The United Republic of Tanzania
Ministry of Energy

COMPREHENSIVE ENERGY SECTOR MONITORING AND EVALUATION PLAN

June 2024

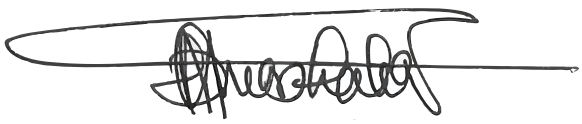
FOREWORD

The Ministry of Energy in Tanzania underscores the significance of energy as a crucial resource that necessitates systematic development, harnessing, and management within a structured sector. A well organized and managed energy sector is essential for national development, influencing productivity across all economic sectors. This realisation highlights the importance of a comprehensive Energy Sector Monitoring and Evaluation (M&E) Plan to standardize energy statistics collection, storage, analysis, and dissemination from resource endowment through production to consumption. This context prompted the Ministry of Energy (MoE) to create the Energy Sector M&E Plan to enhance performance, transparency, and accountability regarding the sector's technical and associated objectives.

The Monitoring and Evaluation Plan establishes a robust tracking system to manage information transparently, objectively, and accurately reflecting the implementation progress and achieving desired outcomes in Tanzania's energy sector. Developed through a consultative process to ensure all stakeholders' collective engagement and effective participation, this approach enhances the MoE efficiency and effectiveness in fulfilling its core mandate of formulating the National Energy Policy (NEP). This document guides the M&E processes for the MoE, affiliated institutions, and the entire Energy Sector. The energy sector's processes, outputs, outcomes, and impacts, outlined in the annual work plans at various levels, will be governed by this document. However, while providing conceptual guidance, the design and implementation of M&E processes will require case-specific judgments. The concepts should be applied with flexibility, considering varying parameters for each program and project.

Monitoring indicators, the roles of involved parties, and the frequency of reporting may need to adjust to meet specific and overall objectives of such programs and projects. Notably, case-specific processes must incorporate mechanisms for corrective actions when interim M&E results necessitate course adjustments and remedial measures.

The MoE extends its gratitude to all stakeholders who contributed to developing this Monitoring and Evaluation Plan. Your dedication, tireless efforts, support, encouragement, and additional guidance were instrumental in its creation.



Dr. Doto Mashaka Biteko (MP)
DEPUTY PRIME MINISTER AND MINISTER FOR ENERGY

ACKNOWLEDGEMENT

The Ministry of Energy (MoE) extends its profound gratitude to all stakeholders who have played a pivotal role in developing the Energy Sector Monitoring and Evaluation (M&E) Plan. The successful formulation of this Plan is a testament to the dedication, expertise, and collaborative efforts of numerous individuals and institutions.

We are deeply grateful to the following entities:

- **Government Institutions:** We acknowledge the unwavering support from various MoE-affiliated institutions. Your insights and feedback have been invaluable in shaping a comprehensive and robust M&E framework.
- **Development Partners:** Special thanks to our international development partners, who provided both technical and financial support. Your contributions have been critical in ensuring that the M&E Plan aligns with global best practices and standards.
- **Private Sector:** Inputs from the private sector have been instrumental in addressing practical challenges and ensuring the Plan is pragmatic and implementable. Your involvement underscores the importance of public-private partnerships in the energy sector.
- **Civil Society Organizations (CSOs):** The perspectives and advocacy from CSOs have been crucial in ensuring that the M&E Plan is inclusive and considers the needs and voices of all stakeholders, including marginalized communities.
- **Media:** We thank the media for disseminating information and raising public awareness about the M&E Plan. Your coverage has been essential in fostering transparency and accountability.
- **Consultants and Experts:** The technical expertise provided by consultants and subject matter experts has been fundamental in the detailed and precise formulation of the M&E Plan. Your professional guidance has ensured the Plan's quality and relevance.
- **Internal Teams:** We recognize the tireless efforts of the MoE's internal teams, which coordinated the entire process. Your dedication, from the initial drafting to the finalization of the Plan, has been exemplary.

The collaborative and participatory approach adopted in developing this M&E Plan reflects our collective commitment to improving the energy sector in Tanzania. We believe that with continued support and cooperation from all stakeholders, implementing this Plan will significantly enhance the performance, transparency, and accountability of the energy sector, contributing to the sustainable development of our nation.

Thank you all for your invaluable contributions.

Eng. Felchesmi Jossen Mramba

PERMANENT SECRETARY

LIST OF ABBREVIATIONS

Acronyms	Abbreviations
BPS	Bulk Procurement System
EWURA	Energy and Water Utilities Regulatory Authority
ITT	Indicator Tracking Table
KII	Key Informant Interviews
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
MDAs	Ministry Department and Agencies
MoE	Ministry of Energy
PBPA	Petroleum Bulk Procurement Agency
PURA	Petroleum Upstream Regulatory Authority
REA	Rural Energy Agency
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant, And Time-Bound
SP	Strategic Plan
TANESCO	Tanzania Electric Supply Company
TEITI	Tanzania Extractive Industry Transparency Initiative
TIME	Tanzania Institute of Monitoring and Evaluation
ToR	Terms of Reference
TPDC	Tanzania Petroleum Development Corporation

DEFINITIONS OF KEY TERMS

Data Management is collection, collation, analysis, synthesis, and dissemination processes of all data.

