is currently evaluating and restructuring its organizational structure to clarify roles, responsibilities, and expected results. Work is also underway to integrate NAC ICT systems with other national government's digital platforms to improve service delivery and data management. Furthermore, management has prepared the revised draft Financial Regulations

(2025) to replace the outdated 2008 version and is finalizing some of the proposed amendments to the NAC Regulations (2025) to align it with current industry practices and governance standards. Staff development is also a priority for the organization; thus, NAC has six employees studying at various levels, including bachelor's and master's degrees in various institutions. In addition, some ICT equipment has been purchased to support the digital transformation, but its delivery is in process.

## 2.8. Strategic issues

| S/N | Cluster                                    | Strategic Issues                                                                                                                                                                                                                                                                                                                                                        |
|-----|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Governance and Institutional Capacity      | <ul style="list-style-type: none"> <li>• Unclear roles and responsibilities of some key positions</li> <li>• Governance gaps and lack of authority clarity</li> <li>• Weak organizational structure</li> <li>• Limited accountability</li> <li>• Zonal offices consideration</li> <li>• Outdated regulations</li> </ul>                                                 |
| 2   | Human Resources and Staff Welfare          | <ul style="list-style-type: none"> <li>• Shortage of skilled workforce</li> <li>• Limited professional development and training opportunities</li> <li>• No incentive programs for staff</li> <li>• HIV/AIDS as a continuing threat to staff well-being and stakeholders</li> <li>• Mainstreaming Cross-Cutting Issues like Non-Communicable Diseases (NCDs)</li> </ul> |
| 3   | Finance and Resource Mobilization          | <ul style="list-style-type: none"> <li>• Limited government funding</li> <li>• Challenges in resource generation</li> <li>• Underdeveloped resource mobilization framework</li> </ul>                                                                                                                                                                                   |
| 4   | Stakeholder Engagement and Partnerships    | <ul style="list-style-type: none"> <li>• Gap between NAC and artists</li> <li>• Insufficient stakeholder involvement</li> <li>• Partnerships with multiple stakeholders</li> <li>• Systems integration with various stakeholders</li> <li>• Gaps in community engagement</li> </ul>                                                                                     |
| 5   | Policy, Regulation, and Ethical Framework  | <ul style="list-style-type: none"> <li>• Compliance with National Anti-Corruption Frameworks</li> <li>• Ethical issues in the arts industry</li> <li>• Lack of recognition for arts as a legitimate career</li> </ul>                                                                                                                                                   |
| 6   | Public Awareness, Marketing and Visibility | <ul style="list-style-type: none"> <li>• Limited public awareness of NAC's role</li> <li>• Weak marketing and visibility</li> <li>• Limited benefits to customers</li> <li>• Development in the social media platforms</li> </ul>                                                                                                                                       |
| 7   | Infrastructure and Industry Development    | <ul style="list-style-type: none"> <li>• Insufficient artistic infrastructure and facilities</li> <li>• Inadequate arts and infrastructures</li> <li>• Arts markets and investment</li> <li>• Fastest growing industry</li> </ul>                                                                                                                                       |
| 8   | Internationalization and Global Exposure   | <ul style="list-style-type: none"> <li>• Lack of international exposure</li> <li>• International linkages</li> <li>• Underutilization of global platforms</li> </ul>                                                                                                                                                                                                    |

## **2.9. Priority Areas for the Strategic Plan**

### **2.9.1 HIV/AIDS, Non-Communicable Diseases and Corruption**

Corruption, NCD and HIV/AIDS remain significant and interrelated problems affecting government institutions and national development. While recent reports such as 2021 Transparency International's Corruption Perception Index (CPI), and the 2020 National Governance and Corruption Survey show progress in reducing corruption, problems such as informal payments for public services, nepotism, and growing digital fraud persist. The government's National Anti-Corruption Strategy and Action Plan, Phase IV (NACSAP IV) place particular emphasis on institutional reform, ethical leadership, and prevention systems. HIV/AIDS also continues to impact the productivity and well-being of civil servants. National frameworks emphasize the need for workplace interventions, reducing stigma, and providing access to education, prevention, and treatment. For NAC, integrating anti-corruption and HIV/AIDS measures into the strategic plan is essential to ensure transparency, accountability, and a healthy and sustainable workforce. Such integration supports national priorities, promotes equitable service delivery in the arts and culture sector, and ensures that the institution can carry out its tasks effectively and inclusively. The positive initiatives to reduce the effects of mental problems has to also be in place with specialists on mental health and stress management encouraged to participate as trainers.

### **2.9.2 Artistic infrastructure, investment and professionalism**

Infrastructure and arts development are key priorities that are part of NAC's strategic plan and are directly linked to its mandate to promote, regulate, and support the growth of the arts sector in Tanzania. Currently, there are significant gaps in artistic creation, exhibitions, and performances in Tanzania. This limits artists' ability to develop and showcase their work. In many regions, well-equipped cultural centers, modern studios, and concert halls are lacking; this hampers artistic development and reduces audience engagement. Furthermore, many artists still lack access to basic production facilities, such as recording studios, rehearsal spaces, and digital platforms. Investing in arts infrastructure is crucial to supporting creativity, professional development, and market growth in the sector. This is because most of players operate informally lacking a clear blueprint for formalization of the sector. Furthermore, the development of well-structured arts spaces increases community participation in artistic endeavors and creates opportunities for sustainable employment for professionals in the sector. On the other hand, advocacy in education issues, policy, and regulation constitute an important component of the non-technical infrastructure needed to support the arts sector. In this, outdated or unclear policies and regulations and create gaps in artist protection, rights management, and industry standards. Strengthening these areas is essential to developing talent, fostering innovation, and ensuring a sustainable and well-managed creative ecosystem in Tanzania.

### **2.9.3 Collaboration and international engagement**

Given the growing need for global connectivity in the arts, international collaboration and cooperation are key components of NAC's strategic plan. NAC's capacity to collaborate with local and international stakeholders is currently limited making the same being the key strategic area where the council can invest. Despite some cooperation with regional and national cultural institutions, opportunities to

strengthen ties with international arts organizations, cultural institutions, and industry experts are still underdeveloped. This gap prevents NAC from leveraging external expertise, resources, and market opportunities that could benefit Tanzanian artists. NAC's limited international involvement restricts local artists' access to global platforms, networks, and collaborations that could enhance their visibility, skills, and marketability.

#### ***2.9.4 Organizational governance, ICT and resource sustainability***

Currently, NAC operates without regional offices, which limits effective coordination and communication with regional stakeholders. This makes NAC isolated from local artists, communities, and cultural institutions. As a result, NAC is unable to meet the diverse needs of the arts industry. In addition, the current management structure compromises the clarity of roles and responsibilities, as well as duplication of responsibilities between the director and deputy directors, leading to inefficiency and uncertainty in decision-making processes. On the other hand, NAC currently faces challenges related to outdated operating systems, and insufficient integration of digital tools for process optimization. These limitations prevent the NAC from providing timely support to artists, ensuring compliance, and promoting industry development. Furthermore, the lack of interconnected digital systems reduces the effectiveness of communication and collaboration with other government agencies, creative organizations, and international partners. Strengthening data management and analysis capabilities will further support evidence-based decision-making and policy development. In terms of finance, NAC relies heavily on government funding; while this funding is necessary, it may not be sufficient to meet the sector's growing needs. Additionally, limited internal revenue and dependence on project funding create financial insecurity, which affects the consistency and delivery of programs and services. To address these challenges, NAC must diversify its revenue sources using innovative funding mechanisms making it a key priority for the next five years. Strengthening the financial management system and ensuring transparency in the allocation of funds will improve reliability and attract more funding.

## CHAPTER THREE: THE STRATEGY

### 3.1. Mission, Vision and Core Values

#### Vision

To become a leading Authority in promoting the Tanzanian unique arts and positioning the nation as a global hub for creative excellence and autistics identity.

#### Mission

To empower artists and institutions through strategic investments, partnerships, capacity building, and robust systems that unlock the full potential of Tanzania's arts industry

#### Core Values

1. **Transparency:** Transparency in the context of this Strategy means practicing openness, honesty, and accountability in decision-making, communication, and operations.
2. **Integrity:** Committing to act with honesty, ethics, and moral principles in all decisions.
3. **Inclusivity and diversity:** Embracing and valuing different backgrounds, perspectives, and identities, ensuring equal opportunity and meaningful participation for all.
4. **Patriotism:** The commitment to serve, uphold, and advance the Tanzania's interests with pride, loyalty and responsibility.
5. **Teamwork:** The collaborative effort of individuals to work together with trust, respect, and shared purpose to achieve their common goals.
6. **Innovativeness:** The commitment to continuously seek and apply new ideas, solutions, and approaches to drive improvement and create value.
7. **Customer-oriented:** The dedication to understanding, anticipating, and meeting customer needs through responsive, respectful, and high-quality service.
8. **Commitment:** To fulfil responsibilities, achieving goals, and upholding the organization's mission with loyalty and perseverance.

