

**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF HOME AFFAIRS**



STRATEGIC PLAN 2021/2022 – 2025/2026

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DEFINITION OF KEY TERMS

Asylum seeker	A person who has left his/her own home country for political reasons or because of war, and travels to another country to ask for protection and to live there.
Expected Results	These are desired outcomes of an objective
Key Focus Areas	These are the most important or critical areas which are given priority by an organization in a certain period of time. They are sometimes referred to as Key Result Areas (KRAs) or strategic focus areas
Key Performance Indicators (KPIs)	Agreed measures of performance used to track implementation progress and performance.
Mandate	Authority granted to carry out specific functions or duties
Mission	Describes the means on how to achieve organisation's vision. Mission articulates the direction and mandate of the institution.
Objective	It is an end/goals that an organization's efforts or actions are intended to accomplish.
Resettlement	Is the transfer of refugees from an asylum country to another country which has agreed to grant them permanent residence?
Strategic Plan	It is a document which communicates organisation's objectives and targets in achieving its vision at a specific period of time. It focuses at the organisation's strategic direction from medium and long-term perspectives.
Strategic Planning	This is an organisation's process of determining and defining its broad future strategic direction and making decisions on allocating resources to achieve its objective. It is a participatory process, involving management, employees and stakeholders.
Target	Describes a state which should be specific, measurable, attainable, realistic and time bound.
Vision	Is a statement which describes the overall purpose or existence of an organization. It also outlines core business of an institution.
Voluntary Repatriation	Refers to an act of refugees to return to their countries of origin voluntarily in a safe and dignity manner.

LIST OF ABBREVIATION

AFIS	Automated Fingerprint Identification System
ATS	Anti-Trafficking in Persons Secretariat
CA	Chief Accountant
CCTV	Closed-Circuit Television
CGF	Commissioner General of Fire and Rescue
CGI	Commissioner General of Immigration
CGP	Commissioner General of Prisons
CIA	Chief Internal Auditor
DAHRM	Director of Human Resource Management
DCU	Director of Complaints Unit
DG-NIDA	Director General of National Identification Authority
DLS	Director of Legal Services
DPD	Director of Probation Department
DPMU	Director of Procurement Management Unit
DPP	Director of Policy and Planning
DRS	Director of Refugees Service
ETD	Emergency Travel Documents
FRF	Fire and Rescue Force
HGCU	Head of Government Communication Unit
HICT	Head of Information, Communication and Technology
HIV/AIDS	Human Immunodeficiency Virus/ Acquired immunodeficiency syndrome
ICT	Information, Communication and Technology
ISD	Immigration Services Department
IGP	Inspector General of Police
ICAO	International Civil Association Organization

LAN	Local Area Network
LGAs	Local Government Authorities
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments, and Agencies
MP	Member of Parliament
MoHA	Ministry of Home Affairs
NEC	National Electoral Election
NIDA	National Identification Authority
NIDS	National Identification System
OMIS	Offenders Management Information System
PESTS	Political, Economic, Social, Technological and Security/Safety
RITA	Registration Insolvency and Trusteeship Agency
RS	Registrar of Societies
SATC	Secretary, Anti Trafficking in persons Committee
SP	Strategic Plan
SWOC	Strength, Weaknesses, Opportunities and Challenges
TPF	Tanzania Police Force
TPS	Tanzania Prison Service
UNICEF	United Nations Children's Funds
UNHCR	United Nations High Commissioner for Refugees
VAS	Visa Administration System

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STATEMENT OF THE MINISTER

The Ministry of Home Affairs (MoHA) was established by Ministers' Government Notice No. 144 of April 22, 2016 (Discharge of Ministerial Functions). MoHA is responsible for maintaining peace and order in the country by developing policies and legislation and enforcing them. The Ministry also plays an important role in the implementation of national plans and strategies such as the National Development Vision 2025, the Five-Year Development Plan III, 2021/22 – 2025/26, and the Ruling Party Manifesto, 2020 – 2025.

In achieving its mandate, MoHA has developed a five-year strategic plan covering the period of 2021/22 – 2025/26. The vision envisaged in this SP aims at ensuring that peace and security are sustainably prevalent in the country. To attain this vision, the mission and objectives were developed to guide the Ministry's plans and budget implementation annually. The Ministry will focus on law enforcement and public order, rehabilitation and reform programs for inmates, fire and rescue services, immigration services, identification and registration of people, refugee services, probation and community service programs.

In order to ensure successful implementation of this strategic plan, the Ministry will continue to engage and collaborate with all key stakeholders, including Government Ministries, Departments, and Agencies (MDAs), the Parliament, Judiciary, Religious and Non-Religious Societies, the media and the public at large.

Eng. Hamad Y. Masauni (MP.)

MINISTER FOR HOME AFFAIRS

STATEMENT OF THE ACCOUNTING OFFICER

This Strategic Plan is the guiding document towards achievement of the Ministry's Vision and Mission. The plan is aligned with the National Development Vision 2025, the Five Years Development Plan III (2021/22 – 2025/26), the Ruling Party Manifesto (2020 – 2025), the Ministry's Risk Management Framework (2021/22 – 2025/26), and other national, regional, and international plans related to peace, order and security.

The Ministry's annual plan and budget for the years 2021/22 – 2025/26 will be developed in accordance with the SP's objectives. In this SP, there are two national objectives namely: HIV/AIDS services improved and new infections reduced; and National Anti-Corruption Strategy and Action Plan Phase III Implemented. Other objectives which are confined to Ministry's roles and functions are: Law and order for public safety and security maintained; Rehabilitation programmes and services for custodial and non-custodial prisoners enhanced; Fire and rescue services enhanced; Immigration services to support national security and development enhanced; National identification and registration system maintained; Human resources management and administrative services improved; and financial resources and public service delivery improved.

This document stipulates core values which are commitment to the Ministry's guiding principles, which are Accountability, Confidentiality, Integrity, Transparency, Innovation, Equity and Equality.

A Result Framework and a Monitoring and Evaluation (M&E) Framework are included in the plan and will be used to track implementation progress of the plan. In order to implement the plan effectively, all employees are urged to work together as a team and carry out their responsibilities in accordance with the core values and national laws.

Christopher D. Kadio

PERMANENT SECRETARY

EXECUTIVE SUMMARY

The Ministry of Home Affairs prepared a Strategic Plan document that covers the period from 2021/22 - 2025/26. The preparation of this document took into consideration targets that have been set in the National Development Vision 2025, the Five Years Development Plan II 2021/22 – 2025/26, the Ruling Party Manifesto 2020 – 2025, the Ministry's Risk Management Framework 2021/22 – 2025/26 and other national policies and strategies.

It also illustrates how the Ministry performed throughout the implementation of the last Strategic Plan, which covered the years 2016/17 to 2020/21. Among the achievements made by the Ministry during that time period were: reducing the number of serious crimes from 70,925 in 2016/17 to 56,367 in 2020/21 which is equivalent 20.5%; facilitating peaceful local government and general elections; reducing traffic accidents from 8,418 to 2,432 equivalent to 71%; construction of 15 prison wards in Sumbawanga, Kwitanga, and Segerea prisons; acquisition of various types of firefighting equipment and 10 fire and rescue vehicles; operationalization of e-immigration systems, and construction of FRF's Headquarter in Dodoma and two (2) fire stations (Chato and Karagwe Districts).

Other achievements include: establishing a temporary data center and data recovery sites in Dar es Salaam; establishing 24 District Registration Offices and all five Zanzibar regions; a total of 23,047,787 persons have been registered in both Tanzania Mainland and Zanzibar; extended non-custodial sentence implementation to all 26 regions in Tanzania's Mainland; rescue and assist 719 victims of human trafficking, reuniting 322 victims with their families; develop the National Anti-trafficking in Person Action Plan 2021 – 2024; supervise and monitor 8,854 non-religious societies and 1,254 religious societies; recruit 8,217 employees; and voluntarily repatriate 139,059 Burundian refugees in collaboration with UNHCR.

Notwithstanding the successes attained, a number of challenges remain, including inadequate human and financial resources; insufficient office space and staff houses; non-systematic rehabilitation programs for inmates, insufficient firefighting and rescue

facilities; porous borders; low coverage of vital statistics and civil registration; some stakeholders' scepticism of non-custodial sanctions; and an increase in human trafficking.

In order to address these challenges, MoHA will seek financial and human resources to facilitate efficient implementation of the measures outlined in this SP. The Ministry also intends to construct 25,890 residential units, 25 regional police offices, 372 police stations, 22 prison offices, 48 prisons, 128 fire and rescue stations, 139 immigration offices, and 36 NIDA offices, and implement phase II project of office construction at the Government City in Dodoma; review policy and legal framework related to public safety & security issues; improve investigators' skills to speed up the execution of cases; reinforce road safety education programs to reduce road accidents; strengthen reformation and rehabilitation programs for inmates; continue to implement the TPS Food Self-Sufficiency Strategy; and increase the use of non-custodial measures.

MoHA will also modernize and integrate immigration systems, identify and register three million people in the National Identification System (NIDS), establish and operationalize a database system for asylum seekers and refugees, strengthen society monitoring and inspection, and improve the information management system.

Last but not least, a Result Framework and a Monitoring and Evaluation Framework have been developed to track implementation progress of this document.

CHAPTER ONE

1. INTRODUCTION

1.1. Background

In June 2021, the government prepared the Five-Year Development Plan Phase III (FYDP III), in order to fast track achievement of the National Development Vision 2025. This necessitates Ministries, Independent Departments, and Agencies (MDA's) to review their strategic plans. Based on this, MoHA prepared its third five-year SP that covers a period from 2021/22 to 2025/26.

Prior to the implementation of this plan, the Ministry had been implementing annual plans and budgets based on the previous SP, which covered the years 2016/17 through 2020/21. During that time, MoHA achieved a number of milestones, including: reducing the number of serious crimes from 70,925 in 2016/17 to 56,367 in 2020/21; facilitating peaceful local government and general elections; reducing traffic accidents from 8,418 to 2,432; construction of 15 prison wards in Sumbawanga, Kwitanga, and Segerea prisons; acquisition of various types of firefighting equipment and rescue, including 10 fire and rescue vehicles.

Other achievements include: operationalization of e-immigration systems that cover e-passport, e-permit, e-visa, e-ETD, and e-border management; construction of FRF's Headquarter in Dodoma and two (2) fire stations (Chato and Karagwe Districts); operationalization of e-immigration systems that cover e-passport, e-permit, e-visa, e-ETD, and e-border management; Tanzania won the top security printing on e-passport in 2019 according to International Civil Aviation Organization (ICAO) criteria.

In addition, establishing a temporary data center and data recovery sites in Dar es Salaam; establishing 24 District Registration Offices in Arusha, Pwani, Dar es Salaam, Kilimanjaro, Lindi, Morogoro, Mtwara, Ruvuma, Tanga, and all five Zanzibar regions; operationalizing 151 District Registration Offices, of which 137 were integrated into data centre in Pwani region; and a total of 22,778,905 citizens, 34,003 legal residents and 234,879 refugees have been registered in both Tanzania Mainland and Zanzibar. The Ministry also enlarged the area of non-custodial sentence implementation from 21 to 26 regions across Tanzania's mainland, resulting in 1,036 probationers and 13,399 community service offenders fulfilling their

sentences under these programs. Similarly, 10,601 inmates were reintegrated into their communities after successfully finishing their sentences.

Furthermore, the Ministry was able to rescue and assist 719 victims of human trafficking, reuniting 322 victims with their families; develop the National Anti-trafficking in Person Action Plan 2021 – 2024; supervise and monitor 8,854 non-religious societies and 1,254 religious societies; monitor and evaluate 24 development projects; and employ 8,217 people in the relevant Divisions, Departments, and Offices; and voluntarily repatriate 139,059 Burundian refugees in collaboration with UNHCR.

Despite the above achievements, a number of challenges remain, including inadequate human and financial resources, non-systematic and poorly structured approaches to dealing with criminal behaviour and the correctional needs of the respective inmate, insufficient firefighting and rescue facilities; poor internet connectivity; porous borders; low coverage of vital statistics and civil registration; insufficient stakeholder use of National Identification System (NIDS); insufficient office space and working amenities.

Other challenges include: some stakeholders' scepticism of non-custodial sanctions contributes to a lower number of offenders serving their sentences in the community; a lack of witness protection mechanism for victims and witnesses of human trafficking; and insufficient office space and staff housing for the Ministry's security organs.

In order to address these challenges, MoHA has planned to seek financial and human resources to facilitate efficient implementation of the measures outlined in this SP. The Ministry also intends to construct 25,890 residential units, 25 regional police offices, 372 police stations, 22 prison offices, 48 prisons, 128 fire and rescue stations, 139 immigration offices, and 36 NIDA offices, and implement phase II project of office construction at the Government City in Dodoma; review policy and legal framework related to public safety & security issues; improve investigators' investigative skills to speed up cases; reinforce road safety education programs to reduce road accidents; improve prison infrastructure, strengthen reformation and rehabilitation programs; continue to implement the Food Self-Sufficiency Strategy; and increase the use of non-custodial measures.

1.2. Strategic Planning Process

This Plan was developed through a participatory process that included MoHA management and employees, President's Office Public Service Management and Good Governance (POPSMGG), Ministry of Finance and Planning (MoFP), Tanzania Police Force (TPF), Tanzania Prisons Services (TPS), Fire and Rescue Force (FRF), Immigration Services Department (ISD) and National Identification Authority.

1.3. Purpose

The Plan demonstrates a distinct vision and mission that directs MoHA toward attaining its ultimate goals. It will be used to prepare the Ministry's plans and programs, as well as to assess its performance for the period of 2021/22 through 2025/26.

1.4. Layout of the Plan

The plan is divided into four sections: Introduction, Strategic Plan Process, Plan Purpose, and Plan Layout are all covered in Chapter One. The Situation Analysis, which includes Stakeholder Analysis, SWOC, PESTS Analysis, and Critical Issues, is the second chapter. The third chapter discusses the vision, mission, core values, objectives, rationale, and targets. The Result Framework in Chapter Four depicts the intended outcomes as well as the roles of each important individual. A M&E Matrix is also included in this paper, which comprises Outcome Indicators that will be used to assess MoHA performance.