Data Quality Assurance is the process of profiling data to discover inconsistencies and other anomalies in the data cleansing activities (e.g., removing outliers and missing data interpolation) to improve data quality.

Downstream covers all activities in refining crude oil, distributing, and retailing petroleum products, including natural gas.

Evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy, its design, implementation, and results. The aim is to determine the relevance and fulfilment of the objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide credible and useful information, enabling the incorporation of lessons learned in the decision-making process of both recipients and donors.

Impact measures the effects of a number of programs, which can seldom be attributed to a single program or several programs.

Input is the people, training, equipment, and resources put into a project to achieve the outputs.

Interventions, in the context of the Tanzanian energy sector, interventions refer to the actions, strategies, or projects implemented to address specific challenges, achieve outlined goals, or capitalize on opportunities within the energy sector. These interventions are designed to influence the sector's development trajectory, improve its performance, and ensure it contributes effectively to the national socio-economic development and environmental sustainability.

Mandate is the authority granted to carry out specific functions or duties.

Mission describes the means of achieving the organization's vision. It also articulates the direction and mandate of the institution.

Midstream involves the gathering, processing, transporting, and storing crude oil and natural gas.

A Comprehensive Monitoring and Evaluation (M&E) Plan for the Ministry of Energy (MoE) is a strategic framework designed to systematically track and evaluate the implementation and performance of the energy sector's initiatives. This plan encompasses collecting, storing, analysing, and disseminating data related to energy resources, production, and consumption.

Monitoring is the continuing function that systematically collects data on specified indicators to inform the management and the main stakeholders of the ongoing development intervention, indicating the extent of progress and achievement of the objectives andprogress in using the allocated funds.

Objective describes a state or a goal that should be specific, measurable, attainable, realistic, and time-bound. It is the end that an organization's efforts or actions are intended to attain or accomplish.

Offshore is the area extending from the lowest limit of low spring tides or baseline to the edge of the continental shelf and is normally located in a water depth equal to or greater than 200 meters.

Onshore is an area away from the shore located on land or water depth of less than 200 meters.

Outcomes is a describable or measurable change that is derived from an initiative's outputs.

Outputs are the results of program activities, the direct products, or deliverables of program activities. Outputs are the activities or services delivered to achieve the outcomes.

The Performance Monitoring and Evaluation Chain is the series of ongoing routine monitoring, annual reviews, and evaluations that comprise the performance of M&E chain. The former occurs more frequently at lower levels and focuses on outputs, whereas the latter occurs less frequently at higher levels and focuses on outcomes and the impact.

Triangulation refers to analysing and using data from multiple sources obtained by different methods. Findings can be corroborated and the weaknesses (or biases) of any one method or data source can be compensated for by the strengths of another method, thereby increasing the validity and reliability of the findings.

Upstream encompasses all activities related to the exploration, drilling, and extraction of crude oil and natural gas.

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1.0 Introduction

The chapter presents an in-depth Socioeconomic and Political Context of the country, followed by a comprehensive overview of the Tanzania Energy Sector in the second section. The third section addresses the National Energy Guiding Policies and Regulations, while the fourth section outlines Vision 2025 and the Related Sustainable Development Goals. The fifth and sixth sections detail the Vision and Mission of the Ministry of Energy. Finally, the seventh section presents the structure of the Monitoring and Evaluation Plan.

1.1 National Socioeconomic and Political Context

Geographically, Tanzania is situated at latitude 6.3690°S and longitude 34.8888° E. The Latitudes and Longitudes location points indicate that Tanzania is part of the southern and eastern hemispheres and is placed around the equator. The country covers 945,087 square kilometres, and ranked 30th largest country in Africa. The land coverage consists of 93.51per cent land and 6.49 per cent water. Tanzania has forty-four (44) million hectares of arable land, out of which 29.4 million hectares are suitable for irrigation.

Tanzania was formed by the Union between Tanganyika and Zanzibar in 1964 and became the United Republic of Tanzania. The United Republic of Tanzania is a political structure comprised of Tanzania Mainland, known as Tanganyika before the Union, and semi-autonomous Zanzibar, which comprises two main islands, Pemba and Unguja. There are two constitutions: the Union Constitution and the Zanzibar Constitution. There is a mixture of Union Ministries in the Mainland, such as Foreign Affairs, Internal affairs and Défense and solely mainland ministries. There is a Parliament for the United Republic of Tanzania and the House of Representatives for Zanzibar.

According to the National Census of 2022, Tanzanian population was 65.5 million as opposed to 63.58 million recorded in 2021. This is projected to reach 80 million by 2030. The population density of Tanzania in 2022 was 69.14 people per square kilometre as opposed to 67.13 people per square kilometre in 2021, which indicates an annual increase of 3 per cent.