### 3.2. Strategic Objectives, Strategies and Targets

#### Strategic Objectives, Strategies and Objectives

#### Objective A: HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services improved

##### Rationale

The Government of Tanzania declared HIV/AIDS as a national calamity since 1999 (HIV/AIDS and Non-Communicable Disease Infection Guideline of 2014). This has led to loss in productivity, a loss of productive labour force and significant financial and time costs for the care and treatment of people affected with HIV/AIDS and NCDs. NAC has recognized the importance of taking action to reduce the impact of these diseases not only for staff but for other stakeholders. Despite this recognition NAC faces several challenges in handling HIV/AIDS and NCDs. The challenges include a number of staff and key stakeholders who do not declare their HIV status and therefore fail to access care and supportive services and dynamic mental health issues like stress management that need to be taken into account. To address the challenges concerning HIV/AIDS and NCDs, NAC will strengthen awareness programs and provide care and support services to staff and stakeholders who declare their health status. The expected output for the strategies

to address HIV/AIDS and NCDs is the existence of healthy, educated and confident staff and stakeholders to perform artistic activities. The key performance indicator for this objective is the Percentage change in HIV/AIDS Infections and NCDs Rates.

### **Strategies**

- i. Continuously sensitize NAC staff and stakeholders on HIV and AIDS; and Non-Communicable Diseases (NCDs)
- ii. Encourage voluntary testing and self-disclosure
- iii. Provide support, care and treatment to staff LWHIV and NCDs
- iv. Conducting training on mental health and stress management to NAC staff
- v. Introduce Games and Activities to NAC staff and stakeholders

### **Targets**

- i. 2 awareness seminars on HIV/AIDS and NCDs prevention conducted to staff annually
- ii. 2 awareness seminars on HIV/AIDS and NCDs prevention conducted to stakeholders annually
- iii. Voluntary testing, counselling and self-disclosure enhanced by June, 2030
- iv. Support access to care and treatment enhanced by June, 2030
- v. Conduct at least 1 training on mental health or stress management annually
- vi. 1 game/activity monthly

## **Objective B: National Anti-Corruption Strategy and Good Governance effectively implemented and sustained**

### **Rationale**

This strategic objective aims at strengthening anti-corruption mechanisms by adopting National Anti-Corruption Strategy and Action Plan. NAC shall not tolerate the prevalence of corruption since it threatens the ability to deliver satisfactory services to its customers and stakeholders. NAC will mitigate corruption practices by adhering to various laws, regulations, circulars and directives that advocate for good governance and accountability. The expected output will be reduced reported corruption incidences and increased awareness on corruption, hence good governance and accountability. The key performance indicator for this objective is a number of trainings conducted on issues related to good governance and accountability.

### **Strategies**

- i. Conduct a sensitization campaign on good Governance for NAC's staff and stakeholders
- ii. Develop and implement NAC anti-corruption strategy in line with NACSAP IV
- iii. Good governance guidelines developed and implemented

### **Targets**

- i. 1 awareness meetings on NACSAP IV preventing and combating conducted annually
- ii. NAC anti-corruption strategy developed by June, 2027;
- iii. NAC anti-corruption strategy implemented by June, 2030;
- iv. 1 Ethics and Integrity committee meetings conducted annually
- v. Complaints handling mechanism improved by June, 2027
- vi. Good governance guidelines at NAC developed by June, 2027

vii. Implement good governance guidelines at NAC by June, 2030

### **Objective C: Artistic Innovation, Creativity and Professional Development enhanced**

#### **Rationale**

Developing a robust arts infrastructure and systems under the professionalism umbrella is crucial for sustainable growth and global competitiveness in the arts industry. Addressing existing gaps in infrastructure, accessibility and skills development will empower artists, spur innovation and increase the visibility of Tanzanian arts. In addition, developing national and regional facilities, and creating shared public spaces, NAC creates a stimulating environment for artistic expression. Currently, Artistic infrastructure in Tanzania is supported by governmental bodies, the private sector, and various arts and cultural organizations. This infrastructure includes both physical and digital components that facilitate artistic creation, production, distribution, and consumption. In this case, the government has made budget allocation for the development of a theatre at Ilala, with future plans of making it a creative hub. However, overall, the existing arts infrastructure is limited, with few galleries, theatres, rehearsal spaces and community spaces available within municipalities and local government authorities. Nevertheless, the government has made significant technological investments, like fibre' optic networks and rural electrification, which help bridge the digital and energy gaps, fostering artistic creation throughout the nation.

Conversely, the arts sector is largely informal, which hinders artists from accessing essential resources such as relevant information, legal compliance, skills enhancement, and support for small and medium enterprises (SMEs) that could drive growth. Additionally, the arts federations and associations often suffer from weak governance structures and lack of ability to collectively address artists' issues, including social protection. Targeted initiatives for professional development, such as capacity-building workshops, apprenticeship programmes, mentoring, and international exchange opportunities, are vital in equipping artists and their governing bodies with the skills and experiences necessary to thrive in an evolving arts landscape. Establishing a strong arts infrastructure and providing sufficient professional development opportunities are essential for achieving sustainable growth and enhancing global competitiveness within the arts sector. By addressing current deficiencies in infrastructure, investment and skills development, it is expected that artists will be empowered, innovation will be stimulated, and the visibility of Tanzanian art will be elevated both nationally and internationally.

Another key enabler of sector growth lies in creating a supportive fiscal environment. Enacting tax policies and incentives designed to support and encourage growth within creative industries. This can include tax reliefs on specific sectors, exemptions, and other financial support measures. It is important that the fiscal policies are aligned with the needs of the creative sector, implemented consistently across relevant government levels and communicated clearly to stakeholders



## Strategies

- i. Advocate and establish national and regional artistic spaces to serve as hubs for artistic exchange and creativity
- ii. Implement regular capacity-building trainings for artists, association and federations
- iii. Encourage international exchange programmes that promote professional development
- iv. Establish a national merit award system that recognizes diverse artistic excellence ie. music, performing and fine arts
- v. Advocate for the review and update legal and policy frameworks governing the arts sector
- vi. Capacity building on digital rights, AI contents, NFTs, digital and online marketplaces.
- vii. Strengthen registration, licensing, and classification mechanisms
- viii. Advocate for mainstreaming of arts into education framework and curriculum
- ix. Host and organize arts festivals, expos and competitions for arts and culture

## Targets

- i. Feasibility study for establishment of artistic spaces conducted by December 2026
- ii. Secure commitments from at least 2 key government or private sector partners to support the establishment of a national theatre by June 2027
- iii. Secure commitments from at least 5 key government bodies or private sector partners to support the establishment of art galleries by June 2027
- iv. Secure commitments from at least 10 key government bodies or private sector partners to support the establishment of a regional artistic spaces by June 2027
- v. Establish at least 10 community spaces across different regions by 2030
- vi. Organize at least 2 capacity-building training to artists annually
- vii. Partner with academic institutions to Conduct at least 2 training annually focused on management and marketing of artists and artistic products
- viii. Conduct capacity building training to at least 200 leaders of associations and federations annually
- ix. Conduct at least 2 tailor-made training to artists with special needs annually
- x. Launch and sustain 5 mentorship programs for emerging artists annually
- xi. Facilitate international exchange opportunities for at least 20 artists annually
- xii. Support at least 5 artistic CSOs that facilitate inward and outward international exchange for artists annually
- xiii. NAC to organize annual arts excellence award by June 2027
- xiv. At least 5 stakeholder engagement sessions conducted for input on legislations, regulations and policy by June 2028
- xv. Produce at least 2 legal position papers by 2030
- xvi. Produce at least 3 policy briefs by 2030
- xvii. Establish a national working group for arts legislative, regulatory and policy advocacy by June 2027
- xviii. Host at least 1 Expert Forums and Public Consultations to discuss digital rights, ethics and monetization annually
- xix. Conduct 1 training on emerging technology (e.g. AI) and build digital capacity annually
- xx. facilitate 3 public consultations meeting on AI's role in arts and creativity by

- June 2028
- xxi. 20% increase in registered and licensed artists and creative entities by December 2026
  - xxii. Develop mechanisms and guidelines to categorize arts in different levels by 2027
  - xxiii. Conduct 1 advocacy forum with relevant ministry annually
  - xxiv. Advocate for training at least 500 teachers on arts-based pedagogical methods by 2027
  - xxv. Organize at least 1 festival annually
  - xxvi. Organize at least 1 expos annually
  - xxvii. 10 exhibitions of arts work by June 2028

#### **Objective D: Stakeholder Engagement and Partnership Strengthened**

##### **Rationale**

There exist several local and international partnerships and affiliations between NAC and other players in supporting the growth of the creative ecosystem in Tanzania. Some of these players include The Copyright Office Tanzania, Tanzania Film Board, Arts Federations Association, Alliance du Française, Tanzania Institute of Education, and International Federation for Arts Councils and Culture Agencies, financial institutions like the NMB Bank Plc and CRDB Bank Plc. While these partnerships and affiliations are instrumental and still need to be bolstered, they are not adequate in pushing NAC's stewardship efforts and growth agenda for the creative sector in the country. Key collaboration points that address issues which include having a conducive environment that supports sectoral investment and international cultural relations need to be addressed. Furthermore, there are significant regulatory barriers which affect the movement of creative goods, especially those derived from natural sources such as wood. A complex series of permits and inspections have become a hindrance to the people concerned in the sector.