CHAPTER TWO

2. SITUATION ANALYSIS

This section assesses the performance of the Ministry from years 2016/17 to 2020/21. It presents Ministry's mandate and essential services given, as well as SWOC Analysis (Strengths, Weaknesses, Opportunities, and Challenges) and Political, Economic, Social, Technology and Security/Safety issues (PESTS Analysis).

2.1. Mandate of the Ministry

The Ministry of Home Affairs was established by the Ministers Government Notice No. 144 of April 22, 2016 (Discharge of Ministerial Functions). The Ministry's mandate is to keep the country safe and secure by developing policies, enacting laws, and enforcing them. The key institutions, authorities and departments are Tanzania Police Force (TPF), Tanzania Prisons Service (TPS), Fire and Rescue Force (FRF), Immigration Service Department (ISD), National Identification Authority (NIDA), Probation Service, Refugees Services, Office of Registrar of Societies and Anti-Trafficking in Person Secretariat. These institutions, authorities and departments conduct these functions.

2.1.1. Enforcement of law and order

The Tanzania Police Force is among the Security organs established under Section 3 of the Police Force and Auxiliary Services Act Cap. 322 as amended from time to time. TPF has responsibilities of maintaining peace, law and order for public safety in the country.

During the period of 2016/17 – 2020/21 TPF are makes some progress in: reducing the number of serious crimes from 70,925 in 2016/17 to 56,367 in 2020/21 which is equivalent 20.5%; reducing traffic accidents from 8,418 to 2,432 equivalent to 71%; and construction of 402 in all Regions and rehabilitation of staff houses at Kigamboni, OC Barracks, Keko Machungwa and Kijichi blocks. The force attained other success by facilitating peaceful local government and general elections; established Rufiji Police Region; established regional and district proficiency training offices; trained 7,886 police officers on various skills; enhanced participation of police officers in UN Peacekeeping Missions and Operations.

In spite of achievements recorded, TPF faces a number of challenges including: unethical behaviour of some police officers; delayed investigation and completion of criminal cases; an increase of violent crimes in the communities; inadequate funds for construction, rehabilitation and maintenance of office buildings, police stations and staff houses; inadequate motor vehicles and other working equipment; inadequate Police Officers to accommodate security needs of the public; and inadequate training to cope with changes in technology.

Through TPF, the Ministry plans to: strengthen control and management of crimes; improve police service delivery; strengthen community engagement; strengthen human resource management; improve the working and living environment; strengthen financial management; and improve the legal and policy environment.

2.1.2. Prisons services

TPS's mandate is to ensure that inmates are contained and kept under safe custody, rehabilitate and reform inmates through set programmes and facilitate administration of justice by producing offender to courts.

During the period under review, TPS has constructed two district prisons of Chato and Ruangwa, construction of 15 prison wards in Sumbawanga, Kwitanga and Segerea prisons and rehabilitation of prisons' buildings for the purpose of increasing the accommodation capacity. The construction of two prisons and 15 prison wards has created 1,465 new spaces for the accommodation of inmates.

TPS has intensified the usage of rehabilitation programmes (spiritual services, psycho-social services, educational programmes and programmes that provide life skills. A large number of inmates are engaged in production activities like agriculture, construction and small-scale industrial activities which enable them to acquire skill and have changed their criminal behaviour.

However, most of rehabilitation programs are informal, non-systematic and not well structured to address offending behaviour and correctional needs of the respective inmate. Moreover, its implementation is hindered by inadequate structural design, unskilled staff, out-dated curriculum and budgetary constraints. This is indicated by the presence of recidivism rate in prisons which is 9.2%. Home Affairs through TPS will spearhead reforms on rehabilitation programs, improvement on mode of

execution of these programs and structural design adjustment which are necessary to address currently offending behaviour and correctional needs.

There are also notable achievements in agriculture, which include the acquisition of 30 tractors, three (03) combine harvesters and other farm implements, which have improved the area of arable land cultivated from 1,570 hectares in 2016/17 to 2,810 hectares in 2020/21 and the quantity of farm produce increased from 1,931 tons in 2016/17 to 2,471 tons in 2020/21. The livestock population on prison farms has also increased from 9,151 in 2016/17 to 13,078 in 2020/21. Proper utilization of the available resources needs to be addressed in order to reach its full potential. Therefore, there is a need for the Ministry through TPS to enhance the implementation of the Food Self-Sufficiency strategy, which will save government expenditure on the provision of inmate care.

The Ministry, TPS, has further revitalised its industrial sector by constructing a furniture factory at Msalato Prison, which is about 70% completed; the construction of a milk processing factory in Morogoro; and the acquisition of salt processing and packaging machines for Lilungu Salt Factory. In collaboration with NSSF, TPS has constructed a sugar processing factory at Mbigiri Prison in Morogoro and also renovated the existing Karanga leather products factory by acquiring new machines and constructing phase I of a new leather products manufacturing plant and a tannery. The renovation and construction at Karanga is expected to increase production from 150 pairs to 3,400 pairs per day, an increase of 2267%.

2.1.3. Fire and rescue services

The primary objective of the Fire and Rescue Force is to prevent and reduce deaths, injuries and damages to properties arising from fires, floods, earthquakes, and road traffic accidents. In order to improve fire and rescue services, the Ministry through FRF managed to: increase manpower by recruiting 485 firemen; acquire various types of firefighting equipment and rescue gears including 10 fire and rescue vehicles, construct FRF's Head Quarter in Dodoma and construct two (2) fire stations (Chato and Karagwe Districts).

FRF is responsible for providing services in all regions and districts in Tanzania Mainland. However, only 21 districts out of 151 districts have fire stations. This situation hinders efficient provision of fire and rescue services to the communities.

Other challenges include inadequate manpower whereby there are 2,071 staff out of 7,076 required; shortage of fire stations, there are only 74 while the actual requirement is 177; inadequate firefighting and rescue vehicles, there are 70 vehicles against the demand of 283 vehicles; 2,304 fire hydrants are available out of 285,000 required and two ambulances available out of 169 required.

In the next five years, MoHA in collaboration with the Ministry of Finance and Planning will equip FRF with necessary facilities through Government budget and support from Development Partners so as to improve the service delivery.

Safety assurance by strengthening the capacity of FRF is vital to the communities and investors. Considering the increase of industrial activities, construction of sky scrapers and implementation of strategic projects such as Standard Gauge Railway (SGR) and Julius Nyerere Hydropower Station (JNHS), necessitate to have adequate and advance firefighting equipment and facilities.

2.1.4. Immigration services

Immigration Service Department (ISD) is responsible for controlling and facilitating movements of persons seeking to enter/exit and stay in the country for various purposes. Under this mandate it performs issuance of passports and other travelling documents, residence permits, visas, passes and grants citizenship to non-alien. Other function of ISD is to curb illegal immigration by conducting border patrol and operations.

In modernizing immigration services and to meet international standards, MoHA has made notable efforts to install and operationalize the e-immigration systems which cover e-passport, e-permit, e-visa, e-ETD and e-border management. These services are provided in 29 regions, 14 entry points and 46 Embassies. The installation of e-immigration systems is going on the remaining two regions (Manyara and Kaskazini Unguja), 118 districts and 72 entry points. As of November, 2020/21, ISD issued 385,796 Passports, 504,702 ETDs, 9,790 Permits and 534,403 Visas.

Moreover, in the year 2019 Tanzanian won the top High Security Printing award on e-Passport as per International Civil Aviation Organization (ICAO) standards. However, there is inefficiency service delivery in some immigration offices due to

poor internet connectivity and infrastructure facilities. In addition, porous borders pose a challenge to an effective border management and control.

MoHA through ISD will continue to install the e-immigration systems to the remaining entry points 118 districts; construct and rehabilitate 131 offices and 2,488 residential buildings; improve transport facilities by acquiring 500 vehicles, 13 boats, and 600 motorcycles; enhance border operations; increase manpower from 2,939 to 11,862 in order to efficiently and effectively carry out immigration services.

2.1.5. Identification and registration of persons

NIDA is mandated to create and maintain National Population Register and issue national identification cards to citizens and non-citizens in Tanzania. During the period of 2011/12 to 2015/16, NIDA succeeded to establish temporary data centre and data recovery sites in Dar es Salaam; establish 24 Districts Registration Offices in Arusha, Pwani, Dar es Salaam, Kilimanjaro, Lindi, Morogoro, Mtwara, Ruvuma, Tanga and all five regions in Zanzibar.

Moreover, during the period of 2016/17 to 2020/21, 151 District registration offices have been established and 137 integrated to the data centre in Pwani region. The achievement has been realized through stakeholders' collaboration LGAs, Immigration Department and Registration Insolvency Trustee Agency (RITA). As of December, 2021 a total of 22,778,905 citizens, 34,003 legal residents and 234,879 refugees have been registered in both Tanzania Mainland and Zanzibar.

Furthermore, construction of permanent data centre and data recovery sites was completed in 2017. During this period NIDA has increased human resource by employing 620 permanent staff. The Authority managed to create a National Database System, which contains the details of all applicants of National ID. It also facilitates identification of other users such as business firms and national security organs.

In spite of the achievements recorded, NIDA has been experiencing a number of challenges including: Low coverage of Vital Statistics and Civil Registration; Inadequate use of NID Systems by stakeholders; Inadequate office buildings, working tools and transportation facilities; and Long-term accumulated debts.

In addressing the above challenges, the Ministry will facilitate the Authority to procure of 80 registration vehicles; construct 36 new offices; acquire working facilities; recruit 50 staff; identify and register about 25 million persons. The Authority will also continue to create common interface gateway with key stakeholders to support implementation of various national development plans and promote LGAs to use and maintain resident registers.

2.1.6. Probation services

The Probation Service Department is mandated to manage the implementation of non-custodial sentences in the Ministry of Home Affairs. The non-custodial sentences are operating in all regions of Tanzania Mainland under the Probation of Offender's Act, (Cap. 247, R.E 2002), the Community Service Act, (Cap. 291), the Extra Mural Penal Employment Regulation 1968 (EML) and the Parole Boards Act, (Cap. 400). Other duties are to provide courts with pre-sentence/social inquiry reports and to build capacity for Local Government Authorities (LGAs) in the management and implementation of probation and community services.

In this particular period, the scope of implementation of non-custodial sentences has widened from 21 to 26 regions of Tanzania Mainland. Through these services 1,036 probationers and 13,399 community service offenders have been ordered to serve their sentences under probation and community service programs. Similarly, 10,601 offenders have been reintegrated back into community after successfully accomplished their sentences. The Ministry also succeeded to develop the Probation Rules GN. No. 824 of 2020 that make smooth implementation of the Probation of Offender's Act, (Cap. 247, R.E 2002).

By supervising 14,435 offenders in the community, the government have saved TZS 64,957,500,000 (one offender uses TZS 2,500 per day for food) that would have been used to feed these offenders if they were to serve their sentences in the prisons. Additionally, the government saved TZS 69,288,000,000 (one labourer is paid TZS 4,000 per day) that would have been used to pay labourers by public institutions which used free labour of offenders.

Moreover, rehabilitation programs were implemented to 931 offenders who have special needs, where by 157 offenders were participated in social life skills programs, 412 psychological counselling, 134 family unification, and 228 offenders

were referred to other institutions that provide medical and social treatment programs.

The Ministry also trained 230 stakeholders (Magistrates, Public Prosecutors, Police and Prisons officers, Court Clerks, Mass Media personnel, Probation officers, City, Municipal and District Directors) involved in the implementation of non-custodial sentences across the country.

Despite the achievements made, inadequate number of probation officers, office equipment and transport facilities at regional and district levels are still critical challenges. Furthermore, some stakeholders are still sceptical to use non-custodial sanctions and therefore contribute to lower number of offenders serving their sentences in the community. This situation contributes to overcrowding of prisons. To address the above challenges, the Ministry will increase number of probation officers and procure office equipment and transport facilities. It will also collaborate with development partners and other institutions to finance some of the activities in order to improve performance of non-custodial programmes.

2.1.7. Registration, monitoring and evaluation of societies

The Office of Registrar of Societies is a Unit within the Ministry of Home Affairs vested with the duty of registering and supervising civil societies in Tanzania. The performance of duties of this office support government efforts to ensure peace and order. The powers and functions of the Office emanate from The Societies Act, Cap. 337 as amended in 2019.

According to the Societies Act of 2019, civil societies which are required to be registered at the Office of Registrar of Societies include Religious Societies (Churches, Mosques, Synagogues, and other Religious Institutions and Associations) and Non-Religious Societies (Groups and Associations established for the welfare of its members in economic, social, professional and cultural aspects). It is worth noting that, as per Section 40 of Act No. 3 of 2019, the registration of societies in Tanzania is mandatory.

In supervising the registered societies in Tanzania, the Registrar of Societies has powers to conduct inspection and verification of Societies, ordering the submission

of Audited Financial Records and to request submission of any documents that show the operations of societies in Tanzania.

2.1.8. Refugees' services

The Department of Refugee Services is responsible for supervision, monitoring and coordinating all refugee related matters in Tanzania, including reviewing asylum seekers' applications through the National Eligibility Committee (NEC), administer provision of services to refugees in camps, settlements and other areas in the country. The Department also has a role of ensuring maintenance of peace and security in refugee camps and surrounding areas.

The Refugee Services Department (RSD) uses Refugee Act, 1998, Refugee Policy, 2003, UNHCR and Government MoU, 1991 and the 1951 Convention relating to the status of refugees, the 1967 Protocol and 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa in management of refugee matters in Tanzania.