Politically, Tanzania initially adopted socialism which was enshrined in Arusha Declaration of 1967 and ever since had pursued socialist policies under Julius Nyerere, the first President of the United Republic of Tanzania. Despite the stability resulting from Nyerere's policies,

Tanzania's economy was stagnant, and her debt burden increased alarmingly. In 1972 through the 1980s, a phase known as decentralization[1] and villagization, the Tanzanian Government attempted to establish a socialist society by delegating some of its authorities and responsibilities to the local level. With the Local Government Reforms of 1990s, there are two tier government levels, the Central Government and the Local Government Authorities. With fiscal decentralization, there is a devolution of taxation and spending powers to lower levels of government, such as Local Government Authorities.

The economy of Tanzania relies significantly on agriculture, which contributes approximately 25 per cent of GDP, provides 85 per cent of exports, and employs 80 per cent of the workforce in rural and semi-urban areas. The GDP per capita in US dollars in 2022 and 2023 were 1,252.88 and 1,326.63 respectively. The economy is agrarian, with most of the population engaging in smallholder, rain-fed agriculture.

The average total revenue as a percentage of the real GDP growth rate in Tanzania has been increasing from 55.1 per cent in 2015/16 to 58.3 per cent in 2021/21 and was projected to reach 68.5 per cent in 2021/22 (URT 2023). On average, between 2015/16 and 2021/22, the total revenue of the GDP has been 62.9 per cent. Similarly, the budget financed by domestic taxes as the percentage of the real GDP growth rate has been at the average of 14.2 from 2015/16 to 2021/22.

Tanzania's economy has been resilient, growing by 5.2 per cent in 2023 as opposed to 4.6 per cent in 2022.The economic growth rate has been consistent between 7 and 6 per cent from 2019[2] to 2023. Given the outbreak of Covid 19, whereby many countries were affected, the economic growth dropped to the lowest rate ever of 1.9 per cent. The growth rate has kept rising after the pandemic, and reached around 5.5 percent in 2023. Figure 2 shows that Tanzania experienced a strong post-pandemic recovery, as demonstrated by the GDP growth rate. An improving business climate and the implementation of structural reforms support the increase of the GDP growth rate. The GDP is projected to grow at the rate of 5.6 per cent in 2024, with a determined potential growth of up to 6 per cent being supported by the improving business environment and the ongoing structural changes, including increased

[1] There are four types of decentralization namely political, administrative, fiscal and market decentration. Fiscal decentralization strengthens Local Governments' Authority and expenditure responsibilities, improves efficiency of financial resource allocation and greatly impact on local governments' expenditure behaviour.
[2] While the growth rate looks promising, the reality is that it is not adequate to sustain the high population growth.

budget to unlock agricultural productivity, which employs three-quarters of people who are poor in the country.

In 2020, Tanzania achieved the status of a Lower-Middle Income country with a gross per capita of US $ 1,099 as recorded in 2021[3]. Despite the achievement, her economic growth was not guaranteed to directly impact the well-being of the most impoverished and vulnerable people (World Bank, 2000). The 2019 Tanzanian Mainland Poverty Assessment report noted that, despite sustained economic growth and a persistent decline in poverty, the absolute number of poor people increased from 13 million in 2007 to 14 million in 2019. Beyond the persistent gaps between urban and rural areas, there are also substantial disparities in the distribution of poverty across geographic regions (World Bank, 2000).

The agriculture sector is the main economic activity for the majority of Tanzanians,alongside the service sector,[4] tourism and mining sector. The agriculture sector employs about 80 per cent of the rural population and remains the main source of income and food. Commercial agriculture remains well below its potential, accounting for less than 3 per centof the country's Foreign Direct Investment (FDI). The agricultural sector recorded a GDP growth rate of 4.1 per cent in 2021. Agricultural contributes roughly one-third of the country's GDP. The share of agriculture in Tanzania's gross domestic product in 2022 was
24.27 per cent, whereas the industrial sector accounted for approximately 27.7 per cent and the services sector contributed about 30.64 per cent.

Tanzania, is rich in diverse energy resources, which remain largely untapped. The energy sector is crucial for Tanzania socio-economic development, as the government prioritizes providing reliable and affordable energy services to her citizens, which is essential for the national growth and the improvement of the quality of life. The significance of the energy sector is multifaceted: it meets the domestic needs of a growing population and expands the economy and aims to leverage energy assets for international cooperation and investment. The strategic location of Tanzania positions the energy sector as a hub of regional energy networks benefiting East Africa.

[3] World Bank Data available at https://data.worldbank.org/country/TZ
[4] The services sector remained the main driving force behind Tanzania's overall economic growth, expanding by 7.3%, supported by buoyant economic activities in financial and insurance, transport and storage, and trade and repair subsectors (World Bank Report, 2024)

The country political stability supports long-term planning and investment in infrastructure, including energy, making her attractive to international investors. Urbanization, industrialization and rural electrification efforts are meant to respond to the growing demand for energy. Meeting this demand is vital for sustaining economic development and achieving national goals. Tanzania's potential in renewable energy sources such as hydro, solar, and wind offers promising opportunities for sustainable energy solutions, reducing reliance on imported fossil fuels, and enhancing energy security.