Furthermore, access to markets remains a major barrier for Tanzanian creative. By strengthening domestic markets and enabling access to international platforms, NAC can position the Tanzanian creative industry as a viable export sector. Strategic promotion, brand building, and digital marketing will enable creators to scale their work globally and generate foreign exchange. This links with Vision 2050 goals of industrial diversification and knowledge-based exports; Agenda 2063 (Goal 19) promoting Africa's cultural industries globally; and SDGs (Goals 8, 9, 17) supporting trade, innovation, and global partnerships. This will ensure maximum uptake. In addressing these issues, there is a need to strategically expand partnerships and affiliations between NAC and different stakeholders such as:

- i. Business and Investment-Focused Organizations (e.g. TIC, Tanzania Private Sector Foundation (TPSF), Tanzania Trade Development Authority (TANTRADE)
- ii. Regulatory bodies, Government Ministries and Departments (culture, trade, foreign affairs, TRA, Tanzania National Parks Authority (TANAPA), Tanzania Forestry Research Institute (TAFORI), etc.)
- iii. Cultural Organizations - Domestic & International (e.g. British Council, Goethe-Institute, Alliance Française)
- iv. Development and International Relations Organizations

## **Strategies**

- i. Expand national strategic partnerships with public private and international partners.
- ii. Activate global cultural and development partnerships

## **Targets**

- i. Conduct at least 1 stakeholders' engagement forum annually
- ii. Sign at least 10 new MoUs with key business, financial, educational, and cultural institutions by June 2030
- iii. Review and renew current partnership agreements to align with NAC's updated strategic goals by June 2026
- iv. Develop and implement joint action plans with at least 5 partners annually
- v. Establish working relationships with at least 8 international cultural institutions and embassies by June 2026.
- vi. Engage at least 10 artistic diasporas to collaboratively work with Tanzania artists annually
- vii. Co-host or co-fund at least 5 major international exhibitions, arts or cultural exchange events in Tanzania by June 2030

## **Objective E: Strengthening Governance and Institutional Capacity**

It is imperative to strengthen the governance and institutional capacity of the National Arts Council (NAC) to enhance its capacity to effectively promote, develop and regulate the arts sector in Tanzania. Through the existing challenges like governance gaps, unclear roles and responsibilities, outdated regulations, inadequate financial resources, inadequate office infrastructure, technology dynamics and lack of integration of modern IT systems. These weaknesses undermine the effectiveness of service delivery and the effectiveness of programme implementation. Therefore, Strengthening Governance and institutional capacity is a strategic objective that will help to address those challenges and have impacts on NAC by strengthening its governance frameworks and ensuring the institutional capabilities to deliver services. These reforms will also enable NAC to better serve the arts sector, help to strengthen the entire creative ecosystem, better use of resources, greater stakeholders' confidence leads to increase support and investment, enhance the long-term effectiveness, credibility, support data-driven decision making, withstand external pressures or funding uncertainties, allows long term planning, office working environment and deeper impact in the art sector.

## **Strategies**

- i. Strengthen Institutional Structures and Processes
- ii. Improve Financial Management and Resource Mobilization
- iii. Adopt Technology and Digital Governance Tools
- iv. Capacity Building and Human Resource Development
- v. Enhance evidence-based decision through research and development
- vi. Expand office facilities to accommodate growing operational demands
- vii. Arts Promotion and Development Strengthened

## **Targets**

- i. Finalizing new organogram by June 2026
- ii. Standard operation procedures (SOPs) developed and approved June 2026
- iii. 100% of admin processes digitized by June 2030

- iv. At least 6 zonal offices are operational by 2030
- v. Develop and publish clear conflict resolution guidelines and protocols specific to artistic environments by June 2026
- vi. Financial regulations reviewed and approved by June 2026
- vii. At least 5 new funding partnerships by June 2028
- viii. A resource mobilization strategy developed and adopted by June 2027
- ix. 100% of financial reports generated digitally by June 2027
- x. 90% budget execution annually
- xi. Non-governmental sources raised by 60% by 2030
- xii. Establish an endowment fund to secure sustainable funding by June 2027
- xiii. Monetizing artistic programs and services by June 2027
- xiv. 90% of NAC staff trained in relevant digital tools
- xv. NAC's core operations integrated with other governmental digital information systems by December, 2026
- xvi. 100% upgrade of systems and Hardware by June 2027
- xvii. Develop strategy for technological dynamics, i.e. (adoption AI, AR/VR) by December, 2027
- xviii. At least 80% of stakeholders' communication done through digital platforms by June 2026
- xix. Establish a digital platform to showcase Tanzanian arts by June 2028
- xx. Redesign interactive and creative website and improve social media; management by June 2027
- xxi. Organize at least 1 workshops by bringing together artists, developers, and designers annually
- xxii. 90% of staff trained on emerging issues by June 2030
- xxiii. Human resources development Plan approved by June, 2026 (Should be first)
- xxiv. 5 staff supported in ongoing learning system annually
- xxv. 30 staff attend in leadership development programme by June 2030
- xxvi. Institutional incentive plan timely implemented by June 2026
- xxvii. 2 research studies conducted annually
- xxviii. Present at least 2 research findings annually
- xxix. Establishment of 6 zonal offices by June 2027
- xxx. Establish NAC Headquarters Office (BASATA house) by June 2030
- xxxi. 90% of office facilities and infrastructure improved by June 2027

### 3.3. Strategic Action Matrix

Table 3.1: Objectives, Strategies, targets, KPIs and Responsible Party

| SN | Strategic Objective                                                                               | Strategies                                                                              | Targets                                                                          | Key Performance Indicators (KPIs)                                                                                                                                                          | Responsible Party                              |
|----|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| A  | <b>HIV/AIDS Infections and Non-Communicable Diseases reduced and Supportive Services improved</b> | Continuously sensitize NAC staffs on HIV and AIDS; and Non-Communicable Diseases (NCDs) | 2 awareness seminars on HIV/AIDS and NCDs prevention conducted to staff annually | <ul style="list-style-type: none"> <li>Number of staff sensitized on HIV/AIDS and NCDs</li> <li>Number of awareness seminars on HIV/AIDS and NCDs prevention conducted to staff</li> </ul> | DCS-Human Resources and Administration Section |
|    |                                                                                                   |                                                                                         |                                                                                  | <ul style="list-style-type: none"> <li>Number of stakeholders sensitized on HIV/AIDS and NCDs</li> <li>Number of awareness seminars conducted on HIV/AIDS and NCDs prevention</li> </ul>   | DCS-Human Resources and Administration Section |
|    |                                                                                                   | Encourage voluntary testing and self-disclosure                                         | Voluntary testing, counselling and self-disclosure enhanced by June, 2030        | <ul style="list-style-type: none"> <li>Number of staff voluntarily tested for HIV/AIDS and NCDs</li> <li>Number of staff LWHIV</li> </ul>                                                  | DCS-Human Resources and Administration Section |

| SN | Strategic Objective | Strategies                                                           | Targets                                                                              | Key Performance Indicators (KPIs)                                                                                                                                                         | Responsible Party                              |
|----|---------------------|----------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
|    |                     |                                                                      |                                                                                      | voluntarily self-disclosed<br><br><ul style="list-style-type: none"> <li>Number of staff voluntarily receiving counselling on HIV/AIDs and NCDs</li> </ul>                                |                                                |
|    |                     | Provide support, care and treatment to staff LWHIV and NCDs          | Support access to care and treatment enhanced by June, 2030                          | Number of staff living with HIV/AIDs and NCDs provided with care and support                                                                                                              | DCS-Human Resources and Administration Section |
|    |                     | Conducting awareness programs on mental health to NAC staff          | Conduct at least 1 awareness programs on mental health or stress management annually | <ul style="list-style-type: none"> <li>Number of awareness programs conducted annually</li> </ul>                                                                                         | DCS-Human Resources and Administration Section |
|    |                     | Introduce games and physical exercises to NAC staff and stakeholders | At least 1 sport games and physical exercises conducted monthly                      | <ul style="list-style-type: none"> <li>Number of staff and stakeholders participated in games and physical exercises</li> <li>Number of games and physical exercises conducted</li> </ul> | DCS-Human Resources and Administration Section |

| SN       | Strategic Objective                                                                                | Strategies                                                                          | Targets                                                                | Key Performance Indicators (KPIs)                                                                                                                                            | Responsible Party                              |
|----------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| <b>B</b> | <b>National Anti-Corruption Strategy and good governance effectively implemented and sustained</b> | Conduct a sensitization session on good Governance for NAC's staff and stakeholders | At least 1 awareness session on NACSAP IV conducted annually           | Number of awareness sessions implemented                                                                                                                                     | DCS-Human Resources and Administration Section |
|          |                                                                                                    | Implement National Anti-Corruption Strategy IV                                      | Ethics and Integrity committee established                             | <ul style="list-style-type: none"> <li>• Number of members appointed</li> <li>• Number of trainings conducted to Integrity committee</li> </ul>                              | DCS-Human Resources and Administration Section |
|          |                                                                                                    |                                                                                     | At least 1 Ethics and Integrity committee meetings conducted quarterly | <ul style="list-style-type: none"> <li>• Number of Integrity Committee meetings conducted;</li> <li>• Number of reports submitted to the Chief Secretary annually</li> </ul> | DCS-Human Resources and Administration Section |
|          |                                                                                                    |                                                                                     | Complaints handling mechanism established by June, 2027                | <ul style="list-style-type: none"> <li>• Number of members appointed</li> <li>• Number of complaints handled by the committee</li> </ul>                                     | DCS-Human Resources and Administration Section |