As of 31st December, 2021; Tanzania was hosting approximately 255,368 refugees and asylum seekers from different nationalities. A total of 205,788 refugees lived in Nyarugusu and Nduta camps in Kigoma Region, while 196 are urban refugees with special permits. 21,508 of Burundian refugees who came in 1972 and their descendants are living in Kigoma villages while 27,693 live in the three old settlements namely Ulyankulu (Tabora), Katumba and Mishamo in Katavi. There are also 33 Congolese living in the old settlements and 150 Somali-Bantu living in Chogo, Tanga.

In provision of refugee services, the Ministry managed to: maintain peace and security in refugee camps and surrounding areas through regular patrols; facilitate voluntary repatriation of 139,059 Burundian refugees in collaboration with UNHCR; rehabilitate environment through plantation of more than 2,500,000 trees in camps and host communities and the use of biomass briquettes and fuel-efficient stoves.

During the period under review, the department in collaboration with UNHCR successfully consolidated Mtendeli Camp which was in Kakonko District into Nduta Camp in Kibondo District and resulted to closure of Mtendeli camp. This has reduced the number of refugee camps in Tanzania from three (3) to two (2).

2.1.9. Anti-trafficking in persons and victim assistance

The Anti-Trafficking in Persons Secretariat (ATS) is responsible for combating trafficking in persons in Tanzania Mainland and Zanzibar. The Secretariat coordinates activities of state and non-state actors geared towards prevention, protection and assistance to trafficked victims. It also facilitates victims' rehabilitation and reintegration as well as investigation and prosecution of traffickers.

In the past five years, the Ministry, through the ATS, has facilitated the prosecution of 122 traffickers. Among them, 82 traffickers were convicted and sentenced to imprisonment. The Ministry also rescued and assisted 719 victims of trafficking in persons and reunified 322 victims with their families. It also conducted training to 1,104 key stakeholders including Law Enforcement Officers, created public awareness on counter trafficking in persons and established counter-trafficking task forces in 17 regions.

Other achievements recorded include: amendment of the Anti-trafficking in Persons Act Cap. 432 to address legal challenges that impeded its effective implementation; established the Anti-Trafficking Fund; developed the National Anti-trafficking in Person Action Plan 2021 – 2024; and enhanced international cooperation through Mutual Legal Assistance (MLA) and cross border collaboration forums with Malawi and Mozambique.

Apart from the above achievements, the Ministry has been experiencing a number of challenges, including shortage of staff, budget constraints, lack of witness protection mechanism for victims and witnesses of trafficking in persons, and lack of government-owned safe houses. Therefore, there is a need to increase the number of staff, increase budget, and establish witness protection mechanisms and safe houses.

2.1.10. Human resources management and administration services

Administration and Human Resources Management Division mandated to provide expertise and services on human resources management and administrative matters to the Ministry. This includes recruitment, human resources development and training, promotion, discipline, retention, motivation, performance management and staff welfare.

During the period under review, the Ministry managed to employ 8,217 staff and deploy them in the relevant Division, Departments and units under the Ministry (Vote 51 - 8, TPF - 4,915, TPS - 2,096, FRF – 485, ISD – 697, NIDA - 16). Ministry also managed to promote 27,637 employees (Vote 51 – 171, TPF – 9,566, TPS – 14,621, FRF – 713, ISD – 2,101 & NIDA – 465) into various ranks. In ensuring the availability of skilled personnel, the Ministry facilitated training to 42,409 staff (Vote 51 - 108, TPF – 24,603, TPS – 11,212, FRF – 1,299, ISD – 4,837 & NIDA – 350) to enhance their performances and career development.

Working environment is of paramount importance towards effective and efficient delivery of public services. The Ministry provided employees with working facilities, equipment and working spaces where by construction of phase - I office building for the Ministry's Head quarter at Government City – Dodoma was completed in 2018.

Furthermore, during that period, the Ministry held 10 Workers Councils' meetings that provide opportunities for employees under management to discuss matters regarding Ministry's operations and staff welfare. The meetings were conducted as per the Employment and Labour Relations Act of 2004 requirements.

Despite the aforementioned successes, there are challenges, which hindered implementation of some planned activities which include: inadequate 90,185 employees, inadequate welfare services that resulted into labour turnover and insufficient office accommodation that necessitates the Ministry Head Quarter to incur costs of about TZS 468 million per year for office renting; insufficient offices and staff houses for security organs under the Ministry whereby as of November, 2021 there were 16,129 staff houses compared to 67,909 houses required; 53 offices compared to 239 offices demand; and 485 Police stations compared to 857 require, 60 Fire and Rescue stations compared to 188 stations needed.

Therefore, in addressing the above challenges, the Ministry will request permits from the President Office, Public Service Management and Good Governance (PO-PSMGG) to recruit more staff, and replace employees who have been transferred to other Ministries and Institutions. In addition, it will continue to implement phase II construction of office building at the Government City in Dodoma and procure 15 vehicles and other working facilities.

In order to address shortage of office accommodation and residential houses for the security under the organs, the Ministry will facilitate construction of 25,890 staff houses, 25 regional police offices, 372 police stations, 22 prisons offices, 48 prisons, 128 fire and rescue stations, 139 immigration offices and 36 NIDA offices.

2.2. SWOC Analysis

SWOC examines the institution's Strengths, Weaknesses, Opportunities, and Challenges in order to meet consumer expectations. The Ministry's success is determined by its strengths and the use of available opportunities to address the existing challenges. The SWOC analysis undertaken by MoHA is summarized in **Table 1**.

Table 1: SWOC Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> ▪ Well defined organization structure. ▪ Committed and experienced leaders and employees. ▪ Existence of : <ul style="list-style-type: none"> ➤ Defence and Security Councils and Committees (National, Regional, District and ward level). ➤ Cash Flow Management Committees ➤ Complaints handling division. ➤ Chain of 	<ul style="list-style-type: none"> ▪ Inadequate training programmes ▪ Insufficient data management system. ▪ Inadequate working facilities/tools ▪ Unfavourable working and living condition ▪ Inadequate mobility and communication infrastructure. ▪ Insufficient succession and career development plan. 	<ul style="list-style-type: none"> ▪ Willingness of public to co-operate with the Ministry. ▪ Civilianization of public prosecution. ▪ Existence of International and Regional Cooperation, Conventions, Agreements and Protocols. ▪ Availability of funds from development partners. ▪ Exchange of information and skills with other International Agencies. ▪ Existence of 	<ul style="list-style-type: none"> ▪ Keeping pace with changing technology ▪ Existence of porous borders (land and water) ▪ Political instability in neighbouring countries ▪ Transnational organized Crimes (terrorism, money laundering, drug dealers, trafficking of small arms, trafficking in persons) ▪ Increased number of illegal

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
<p>command.</p> <ul style="list-style-type: none"> ▪ Police and Prisons Service Commission. ➤ Probation and Community Service Committees. ➤ Military training colleges. ➤ National identification system ➤ Relevant laws, orders and regulations. 	<ul style="list-style-type: none"> ▪ Inadequate programmes for potential retirees ▪ Insufficient awareness on non-custodial rehabilitation programmes. 	<p>private fire and rescue companies.</p> <ul style="list-style-type: none"> ▪ Availability of training opportunities. ▪ Existence of Volunteer fire fighting units. 	<p>immigrants</p> <ul style="list-style-type: none"> ▪ Poor urban planning that hinders TPF and FRF access to emergency events

2.3. PESTS Analysis

The acronym PESTS stands for Political, Economic, Social, Technological, and Security/Safety factors and it is used to assess organizational issues and opportunities.

2.3.1. Political

Tanzania has a stable political environment with good governance where peace and security prevails that support development of social and economic activities. Additionally, good government leadership, strong regional and international relations enable the Ministry to participate in peace-keeping missions. Through missions, the ministerial workforce gets exposure and experience in various fields.

Despite political stability enjoyed by our country, the Ministry continues to face some political challenges including increase in crimes, threats of terrorism, illegal migrants and existence of refugees and asylum seekers. Hence, the Ministry should maintain

peace and security in order to continue enjoying the presence of tranquillity in the country.

2.3.2. Economic

The economic growth of a country is contributed by the prevalence of peace and security, as it facilitates the attainment of development goals. The Ministry apart from its major role of maintaining peace and security also contributes to the Government revenue of an average of 331 billion per year. The revenue collected supports the provision of Government services. The main sources of MoHA revenue are immigration services, police notification and user fees, fire safety inspection fees, society's services fees, revenue from prisons small scale industries and farms. Nevertheless, economic growth may lead to: adverse effects such as illegal immigrants, human trafficking, and drug dealers and cross border crimes. This calls for the Ministry to strategize on how to minimize the adverse effects caused by economic growth.

2.3.3. Social

In Tanzania, particularly in urban areas, experience has shown that societies with no means of generating income have a higher likelihood of committing crimes than those who do. As a result, socio-economic statuses must be thoroughly examined when developing solutions aimed at reducing crime rates in those societies. In doing so, the Ministry will work with other stakeholders to promote the community's well-being so that residents may acquire lawful sources of income for their families, minimizing the likelihood that they will engage in illegal activity.

2.3.4. Technological

Technology advancement is still one of the key drivers of any country's growth frontier. Technology may also be used to keep the country safe and secure by allowing security organs to do their tasks more efficiently and effectively. The Ministry currently uses technology to provide services to the public through systems such as the Automated Fingerprints Identification System (AFIS), e-immigration, Offenders Management Information System (OMIS), and advanced forensic equipment.

If the Ministry does not keep up with the usage of current technology, criminals may use advanced technology to perpetrate crimes such as cybercrime, money laundering, and terrorist attacks. Furthermore, greater usage of gas for home and industrial purposes raises the risk of fire outbreaks, putting people's lives and

property at risk. As a result, new technologies such as e-immigration, closed-circuit television (CCTV), and screening systems must be adopted as crucial tools for maintaining peace and order in the country.

2.3.5. Security/Safety

Public security is the safety of people and organizations within a country while they go about their daily lives. It entails protecting public order and tranquillity. Terrorism, civil unrest, and other related issues may pose a threat to public security. Public safety involves protecting the public as well as safeguarding people and their property against crimes, disasters, and other potential risks. The public safety challenges facing Tanzania have been transformed by technology, globalisation and the rise of more complex social problems.

Some of the public security and safety challenges that Tanzania is facing are: narcotics usage; trespassing; burglary; harassment; juvenile delinquency; and unauthorized dwellings. MoHA needs to use its intelligence to successfully address possible threats in advance. As the threats to public safety and security evolve, it is critical that MoHA reconsider how the security and safety organs are oriented, organized, and carried out.

2.4. CRITICAL ISSUES

The Ministry has identified the following major critical issues that need to be addressed in order to effectively realize the Tanzania Development Vision 2025 and public expectations:

2.4.1. Crime incidences

Although efforts have been made to control crimes, Tanzania is still facing an increase in transnational organized crimes like cyber-crimes, terrorism, illicit drugs, money laundering, and illegal immigrants. There is also a dramatic increase in domestic crimes such as corruption, armed robbery, and theft, which are contributed to by various factors such as technological advancement, unemployment, and unethical behaviour of the community at large.

MoHA is determined to strengthen security and public safety, including their properties. The Ministry will perform these duties through TPF, where patrols and operations will be strengthened both on land and water bodies. It will use advanced technologies to prevent and combat crimes, expedite case investigations, review

laws related to public safety and security, engage communities, continue to provide public awareness and facilitate the acquisition of modern equipment and facilities.

2.4.2. Road Traffic Accidents

In Tanzania, statistics on road traffic show that the number of accidents, diseases, and injured people continue to decrease. For example, the number of accidents decreased from 2,544 in 2016 to 478 in 2020, the number of fatalities declined from 890 in 2016 to 268 in 2020, and the number of injured people decreased from 2,128 to 369. Although the statistics show a decreasing trend, the general impact on the national economy is large in terms of costs incurred, loss of work force, destruction of road infrastructure, and loss of people's properties. According to the TPF research indicator, human factors and vehicle conditions account for approximately **76.4%** of all causes of road accidents. Similarly, the majority of crashes that caused road accidents in Tanzania involved motorcycles, which is estimated **at 71%**.

On behalf of MoHA, TPF has been implementing a number of actions to reduce fatal accidents and injuries. Among the actions and measures implemented include: review of the Road Traffic Act Cap. 168; introducing an electronic system for issuing driving licences by using smart cards and registration of motorcycles; using a speed governor on public transport, in particular buses; and conducting public awareness campaigns.

In collaboration with key stakeholders such as the Ministries of Works, Transport, and Health, MoHA will strengthen coordination on road safety issues. Through TPF, it will continue to review the Road Traffic Act Cap. 168 whenever necessary, strengthen enforcement of relevant laws and conduct public awareness campaigns.

2.4.3. Investigation Technique

When it comes to investigations, professionalism and respect are crucial. It can be difficult for people to find these services, and those who have been examined may end up losing them. The basic purpose of any investigation is to obtain facts. The situations that need investigations are frequently complex, and the outcome will affect the lives of someone or many people. This implies that it is critical to get it right.

Investigative techniques and procedures involve obtaining a confirmatory memorandum, planning and investigation, obtaining relevant documents, using

research techniques, conducting interviews, surveillance, collecting statements, and report writing. Though these steps are crucial in conducting an investigation, in some cases, they are not done thoroughly by TPF investigators. As a result, investigation of a number of cases takes time and some fail due to insufficient evidence.

From 2021/22 to 2025/26, the Ministry will strengthen the division for investigation within TPF by applying advanced technologies in case investigations, expediting case investigations, building the capacity of investigators to strengthen their skills, acquisition of modern equipment and facilities, and continuing to engage communities and the public to assist in the collection of relevant information needed for investigation.

2.4.4. Violence Against Women and Children

Violence against women and children causes serious consequence to the society. This behaviour is associated with mental, sexual and reproductive health challenges for victims. Violence against women also their children and result into high social and economic costs for women their families, societies and the national at large. Over the past five years more than 230 cases of violence against women and children were reported at TPF offices.

TPF in collaboration with UNICEF established 427 Gender and Children Desks (GCDs) within the Police Force to address the violence issues. However, the force has constraints such as inadequate infrastructure for Juvenile facilities, insufficient working facilities, inadequate working conditions, and insufficient expertise to deal with issues of violence against women and children.