1.2 Tanzania Energy Sector

The energy sector in Tanzania is a critical component of the nation economy and development. It encompasses various sources of energy, including electricity, petroleum, natural gas, and renewable energy sources such as hydropower, solar, wind, and biomass . It is deeply rooted in traditional energy sources. Still, the sector is engaged in a transformation b ykyresources, including biomass, natural gas, hydro, coal, geothermal, solar, wind and uranium, much of which remain untapped. Biomass energy sources account for over 85 per cent of Tanzania's primary energy consumption. The energy mix is actively being enhanced, primarily relying on natural gas for more than 50 per cent of the electricity generation and significant contributions of hydropower, with oil used mainly in off-grid locations and for backup. Tanzania possesses a diverse array of abundant energy resources that have not yet been fully harnessed. These resources include wood fuel, other biomass fuels, hydropower, natural gas, coal, wind, geothermal, uranium, and solar energy, as detailed hereunder.

1.2.1 Electricity

1.2.1.1 Electricity Generation

Tanzania's electricity generation is diversified across **hydropower, thermal power, and renewable energy sources.** Hydropower remains a significant source, with several major plants contributing to the national grid. Thermal power, primarily using natural gas, provides a stable and reliable supply, especially during periods of low hydropower availability. Renewable energy sources, including wind, solar, biomass, and geothermal, are being developed to ensure sustainable growth and reduce environmental impact. Each category plays a vital role in meeting the growing energy demand and enhancing energy security in Tanzania.

Tanzania aims to reach an electricity consumption per capita of 490 kWh per annum by 2025, an indicator typical of middle-income countries. Thus, significant investment is

required in power generation, transmission, and distribution networks to achieve this target. According to the Power System Master Plan (2020 update), the power expansion plan will require a total of USD 38.34 billion through the planning horizon, with USD 9.5264 billion needed for 2020-2025. To finance the Plan's implementation, the government should continue mobilizing substantial financial resources, including attracting private investment in the electricity sub-sector.

The following sections provide a detailed overview of the current electricity generation landscape, highlighting different energy sources' contributions and outlining plans to enhance the country's energy infrastructure. This comprehensive approach is essential for Tanzania to achieve her Vision 2025 and align with international development goals such as the Sustainable Development Goals (SDGs), particularly SDG 7, which focuses on affordable and clean energy.

Table 1: Tanzania electricity installed capacity

Rank	Source	Quantity (MW)	Percentage of total
01	Natural gas	892.72	55.7
02	Hydroelectricity (JNHPH and Malagarasi not included)	573.70	35.8
03	Heavy fuel oil	88.8	5.5
04	Biomass	10.50	0.6
05	Wind		
06	Geothermal		
07	Solar		
08	Nuclear		
09	Other		
10	Total	1,601.84	100.00

1.2.1.2 Hydro Power Plants

Tanzania's hydropower plants significantly influence the country's electricity generation, leveraging the abundant water resources available. These plants harness the energy of flowing water to produce electricity, contributing to the diverse energy mix that supports the nation's development goals as they are described hereunder.

- **Kidatu Hydroelectric Power Station** is situated on the Great Ruaha River in Morogoro region. It has the capacity of generating 204 MW, and it consists of four generating units, each with a capacity of 51 MW. This plant is a major contributor to the national grid, providing a significant portion of Tanzania's hydroelectric power.
- **Kihansi Hydroelectric Power Station** is located in the Udzungwa Mountains, also on the Great Ruaha River. It has the capacity of generating 180 MW and is known for its unique environmental management plan, which includes measures of protecting the Kihansi spray toad, an endangered species endemic to the area.
- **Mtera Hydroelectric Power Station** is positioned on the Great Ruaha River between Dodoma and Iringa regions. With the capacity of generating 80 MW, the Mtera Dam serves as a hydroelectric power station and a water reservoir for the downstream Kidatu Power Station, providing critical water flow regulation.
- **Pangani Falls Hydroelectric Power Station** is located on Pangani River in Tanga region. It has the capacity of generating 68 MW and is vital for the north-eastern part of Tanzania, contributing significantly to the power supply in the region.
- **Hale Hydroelectric Power Station** is also situated on Pangani River in Tanga region. With the capacity of generating 21 MW, Hale works in conjunction with the New Pangani Falls plant, providing a steady supply of electricity and enhancing the power grid's reliability.
- **Nyumba ya Mungu Hydroelectric Power Station** is located in Kilimanjaro region on the Pangani River. This smaller plant, with a capacity of 8 MW, supports local electricity needs and contributes to regional grid stability.

Planned and Upcoming Hydropower Projects

- **The Julius Nyerere Hydropower Station** (Stiegler's Gorge) is situated on the Rufiji River in the Selous Game Reserve. With a planned capacity of generating 2,115 MW, The project is 97per cent complete, with major construction milestones achieved and most of the infrastructure in place. Once completed, it will be the largest hydropower plant in Tanzania and among the largest in Africa, significantly boosting the country's generation capacity and aiming to provide a reliable and sustainable power supply.
- **The Rumakali and Ruhudji Hydropower Projects** are planned on the Rumakali and Ruhudji rivers in the southern highlands. The Rumakali project will have the

capacity of generating 222 MW, while the Ruhudji project will have the capacity of generating 358 MW. These projects are expected to enhance the country's energy security and support regional development.