| SN       | Strategic Objective                                                          | Strategies                                                                                                         | Targets                                                                                                                                                    | Key Performance Indicators (KPIs)                                                                                                                                                     | Responsible Party                              |
|----------|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
|          |                                                                              | Good governance guidelines developed and implemented                                                               | Good governance guidelines at NAC developed by June, 2027                                                                                                  | <ul style="list-style-type: none"> <li>• Good Governance guideline in place</li> </ul>                                                                                                | DCS-Human Resources and Administration Section |
|          |                                                                              |                                                                                                                    | Implement good governance guidelines at NAC by June, 2030                                                                                                  | <ul style="list-style-type: none"> <li>• Number of human interaction reduced through automation of processes</li> <li>• Number of audit queries on good governance reduced</li> </ul> | DCS-Human Resources and Administration Section |
| <b>C</b> | <b>Artistic Innovation, Creativity and Professional Development enhanced</b> | Advocate and establish national and regional artistic spaces to serve as hubs for artistic exchange and creativity | Feasibility study for establishment of artistic spaces conducted by December 2026                                                                          | <ul style="list-style-type: none"> <li>• Feasibility study report</li> </ul>                                                                                                          | DAPD                                           |
|          |                                                                              |                                                                                                                    | Secure commitments from at least 2 key government or private sector partners to support the establishment of a 1 national theatre/art gallery by June 2027 | <ul style="list-style-type: none"> <li>• Number of commitments to support the establishment of a national theatre</li> </ul>                                                          | DAPD                                           |



| SN | Strategic Objective | Strategies                                                                             | Targets                                                                                                                                                           | Key Performance Indicators (KPIs)                                                                                                               | Responsible Party                    |
|----|---------------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
|    |                     |                                                                                        | Secure commitments from at least 5 key government bodies or private sector partners to support the establishment of 2 regional theatre/art galleries by June 2029 | <ul style="list-style-type: none"> <li>• Number of commitments to support the establishment of art galleries</li> </ul>                         | DAPD                                 |
|    |                     |                                                                                        | Establish at least 1 national theatre/gallery and 2 regional artistic spaces by June 2030                                                                         | <ul style="list-style-type: none"> <li>• Number of community spaces established</li> </ul>                                                      | DAPD                                 |
|    |                     | Implement regular capacity-building trainings for artists, association and federations | Organize at least 2 capacity-building training to artists annually                                                                                                | <ul style="list-style-type: none"> <li>• Number of capacity building training conducted</li> <li>• Level of awareness after training</li> </ul> | DAPD                                 |
|    |                     |                                                                                        | Partner with academic institutions to Conduct at least 2 training annually focused on                                                                             | <ul style="list-style-type: none"> <li>• Number of training conducted</li> <li>• Level of awareness after</li> </ul>                            | DAPD- Research and Marketing Section |

| SN | Strategic Objective | Strategies                                                                        | Targets                                                                                                                   | Key Performance Indicators (KPIs)                                                                                                              | Responsible Party |
|----|---------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|    |                     |                                                                                   | management and marketing of artists and artistic products                                                                 | training                                                                                                                                       |                   |
|    |                     |                                                                                   | Conduct capacity building training to at least 200 leaders of associations and federations annually                       | <ul style="list-style-type: none"> <li>• Number of leaders of association and federation participated in capacity-building training</li> </ul> | DAPD              |
|    |                     |                                                                                   | Conduct at least 2 tailor-made training to artists with special needs annually                                            | <ul style="list-style-type: none"> <li>• Number of training conducted</li> <li>• Level of awareness after training</li> </ul>                  | DAPD              |
|    |                     | Encourage international exchange programmes that promote professional development | Launch and sustain 1 mentorship program for emerging artists in Music, Theatre/Literary Arts and Arts and Design annually | <ul style="list-style-type: none"> <li>• Number of mentorship programmes for emerging artists</li> </ul>                                       | DAPD              |
|    |                     |                                                                                   | Facilitate international                                                                                                  | <ul style="list-style-type: none"> <li>• Number of artists participated in internal</li> </ul>                                                 | DAPD              |

| SN | Strategic Objective | Strategies                                                                                                               | Targets                                                                                                                 | Key Performance Indicators (KPIs)                                                                               | Responsible Party |
|----|---------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------|
|    |                     |                                                                                                                          | exchange opportunities for at least 20 artists annually                                                                 | exchange                                                                                                        |                   |
|    |                     |                                                                                                                          | Support at least 5 artistic CSOs that facilitate inward and outward international exchange for artists by June 2030     | <ul style="list-style-type: none"> <li>Number of CSOs supported</li> </ul>                                      | DAPD              |
|    |                     | Establish a national merit award system that recognizes diverse artistic excellence i.e. music, performing and fine arts | NAC to organize annual arts excellence award by June 2027                                                               | <ul style="list-style-type: none"> <li>Established and operational annual arts excellence award</li> </ul>      | DAPD              |
|    |                     | Advocate for the review and update legal and policy frameworks governing the arts sector                                 | At least 5 stakeholder engagement sessions conducted for input on legislations, regulations and guidelines by June 2028 | <ul style="list-style-type: none"> <li>Number of stakeholder engagement sessions for policy advocacy</li> </ul> | Legal Unit        |

| SN | Strategic Objective | Strategies                                                                               | Targets                                                                                                            | Key Performance Indicators (KPIs)                              | Responsible Party |
|----|---------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-------------------|
|    |                     |                                                                                          | Produce at least 2 legal position papers by 2030                                                                   | • Number of legal papers                                       | Legal Unit        |
|    |                     |                                                                                          | Establish a national working group for arts legislative, regulatory and policy advocacy by June 2027               | • Working group established                                    | Legal Unit        |
|    |                     | Capacity building on digital rights, AI contents, NFTs, digital and online marketplaces. | Host at least 1 Expert Forums and Public Consultations to discuss digital rights, ethics and monetization annually | • Number of forums hosted                                      | DAPD              |
|    |                     |                                                                                          | Conduct 1 training on emerging technology (e.g AI) and build digital capacity annually                             | • Number of training on emerging technology (e.g AI) conducted | DAPD              |
|    |                     |                                                                                          | Facilitate 3 public consultations meeting on AI's role in arts and creativity by June 2028                         | • Number of public consultations meeting on AI's role in arts  | DAPD              |

| SN | Strategic Objective | Strategies                                                                    | Targets                                                                                 | Key Performance Indicators (KPIs)                                                                                                       | Responsible Party |
|----|---------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|    |                     | Strengthen registration, licensing, and classification mechanisms             | At least 20% increase in registered and licensed artists and creative entities annually | <ul style="list-style-type: none"> <li>Number of registered artists</li> <li>Number licensed artists and creative entities</li> </ul>   | DAPD              |
|    |                     |                                                                               | Develop mechanisms and guidelines to categorize arts in different levels by 2027        | <ul style="list-style-type: none"> <li>Guidelines developed</li> <li>Services provided based on the categorized stakeholders</li> </ul> | DAPD              |
|    |                     | Advocate for mainstreaming of arts into education framework and curriculum    | Conduct 1 advocacy forum with relevant ministry annually                                | Number of advocacy forum with relevant ministry                                                                                         | DAPD              |
|    |                     |                                                                               | Advocate for training at least 500 teachers/students on arts-based programs annually    | Number of teachers trained on arts-based pedagogical methods                                                                            | DAPD              |
|    |                     | Host and organize arts festivals, expos and competitions for arts and culture | Organize at least 1 festival annually                                                   | Number of festivals organized                                                                                                           | DAPD              |
|    |                     |                                                                               | Organize at least 2                                                                     | Number of expos                                                                                                                         | DAPD              |

| SN       | Strategic Objective                                        | Strategies                                                                             | Targets                                                                                                     | Key Performance Indicators (KPIs)          | Responsible Party |
|----------|------------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------|
|          |                                                            |                                                                                        | expo by June 2030                                                                                           | conducted                                  |                   |
|          |                                                            |                                                                                        | At least 5 exhibitions of art works by June 2030                                                            | • Number of exhibitions organised          | DAPD              |
| <b>D</b> | <b>Stakeholder Engagement and Partnership Strengthened</b> | Expand national strategic partnerships with public private and international partners. | Conduct at least 1 stakeholders engagement forum annually                                                   | • Number of stakeholder forums conducted   | DAPD              |
|          |                                                            |                                                                                        | Sign at least 5 new MoU's with key business, financial, educational, and cultural institutions by June 2030 | • Number of MoU and agreements signed      | DAPD              |
|          |                                                            |                                                                                        | Review and renew current partnership agreements to align with NAC's updated strategic goals by June 2026    | • Number of reviewed partnerships          | DAPD              |
|          |                                                            |                                                                                        | Develop and implement joint action plans with at least 5 partners by                                        | • Number of joint action plans implemented | DAPD              |

| SN | Strategic Objective | Strategies                                            | Targets                                                                                              | Key Performance Indicators (KPIs)                                                                                                                                                                                                                                                                                                                                                                     | Responsible Party  |
|----|---------------------|-------------------------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
|    |                     |                                                       | June 2030                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                       |                    |
|    |                     |                                                       | At least 12 awareness and visibility enhancement activities conducted annually                       | <ul style="list-style-type: none"> <li>• Number of Visibility activities conducted</li> <li>• Number of media mentions and ads published/aired in local TV, radio, and newspapers</li> <li>• Website/social media traffic increase</li> <li>• Number of publicities of BASATA through press conferences and media releases quarterly</li> <li>• Number of public awareness events attended</li> </ul> | Communication Unit |
|    |                     | Activate global cultural and development partnerships | Establish working relationships with at least 8 international cultural institutions and embassies by | <ul style="list-style-type: none"> <li>• Number of relations forged with international cultural institutions</li> </ul>                                                                                                                                                                                                                                                                               | DAPD               |