While prevention and responding to violence against women and children require a multi-sectoral approach, MoHA has an important role to play. In order to support stakeholders' efforts in eliminating violence against women and children, the Ministry through TPF will: acquire infrastructure for juvenile facilities; strengthen Gender and Children Desks (GCDs) within the Police Force; improve transport facilities in Gender Desk offices for quick response and awareness raising to the public; prepare and implement programs to prevent and combat gender and child violence; and enhance prevention and detection of gender-based violence and violence against children.

2.4.5. Inadequate Rehabilitation of offenders

Rehabilitation of offenders in prisons is an important aspect in addressing criminal needs intending to cure criminal mind of offenders. Effective rehabilitation system needs to consider a combination of factors like modern infrastructure, professional training and well-designed programmes. The rehabilitation of offenders in Tanzania is not performing well due to inadequate infrastructure, trained correctional instructors, prisons officers and out-dated curriculum to address the current rehabilitation needs hence continuous executing unstructured rehabilitation programmes. Therefore, deliberate efforts to redress this gap are needed to realize the required outcome.

2.4.6. Overcrowding in Prisons

The design and capacity of most prisons does not cater for the required number and category of prisoners in comparison to the authorised capacity (32,110 inmates against the authorised accommodation of 29,902). Overcrowding in prisons is mostly present in urban prisons and it is one of the major factors that contribute to poor conditions in prisons, compromises the provision of rehabilitation programmes and services rendering (prisoners' welfare). Contributing factors to overcrowding is the excessive use of pre-trial detention (Remand prisoners) whereas there are 16,180 out of 32110 inmates. Therefore, the Ministry will be upgrading prisons' infrastructures, and increase the usage of alternative sentences to imprisonment such as community service, parole, Presidential Amnesty and Extra Mural Penal Employment Labour.

2.4.7. Increased Government expenditure on inmate's care

The existence of a large number of inmates in prisons has increased government expenditure in provision of services such as food, clothing, health services, legal services and transport facilities to inmates. Moreover, the existence of outdated Laws and Regulations that limit some category of inmates to engage in production limits the number of workforce has created a large number of inmates to be unproductive (Remand prisoners).

It is therefore imperative for the Ministry through TPS to implement Food Self-Sufficiency Strategy by using available resources (arable land and human resource), enhancing income generating projects ranging from agricultural projects, manufacturing and processing factories; and strengthen existing production sectors. The Strategy is geared to increase food supply for inmates and revenue collection

that will fund humanitarian services rendered to inmates; healthcare, bedding material, and clothing hence reduce financial burden to the government.

2.4.8. Inadequate firefighting and rescue facilities

Rapid growth of towns and cities increase demand of fire and rescue services. Moreover, constructions of high-rise buildings, particularly in urban areas also require advance technology to cope with the on-going developments.

In the next five years FRF will acquire 25 fire tenders, construct 25 Fire stations, install 2,500 fire hydrants, and acquire 10 rescue boats and 10 ambulances.

2.4.9. Increase of Fire Incidences and other Disasters

Fire incidences and other disasters have major effects on human life including loss of life, impaired human health, destruction of environment and economic damage. In the past five years, a total of 6,887 fire and rescue incidences were reported and some had serious repercussions to the nation. The number of fire and rescue incidences increased from 911 in 2015/16 to 1,912 in 2019/20 equivalent to an increase of 110%. The increase in number of incidences has been contributed by low community awareness on fire prevention. The effects of fire incidences have been amplified by the shortage of manpower and ineffective fire safety inspections. Another factor which contributes to low response time for firefighting and rescue services is unplanned settlements. As a result, the possibility of saving lives of the people and properties during the emergency is reduced.

The Ministry through FRF will continue to provide more awareness to the community to take necessary measures for fire prevention and equip the Force so as to minimize the impact caused by such incidences.

2.4.10. Border Management

ISD has a key role for controlling and facilitating movement of persons across the country through implementation of relevant laws and regulations. In doing so, it helps to safeguard national security and economic interests. There has been increasing number of illegal migrants both in Tanzania Mainland and Zanzibar. Statistics show that illegal immigrants intercepted in the country increased from 14,427 in 2016/17 to 16,581 in 2020/21 and some of them were apprehended while on transit to other countries.

The increases of illegal migrants in Tanzania is attributed by illegal entries through clandestine routes, ineffective laws, inadequate human resource, working facilities, porous and extensive borders (3,400 kilometres shared with eight African Countries and has 1,500 kilometres sea border covering Zanzibar), prevalence of social and political instability in some countries, inter-ethnic ties of persons living along the borders, residual refugees and freedom fighters, irregular/illegal immigration, smuggling in persons and un-integrated border management systems hamper effective border management and internal control. There is also inadequate cooperation with Regional and International institutions in controlling, handling and combating cross border and transnational crimes.

2.4.11. Increased Settled Migrants

The historical legacy, geographical position and political stability of Tanzania has resulted into hosting migrants such as asylum seekers and refugees. The country has also been experiencing an intra-ethnic movement of persons and stay within and along borders causing complexities in determining their immigration status. This has generated over 149,575 settled migrants all over the country, whereby some are masquerading as Tanzanians. Although ISD has taken efforts to identify some of them, there is need to develop a clear mechanism for identification, registration and provision of immigration status.

2.4.12. Shortage of Office and Residential Buildings

ISD has critical shortage of office and residential buildings. The actual requirement of office buildings is 193 which includes Regional, District and entry points offices while the existing office buildings are 62. The shortage has led the Department hire buildings and use office space from District Commissioners' offices. For the case of residential buildings, there are only 451 residential houses while the actual requirement is 2,939 houses, of which 8 houses are for commissioners, 1,875 for officers and 1,056 for rank and file.

In general, the gap between the existing houses and actual requirement has been widening and yet the capacity for construction, upgrading, maintenance and management of the existing housing stock is also very minimal. Therefore, MoHA through ISD plans to construct 131 offices, Boma-Kichakamiba College, 2,488 residential buildings and renovate 50 buildings.

2.4.13. Inadequate Transport Facilities

ISD needs reliable transport facilities in performing its functions, particularly in conducting inland and water patrols and operations. The Department has only 295 vehicles as opposed to the current demand of 500 vehicles. Out of 295 vehicles, 169 are working while 89 need major repairs and 37 are grounded. There are also 263 motorcycles while the requirement is 600 motorcycles. The department has no boats for patrol and operations in water bodies which raise the requirement of 13 patrol boats in ocean and lakes. MoHA through ISD will procure 242 vehicles, 600 motorcycle and 13 patrol boats by 2016.

Complexities on performance of Immigration functions brought in by globalization and a change of TISD from civil service to paramilitary has necessitated the changes of Immigration structure. This has led into changes in the Scheme of Service for Immigration cadres, whose implementation started in July, 2018. Furthermore, the Immigration General Orders (IGO) should be formulated in order to reflect current working environment.

2.4.14. Mechanisms for determination of Tanzanian Citizenship

In Tanzania there are three categories of citizenship namely by birth, descent and naturalisation. However, there is a gap in the determination of citizenship to some groups of people caused by inconsistency use of criteria in decision making. For instance, there is disparity in procedures for granting citizenship by naturalisation. In this category, citizenship has been granted on the ground of economic or social contribution, marriage and other humanitarian grounds particularly to refugees.

Citizenship by descent is acquired by a person born outside the country to parents who are either citizen by birth or naturalization. The practice excludes parents who are citizen of Tanzania by descent from passing over their citizenship to their children born abroad and denies them to retain family ties or likely to be stateless. In addition, persons with dual nationality are required to renounce their other citizenship upon the attainment of 18 years of age if they wish to retain Tanzanian citizenship. This procedure applies to children born within the country to parents who are not citizens of Tanzania without policy guidance.

Medical technologies advancement has led to the rise of surrogacy arrangement which in some cases, poses challenges to the determination of citizenship of

surrogate child. Moreover, the increase of incidences of abandoned children by unknown parents also poses challenge on determination of citizenship of such children. In order to address these challenges, policy guidance on determination of Tanzanian citizenship is needed. ISD will also develop and operationalize e-Citizenship system which will be integrated into e-Immigration system.

2.4.15. Advancement of Technology

Information and communication technology (ICT) has become a crucial infrastructure in running Immigration services delivery. In efforts to cope with technological advancements the Department is in the progress to install e-Boarder system which is among the components of e-Immigration. The system has been installed in 29 regional immigration offices out of 31 offices, 16 Entry Points out of 56. In the period between 2021/22 – 2025/26, MoHA will facilitate ISD to finalize installation of e-Border in 2 immigration Offices, 40 entry points and 118 district immigration offices. It will install e-Office to support administrative activities.

2.4.16. Identification of Persons

The Ministry expects to identify and register about 25 million persons by 30th June, 2026. As of 31st December 2021, a total of 22,778,905 citizens, 34,003 legal residents and 234,879 refugees were identified and registered. However, this exercise has encountered some setbacks due to the following reasons:

2.4.17. Low Coverage of Vital Statistics and Civil Registration

Civil registration consists of the compulsory, permanent, continuous and universal recording of vital events which include births, deaths, marriages, divorces and adoption. Through the official recording of vital events, individuals have access to the documentary evidence often required to secure recognition of the legal identity, family relationships, nationality and their ensuing rights. There is need to enhance coordination on registration of all people under one government institution.

2.4.18. Ineffective use of Resident Registers in LGA's

In practice, a national population register depends on local residents' register, which constitute fundamental data of people who are supposed to be identified and registered. Resident registers provide resident statistics on population dynamics and indicators based on the circumstances of residents in various places. Ineffective use of local residents register in LGAs has led to difficulties in proving identity and applicant residents during NID registration, hence lowering NIDA performance.

2.4.19. Inadequate Working Facilities

NIDA requires adequate infrastructure such as office buildings, working equipment and transportation facilities in order to provide good services. NIDA rented offices premises in some districts which hinders the envisaged operations of the Authority. There is also a shortage of raw cards whereby currently the Authority has a total of 4,805,518 raw cards and facing a shortfall of 16,534,711 raw cards and consumables for the printing of National ID to all citizens who have identity numbers (NIN). In this regard, NIDA will construct 36 offices in Tanzania Mainland and Zanzibar and acquire sufficient working equipment and raw cards.

2.4.20. Ineffective use of NID System by Stakeholders

The Written Laws (Miscellaneous Amended) (No. 7) Act, 2019 mandated NIDA to control database of National Population Register. Both public and private institutions that require personal information in rendering services are required to interface their systems with NID System. As of December 2021, a total of 57 Government and private institutions were linked with NID System. However, there are number of institutions which have not been connected.

2.4.21. Non-Custodial Offender Services

The Ministry has been experiencing a number of challenges in implementation of non-custodial programmes which are: shortages of transport facilities, there is only three motor vehicles out of 30 and 24 motorcycles out 150 required; inadequate office equipment; inadequate human resource whereby 120 probation officers are available against the required number of 1,984. Furthermore, the probation and community services are yet to be extended at district level as only 68 districts out of 151 have the services. MoHA will therefore capacitate the Department of Probation in terms of personnel, working equipment and facilities to enhance its services.

2.4.22. Rapid Increase of Religious Societies

Since the establishment of the Office of Registrar of Societies in 1954 there were 10,108 registered societies as of 31 December 2021, among them Non-Religious Societies were 8,854 and Religious Societies were 1,254. In the past 5 years, there has been an increase of religious societies requesting to be registered at a rate of 7:3. In other words, out of 10 societies which submit application for registration, 7 are Religious Societies and 3 are Non-Religious Societies.

In order to address this situation, the Ministry through the Office of Registrar of Societies issued guidelines on registration and supervision of societies. Other measure taken was to encourage LGAs adherence to municipal by-laws regarding to operations of religious institutions. Despite the measures employed, effective monitoring and evaluation of these societies still remain a challenge. In addition, absence of Policy for Governing Religion and Religious Organizations in Tanzania hinders effective management of the societies.

In the next five years MoHA will: strengthen registration requirements; continue to insist LGAs to adhere to municipal by-laws related to religious institutions; strengthen enforcement of the Societies Act, Cap. 337; formulate policy guidelines; establish and operationalize four zonal offices in Dar es Salaam, Mwanza, Mbeya and Kilimanjaro; procure transport facilities; and increase human resource.

2.4.23. Increase of Conflicts within Societies

The Office of Registrar of Societies in the Ministry has been utilizing considerable resources in resolving conflicts that emerge in societies particularly religious societies. During the period from 2016/17 to 2020/21 the numbers of conflicts reported were 100, where by 15 remained unresolved. The Office of Registrar of Societies has been actively involved in resolving these conflicts by using the dispute resolution mechanisms which are enshrined in their constitutions and umbrella bodies. This approach will continue to be used.

2.4.24. Enforcement of the Societies Act, Cap. 337

Some of these societies do not adhere to legal obligations of laws and their constitutions in provision of their services by engaging in activities such as money laundering, aiding and abetting in terrorism and radicalization and violent extremism of the members of religious societies, operations of cults, acquisition of money and properties by false prophecy or pretence and indecent assault. These activities create security threat in the country.

Thus, in the next five (5) years, MoHA will conduct analysis of theological procedures of worship in accordance with the Creed of Denomination and the Constitutions of Societies. The analysis will enable the Ministry to define and translate the actions and conduct of societies in line with the Laws of Tanzania. In doing so, the Ministry will collaborate with the Apex Bodies of Religious Societies and Law Enforcement Agencies.

Moreover, the Office of Registrar of Societies will conduct joint physical inspection and verification of societies by involving the Law Enforcement Organs. Other measure includes creating a mechanism of identifying and accrediting institutions, colleges and universities which provide Theological and Religious Education.

2.4.25. Ineffective Contribution of Societies to the Socio-Economic Development of the Country

According to the law, registered societies are supposed to promote social, economic, professional and social welfare of its members. Consequently, societies will increase production and government income. However, findings indicate that 50% of 10,108 registered societies are not performing efficiently as per objectives of their establishment due to lack of coordination, knowledge and expertise.