- **The Kakono Hydropower Project** is a significant renewable energy initiative located in the Kagera Region of north western Tanzania. This project aims to construct the 87.8 MW power plant on the Kagera River, approximately 90 kilometres west of Bukoba Municipality. The project is financed through a collaborative effort involving the African Development Bank (AfDB), the French Development Agency (AFD), and the European Union, with a total investment of $300 million.
- **The Rusumo Hydropower Project** is a tri-national initiative involving Tanzania, Rwanda, and Burundi. Situated on the Kagera River at the border shared by these three countries, the project aims to generate 80 MW of electricity, which will be equally distributed among the participating nations. Funded by the World Bank and the African Development Bank (AfDB), the Rusumo Project is currently at the advanced stages of construction and is expected to become operational soon.

  This project is designed to provide reliable electricity to the region, fostering economic development and enhancing regional cooperation. The initiative also includes robust social and environmental safeguards to mitigate the impact of these phenomena on the local communities and ecosystems, ensuring that the benefits of the project are sustainable and inclusive. The Rusumo Hydropower Project represents a significant step towards improving energy access and promoting economic integration in East Africa.
- **Malagarasi Hydropower Project:** The Malagarasi Hydropower Project is another critical renewable energy development in Tanzania, and is located on the Malagarasi River in the western part of the country. This project, which has a planned capacity of generating 44.8 MW, is supported by various international donors and financial institutions, including the African Development Bank. Currently, the project is in the planning and early construction phases.

  The Malagarasi project aims to enhance electricity access in western Tanzania, a region that has historically relied on expensive and unreliable diesel generators. By providing a stable and affordable source of electricity, the project is expected to support local economic activities, improve livelihoods, and contribute to environmental sustainability by reducing dependence on fossil fuels. The

development of the Malagarasi Hydropower Project aligns with Tanzania's broader goals of expanding her renewable energy portfolio and supporting sustainable economic growth. These hydropower plants are integral to Tanzania's strategy for achieving energy sustainability and economic growth, helping to meet the increasing electricity demand across various sectors.

1.2.1.3 Thermal Power Generation Plants

Thermal power generation is vital to Tanzania's energy sector, enhancing the nation electricity supply and strengthening energy security through diversification of energy sources and increased electricity access. These plants predominantly utilize natural gas and other fossil fuels for electricity production. As outlined in Table 2, thermal plants contribute roughly 650 MW to Tanzania's energy output. Notable facilities include Ubungo I and II, Tegeta, Songas, Mtwara, Somanga, Kinyerezi I and II, and Dangote. Specifically, the Songas Plant generates 180 MW using gas sourced from SongoSongo and Mnazi Bay.

Table 2: Thermal Plants in Tanzania

Thermal Plant	Fuel	MW	Year	Owner
PAP Diesel Station	Diesel	100	2002	PAP
Ubungo I	Natural Gas	100	2007	Tanesco
Ubungo II	Natural Gas	120	2011	Symbion Power
Tegeta	Natural Gas	45	2011	Tanesco
Mtwara	Natural Gas	18	2008	Tanesco
Somanga	Natural Gas	7.5	2010	Tanesco
Dodoma	Diesel	55	2011	Symbion Power
Songas	Natural Gas	180	2004	Songas Power
Arusha	Diesel	50	2012	Symbion Power
Nyakato Diesel Station	HFO	60	2013	Tanesco
Kinyerezi I	Natural gas	150	2015	Tanesco
Kinyerezi II	Natural gas	240	2018	Tanesco
Dangote	Natural gas	45	2018	Dangote Ltd

Source 1: URT (2020)

- **Natural Gas:** Tanzania has been exploring hydrocarbons for over half a century. The first natural gas discovery occurred on Songo Island in Kilwa District in 1974, followed by another significant find in Mnazi Bay, Mtwara, in 1982. Since 2010, further explorations have led to the discovery of substantial natural gas reserves both onshore and offshore.

  The commercialization of the Songo and Mnazi Bay gas fields began in 2004 and 2006, respectively, primarily for power generation. Natural gas is the largest contributor to Tanzania's electricity generation today, generating 892.72 MW, which represents 55.7per cent of the total generation capacity. This significant contribution highlights the country's dependence on her extensive natural gas reserves for electricity production.

  In 2013, Tanzania formulated the National Gas Policy to guide the sustainable development and utilization of natural gas resources, aiming to maximize the benefits and contribute to economic transformation and diversification. Additionally, the Natural Gas Utilization Master Plan (NGUMP 2016-2045) was developed to promote inter-sectoral coordination in designing and implementing natural gas development activities. Tanzania's natural gas will be used domestically for power generation, industrial activities, household and hotel needs, compressed natural gas for transport, and urea/ammonia production, among other applications. There are also plans to export gas by implementing the LNG project.

  As of 2020, Tanzania's gas infrastructure included processing plants with an installed capacity of 470 MMscfd (million standard cubic feet per day), transmission pipelines with the capacity of generating 904 MMscfd spanning 792 km, and a distribution network with the capacity of generating 320 MMscfd over 102 km. Domestic demand for natural gas is expected to rise, with ongoing discussions about advancing the LNG project, for which an investment decision is anticipated in 2025.