| SN       | Strategic Objective                                        | Strategies                                     | Targets                                                                                          | Key Performance Indicators (KPIs)                                                               | Responsible Party                              |
|----------|------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------|
|          |                                                            |                                                | June 2030.                                                                                       |                                                                                                 |                                                |
|          |                                                            |                                                | Engage at least 10 artistic diasporas to collaboratively work with Tanzania artists by June 2030 | <ul style="list-style-type: none"> <li>Number of Artistic Diaspora engaged</li> </ul>           | DAPD                                           |
| <b>E</b> | <b>Strengthening Governance and Institutional Capacity</b> | Improve Institutional Structures and Processes | To review existing organogram by June 2027                                                       | <ul style="list-style-type: none"> <li>Organizational structure approved and in use</li> </ul>  | DCS-Human Resources and Administration Section |
|          |                                                            |                                                | Standard operation procedures (SOPs) developed and implemented June 2030                         | <ul style="list-style-type: none"> <li>Standard operation procedures (SOPs) in place</li> </ul> | DCS-Human Resources and Administration Section |
|          |                                                            |                                                | At least 75% of admin processes digitized by June 2030                                           | <ul style="list-style-type: none"> <li>Number of key processes digitized</li> </ul>             | DCS-Human Resources and Administration Section |
|          |                                                            |                                                | At least 6 zonal offices established and operationalized by 2030                                 | <ul style="list-style-type: none"> <li>Number of zonal offices operationalized</li> </ul>       | DCS-Human Resources and Administration Section |



| SN | Strategic Objective | Strategies | Targets                                                                                                               | Key Performance Indicators (KPIs)                                                                                                                                                                                                                                                           | Responsible Party |
|----|---------------------|------------|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|    |                     |            | NAC Legal Matters executed by June 2030                                                                               | <ul style="list-style-type: none"> <li>• 100% of legal compliance requirements met within specified deadline</li> <li>• 95% of contracts reviewed, approved, and finalized</li> <li>• 90% of legal cases/issues resolved.</li> <li>• Number of legal training sessions conducted</li> </ul> | Legal Unit        |
|    |                     |            | Develop and publish clear conflict resolution guidelines and protocols specific to artistic environments by June 2026 | <ul style="list-style-type: none"> <li>• Conflict resolution protocols developed</li> </ul>                                                                                                                                                                                                 | Legal Unit        |

| SN | Strategic Objective | Strategies                                             | Targets                                                                           | Key Performance Indicators (KPIs)                                                                                                                                                                                                                                                                      | Responsible Party               |
|----|---------------------|--------------------------------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
|    |                     | Improve Financial Management and Resource Mobilization | Internal Control over Financial Management strengthen by June 2030                | <ul style="list-style-type: none"> <li>• Updated financial regulations and accounting procedural manuals in place.</li> <li>• Decrease of audit queries related to internal control</li> <li>• Internal control risks identified and properly managed</li> <li>• Unqualified audit opinions</li> </ul> | DCS-Finance and Account Section |
|    |                     |                                                        | Annual, Semi-annual and Quarterly financial reports prepared and submitted timely | <ul style="list-style-type: none"> <li>• Number of reports prepared and submitted to the approving organs.</li> <li>• Statutory financial reports prepared and submitted to CAG for audit annually</li> <li>• Audited financial reports approved and published in NAC Website</li> </ul>               | DCS-Finance and Account Section |

| SN | Strategic Objective | Strategies                                                                              | Targets                                                                | Key Performance Indicators (KPIs)                          | Responsible Party                |
|----|---------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------|
|    |                     |                                                                                         | Financial reports generated electronically by June 2027                | • Number of financial reports generated electronically     | DCS-Finance and Account Section) |
|    |                     |                                                                                         | Establish an endowment fund to secure sustainable funding by June 2030 | Endowment fund established                                 | DAPD                             |
|    |                     |                                                                                         | Monetizing at least 2 artistic programs and services by June 2030      | No of monetized artistic programs and services             | DAPD                             |
|    |                     | Ensure effective implementation of NAC Strategic Plan and Other general correspondences | All annual plans and budgets prepared and aligned to SP                | Number of plans and budgets prepared and approved annually | DCS-Planning Section             |
|    |                     |                                                                                         | At least 2 Monitoring and Evaluation activities conducted annually     | Number of M&E activities conducted and reported            | DCS –Planning Section            |
|    |                     |                                                                                         | At least 3 general correspondences conducted annually                  | Number of general correspondences conducted                | DCS –Planning Section            |

| SN | Strategic Objective | Strategies | Targets                                                                  | Key Performance Indicators (KPIs)                                                                                                                                                                                                                                                                                          | Responsible Party     |
|----|---------------------|------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
|    |                     |            | Risk Management Framework reviewed and implemented annually by June 2030 | <ul style="list-style-type: none"> <li>• Number of risk management reports prepared and approved</li> <li>• Number of risk mitigation measures implemented</li> </ul>                                                                                                                                                      | DCS –Planning Section |
|    |                     |            | Resource mobilization strategy developed and adopted by June 2030        | <ul style="list-style-type: none"> <li>• Resource mobilization strategy in place</li> <li>• Growth of NAC internally generated revenues</li> <li>• Reduced Subvention dependency</li> <li>• Remittance to Consolidated Fund</li> <li>• Total number of funding/grant proposals submitted and approved in a year</li> </ul> | DCS –Planning Section |

| SN | Strategic Objective | Strategies                                                                       | Targets                                                                                      | Key Performance Indicators (KPIs)                                                                                                                                            | Responsible Party      |
|----|---------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
|    |                     | Prioritize audits based on risk exposure to improve organizational resilience    | At least 80% of risk-based audit coverage improved by June 2030                              | <ul style="list-style-type: none"> <li>Percentage of annual risk-based audit plan completed</li> <li>Percentage of high-risk areas audited annually</li> </ul>               | Internal Audit Unit    |
|    |                     | Strengthen governance mechanisms by offering assurance and advisory services     | At least 80% of NAC Internal Control effectiveness assessed by June 2030                     | <ul style="list-style-type: none"> <li>Percentage of audit recommendations improved within agreed timeline</li> <li>Percentage reduction in repeat audit findings</li> </ul> | Internal Audit Unit    |
|    |                     | Ensure alignment with international audit and public sector governance standards | At least 50% institutional capacity of the internal audit function strengthened by June 2030 | <ul style="list-style-type: none"> <li>Percentage of audit staff trained annually</li> <li>Budget execution rate for internal audit department</li> </ul>                    | Internal Audit Unit    |
|    |                     | Adopt Technology and Digital Governance Tools                                    | 90% of NAC staff trained in relevant ICT skills by June                                      | <ul style="list-style-type: none"> <li>Number of staff trained on relevant ICT skills</li> </ul>                                                                             | ICT and Statistic Unit |

| SN | Strategic Objective | Strategies | Targets                                                                            | Key Performance Indicators (KPIs)                                                                    | Responsible Party      |
|----|---------------------|------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------|
|    |                     |            | 2030                                                                               |                                                                                                      |                        |
|    |                     |            | NAC core operations automation and enhancement facilitated by June 2030            | <ul style="list-style-type: none"> <li>Number of automated operations</li> </ul>                     | ICT and Statistic Unit |
|    |                     |            | NAC ICT infrastructures enhanced by June, 2030                                     | <ul style="list-style-type: none"> <li>Number of enhanced infrastructures</li> </ul>                 | ICT and Statistic Unit |
|    |                     |            | NAC ICT strategy for accommodation of emerging technology updated by June, 2030    | <ul style="list-style-type: none"> <li>Number of strategies updated</li> </ul>                       | ICT and Statistic Unit |
|    |                     |            | NAC Statistics Management Mechanisms enhanced.                                     | <ul style="list-style-type: none"> <li>Number of Statistics Management Mechanism enhanced</li> </ul> | ICT and Statistic Unit |
|    |                     |            | At least 80% of stakeholders' communication done through digital platforms by June | <ul style="list-style-type: none"> <li>Digital platforms in place</li> </ul>                         | Communication Unit     |

| SN | Strategic Objective | Strategies                                       | Targets                                                                                     | Key Performance Indicators (KPIs)                                                                                                                                                                                                  | Responsible Party                              |
|----|---------------------|--------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
|    |                     |                                                  | 2026                                                                                        |                                                                                                                                                                                                                                    |                                                |
|    |                     |                                                  | Establish a digital platform to showcase Tanzanian arts by June 2028                        | <ul style="list-style-type: none"> <li>• Online platform established</li> </ul>                                                                                                                                                    | DAPD                                           |
|    |                     |                                                  | Redesign interactive and creative website and improve social media; management by June 2030 | <ul style="list-style-type: none"> <li>• Number of engagement i.e. Views, comments, subscribers etc.</li> </ul>                                                                                                                    | Communication Unit                             |
|    |                     | Capacity Building and Human Resource Development | Human resources Development Plan approved by June, 2026 (Should be first)                   | <ul style="list-style-type: none"> <li>• HR Development Plan in place</li> </ul>                                                                                                                                                   | DCS-Human Resources and Administration Section |
|    |                     |                                                  | All staff trained by June 2030                                                              | <ul style="list-style-type: none"> <li>• Approved Annual training plan</li> <li>• Percentage of staff trained</li> <li>• Number of professional staffs supported to attend continuous professional development programs</li> </ul> | DCS-Human Resources and Administration Section |