Thus, The Office of Societies shall enhance coordination of registered societies for the purpose of promoting socio - economic activities for the benefit of their societies and national at large.

2.4.26. Truancy of Refugees

The number of refugees who escape from camps to urban areas and other regions for residence and in search for economic opportunities such as jobs and business has been increasing, hence threatens security and safety in the country.

2.4.27. Prevalence of Crimes in Refugee Hosting and Surrounding Areas

Although the number of crimes has been decreasing, still there is prevalence of crimes using ammunition in camps and surrounding areas. Presence of refugees and naturalized citizens who live in Old Settlements has contributed to unlawful entry of immigrants and ex-combatants in settlements. The department continues to conduct joint regular patrols, conduct operations and monitoring of all activities in the camps to ensure peace and security in the refugee hosting areas.

2.4.28. Slow Pace of Voluntary Repatriation

The rate of repatriation for Burundian refugees has been decreasing over time from an average of more than 2,000 in 2020 to less than 300 per month by end of 2021. In the period under review, the situation in Burundi had improved and stabilized ensuring peace for its citizens. The Ministry will continue to conduct sensitization campaigns to increase the rate of repatriation.

2.4.29. Environmental Degradation

Severe environmental degradation in camps and host community has been caused by presence of refugees in Tanzania. Dependency on firewood for energy, construction and agricultural activities has greatly caused deforestation, soil erosion and destruction of water sources in camps and host community.

MoHA in collaboration with United Nations Environmental Program (UNEP), Vice President's Office (VPO) and Danish Refugee Council will continue to promote environmental management. In 2021 – 2023, the Danish Refugee Council (DRC) will implement the environmental project in camps and host communities with a value of approximately TZS 11 billion. This project will facilitate plantation of 750,000 trees per year for the whole project period. Another project funded by the Green Climate Fund (GCF) with approximately \$ 23 million value will be implemented jointly by UNEP, VPO and UNHCR.

2.4.30. Trafficking in Persons

Trafficking in person is one of the transnational organized crimes which poses a public and global concern. It is linked to a number of crimes, including drug trafficking, money laundering, smuggling of weapons, corruption, and terrorism. Trafficking in persons perpetuates serious human rights violations by subjecting victims to forced labour, sexual exploitation, prostitution, forced begging, domestic servitude, organs removal and debt bondage.

Given the hidden nature of this crime, it is difficult to establish its magnitude. This makes the development of effective preventive and counter strategies more challenging. In addition, limited awareness and knowledge on trafficking in persons among the general public and law enforcement officers curtail the government's initiatives in prevention and prosecution of traffickers. Furthermore, the absence of the Witness Protection Mechanism increases victims and witnesses' reluctance to testify in courts. Equally, lack of government-owned shelters limits victims' access to protection and assistance services and thus increases their vulnerability of being re-trafficked.

Therefore, the Ministry will conduct research on trafficking in persons, establish mechanisms for assistance and protection of victims and witnesses of trafficking in

persons, establish safe houses, creating public awareness, and build the capacity of key stakeholders on investigation and prosecution of traffickers.

2.4.31. Inadequate Human Resource

Shortage of employees is one of the factors that affect the Ministry's daily performance. As of December 2021, the Ministry has a total of 61,393 employees, of which 257 employees are in Vote 51, TPF- 43,172, TPS - 12,383, FRF - 2,041, ISD - 2,950 and NIDA - 617. The Ministry requires a total of 102,878 employees (HQ - 1,164, TPF – 51,837, TPS - 29,796, FRF – 7,076, ISD – 11,862 and 1,143 for NIDA).

2.4.32. Working and Living Environment

Conducive working and living environment are important in fulfilment of Ministry's functions. MoHA Head quarter has a shortage of Office space in institutions under the Ministry. There is also shortage of 51,710 houses for TPF (34,264), TPS (12,766), FRF (2,192) and ISD (2,488). Apart from this, there are shortage of transport facilities for MoHA HQ and its institutions (4,732 vehicles, 10,794 motorcycles, 40 boats).

Over the period of 2021/22 to 2025/26, the Ministry plans to procure vehicles, motorcycles and boats as follows: MoHA HQ 48, vehicles and 50 motorcycles, TPF 3,732 vehicles and 10,694 motorcycles, TPS 600 motor vehicles and 300 motorcycles, 25 FRF fire tenders and administration vehicles, ISD 242 motor vehicles and 600 motorcycles, NIDA - 80 motor vehicles.

2.4.33. Inefficient of the Police Force, Fire and Rescue, Immigration and Prisons Service Commission

The commission is inefficient in performing its functions due to lack of permanent staff and therefore it to operate on ad-hoc basis using staff from other departments/divisions and units within the Ministry. It also has budget constraints that hinder the implementation of its functions. In this regard, it is important to address the matter by providing sufficient funds, adequate staff, working facilities and secure office space.

2.4.34. Public Complaints

The trend of public complaints has been increasing from 143 in 2019/20 to 193 complaints in 2020/21. The increase is led by unethical behaviour such as conflict of interest, arbitrary decisions, bribery and illicit enrichment. Substantial efforts have been taken by the Ministry to address the matter, through establishment of Integrity

Committee, undertake disciplinary measures and conduct awareness seminars to employees as per the guidelines provided in the National Anti-Corruption Strategy NASCAP – III.

Therefore, the Ministry will continue to implement these measures to promote good governance culture thereby ensure quality service delivery to the public. In order to prevent and battle corruption, the Police Force will strengthen disciplinary procedures against officers who are involved in corruption cases, improve public awareness about corruption prevention, and establish Complaints Handling Desks in all police commands.

CHAPTER THREE

3. THE PLAN

3.1. Vision

To become an efficient and effective Ministry that maintains peace, order and security of people and their properties.

3.2. Mission

To safeguard security, peace, and tranquillity through the formulation and implementation of relevant policies and laws.

3.3. Core Values

These are fundamental values or guiding principles, which the Ministry aspires to hold itself responsible in performing its functions. These are:

3.3.1. Accountability

We shall exercise collective responsibility for the execution of the Ministry's mandate with high level of professionalism and competence.

3.3.2. Transparency

We will ensure open communication with stakeholders, as well as information sharing and participatory decision making.

3.3.3. Integrity

We shall be honest, trustful and promote unity in our operations.

3.3.4. Confidentiality

We shall maintain secrecy all the time in discharging our duties.

3.3.5. Equity and Equality

We shall promote justice and diversity in our functions and treat our stakeholders with courtesy, respect and promptness.

3.3.6. Innovation

We shall integrate new ways and initiatives to improve the quality of our service.

3.4. Objectives

To achieve the Ministry's Vision and Mission and address the identified critical issues, the following objectives were developed:

- Objective A: HIV/AIDS Services Improved and New Infections Reduced;
- Objective B: National Anti-Corruption Strategy and Action Plan Phase III Implemented;
- Objective C: Law and Order for Public Safety and Security Maintained;
- Objective D: Rehabilitation Programmes and Services for Custodial and Non-Custodial Prisoners Enhanced;
- Objective E: Fire and Rescue Services Enhanced;
- Objective F: Immigration Services to Support National Security and Development Enhanced;
- Objective G: National Identification and Registration System Maintained;
- Objective H: Human Resources Management and Administrative Services Improved; and
- Objective I: Financial Resources and Public Service Delivery Improved.

Objective A: HIV and AIDS services improved and new infections reduced.

HIV and AIDS, if not observed have huge impact on the performance of any organization. It can decrease the productivity of employees due to poor health condition as well as stigmatization among them. To address this situation, the Ministry's will continue to strengthen its HIV and AIDS Committee. The committee, among other things is responsible for facilitating peer education to MoHA's staff regarding HIV/AIDS issues in order to prevent new infections and promote behavioural change. The Ministry's will also continue to provide care and support to employees living with HIV and AIDS.

Operational Targets:

- (i). Care, treatment and support to 654 staff living with HIV and AIDS provided by 2026.
- (ii). Six (6) internal programmes for HIV and AIDS prevention at workplace enhanced by 2026.

Objective B: National Anti-Corruption Strategy and Action Plan Phase III Implemented.

Prevalence of corruption in any office can affect its service delivery to the public. The Ministry has identified prone areas for corruption which include road traffic

department, criminal investigation, registration of citizen and non-citizen, issuance of passport and permits, fire safety inspection and procurement process. In the next five years, MoHA will closely monitor employees working in these areas so as to eliminate corruptions practices.

It will also continue to implement National Anti-Corruption Strategies and Action Plans (NACSAPs) in order to ensure that all services are delivered efficiently to the public. The expected outcome will be improved service delivery and good governance.

Operational Targets:

- (i). Prone areas for corruption practices in all 5 Votes under the Ministry identified and addressed by 2026.
- (ii). Six (6) internal programmes for implementation of National Anti-Corruption Strategy and Action Plan Phase III prepared and implemented by 2026.

Objective C: Law and Order for Public Security and Safety Maintained.

Section 3 of the Police Force and Auxiliary Services Act Cap. 322 as mended from time to time establishes the Tanzania Police Force as one of the security organs in Tanzania. TPF is in charge of protecting public safety in the county through maintaining peace, law, and order.

TPF has made progress in various matters, including reducing the number of serious crimes by 20.5%; reducing traffic accidents by 71%; and construction of 402 in all regions and rehabilitation of staff houses at Kigamboni, OC Barracks, Keko Machungwa, and Kijichi blocks. The force attained other success by facilitating peaceful local government and general elections; establishing the Rufiji Police Region; establishing regional and district proficiency training offices; training 7,886 police officers on various skills; enhancing the participation of police officers in UN Peacekeeping Missions and Operations; and TPF in collaboration with UNICEF established 427 Gender and Children Desks (GCDs) within the Police Force to address the violence issues.

Nevertheless, TPF faces a number of challenges, including: unethical behaviour of some police officers; delayed investigation and completion of criminal cases; an increase in violent crimes in the communities; road traffic incidences; insufficient investigative techniques; violence against women and children; inadequate funds for construction, rehabilitation, and maintenance of office buildings, police stations, and staff houses; inadequate motor vehicles and other working equipment; inadequate police officers; and inadequate training to cope with changes in technology.

Through TPF, the Ministry plans to: strengthen control and management of crimes; use advanced technologies to prevent and combat crimes; strengthen patrols and operations both on land and water bodies; strengthen human resource management; review respective laws pertaining to public safety and security when the need arises; strengthen enforcement of relevant laws; strengthen community engagement; improve the working and living environment; strengthen financial management; and continue to provide public awareness and adherence to national laws. The ultimate goal is to improve police service delivery in Tanzania.

The Ministry has maintained and promoted the protection of refugees and other persons of concern with the support of UNHCR and other Donor agencies in Nyarugusu and Nduta camps in Kigoma. MoHA has continued to promote and advocate for Voluntary Repatriation as a leading durable solution to refugees and asylum seekers. From September, 2017 to 31st December, 2021 concerned parties have jointly facilitated the Voluntary repatriation of 139,059 Burundian refugees in safety and dignity. The next five years, MoHA will continue to collaborate in order to get technical and financial support from UNHCR in provision of services and executing Voluntary Repatriation for Burundi and Congolese who choose to return to their countries. These measures will address the existing challenges of crimes and environmental degradation in the camps.

Operational Targets:

- (i). A total of 10,108 registered societies monitored and evaluated by 2026;
- (ii). 5,504 of Registered Societies coordinated and promoted to enhance socio-economic activities by 2026;
- (iii). 1,000 victims of trafficking in persons assisted and reintegrated with their communities by 2026;

- (iv). Two policies and eleven laws pertaining to prisons, immigration, refugee, and public safety & security issues reviewed, formulated and implemented by 2026;
- (v). 125,800 Burundian and Congolese refugees voluntary repatriated to their countries by 2026;
- (vi). Peace and security in the Nduta and Nyarugusu refugee camps, three (3) old settlements and the host communities maintained by 2026;
- (vii). Five NEC sessions to review applications of asylum seekers conducted by 2026; and
- (viii). Fifty per cent (50%) of violence against women and children eliminated by 2026.

Objective D: Rehabilitation Programmes and Services for Custodial and Non-Custodial Prisoners Enhanced.

Inmates in prisons are supposed to be properly maintained, rehabilitated and reformed so as to be better citizen on the completion of their sentence. The existing Prisons infrastructure does not support the needs for proper upkeep of inmates and their rehabilitation need and the rehabilitation services offered are not systematic to address the offenders' criminal reformation need. Therefore, the need for strengthening the rehabilitation programmes.

Custodial services on the hand, encompasses provision of services required to inmates such as food, clothing, health services, legal services, transport to courts other human necessities to prisons inmates. TPS has been experiencing challenges due to an increasing number of inmates in prisons, advancement in technology with an ever-changing crime mentality and nature demands for strategic measures to modernize prisons to cope. This has not only increased government expenditure on inmates' upkeep but also influenced the achievement of Ministry's objective.

Furthermore, the acute shortage of houses to accommodate its staff adversely affects the Service's efficiency and effectiveness in the delivery of the requisite services. Meanwhile, there is no higher-level hospital in Prisons system to cater as a

referral hospital to staff and inmates national wise. Moreover, The service is not meeting the expectation of the community due to inadequate modern security system and facilities in monitoring and enhancement of security. This has resulted to various incidences of escapes of prisoners and prisoners bringing in contrabands.

Therefore, to address these challenges, MoHA through TPS will update the legal framework, improve prisons infrastructure, strengthen reformation and rehabilitation programmes, improve production forces by implementing the Food Self-Sufficiency Strategy, intensify the usage of non-custodial measures, improve working facilities, enhance security of prisons, promote staff welfare.

The Ministry of Home Affairs is also responsible for the implementation of non-custodial sentences under the Probation of Offenders Act, Cap. 247, R.E. 2002, the Community Services Act, Cap. 291, R.E 2002, Parole Boards Act, Cap. 400 and the Extra Mural Penal Employment Regulation 1968. Other duties are to provide courts with pre-sentence/social inquiry reports and to build capacity for Local Government Authorities (LGAs) in the management and implementation of probation and community services.