1.2.4 Renewable Energy Source

Tanzania is increasingly focusing on renewable energy sources to diversify her energy mix, ensuring sustainable development, and reducing the environmental impact of electricity generation. Tanzania's key renewable energy sources include wind, solar, biomass, and geothermal energy.

- **Wind:** Wind energy is a promising and emerging sector in Tanzania's renewable energy portfolio. The commissioning of the Mwenga wind farm and identifying additional sites such as Makambako and Singida underscore the country's potential for wind power development. These projects diversify the national energy mix, enhance energy security, and support rural electrification. The integrated approach of combining wind with other renewable sources, such as hydroelectric power, demonstrates a strategic vision for sustainable energy development in Tanzania**.**
- **Solar Energy:** Tanzania's abundant sunshine and high solar radiation make her an ideal candidate for solar power generation. With significant projects such as the 150 MW Solar PV power project in Shinyanga and the successful 5 MW solar project in Kigoma, Tanzania is harnessing her solar potential to reduce reliance on fossil fuels, enhance energy security, and promote sustainable development. The central region's high solar radiation further underscores the potential for off-grid solar solutions, which can provide reliable electricity to rural and remote areas, driving economic growth and improving living standards.
- **Biomass:** Biomass is the predominant energy source in Tanzania, though much of it is produced using traditional and unsustainable methods. Over 80 per cent of Tanzanian households are estimated to rely on firewood and charcoal for cooking. Biomass energy use constitutes more than 90per cent of the country's total energy consumption.

  This heavy reliance on biomass, primarily firewood and charcoal, has exerted immense pressure on the country's biomass resources, leading to desertification and deforestation in some regions. To mitigate these problems, one effective approach is to enhance the production methods of firewood and charcoal and promote efficient stoves. Transitioning to alternative energy sources, such as liquefied petroleum gas (LPG), biogas, or electricity, can significantly reduce the strain on forest resources.
- **Geothermal Energy:** Geothermal energy, another renewable resource, is in its early stages of development in Tanzania. Given the country's volcanic features, particularly along the East African Rift system, geothermal presents a promising opportunity for sustainable energy production to diversify the energy mix further and support the nation's industrialization goals.

  As Tanzania aims to become a middle-income country by 2025, her energy sector's strategic expansion and modernization are pivotal. This involve increasing the capacity and reliability of energy supply and ensuring that energy is affordable and

accessible to all population segments. The move towards a more diversified and sustainable energy portfolio is essential for supporting Tanzania's industrialization drive, stimulating socio-economic activities, and ultimately improving the quality of life for her citizens.

Table 3: Geothermal Potential Sites in Tanzania

Zones	Geothermal Site
Southern Zone	Ngai; Songwe; Kiejo-Mbapa ; Mampulo; Mapu and Mbarali
Lake Zone	Ibadakuli; Mtagata and Musoma Majimoto
Northern Zone	Natron; Eyasi; Manyara and Ngorongoro
Central Zone	Kondoa; Mponde and Takwa
Eastern Zone	Kisaki; Luhoi; Utete; Mtende and Tagalala

Source: Tanzania Geothermal Development Company, 2023

1.2.5 Petroleum

- Upstream Activities

  Exploration and production activities are conducted by the government and private sector companies. The country has potential oil reserves, and exploration efforts are continuing.

- Downstream Activities

  The sector includes refining, transportation, and distribution of petroleum products. Tanzania imports a significant portion of her petroleum products, and there are ongoing efforts to develop domestic refining capacity.

1.3 Energy Efficiency

As outlined in the National Energy Policy of 2015, energy efficiency measures have the potential to reduce the capital investment required for additional energy provision. These measures will enhance the energy industry's efficiency, reduce pollution, and promote gender inclusivity, thereby improving public service delivery by lowering electricity costs, particularly for large consumers.

The Energy Efficiency Action Plan, themed "Igniting Sustainable Energy Practices for a Greener Future," aims to bolster the energy efficiency landscape by fostering creativity and innovation. The Plan seeks to develop solutions that address unsustainable energy consumption while adhering to sustainability and environmental stewardship principles. The

Energy Efficiency Action Plan Project also aims to ensure access to affordable, reliable, sustainable, and modern energy for all in Tanzania.

Bioenergy in Tanzania, which includes solid, gaseous, and liquid fuels from biomass, is another renewable resource with minimal current development. Despite dedicating over 4 million hectares for biofuel development, only 640,000 hectares have been approved, and just 100,000 hectares have started been developed. Protests from farmers and environmental groups have slowed biofuel development. Presently, there is only one grid-connected biogas plant with the capacity of generating 18MW.

Tanzania also has considerable non-renewable energy resources, including coal, natural gas, thermal plants, uranium, and fossil fuels. The country's coal energy potential is 3,800 MW, with deposits at Mchuchuma, Katewaka, Ngaka, and Kiwira coal fields holding an estimated reserve of 1.9 billion tonnes. However, the global phase-out of coal usage poses a challenge to the future viability of this resource.

Natural gas offers significant energy potential, with reserves estimated at 45 billion cubic meters and an in-place resource (GIIP) of 57.54 TCF. Major gas deposits are located at Songo and Mnazi Bay in Lindi and Mtwara Regions respectively, with 11 commercial discoveries in operation and eight potential deep-sea deposits. Natural gas for power generation could provide up to 2,744 MW.