| SN | Strategic Objective | Strategies                                                       | Targets                                                               | Key Performance Indicators (KPIs)                                                                                                                                               | Responsible Party                              |
|----|---------------------|------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
|    |                     |                                                                  |                                                                       | (CPD's)                                                                                                                                                                         |                                                |
|    |                     |                                                                  | Institutional incentive scheme developed and implemented by June 2030 | <ul style="list-style-type: none"> <li>• Approved incentive schemes</li> <li>• Increased staff retention rate</li> </ul>                                                        | DCS-Human Resources and Administration Section |
|    |                     | Enhance evidence-based decision through research and development | At least 2 research studies conducted by June 2030                    | <ul style="list-style-type: none"> <li>• Number of research reports produced</li> </ul>                                                                                         | DAPD-Research and Marketing Section            |
|    |                     |                                                                  | Present at least 2 research findings submitted by June, 2030          | <ul style="list-style-type: none"> <li>• Number of platforms attended for presentation</li> </ul>                                                                               | DAPD-Research and Marketing Section            |
|    |                     |                                                                  | NAC Marketing Strategy developed and implemented by June 2030         | <ul style="list-style-type: none"> <li>• Number of Marketing and Promotion materials produced and used</li> <li>• Number of Marketing and Promotion events conducted</li> </ul> | DAPD-Research and Marketing Section            |



| SN | Strategic Objective | Strategies                                                          | Targets                                                                                 | Key Performance Indicators (KPIs)                                                                                                                       | Responsible Party                              |
|----|---------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
|    |                     |                                                                     | Establish NAC Headquarters Office (BASATA house) by June 2030                           | <ul style="list-style-type: none"> <li>HQ Office established</li> </ul>                                                                                 | DCS-Human Resources and Administration Section |
|    |                     |                                                                     | Office facilities and infrastructure improved by June 2030                              | <ul style="list-style-type: none"> <li>Improved Office facilities</li> <li>Improved Staff working condition</li> </ul>                                  | DCS-Human Resources and Administration Section |
|    |                     | Expand office facilities to accommodate growing operational demands | Preparation and implementation of at least 90% of Annual Procurement Plan(APP) Annually | <ul style="list-style-type: none"> <li>% of APP implemented</li> </ul>                                                                                  | Procurement Management Unit                    |
|    |                     |                                                                     | Procurement of Goods, Services and Work management facilitate by June 2026              | Number of tenders and contracts performed through e-procurement system annually                                                                         | Procurement Management Unit                    |
|    |                     |                                                                     | The Council's assets Managed and Controlled by June 2030                                | <ul style="list-style-type: none"> <li>% of assets recorded in the asset register.</li> <li>Number of reported incidents of lost, stolen, or</li> </ul> | Procurement Management Unit                    |

| SN | Strategic Objective | Strategies                                  | Targets                                                                           | Key Performance Indicators (KPIs)                                                                                                                                                                                                                                                                     | Responsible Party         |
|----|---------------------|---------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
|    |                     |                                             |                                                                                   | damaged assets.                                                                                                                                                                                                                                                                                       |                           |
|    |                     | Arts Promotion and Development Strengthened | Music promotion and development activities implemented annually                   | <ul style="list-style-type: none"> <li>• Number of Artists supported</li> <li>• Number of arts events coordinated (Concert, Festivals etc)</li> <li>• Number of training programs implemented</li> <li>• % growth of Local Music industry</li> <li>• Number of Arts infrastructure created</li> </ul> | DAPD-Music Section        |
|    |                     |                                             | Fine Arts and Craft promotion and development activities operationalized annually | <ul style="list-style-type: none"> <li>• Number of workshops conducted</li> <li>• Number of public art events/exhibitions held</li> <li>• Number of Arts</li> </ul>                                                                                                                                   | DAPD- Fine Arts and Craft |

| SN | Strategic Objective | Strategies | Targets                                                                   | Key Performance Indicators (KPIs)                                                                                                                                                                                | Responsible Party     |
|----|---------------------|------------|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
|    |                     |            |                                                                           | infrastructure created<br><ul style="list-style-type: none"> <li>Number of outreach program implemented</li> </ul>                                                                                               |                       |
|    |                     |            | Performing Arts promotion and development activities implemented annually | <ul style="list-style-type: none"> <li>Number of performance conducted</li> <li>Number of training conducted</li> <li>Utilization rate of arts spaces</li> <li>Number of outreach program implemented</li> </ul> | DAPD- Performing Arts |

## **CHAPTER FOUR: MONITORING, EVALUATION AND REPORTING**

### **4.1. Overview**

NAC is dedicated to implementing its strategic plan effectively, with the goal of advancing Tanzania's arts sector, maximizing its impact, and driving the growth of the creative industries. To achieve this, NAC will use a robust reporting, monitoring and evaluation (M&E) framework. This framework provides a basis for monitoring progress, evaluating results and making data-driven decisions throughout the lifecycle of the strategic plan. The M&E framework ensures that all activities are aligned with NAC's strategic goals, monitors progress against key performance indicators (KPIs) and evaluates the effectiveness of initiatives and the broader impact of artistic programmes. This framework also supports an environment of continuous learning, adaptation and innovation to respond to new challenges and opportunities in the world of the arts.

### **4.2. Implementation Arrangements**

Implementation of this Strategic Plan will be the responsibility of the Management as supervised by the NAC Governing Council. The Executive Secretary shall coordinate activities related to implementation. The Executive Secretary with assistance from Head of Monitoring and Evaluation Unit shall compile operational plans to guide implementation of the Strategic Plan. These operational plans shall be prepared by each functional unit or directorate and act as the foundation of key effectiveness/results areas for individual employees in their annual performance contracts and thus, become a core component of employees' performance appraisal. Furthermore, the Executive Secretary shall establish a Strategic Plan Monitoring Committee (SPMC). The committee shall be composed of selected members of NAC senior management team and chaired by Executive Secretary and the secretariat shall be the Head of M&E. The committee shall meet quarterly to assess implementation of Strategic Plan and provide guidance on the effective improvement in the implementation of the plan as the needs may arise. Monitoring will be instituted immediately after starting to implement this Strategic Plan. A brief quarterly progress report and detailed annual reports shall be prepared. See Appendix I for the format of the annual work plan. The Quarterly Report shall be in form of a table (see Appendix II for the format). The annual reports shall include a narrative report, which shall include the following contents:

- a) The approved strategic objectives and their target indicators as outlined in the respective Annual Work Plan;
- b) Approved strategies, activities and outputs related to the strategic objective;
- c) Achievements both the qualitative and quantitative in terms of outputs, the deviations in the planned activities and outputs;
- d) Constraints in implementation of the Annual Work Plan and any internal and external factors, which have affected implementation;
- e) Proposed remedial actions and the way forward for solving the problems faced indicating clearly the planned activities to be carried out in the next period (six months and one year depending on the nature of the report); and
- f) Financial report, which shall include all financial incomes generated (grants, internally generated and others, if any) as well as expenditures during the period of reporting.

### **4.3. Reporting Framework**

NAC will have a comprehensive reporting framework that tracks the results of its strategic activities to ensure transparency, accountability and continuous improvement. This framework is designed to monitor progress, identify issues and provide a realistic picture of the successful implementation of the current NAC's strategic plan. Specifically, the reporting schedule will involve quarterly, semi-annual, annual and final reports. Below is information about the reporting process, planning and functions of Directorates/units, as well as important reporting deadlines.

#### **4.3.1. Quarterly Reports**

Quarterly reports are the primary mechanism for evaluating the performance of different directorates or unit over a three-month period. These reports are designed to monitor progress in implementing specific activities outlined in the annual work plan and the extent to which strategic objectives are being achieved. Directorates/units are required to submit their own progress reports, describing actions taken, results achieved, issues encountered and corrective measures taken. Reports should show financial and performance data based on KPIs identified in the SP matrix. These quarterly reports are important to ensure that NAC continues to achieve its strategic goals and to promptly address any issues that may arise during the quarter. Reports are due not later than the 10<sup>th</sup> of the month following the close of each quarter.

#### **4.3.2. Semi-Annual reports**

Semi-Annual Reports provide an overview of NAC's progress from mid-year to the end of the year, based on the quarterly reports. These reports are more detailed and provide a deeper analysis of the activities, results and issues of the last two quarters. Directorates/units are required to submit half-year reports that not only summarize progress, but also assess the overall effectiveness of their initiatives, identify emerging trends and recommend strategies to improve their effectiveness.

#### **4.3.3. Annual Reports**

The Annual Reports provide a detailed and accurate description of NAC's annual activities, combining information from the quarterly and semi-annual reports into one comprehensive document. These reports provide a complete picture of how NAC is achieving its strategic objectives and include assessments of financial performance, resource allocation and overall efficiency. The Annual Report analyses the successes, failures and unexpected issues NAC has faced during the year. It also provides an opportunity to assess the consistency of NAC initiatives with broader cultural and national policies. The report is due no later than 10<sup>th</sup> July and forms the basis for strategic planning implementation for the following year.

#### **4.3.4. Mid-term and Final Reports**

At the mid and end of the implementation of this SP, NAC will prepare a comprehensive Mid and Final Reports that summarize the information from the Quarterly, Semi-Annually and Annual Reports. It is recommended that these reports should be prepared by independent evaluators. The reports will provide a comprehensive overview of NAC's activities during the strategic planning period and provides mid and final assessments of whether NAC has achieved its stated goals and objectives. The mid and final reports will also include a detailed review of financial performance and resource allocation, providing insight into NAC's

operational performance. Based on the findings of these reports, strategic adjustments need to be made to ensure that the next phase of the strategic plan is aligned with new developments or changes in the cultural or national landscape.