During the period under review, the Ministry managed to monitor and supervise 1,036 Probationers and 13,399 Community service offenders and reintegrated 10,601 offenders to the community who have accomplished their sentences. It also implemented rehabilitation programmes to 931 offenders who have special needs. Moreover, the Ministry developed the Probation Rules (GN. NO. 824 of 2020) that make smooth implementation of the Probation of Offender's Act, (Cap. 247, R.E 2002).

Moreover, five offices in Lindi, Rukwa, Katavi, Ruvuma and Kigoma regions were established. Therefore, non-custodial programmes operate in all 26 regions in Tanzania Mainland. For the purpose of strengthening enforcement of respective laws, training on the implementation of non-custodial sentences was provided to 230 stakeholders from the Criminal Justice Institutions.

Despite these achievements, the provision of this service is hindered by: inadequate Probation Officers as only 120 are available instead of 1,984 officers; inadequate transport facilities there are 3 motor vehicles and 24 motor cycles compared to 27

motor vehicles and 150 motor cycles required; and rigidity of some stakeholders to use non-custodial sentences, hence reduced the number of offenders who are eligible to serve their sentences in the community.

To improve the above situation, the Ministry will: recruit at least 169 Probation Officers; provide sensitization seminars to Criminal Justice Institutions Stakeholders and the public in general concerning non-custodial programs; procure 27 motor vehicles and 126 motor cycles.

Operational Targets:

- (i). Five (05) new prisons Kilosa & Gairo – Morogoro, Kaliua – Tabora, Kakonko & Buhigwe – Kigoma and 114 prisons renovated by 2026;
- (ii). Transportation services for remand prisoners in 86 prisons enhanced by 2026;
- (iii). Five (05) major rehabilitation programmes (Educational Programmes, Life Skills Programmes, Counselling Programme, Psycho-Social Programmes and Recreational programmes) strengthened by 2026;
- (iv). Facilities and infrastructure of five (05) TPS's training institutions at Kiwira, Ruanda, KMKGM, TCTA and KPF upgraded by 2026;
- (v). Offenders Management Information System developed and implemented in 129 prisons and interfaced with national ID system by 2026;
- (vi). 16 Regional Prisons' Offices constructed and 5 renovated by 2026;
- (vii). 25,000 offenders committed into non-custodial sentences by 2026; and
- (viii). After care services to 30,000 ex-convicts strengthened by 2026.

Objective E: Fire and Rescue Services Enhanced.

The Fire and Rescue Force operating under the Ministry of Home Affairs was established under the Fire and Rescue Force Act, No. 14 of 2007 to provide for better organization, administration, discipline and operations of the Force. In its efforts to improve fire and rescue services in the country, for the past five years the Ministry through FRF realized various achievements which include: construction of

headquarters office building in Dodoma and two fire stations in Chato (Geita) and Karagwe (Kagera); recruitment of 485 firemen; and acquisition of 10 fire fighting vehicles and various rescue facilities.

Despite several interventions taken by the Ministry for improving the fire and rescue services, still there are a number of challenges hindering efficient provision of services including: inadequate manpower; insufficient financial resources; shortage of fire stations; insufficient fire hydrants; and inadequate working gears such as fire and rescue tenders, rescue boats and ambulances.

MoHA in collaboration with the Ministry responsible for finance will strive to provide FRF with necessary working facilities by increasing budget ceiling and allocation and seeking support from Development Partners. It will also recruit 2,500 employees, allocate development funds for the construction of 50 fire stations and 111 residential buildings country wide, purchase 25 fire tenders, 21 rescue vehicles, 10 rescue boats, 10 rapid intervention vehicles, 10 ambulances and one helicopter. In addition, the Fire and Rescue Training Centre in Chogo (Tanga) will be rehabilitated and expanded.

Operational Targets:

- (i). A total of 50 fire stations and 111 residential buildings constructed, 28 Regional fire stations and 49 residential houses rehabilitated by 2026;
- (ii). Fire and rescue Training Centre rehabilitated and expanded by 2026;
- (iii). A total of 25 fire engines, 21 rescue vehicles, a rescue and firefighting helicopter and 10 rescue boats acquired, 10 rapid intervention vehicles and 15 ambulances acquired by 2026;
- (iv). A total of 2,500 fire hydrants installed, 28 water reserve tanks constructed and existing 2,304 fire hydrants inspected and maintained by 2026; and
- (v). A total of 1,500 radio programs, 150 television programs and 120 publications and adverts on fire safety awareness achieved by 2026.

Objective F: Immigration Services to Support National Security and Development Enhanced.

Immigration Department operating systems which control movement of citizens and non-citizens, identifying their nationality, issuance and screening of immigration documents are inadequate to meet national goals and international standards. The inefficiency is aggravated by lack of connectivity and inter-linkages among stakeholders to share intelligence information during screening and authentication of relevant documents for due diligence.

Other notable challenges include illegal migration, increase in cross border crimes such as human trafficking and smuggling, terrorism as well as drug trafficking, Other public concerns have been the existence of settled migrants staying without documentations mostly from neighbouring countries seeking their livelihood and, in some parts, indulging themselves in crimes.

In order to address these challenges, the Ministry will improve and integrate immigration systems, increase manpower, improve infrastructures, transport facilities and facilitate programmes to combat the mentioned challenges. The expected results will be efficient boarder management and improved services delivery.

Operational Targets:

- (i). Comprehensive system for controlling illegal migration in 31 regions developed and operationalized by 2026;
- (ii). System for Identification and registration of settled migrants installed and operationalized in 31 regions and 118 districts by 2026;
- (iii). A total of 2,448 residential buildings, 131 offices, training camp at Boma-Kichakamiba constructed by 2026;
- (iv). A total of 242 motor vehicles, 600 motor cycles and 13 boats and modern equipment for operation acquired by 2026; and
- (v). e-immigration system in Manyara and Kaskazini Unguja regions, 118 districts and 40 entry points installed and operationalized by 2026.

Objective G: National Identification and Registration System Maintained.

The Government through the Ministry of Home Affairs established NIDA to manage a centralized identification and registration system for effective recognition of people. The system enables the Government to obtain personal information of citizens and non-citizens to facilitate implementation of national programs. However, absence of readiness of stakeholders to interface their systems with NID system hinders attainment of maximum benefits from NID System.

Therefore, the Ministry will strengthen enforcement of relevant laws to provide stakeholders with people's credible information through a reliable interface system. Additionally, the Ministry will undertake registration of asylum seekers and refugees for their effective management. This effort aims at establishing and maintaining the Government's Asylum Seekers and Refugee Database.

Operational Targets:

- (i). Thirty-four districts registration centres, NIDA HQ and one ware house constructed and operationalized by 2026;
- (ii). Management of NID System to support service delivery enhanced by 2026;
- (iii). Three million people identified and registered in the NID system by 2026; and
- (iv). Database system for asylum seekers and refugees established and operationalized by 2026.

Objective H: Human Resources Management and Administrative Services Improved.

Human and Financial Resources make significant contribution to the quality of work and performance of the Ministry. Competent employee and sufficient financial resources will lead to efficiency and effectiveness operations of the Ministry. It is therefore important to allocate sufficient funds and consider the factors that promote human resource performance so as to improve service delivery. MoHA will be strengthened through recruitment, training and development.

Operational Targets:

- (i). Working environment improved, human resource and administrative services provided to 1,164 staff by 2026;
- (ii). Five Annual training programs prepared and implemented by 2026;
- (iii). The Police, Prisons, Fire & Rescue and Immigration Service Commission organization structures established and administered by 2026.

Objective I: Financial Resources Management and Public Service Delivery Improved.

Financial resource is vital to ensure efficient operations of the Ministry. Funding which has been located is insufficient to enable the Ministry to perform its planned activities effectively. This situation hinders effectively implementation of some activities such as monitoring and evaluation of developments projects implemented in all 5 Votes in the Ministry, follow up of on revenue collection, implementation and evaluation of procurement plan, risk based auditing in all offices countrywide, strengthening fibre Optic Infrastructure and Local Area Network, complaints handling and public awareness on the Ministry's operations.

MoHA made efforts to increase the Ministry budget from 319.2 billion in 2016/17 to 382.2 billion in 2020/21 for Other Charges (OC) and Development Expenditure respectively. Despite the effort made, funds are still insufficient to enable the Ministry to perform the above tasks effectively.

Therefore, the Ministry will make more efforts to increase budget allocation to the Ministry by liaising with the Ministry responsible for finance, development partners and other stakeholders. Moreover, it will strengthen financial management through implementation of effective financial control mechanisms and compliance with the Government Laws, and implementation of the Ministry's Risk Management Framework and Risk Register.

Furthermore, the Ministry will put more efforts to increase revenue collection by strengthen monitoring and inspection societies; continue to modernize the use advance technologies in service provision; enhance procurement processes and

procedures; enhance information management system; improve public awareness on MoHA's services; and review/ formulate policies and laws governing services pertaining to police, prisons, fire and rescue, immigration, refugees services, identification and registration of persons. MoHA will also improve the record systems in order to strengthen record keeping mechanism and management of information. These measures are expected to improve service delivery to Ministry's stakeholders.

Operational Targets:

- (i). Revenue collection from MoHA services increase from TZS 330 billion in 2020/21 to TZS 572 billion by 2026;
- (ii). Five Medium Term Plans prepared and implemented by 2026;
- (iii). Five Annual Procurement Plans prepared and implemented by 2026;
- (iv). Five Risk Based Internal Audit Plans and Action Plans prepared and implemented by 2026;
- (v). A total 61 projects/programmes monitored and evaluated by 2026;
- (vi). Fibre Optic Infrastructure and Local Area Network strengthened by 2026;
- (vii). Five complaints handling centres established by 2026; and
- (viii). Public awareness on issues pertaining to public security, law and order enhanced by 2026.

CHAPTER FOUR

4. RESULTS FRAMEWORK

The Results Framework is a summary that describes how the SP's strategic objectives will be met. As shown in Table 2, it also includes targets for each objective, expected results, and performance indicators. Performance indicators have been established to track the progress of each SP target's implementation. In addition, as shown in Table 3, each target has been given a responsible person to ensure that it is implemented effectively.

4.1. Source of Funding

The Ministry will use funds from the government, development partners, and the private sector. In order to implement this plan, it is estimated that a total of TZS 4.7 trillion will be required for both recurrent and development budgets.

4.2. Implementation and Monitoring Plan

MoHA will use this SP as an implementation guide tool for the acceleration of its performance in the years 2021/22–2021/22. It will implement the plan in collaboration with key stakeholders such as government institutions, development partners, the media, non-governmental organizations, politicians, the private sector, and public and religious or non-religious societies. This SP will be periodically reviewed when the need arises. For proper tracking of the performance, monitoring and evaluation will be conducted regularly, and performance reports will be produced quarterly, semi-annually, and annually.

5. CONCLUSION

Peace and security are key factors for maintaining tranquillity and promoting socio-economic development as envisaged in Article 105 of the ruling party election manifesto for 2020 – 2025. In this environment, MoHA is committed to ensuring the public continues to perform these activities smoothly so as to promote national development.

In order to implement this plan successfully, sufficient funding is required both from recurrent and development expenditures. Moreover, collaboration with all key

internal stakeholders and strong cooperation with international organizations dealing with security, law and order are also needed.

Table 2: Results Framework Matrix

NO.	OBJECTIVE	TARGETS	EXPECTED RESULTS	RESPONSIBLE PERSON
A.	HIV and AIDS services improved and new infections reduced.	Care, treatment and support to 654 staff living with HIV and AIDS provided by 2026.	<ul style="list-style-type: none"> Health status of staff living with HIV/AIDS improved; and New infections among staff reduced. 	DAHRM IGP CGP CGF CGI DG - NIDA
		Six (6) internal programmes for HIV and AIDS prevention at workplace enhanced by 2026.		
B.	National Anti-Corruption Strategy and Action Plan Phase III implemented.	Prone areas for corruption practices in all 5 Votes under the Ministry identified and addressed by 2026.	<ul style="list-style-type: none"> Number of corruption related complaints from MOHA's customers reduced; Number of corruption related complaints from MOHA's customers reduced; and Number of staff involved in corruption scandals reduced. 	DAHRM IGP CGP CGF CGI DG - NIDA
		Six (6) internal programmes for implementation of National Anti-Corruption Strategy and Action Plan Phase III prepared and implemented by 2026.		