Tanzania has significant potential in global nuclear energy due to her vast uranium deposits, with about 12 sites identified. The key project is the Mkuju River Project by Mantra Tanzania Ltd, located in southern Tanzania with an estimated 58,500 tons of uranium. Liquified petroleum gas (LPG) is also becoming an important part of Tanzania's energy mix, with five major suppliers (BP Gas, Oryx Gas, Alpha, Mohan Gas, and Pan African). The use of LPG is increasing in urban areas, gradually replacing charcoal and firewood.

1.4 National Energy Guiding Policies and Regulations

Various national and international frameworks guide Tanzania's energy sector development to enhance energy availability, reliability, and affordability. These include the National Energy Policy (2015), Electricity Act (2008), Petroleum Act (2015), EWURA (Act 2001), REA Act (2005), and Power System Master Plan (2020 Update). Others are the Occupational Health and Safety Act (2003), Oil and Gas Revenue Management Act (2015), Tanzania Extractive Industry Transparency Initiatives (TEITI) Act (2015), Public-Private Partnership

Policy (2009), and Public-Private Partnership Act (2010) and its Regulations (2011). These frameworks prioritize strengthening the energy sector's infrastructure, promoting renewable energy technologies, and improving energy efficiency and conservation.

1.5 The Vision 2025 and Related Sustainable Development Goal

The Vision 2025 and its connection to the Sustainable Development Goals (SDGs), particularly SDG 7, highlight Tanzania's commitment to transforming hsr economy and society through strategic development goals. The Tanzania Development Vision 2025 is an ambitious framework that outlines the country's aspirations to transition into a middle-income economy. It envisions a competitive, semi-industrialized nation with a diversified economy less dependent on agriculture and focused on industrial and service sectors. Achieving this vision requires the development of a robust and reliable energy sector capable of supporting various economic activities, from manufacturing, agriculture to services and ICT.

Energy is recognized as a pillar for industrialization, economic growth, and social advancement. Consequently, Vision 2025 significantly emphasizes on ensuring that energy—particularly electricity—is reliable, cost-effective, and widely accessible to urban and rural populations. This focus is not only on expanding the energy infrastructure but also on harnessing renewable energy sources to reduce the country's carbon footprint and improve energy security. The commitment to renewable energy sources such as hydro, solar, wind, and geothermal aligns with global trends towards sustainability and environmental stewardship.

In parallel, Tanzania's alignment with SDG 7 underscores her commitment to international benchmarks for development, aiming to ensure universal access to affordable, reliable, and modern energy services by 2030. SDG 7's targets resonate with Tanzania's objectives, emphasizing the importance of enhancing energy efficiency, increasing the share of renewable energy in the global energy mix, and doubling the rate of improvement in energy efficiency. These goals highlight the need to shift towards more sustainable energy systems that can support economic growth while mitigating environmental impacts.

The interconnection between Vision 2025 and SDG 7 reflects a comprehensive approach to development, recognizing the interdependence of energy accessibility, economic growth, and environmental sustainability. By focusing on renewable energy and energy efficiency,

Tanzania aims to create a more resilient and flexible energy sector that can fuel her socio-economic aspirations while contributing to global efforts against climate change. This alignment with SDG 7 also opens avenues for international cooperation, technical support, and investment in Tanzania's energy sector, facilitating the country's journey towards her 2025 vision and beyond.

As Vision 2025 approaches its ends, with only one year remaining, Tanzania is developing Vision 2050, this new vision will adapt to global trends, including sustainable growth and the adoption of new technologies and skills relevant to key sectors, particularly the energy sector, to stimulate economic growth. Vision 2050 will prioritize the development of a strong digital economy to support business growth and ensure inclusive development.

1.6 Vision

A vibrant Ministry that contributes significantly to the energy sector development, economic growth, and improved life quality of Tanzanians.

1.7 Mission

To provide reliable, affordable, safe, efficient, and environment-friendly modern energy services to all while ensuring the effective participation of Tanzanians in the Energy Sector.

1.8 Structure of the Monitoring and Evaluation Plan

This Monitoring and Evaluation (M&E) Plan is organized as follows.

Chapter 1 presents an introduction that includes the country context, an overview of the Tanzania Energy Sector, and discussions on national and international development frameworks. In addition, the chapter details Vision 2025 and its associated Sustainable Development Goals (SDGs). Chapter 2 explores the background of the M&E Plan, emphasizing its essential components and objectives, particularly the purpose of monitoring and evaluation. Chapter 3 expands on the M&E Framework, outlining its structure and the methodologies to be used.

Chapter 4 describes the Monitoring Plan, presenting the strategy for monitoring the Strategic Plan. Chapter 5 provides an operational plan for implementing the M&E Plan, detailing routine data collection, analysis, and reporting processes. Chapter 6 introduces the evaluation plan, outlining the various types of evaluations that the MoE will employ. Chapter 7 explains the plan for disseminating M&E products to stakeholders and the public.