#### **4.3.5. Approval of Reports and Review Process**

All reports (quarterly, Semi-Annually or annual) will be reviewed to ensure they meet the required standards of quality and accuracy. Once the directorates/departments/units submit their reports to the office of Head-M&E Unit, the Head will review them to ensure they are complete and aligned with NAC's strategic objectives. The Head-M&E Unit will play an important role in ensuring that the reports reflect the actual effectiveness of NAC initiatives and in making recommendations for adjustments as necessary. Once approved, the reports will be tabled to appropriate organs for further considerations.

#### **4.4. Monitoring and Evaluation Framework**

NAC's Monitoring and Evaluation (M&E) framework is designed in a systematic approach that ensures effective implementation of the strategic plan, emphasizing alignment with the vision, accountability and continuous learning in the arts sector in Tanzania. NAC, through the Executive Secretary, Management, and the NAC Governing Council, will be responsible for implementing this Strategic Plan. Their role will include providing guidance and advice to the Council's Directors, Heads of the Units as well as other stakeholders involved in implementing the components of the Plan. Additionally, the NAC Governing Council will monitor and evaluate the implementation process. Key to this framework is the monitoring and evaluation of KPIs in order to achieve the strategic objectives. The system relies on a robust data collection process, using diverse methods. Regular monitoring focuses on key issues like adherence to the implementation plan, alignment with cultural policies, prioritization of strategic objectives and stakeholder input. These efforts are supported by Head responsible for M&E that oversees the preparation of comprehensive quarterly, half-yearly and annual reports to assess progress, identify issues and recommend effective solutions to achieve the desired outcomes.

In addition to routine monitoring, the system also includes comprehensive evaluations at key stages, including ongoing and final evaluations. Ongoing evaluations to assess compliance with deadlines, resource utilization and progress towards milestones. This is done using data from stakeholder consultations and Mid and Final reporting to identify gaps and recommend adjustments. The collective evaluation, carried out at the mid and end of the strategic planning period, reviews in detail the overall performance of NAC, analyses the impact of implemented activities and assesses the extent to which strategic objectives and priorities for the future have been achieved. The reporting and evaluation processes also include input from stakeholders such as government, cultural institutions, sponsors and event organizers.

**Table 4.1: M&E Schedule and Activities**

| <b>Schedule</b>                            | <b>Activity</b>         | <b>Details</b>                                                                         |
|--------------------------------------------|-------------------------|----------------------------------------------------------------------------------------|
| Quarterly Monitoring (End of each quarter) | Progress Review Meeting | Evaluate progress against KPIs, address gaps, and make necessary strategic adjustments |
|                                            | Report Preparation      | Compile and disseminate detailed progress reports for M&E purposes                     |

|                                    |                                     |                                                                                                                                |
|------------------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Annual Monitoring (End of each FY) | Annual Review Meeting               | Evaluate overall performance and realign strategic priorities based on findings                                                |
|                                    | Annual Report                       | Draft and circulate a comprehensive report summarizing annual achievements and areas for growth                                |
| Mid-Term Evaluation (June, 2028)   | Evaluation Planning                 | Design and coordinate mid-term evaluation activities, including appointing external evaluators.                                |
|                                    | Data Collection                     | Aggregate and analyse data collected throughout the half of the strategic planning period                                      |
|                                    | Mid-Term Evaluation Report          | Analyse evaluation findings and formulate actionable recommendations (Internal and external evaluators)                        |
|                                    | Stakeholder Feedback                | Solicit feedback and validation from stakeholders to ensure inclusivity and accuracy (Internal and external evaluators)        |
| End-Term Evaluation (2028/29)      | Final Data Collection               | Conduct comprehensive data collection to inform the final evaluation phase (Internal and external evaluators)                  |
|                                    | End-Term Evaluation                 | Evaluate the overall impact, effectiveness, and achievements of the strategic plan (Internal and external evaluators)          |
|                                    | Final Report                        | Prepare a detailed report summarizing accomplishments, lessons learned, and recommendations (Internal and external evaluators) |
|                                    | Final Review Meeting and validation | Present evaluation findings, foster discussions, and plan for the next strategic phase.                                        |

## 4.5. Assumptions, Risks and Sustainability

### 4.5.1. Assumptions

The design of this strategic plan is based on a series of key assumptions that reflect current realities and anticipated future trends within NAC and the broader arts sector in the country. These assumptions are developed based on extensive consultation with stakeholders, including artists, associations, and public policy experts, as well as an internal assessment of NAC's operating environment, challenges, and opportunities. The details in the Table 4.2. below are the key assumptions providing an important basis for developing NAC strategies for the next five years.

**Table 4.2: Assumptions and Expectations**

| Key assumption area              | Explanations                                                                                                                                                                          |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Government Commitment            | It is assumed that the Government of Tanzania will continue supporting the art sector through policy support and budget allocation                                                    |
| Art as a form of employment      | The assumption that the arts and creative industries will be recognized as legitimate and been attractive employment avenue across the country.                                       |
| NAC regulations' reform          | The assumption that NAC will get approval for revision and harmonization of impractical regulations to make sure that the legal system empowers artists rather than restricting them. |
| Technology & Systems Integration | The assumption that NAC will successfully integrate its systems with the systems from other ministries                                                                                |

|                     |                                                                                 |
|---------------------|---------------------------------------------------------------------------------|
| Political Stability | The assumption that NAC will continue operating in a politically stable country |
|---------------------|---------------------------------------------------------------------------------|

#### 4.5.2. Risk assessment

Effective risk management is essential for NAC to achieve its strategic objectives and support the development of the arts sector in Tanzania. This section identifies the most significant risks across various areas of activity, assesses their likelihood, and provides strategies to mitigate their negative consequences. For each risk, appropriate mitigation measures and control systems are developed to ensure continuous improvement and the sustainability of the organization. The following table summarizes the structure of NAC's risk management strategy.

**Table 4.3: Risk assessment and management**

| Risk Area                     | Key Risks                                             | Likelihood | Mitigation Strategies                                                                     | Monitoring Mechanisms                                          |
|-------------------------------|-------------------------------------------------------|------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| Financial Risks               | Limited funding from the government                   | Medium     | Diversification of revenue streams via grants, partnerships, and self-generated revenues. | Regular budget reviews and monitoring of financial performance |
|                               | Inability to attract investments in the arts industry | Medium     | Develop incentives for investments and create an arts endowment fund                      | Track involvement of private sectors and investment trends.    |
| Human Resource Risks          | High level of turnover in key positions               | Medium     | Career growth opportunities, working conditions & employees retention mechanisms          | Staff satisfaction surveys & exit interviews                   |
|                               | Entry of newly allocated staff from other MDAs        | Low        | Onboarding, training, and mentoring programs to familiarize them with NAC's mission       | Monitor employee performance and management feedback           |
| Reputational Risks            | Limited public awareness of NAC's roles and mandates  | High       | Implement nationwide advocacy and outreach campaigns.                                     | Public perception surveys and media engagement reports         |
|                               | Ethical/social media challenges in the industry       | High       | Conduct digital literacy training and develop ethical guidelines for artists              | Monitor social media trends                                    |
| Regulatory & Compliance Risks | Negative perceptions about regulatory enforcement     | Medium     | Transparency in decision-making and improving stakeholder engagement                      | Public awareness campaigns and stakeholders' feedback sessions |
|                               | AI impacts on the creative industry                   | Medium     | Develop policies on AI use in arts                                                        | Monitoring of AI trends & assessing industry impact reports.   |
|                               | Inconsistent enforcement of regulations               | Medium     | Train staff on regulatory enforcement & advocate for                                      | Conduct periodic compliance reviews and audits.                |



| Risk Area       | Key Risks                                       | Likelihood | Mitigation Strategies                                  | Monitoring Mechanisms                                    |
|-----------------|-------------------------------------------------|------------|--------------------------------------------------------|----------------------------------------------------------|
|                 | with other ministries                           |            | harmonization of policies and regulations              |                                                          |
| Strategic Risks | Difficulties in collaboration with MDAs         | Medium     | Establish strategic partnerships and formal agreements | Tracking inter-ministerial meetings & joint initiatives. |
|                 | Resistance to change from industry stakeholders | Medium     | Conduct awareness campaigns                            | Stakeholder feedback                                     |

#### 4.5.3. Sustainability

Ensuring NAC's long-term sustainability is essential for the continued growth and sustainability of Tanzania's arts industries. NAC recognizes that the operating environment is increasingly complex, including financial constraints, regulatory changes, global competition, and technological shifts. Therefore, they need to implement well-thought-out strategies to secure their corporate and financial future. Each strategy not only strengthens the foundation of NAC's operations but also directly contributes to the institutional sustainability and financial independence. Below are the sustainability strategies considered for the five years of the SP implementation:

- i. *Ensuring long-term financial stability*; NAC advocates for the creation of a government-backed endowment fund that provides predictable, long-term financial resources. This fund is expected to stabilize NAC's financial position by protecting it from changes in government spending and external financial flows.
- ii. *Reducing Dependence on a Single Funding Source*; NAC is expected to actively utilize a hybrid revenue model that includes public-private partnerships, sponsorships, paid services, and international collaborations. By reducing dependence on a single funding source, NAC can reduce financial risk and create a broad financial base.
- iii. *Strengthening institutional resilience*; Strengthening NAC's operational systems, management structures, and human resources is a priority for creating a more sustainable organization. A well-managed and professionally implemented NAC gains greater donor trust, offers more funding opportunities, and operates more efficiently.
- iv. *Creating a favourable regulatory environment*; NAC is implementing reforms to simplify the registration process for artists and labels, reduce compliance costs, and create a business-friendly regulatory environment. This encourages greater participation and registration of artists and creative businesses, thus increase its internal revenue through service fees, licensing, and other statutory contributions.
- v. *International expansion*; NAC will actively participate in international events with the aim of promoting Tanzanian art worldwide and developing strategic international partnerships. Greater international visibility will not only increase the visibility of Tanzania's creative sector but also create new opportunities for funding, sponsorship, and collaboration.
- vi. *Investments in arts infrastructure*; NAC is expected to invest in the development of arts infrastructure such as cultural centres, performance venues, and art centres in the regions. These spaces serve as venues for creative exhibitions, while generating income through rentals, events, and exhibitions.