NO.	OBJECTIVE	TARGETS	EXPECTED RESULTS	RESPONSIBLE PERSON
C.	Law and procedures for public safety and security maintained.	A total of 10,108 registered societies monitored and evaluated by 2026.	<ul style="list-style-type: none"> National security strengthened; and Risks associated with societies' operations minimized. 	RS
		5,504 of Registered Societies coordinated and promoted to enhance socio-economic activities by 2026.	<ul style="list-style-type: none"> Societies' productivity for the welfare of the members and the nation at large, increased; and Revenue collection increased. 	RS
		1,000 victims of trafficking in persons assisted and reintegrated with their communities by 2026.	<ul style="list-style-type: none"> Victims assisted and reintegrated; Re-trafficked victims reduced; and Traffickers prosecuted. 	SATS
		Two policies and eleven laws pertaining to prisons, immigration, refugee, public safety & security issues reviewed, formulated and implemented by 2026.	<ul style="list-style-type: none"> Good governance enhanced; Prevalence of peace, order and tranquillity in the country; and Informed decisions. 	DPP DLS IGP CGP CGF CGI DG – NIDA DRS RS
		125,800 Burundian and Congolese refugees voluntary repatriated to their countries by 2026.	Number of refugees repatriated.	DRS

NO.	OBJECTIVE	TARGETS	EXPECTED RESULTS	RESPONSIBLE PERSON
		Peace and security in the Nduta and Nyarugusu refugee camps, three (3) old settlements and the host communities maintained by 2026.	Peace and security sustained.	DRS
		Five NEC sessions to review applications of asylum seekers conducted by 2026.	Number of NEC sessions conducted by 2026.	DRS
		Fifty per cent (50%) of violence against women and children eliminated by 2026.	Violence against women and children eliminated.	DAHRM IGP CGP CGI SATS
D.	Rehabilitation programmes and services for custodial and non-custodial prisoners improved.	Five (05) New prisons Kilosa (Morogoro), Gairo (Morogoro), Kaliua (Tabora), Kakonko (Kigoma), Buhigwe (Kigoma) constructed and 114 prisons renovated by 2026.	<ul style="list-style-type: none"> Working condition improved; Congestion of inmates reduced; and Operational costs reduced. 	CGP
		Transportation services for remand prisoners in 86 prisons enhanced by 2026.	<ul style="list-style-type: none"> Congestion in prisons reduced; and Complaints of inmates reduced. 	CGP

NO.	OBJECTIVE	TARGETS	EXPECTED RESULTS	RESPONSIBLE PERSON
		Five (05) major rehabilitation programmes (Educational Programmes, Life Skills Programmes, Counselling Programme, Psycho-Social Programmes and Recreational programmes) strengthened by 2026.	<ul style="list-style-type: none"> • Reduce recidivism; • Public safety and security improved; and • Increase in production. 	CGP
		Facilities and infrastructure of five (05) TPS's training institutions at Kiwira, Ruanda, KMKGM, TCTA and KPF upgraded by 2026.	<ul style="list-style-type: none"> • Rehabilitation of offenders improved; and • Working environment improved. 	CGP
		Offenders Management Information System developed and implemented in 129 prisons and interfaced with national ID system by 2026.	<ul style="list-style-type: none"> • Custodial management improved; and • Security enhanced. 	CGP
		16 Regional Prisons' Offices constructed and 5 renovated by 2026.	<ul style="list-style-type: none"> • Working environment improved; • Staff morale improved; and • Rental charges reduced. 	CGP
		15,000 offenders committed into non-custodial sentences by 2026.	<ul style="list-style-type: none"> • Congestion reduced; • Reintegration improved; and • Discipline of inmates 	CGP DPD

NO.	OBJECTIVE	TARGETS	EXPECTED RESULTS	RESPONSIBLE PERSON
			enhanced.	
		After care services to 30,000 ex-convicts strengthened by 2026.	<ul style="list-style-type: none"> • Reintegration improved; and • Reduce recidivism. 	CGP DPD
E.	Fire and rescue services enhanced.	50 fire stations and 111 residential buildings constructed, 28 Regional fire stations and 49 residential houses rehabilitated by 2026.	<ul style="list-style-type: none"> • Working environment improved; • Living environment improved; • Service delivery improved; and • Staff motivation improved. 	CGF
		Fire and rescue Training Centre rehabilitated and expanded by 2026.	<ul style="list-style-type: none"> • Working environment improved; • Living environment improved; and • Service delivery improved. 	CGF
		A twenty five (25) fire engines, fifteen (15) rescue vehicles, one (1) rescue and fire fighting helicopter and ten (10) rescue boats acquired, 10 rapid intervention vehicles and 15 ambulances acquired by 2026.	<ul style="list-style-type: none"> • Working environment improved; • Living environment improved; • Service delivery improved; and • Response time improved. 	CGF
		2,500 fire hydrants installed, 28 water reserve tanks constructed and	<ul style="list-style-type: none"> • Working environment improved; • Response time improved; and • Service delivery 	CGF

NO.	OBJECTIVE	TARGETS	EXPECTED RESULTS	RESPONSIBLE PERSON
		existing 2,304 fire hydrants inspected and maintained by 2026.	improved.	
		1,500 radio programs, 150 television programs and 120 publications and adverts on fire safety awareness achieved by 2026.	<ul style="list-style-type: none"> • Community awareness raised; • Fire incidences reduced; and • Public safety enhanced. 	CGF
F.	Immigration services to support national security and development enhanced.	Comprehensive system for controlling illegal migration in 31 regions developed and operationalized by 2026.	<ul style="list-style-type: none"> • Peace and security maintained; • Number of illegal immigrants reduced; and • Crimes related to cross border reduced. 	CGI
		System for Identification and registration of settled migrants installed and operationalized in 31 regions and 118 districts by 2026.	National security strengthened.	CGI
		2,448 residential buildings, 131 offices, training camp at Boma-Kichakamiba constructed by 2026.	<ul style="list-style-type: none"> • Living conditions improved; • Working environment improved; • Staff morale promoted; and • Capacity building for staff improved. 	CGI
		A total of 242 motor vehicles, 600 motor cycles and 13 boats and modern	<ul style="list-style-type: none"> • Service delivery improved; and • Staff morale motivated. 	CGI

NO.	OBJECTIVE	TARGETS	EXPECTED RESULTS	RESPONSIBLE PERSON
		equipment for operation acquired by 2026.		
		e-immigration system in Manyara and Kaskazini Unguja regions, 118 districts and 40 entry points installed and operationalized by 2026.	<ul style="list-style-type: none"> • National security strengthened; • Service delivery improved; and • Staff morale motivated. 	CGI
G.	National Identification and Registration System Maintained.	Thirty-four districts registration centers, NIDA HQ and one ware house constructed and operationalized by 2026.	<ul style="list-style-type: none"> • Working environment improved; • Service delivery improved; • Complaints from the public reduced; and • Safety of equipment and facilities improved. 	DG- NIDA
		Management of NID System to support service delivery enhanced by 2026.	<ul style="list-style-type: none"> • Service delivery improved; and • Improved security of information. 	DG- NIDA
		Three million people identified and registered in the NID system by 2026.	<ul style="list-style-type: none"> • National security improved. • Complaints from the public reduced; and • Service delivery improved. 	DG- NIDA
		Database system for asylum seekers and refugees established and operationalized by 2026.	<ul style="list-style-type: none"> • Service delivery improved. • Improved security of information; and • Security at the camps and surrounding areas strengthened. 	DG- NIDA

NO.	OBJECTIVE	TARGETS	EXPECTED RESULTS	RESPONSIBLE PERSON
H.	Human resources management and administrative services improved.	Working environment improved, human resource and administrative services provided to 61,393 staff by 2026.	<ul style="list-style-type: none"> • Number of professionals increased; • Work efficiency enhanced; • Working facilities improved; and • Service delivery improved. 	DAHRM IGP CGP CGF CGI DG – NIDA
		Five Annual training programs prepared and implemented by 2026.	<ul style="list-style-type: none"> • Career advancement realized; • Employees knowledge and skills enriched; and • Efficiency improved. 	DAHRM
		The Police, Prisons, Fire & Rescue and Immigration Service Commission organization structures established and administered by 2026.	<ul style="list-style-type: none"> • Public ethics and discipline maintained; • Proper legal administrative action and review of proceedings enhanced; and • Timely confirmation and promotion. 	DAHRM
		A total of 9,659 (2,500 TPF, 4,600 TPS, 111 FRF and 2,448 ISD) offices & staff houses constructed and 131 offices & 3,678 staff houses rehabilitated by 2026.	<ul style="list-style-type: none"> • Living condition to staff improved; • Improve staff morale; • Rental charges reduced. • Service delivery improved; • Work efficiency enhanced; and • Safety and security enhanced. 	IGP CGP CGF CGI
		TPF, TPS, FRF and ISD Reform Programmes implemented by 2026.	<ul style="list-style-type: none"> • Service delivery improved; • Work efficiency enhanced; and • Working facilities improved; and 	IGP CGP CGF CGI

NO.	OBJECTIVE	TARGETS	EXPECTED RESULTS	RESPONSIBLE PERSON
			<ul style="list-style-type: none"> • Safety and security enhanced. 	
I.	Financial resources and public service delivery improved.	Revenue collection from MoHA's services increase from Tshs. 330 billion in 2019/20 to Tshs. 572 billion by 2026.	<ul style="list-style-type: none"> • Government revenue increased; • Service delivery improved. 	CA IGP CGP CGF CGI DRS RS
		Five Medium Term Plans prepared and implemented by 2026.	<ul style="list-style-type: none"> • MoHA's performance improved; • Government revenue collection improved; and • Accountability and transparency improved. 	DPP
		Five Annual Procurement Plans prepared and implemented by 2026.	<ul style="list-style-type: none"> • Value for money achieved; and • Goods and services procured timely. 	DPMU IGP CGP CGF CGI DG – NIDA
		Five internal audit plans prepared and implemented by 2026.	<ul style="list-style-type: none"> • Financial management system improved; • Public service delivery improved; and • Value for money achieved. 	CIA IGP CGP CGF CGI DG – NIDA
		A total 61 projects/programmes monitored and evaluated by 2026.	<ul style="list-style-type: none"> • Projects completed on time; and • Value for money achieved. 	DPP IGP CGP CGF CGI DG – NIDA
		Fibre Optic Infrastructure	<ul style="list-style-type: none"> • Data and internet services improved; 	HICT

NO.	OBJECTIVE	TARGETS	EXPECTED RESULTS	RESPONSIBLE PERSON
		and Local Area Network strengthened by 2026.	<ul style="list-style-type: none"> • ICT system improved; and • e–Government services improved. 	IGP CGP CGF CGI DG – NIDA
		Security control for integrated management systems prepared and implemented by 2026.	<ul style="list-style-type: none"> • Service delivery improved; • Working environment improved. 	HICT IGP CGP CGF CGI DG – NIDA
		Thirty-five complaints handling centres/desks established by 2026.	<ul style="list-style-type: none"> • Service delivery improved; and • Accountability improved. 	DCU IGP CGP CGF CGI DG – NIDA
		Public awareness on issues pertaining to public security, law and order enhanced by 2026.	Timely and accurate information delivered.	HGCU IGP CGP CGF CGI DG – NIDA

Table 3: Monitoring and Evaluation (M & E) Framework Matrix

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
A.	HIV and AIDS services improved and new infections reduced.	Care, treatment and support to 654 staff living with HIV and AIDS provided by 2026.	Number of staff living with HIV and AIDS receive care, treatment and support.	571	435	654	<ul style="list-style-type: none"> • Provide nutritional support; • Treat opportunistic infections; • Conduct awareness campaigns and workshop on HIV and AIDS;
		Six (6) internal programmes for HIV and AIDS prevention at workplace enhanced by 2026.	Number of internal programmes for HIV and AIDS.	4	6	30	<ul style="list-style-type: none"> • Provide protective gadgets; and • Conduct campaign on voluntary HIV testing.
B.	National Anti-Corruption Strategy and Action Plan Phase III Implemented.	Prone areas for corruption practices in all 5 Votes under the Ministry identified and addressed by 2026.	Number of complaints reported.	148	37	20	<ul style="list-style-type: none"> • Provide motivation to staff; • Strengthen internal and external communication; • Improve transparency;
			Number of corruption cases.	15	10	7	<ul style="list-style-type: none"> • Strengthen public awareness campaigns; and • Strengthen integrity committees.

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		Six (6) internal programmes for implementation of National Anti-Corruption Strategy and Action Plan Phase III prepared and implemented by 2026.	Number of internal programmes prepared.	0	0	6	<ul style="list-style-type: none"> • Enhance public education on Ministry services; and • Strengthen internal communication.
			Number of programmes implemented.	0	0	6	
			Number of awareness campaigns conducted.	9	6	13	
C.	Law and order for public safety and security maintained.	A total of 10,108 registered societies monitored and evaluated by 2026.	Number of societies monitored and evaluated.	363	647	10,108	<ul style="list-style-type: none"> • Conduct inspection, verification and risk assessment operations; • Conduct registration campaigns; • Establishing Zonal Offices; and • Conducting seminars and presentation on monitoring, evaluation and information sharing procedures at Regional and District level.

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		5,504 of Registered Societies coordinated and promoted to enhance socio-economic activities by 2026.	Number of registered societies coordinated and promoted.	0	0	5,504	Conducting awareness campaigns and seminars for capacity building to increase productivity and efficiency.
		1,000 victims of trafficking in persons assisted and reintegrated with their communities by 2026.	Number of victims assisted and reintegrated.	214	145	1,000	<ul style="list-style-type: none"> • Establish, equip and maintain safe houses; • Conduct joint operation to rescue victims of TIP; • Strengthen coordination and cooperation with national and international partners; • Establish witnesses' protection mechanism; and • Implement National Anti-Trafficking in Persons Action Plan, 2021/22 – 2024/25.
		Two policies and eleven laws pertaining to prisons,	Number of policies reviewed, formulated and	0	0	2	<ul style="list-style-type: none"> • Conduct stakeholder's consultation; and • Review existing policies

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		immigration, refugee, public safety & security issues reviewed, formulated and implemented by 2026.	implemented.				and laws; Harmonization of existing policies and laws.
			Number of laws reviewed and implemented.	14	3	11	
		125,800 Burundian and Congolese refugee's voluntary repatriated to their countries by 2026.	Number of crimes in designated areas eliminated.	63	45	0	<ul style="list-style-type: none"> • Sensitization campaigns for Burundian refugees; and • Promotion through "go and see, come and tell".
		Peace and security in the Nduta and Nyarugusu refugee camps, three (3) old settlements and the host communities maintained by 2026.	Number of refugees repatriated.	13,105	139,059	125,800	<ul style="list-style-type: none"> • Conduct awareness campaigns to refugee's community on their safety and security; and • Conduct patrols in and around designated areas.
		Five NEC sessions to review applications of asylum seekers	Number of NEC sessions conducted by 2026.	5	3	5	Mobilize resources to enable conducting NEC sessions.

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		conducted by 2026.					
		Fifty Per cent (50%) of violence against women and children eliminated by 2026.	Number of cases reported.	11,842	39,526	19,764	<ul style="list-style-type: none"> • Establish gender desks; • Create awareness; • Investigate reported cases; and • Conduct training on gender.
			Percentage of violence against women and children eliminated.	5%	25%	50%	
D.	Rehabilitation programmes and services for custodial and non-custodial prisoners improved.	Five (05) New prisons Kilosa (Morogoro), Gairo (Morogoro), Kaliua (Tabora), Kakonko (Kigoma), Buhigwe (Kigoma) constructed and 114 prisons renovated by 2026.	Number of new prisons constructed.	129	0	134	Construct new prison buildings.
			Number of prisons renovated.	11	0	114	Renovate old prisons.
		Transportation services for remand prisoners in 86 prisons enhanced by 2026.	Number of prisons implementing transportation of remands.	10	0	86	Improve Prisons' transportation and communication facilities.

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		Five (05) major rehabilitation programmes (Educational Programmes, Life Skills Programmes, Counselling Programme, Psycho-Social Programmes and Recreational programmes) strengthened by 2026.	Number of recidivists.	5	5	5	Strengthen rehabilitation programmes.
		Facilities and infrastructure of five (05) TPS's training institutions at Kiwira, Ruanda, KMKGM, TCTA and KPF upgraded by 2026.	Number of training colleges upgraded.	0	0	5	Upgrade training colleges' infrastructure.
		Offenders Management Information System developed and implemented	OMIS installed.	0	0	1	Install OMIS system.
			Number of prison stations connected to	0	0	160	Connect all prison stations to OMIS system.

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		in 129 prisons and interfaced with national ID system by 2026.	OMIS.				
			Number of staff trained.	15	0	588	Train prisons staff on use of OMIS.
		16 Regional Prisons' Offices constructed and 5 renovated by 2026.	Number of Regional Prison Offices constructed.	0	1	16	Construct Regional Prisons Offices.
			Number of Regional Prison Offices renovated.	0	0	5	Renovate old Regional Prisons Office.
		15,000 offenders committed into non-custodial sentences by 2026.	Number of Parole Board meetings conducted.	2	2	20	Conduct Parole Board meetings.
			Number of prisoners scrutinized for eligibility to be include in Parole Programmes.	107	155	500	Scrutinize eligible inmates for Parole programme.
			Number of prison staff trained.	30	0	150	Conduct training to prisons staff on administration of parole.

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		After care services to 30,000 ex-convicts strengthened by 2026.	Number of ex-convicts attended.	0	0	30,000	
E.	Fire and rescue services enhanced.	Fifty (50) fire stations and 111 residential buildings constructed, 28 Regional fire stations and 49 residential houses rehabilitated by 2026.	Number of fire stations constructed.	74	2	50	<ul style="list-style-type: none"> Allocate resources in the budget for acquisition of working and living facilities; and Seek support from Development Partners.
			Number of residential houses constructed.	49	-	111	
			Number of regional fire stations rehabilitated.	-	-	28	
			Number of residential houses rehabilitated.	-	-	49	
		Fire and rescue Training Centre rehabilitated and expanded by 2026.	Rehabilitated Fire and Rescue Training Centre.	-	-	1	<ul style="list-style-type: none"> Allocate resources in the budget for acquisition of working and living facilities; and Seek support from Development

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
							Partners.
		A twenty five (25) fire engines, fifteen (15) rescue vehicles, one (1) rescue and fire fighting helicopter and ten (10) rescue boats acquired, 10 rapid intervention vehicles and 15 ambulances acquired by 2026.	Number of fire engines acquired.	64	64	25	<ul style="list-style-type: none"> Allocate resources in the budget for acquisition of working facilities; and Seek support from Development Partners.
			Number of rescue vehicles acquired.	6	6	15	
			Number of rapid intervention vehicles acquired.	-	-	10	
			Number of rescue boats acquired.	-	-	10	
			Number of ambulances acquired.	3	3	10	
			One helicopter acquired.	-	-	1	
		2,500 fire hydrants installed, 28 water reserve tanks constructed and existing 2,304 fire hydrants	Number of fire hydrants installed	2,304	2,304	2,500	<ul style="list-style-type: none"> Allocate resources in the budget for acquisition of equipment; and Cooperate with
			Number of water reserve	-	-	28	

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		inspected and maintained by 2026.	tanks constructed				Ministry of Water and other relevant authorities in installing fire hydrants.
			Number of fire hydrants maintained.	-	-	2,304	
		1,500 radio programs, 150 television programs and 120 publications and adverts on fire safety awareness achieved by 2026.	Number of radio programs broadcasted.	306	130	1,500	<ul style="list-style-type: none"> Allocate resources in the budget for broadcasting fees; and Strengthen relationships with various media so as to get free programs.
			Number of television programs broadcasted.	36	21	150	
			Number of publications.	8	2	120	
F.	Immigration services to support national security and development enhanced.	Comprehensive system for controlling illegal migration in 31 regions developed and operationalized by 2026.	Number of illegal immigrants apprehended.	23,616	15,238	25,000	Enhance mechanism for controlling illegal migration.
		System for Identification and registration of settled migrants	Number of settled migrants identified and registered.	149,575	149,575	950,000	Establish control mechanism for settled migrants.

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		installed and operationalized in 31 regions and 118 districts by 2026.					
		2,488 residential buildings, 131 offices, training camp at Boma-Kichakamiba constructed by 2026.	Number of residential building constructed.	451	451	2,488	<ul style="list-style-type: none"> • Improve ISD working and living condition; and • Improve ISD training college at Boma-Kichakamiba.
			Number of offices constructed.	4	4	131	
			Boma-Kichakamiba constructed and operationalized.	1	1	1	
		A total of 242 motor vehicles, 600 motor cycles and 13 boats and modern equipment for operation acquired by 2026.	Number of motor vehicles acquired.	295	302	500	Improve transport facilities to facilitate ISD functions.
			Number of motor cycles procured.	263	263	600	
			Number of boats acquired.	0	0	13	
		e-immigration system in	Number of offices	98	98	137	Strengthen e-immigration system in all over

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		Manyara and Kaskazini Unguja regions, 118 districts and 40 entry points installed and operationalized by 2026.	connected with e immigration.				immigration offices.
G.	National identification and registration system maintained.	Thirty-four districts registration centres, NIDA HQ and one warehouse constructed and operationalized by 2026.	Number of DRO offices constructed and operationalized.	0	0	34	<ul style="list-style-type: none"> Enhance construction contract management; and Strengthen monitoring and evaluation for NIDA functions.
			NIDA HQ office constructed and operationalized.	0	0	1	
			Warehouse in place.	0	0	1	
		Management of NID System to support service delivery enhanced by 2026.	Number of District Offices connected ICT resources and systems.	137			Upgrade key systems for enhance operation of NIDA database.
			NID System Infrastructure operating as per ISO	1	1	1	

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
			Standard.				
		Three million people identified and registered in the NID system by 2026.	Number of eligible persons registered annually.	22,517,666	22,778,905	25,000,000	<ul style="list-style-type: none"> • Provision of sufficient registration infrastructure; • Conducting awareness program to general public and stakeholders on the importance of registration and identification system and all necessary procedures for registration; • Develop and implement ID production and distribution action plan by 2020; and • Enhance collaboration with relevant public sectors, local communities and non-governmental organizations.
		Database system for asylum	Database in place.	0	0	1	<ul style="list-style-type: none"> • Provision of sufficient registration

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		seekers and refugees established and operationalized by 2026.	Percentage of asylum seekers and refugees registered annually.			100%	infrastructure; and <ul style="list-style-type: none"> Enhance collaboration with relevant public sectors, local communities and non-governmental organizations.
H.	Human resources management and administrative services improved.	Working environment improved and human resource & administrative services provided to 1,164 staff by 2026.	Number of staff provided with human resource & administrative services.	125	252	1,164	<ul style="list-style-type: none"> Conducting man power audit; Provision of human resource & administrative services; Provision of working facilities; Purchase new motor vehicles; and Purchase new motorcycles.
			Number of personnel recruited.	0	400	66,549	
			Number of motor vehicles acquired.	9	0	600	
			Number of motorcycles acquired.	0	2	300	
		Five Annual training programs prepared and implemented by 2026.	Number of annual training programs prepared and implemented.	1	1	5	<ul style="list-style-type: none"> Conducting training need assessment; Determine number of programs;

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
			Number of staff trained.	2,634	2,945	14,728	<ul style="list-style-type: none"> • Prepare training objectives; • Design training materials; • Developing training schedule; • Make training implementation; and • Conduct training evaluation.
		The Police, Prisons, Fire & Rescue and Immigration Service Commission organization structures established and administered by 2026.	Number of cases and appeals determined.	16	106	170	<ul style="list-style-type: none"> • Repeal Police, Prisons, Fire & Rescue and Immigration Commission Act;
			Number of staff recruited.	0	0	187	<ul style="list-style-type: none"> • Establish commission's office;
			Number of staff promoted.	2485	1358	0	<ul style="list-style-type: none"> • Institutionalize the commission within MoHA's organization structure; and
			Number of staff confirmed.	22	87	0	<ul style="list-style-type: none"> • Employ commission's staff.
		A total of 9,659 (2,500 TPF, 4,600 TPS, 111 FRF)	Number of offices constructed.	25	6	131	<ul style="list-style-type: none"> • Construct new offices and staff houses; and

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		and 2,538 ISD) offices & staff houses constructed and 131 offices & 3,678 staff houses rehabilitated by 2026.	Number of offices rehabilitated.	4	4	50	• Rehabilitate old offices and staff houses.
			Number of staff houses constructed.	103	0	9,659	
			Number of staff houses rehabilitated.	0	0	3,678	
		TPF, TPS, FRF and ISD Reform Programmes implemented by 2026.	Number of reform programmes implemented.	0	0	4	Implement Reform Programmes.
I.	Financial Resources and Public Service Delivery Improved.	Revenue collection from MoHA's services increase from Tshs. 330 billion in 2020/21 to Tshs. 572 billion by 2026.	Amount of revenue collected (billion).	330	400	572	<ul style="list-style-type: none"> • Improve collection systems; • Review fees and charges; and • Set realistic targets.
		Five Medium Term Plans prepared and implemented by 2026.	Number of medium term plans prepared and implemented.	1	1	5	<ul style="list-style-type: none"> • Timely preparation of plans and budget; and • Develop quarterly monitoring and

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
							evaluation plan.
		Five Annual Procurement Plans prepared and implemented by 2026.	Number of annual procurement plans prepared and implemented.	1	1	5	<ul style="list-style-type: none"> • Collaborate with end user departments during the preparation of plans; and • Revisit guidelines to ensure they are adhered by Public Procurement Act (PPA) and its regulations.
		Five internal audit plans prepared and implemented by 2026.	Number of internal audit plans prepared and implemented.	1	1	5	<ul style="list-style-type: none"> • Conduct risk-based audit; • Achieve value for money; and • Timely preparation of reports.
		A total 61 projects/programmes monitored and evaluated by 2026.	Number of projects/program monitored and evaluated.	4	15	61	<ul style="list-style-type: none"> • Identification of those projects in terms of their locality and financiers; and • Ensuring there is enough fund allocated to facilitate monitoring and evaluation activities.

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
		Fibre Optic Infrastructure and Local Area Network strengthened by 2026.	Percentage of fibre optic infrastructure installed.	0	50%	90%	<ul style="list-style-type: none"> • Conducting ICT services gap analysis; and • Procurement and installation of needed hardware and software according to the available fund.
			Number of personnel trained in the use of network.	0	0	98	
		Security control for integrated management systems prepared and implemented by 2026.	Security Control system integrated in place.	0	0	2	<ul style="list-style-type: none"> • Prepare MOHA ICT Strategy; • Prepare Strategy Disaster Plan; • Prepare and implement security control for integrated management system; • Provision of training to staff; • Adaption of ICT policy; • Acquiring of ICT equipment; • Configuration of network tools; • Update MOHA ICT
			ICT Policy in place.	1	1	1	
			Maintenance plan in place	50	60	130	
			Number of ICT equipment maintained.	80	150	400	

NO.	OBJECTIVE	TARGETS	OUTCOME INDICATORS	BASE YEAR 2016/17	ACTUAL 2020/21	TARGETS 2026	STRATEGIES
							Policy; and • Repair ICT equipment.
		Thirty five complaints handling centres/desks established by 2026.	Percentage of infrastructure installed	0	50	100	• Develop electronic complaints handling system; • Conduct training to staff; and • Employ/re-deploy skilled staff.
		Public awareness on issues pertaining to public security, law and order enhanced by 2026.	Number of awareness campaign conducted	20	19	54	• Prepare Brochures, banners, fliers, newspaper and magazine content; • Prepare Television and Radio Programs; and • Create and disseminate Social Media Content on different social media platforms.

Table 4: List of Participants for Preparation of MoHA's Strategic Plan 2021/2022 – 2025/2026

S/N	NAME	POSITION	TITLE	INSTITUTION/DEPARTMENT
1.	Wanja A. Mtawazo	Director of Policy and Planning	Chairperson	Ministry of Home Affairs
2.	Amani R. Mashaka	Assistant Director of Policy and Planning	Secretary	Ministry of Home Affairs
3.	Emmanuel R. M. Kihampa	Registrar of Societies	Member	Ministry of Home Affairs
4.	Charles F. Nsanze	Assistant Director of Aftercare Services	Member	Ministry of Home Affairs
5.	Eric D. Mbembati	Principal Administration Officer	Member	Ministry of Home Affairs
6.	Alexander C. Lupilya	Principal Social Worker	Member	Ministry of Home Affairs
7.	Juma A. Kagoma	Economist I	Member	Ministry of Home Affairs
8.	Medson H. Mboya	Economist I	Member	Ministry of Home Affairs
9.	Harry Thomas	Economist I	Member	Ministry of Home Affairs
10.	Mwasimba M. Boge	Assistant Superintendent of Prison	Member	Tanzania Prison Service
11.	Boniface Kipomela	Economist I	Member	Fire and Rescue Force
12.	Abel E. Msalali	Assistant Superintendent of Immigration	Member	Immigration Service Department
13.	Joseph Katamba	Manager – Monitoring and Evaluation	Member	National Identification Authority
14.	George G. Maji	Acting Head of Risk Management Units	Member	National Identification Authority
15.	Julia O. Milanzi	Personal Secretary	Writer	Ministry of Home Affairs