## APPENDICIES

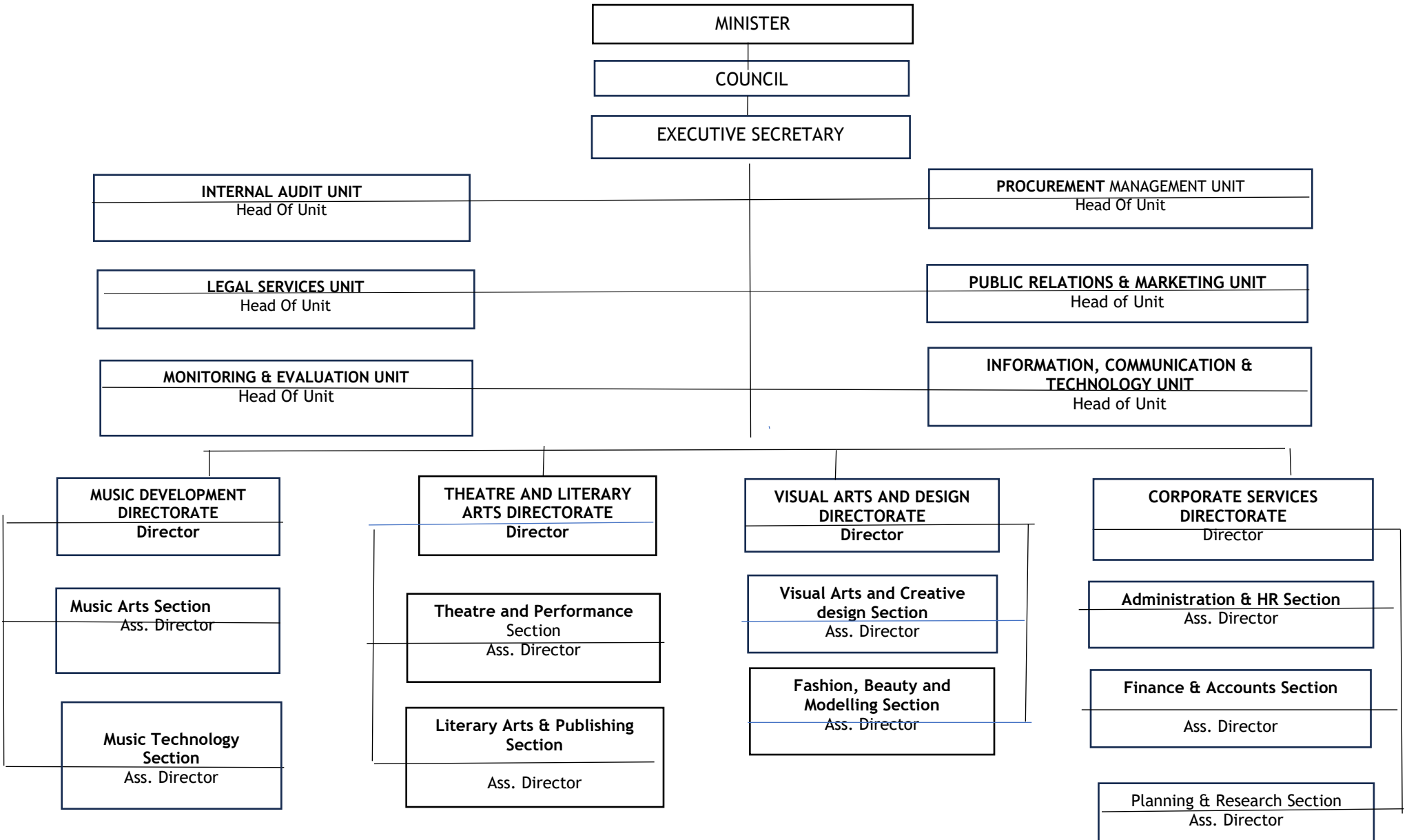
**Appendix I: Annual Work Plan Format**

| 1                             | 2                          | 3                       |                                | 4                  | 5                   | 6               | 7                                     | 8          |        |           |         |          |          |         |          |       |       |     | 9                  |
|-------------------------------|----------------------------|-------------------------|--------------------------------|--------------------|---------------------|-----------------|---------------------------------------|------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|--------------------|
| Objective Code or Description | Target Code or Description | KPI Code or Description | Physical/What will be achieved | Planned Start Date | Planned Finish Date | Approved Budget | Work Days to be spent on the Activity | Time Frame |        |           |         |          |          |         |          |       |       |     | Responsible Person |
|                               |                            |                         |                                |                    |                     |                 |                                       | July       | August | September | October | November | December | January | February | March | April | May | June               |
|                               |                            |                         |                                |                    |                     |                 |                                       |            |        |           |         |          |          |         |          |       |       |     |                    |
|                               |                            |                         |                                |                    |                     |                 |                                       |            |        |           |         |          |          |         |          |       |       |     |                    |
|                               |                            |                         |                                |                    |                     |                 |                                       |            |        |           |         |          |          |         |          |       |       |     |                    |
|                               |                            |                         |                                |                    |                     |                 |                                       |            |        |           |         |          |          |         |          |       |       |     |                    |
|                               |                            |                         |                                |                    |                     |                 |                                       |            |        |           |         |          |          |         |          |       |       |     |                    |
|                               |                            |                         |                                |                    |                     |                 |                                       |            |        |           |         |          |          |         |          |       |       |     |                    |
|                               |                            |                         |                                |                    |                     |                 |                                       |            |        |           |         |          |          |         |          |       |       |     |                    |
|                               |                            |                         |                                |                    |                     |                 |                                       |            |        |           |         |          |          |         |          |       |       |     |                    |
|                               |                            |                         |                                |                    |                     |                 |                                       |            |        |           |         |          |          |         |          |       |       |     |                    |
|                               |                            |                         |                                |                    |                     |                 |                                       |            |        |           |         |          |          |         |          |       |       |     |                    |

**Appendix II: Quarterly Progress Report Format**

| Annual Target |                    | Physical        |                       | Implementation Status |         |         | Expenditure Status |                               |         | Remarks On Implementation |  |
|---------------|--------------------|-----------------|-----------------------|-----------------------|---------|---------|--------------------|-------------------------------|---------|---------------------------|--|
| Target Code   | Target Description | Actual Progress | Estimated % Completed | Track                 | At Risk | Unknown | Annual Budget      | Cumulative Actual Expenditure | % Spent |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |
|               |                    |                 |                       |                       |         |         |                    |                               |         |                           |  |

### Appendix III: Proposed Organizational Structure for SP



#### Appendix IV: Mapping of Strategic Objectives and Mandate of NAC

| S/N | Strategic Objective                                                   | Related Mandates                                    | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----|-----------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C   | Artistic Innovation, Creativity and Professional Development Enhanced | (i), (iii), (vi), (vii), (viii), (ix), (xii), (xiv) | Strategic Objectives C supports promotion of traditional and contemporary art forms and encourages cultural innovation (Mandate i), provides technical advice and institutional support to new creative stakeholders (Mandate iii), promotes the creation of formal training for formalization of the arts industry (Mandate vi), assist any institution or person in the undertaking of production, importation, exportation and sale of artistic works (Mandate vii), organizes competitions, performances, and exhibitions that promote artistic excellence (Mandate viii), disseminates bylaws and other documents to public (Mandate ix) ensures ethical standards and professionalism (Mandate xii), promotes the visibility of artists through training (Mandate xiv) |
| D   | Stakeholder Engagement and Partnership Strengthened                   | (v), (x), (xi), (xiii), (xvii)                      | Strategic Objective D advocates for government and other stakeholders to strategically align with its mission (Mandate v), publish and share guidelines that harmonize stakeholder practices and expectations (Mandate x), develop and maintain databases of artists, groups, and infrastructure, essential for planning, communication, and networking among partners (Mandate xi), facilitates the formation of artist groups and associations through collaboration (Mandate xiii)                                                                                                                                                                                                                                                                                        |
| E   | Governance and Institutional Capacity Strengthened                    | (ii), (iv), (v), (xv), (xvi), (xvii)                | Strategic Objective E encourages and maintains research and development in the arts sectors (Mandate ii) ensures structured sector planning and regulatory oversight (Mandate iv), ensures that NAC informs the government of gaps and needs, while maintaining internal alignment with national policies (Mandate v), ensures resource mobilization and financial sustainability (Mandate xv), ensures disciplinary action is taken against violators of the Tanzania art ethics (Mandate xvi), provides the institution with the flexibility to adapt its governance systems to new national guidelines (Mandate xvii)                                                                                                                                                     |

Strategic Objectives A & B are generic as Government