Chapter 8 discusses how the M&E process will incorporate learning and adaptive management to enhance future interventions. Chapter 9 addresses the necessary capacity and strategies for effective implementation of the M&E Plan. Chapter 10 provides guidance on how to utilize the M&E Plan. Chapter 11 lists all references used in developing the M&E Plan. Lastly, Chapter 12 presents annexes that provide additional information and resources related to the M&E Plan.

This structured approach ensures a comprehensive and systematic implementation of the M&E Plan, encompassing all aspects from contextual background to operational details and capacity requirements.

CHAPTER TWO: OVERVIEW OF THE MONITORING AND EVALUATION PLAN

2.1 Introduction

This chapter provides an overview of the M&E Plan and is divided into six distinct sections. Section 2.2 explains the purpose of the M&E Plan, emphasizing its importance in guiding the monitoring and evaluation process. Section 2.3 outlines the goals and objectives of the M&E Plan, detailing its aims and targets. Section 2.4 discusses the principles underlying the M&E Plan, establishing the foundational guidelines for its implementation. Section 2.5 delves into the rationale behind the M&E Plan, explaining its necessity and benefits. This is followed by Section 2.6, which describes the development process of the M&E Plan, outlining the steps taken to create it. Section 2.7 provides a comprehensive stakeholder analysis, identifying key parties involved and their roles. Lastly, Section 2.8 presents the organization of the document, explaining how the information is structured and presented. This thorough breakdown ensures a clear understanding of the M&E Plan background, purpose, and implementation.

2.2 Purpose of the Monitoring and Evaluation Plan

The M&E Plan is a critical tool for tracking, guiding and assessing the effectiveness of interventions within the Tanzanian energy sector. Establishing a framework based on international best practices aims to streamline the oversight of activities, plans, projects, and programs carried out by various institutions in the sector. This structured approach ensures clarity, efficiency, and effectiveness in achieving the sector's strategic objectives and delivering tangible benefits to project beneficiaries and stakeholders.

The M&E Plan, in the context of Tanzania's energy sector, serves as a critical management tool designed to guide interventions such as activities, plans, projects, and programs. It is instrumental in evaluating the performance of various institutions within the energy sector against international best practices. The essential functions and roles of the M&E Plan, as outlined in the Strategic Plan document, are explained below.

- **Guiding Framework for Interventions:** The plan provides a structured approach for planning and implementing various interventions within the energy sector. This ensures that all activities are aligned with the strategic objectives of enhancing energy availability, reliability, and affordability for national development.

- **Performance Evaluation:** The M&E Plan sets out mechanisms to assess the performance of different institutions within the energy sector. This involves tracking progress against set targets and objectives to ensure the interventions contribute to the sector's overall goals.
- **Stakeholder Communication:** The plan is designed to keep stakeholders, including project beneficiaries, informed about the progress made towards achieving the strategic objectives. It ensures transparency and accountability in the implementation of energy sector projects.
- **Identification of Variances:** The M&E Plan helps to identify variances during the implementation phase by comparing targets with the achievements. This allows timely adjustments and interventions to address any gaps or challenges.
- **Standardized M&E Activities:** Given the involvement of multiple stakeholders in implementing the energy sector projects, standardized M&E activities are crucial for effective coordination. The plan provides a common framework that guides all stakeholders on monitoring and evaluating the implementation of different interventions, thus, ensuring consistency and coherence across the sector.
- **Goals and Objective Assessment:** The M&E Plan plays a pivotal role in determining whether the goals and objectives of the energy sector are being met. Regular monitoring and evaluation provide insights into the effectiveness and the impact of the interventions on the sector's development.
- **Facilitates Decision Making:** The insights and data generated from M&E activities inform decision-making processes. They help stakeholders understand what is working well and what needs improvement, guiding strategic adjustments and resource allocation.
- **Enhances Accountability and Transparency:** By providing a clear and structured framework for monitoring and evaluation, the M&E Plan enhances the accountability and transparency of the energy sector initiatives. It ensures that resources are used efficiently and that interventions deliver the expected outcomes.

a. Sets out Data and Reporting Requirements and Quality Control Procedures. Define indicators, identify data sources and reporting frequency, and define how performance and results will be measured. Also, the plan outlines the flow of data and

information from the village level to various stakeholders for public consumption and decision-making. It also describes the mechanisms that assure intervention performance information, data quality, reliability, and accuracy.

- **Establishes a Monitoring Framework.** Establishes a process to alert implementers, intervention management, and stakeholders whether or not the plan is achieving its major milestones during intervention implementation. It provides the basis for adjusting the plan.
- **Describe the Evaluation Plan.** Explain in detail how interventions will be evaluated, and determine whether they achieve their intended results and expected impacts over time.

2.3 Goal and Objectives of Monitoring and Evaluation Plan

2.3.1 The Goals of the Monitoring and Evaluation Plan

To enable the gathering of high-quality data for the monitoring and evaluating interventions, aid in planning, and inform the decision-making process.

2.3.2 Objectives of the Monitoring and Evaluation Plan

Specific objectives of the monitoring and evaluation plan include;

a. Identifying the types of data required for monitoring and evaluating the effectiveness of the interventions at all levels.

b. Defining data management protocols for data collection, flow, analysis, and reporting by MoE and its existing institutions.

c. Defining data feedback mechanisms and utilization for decision-making in Sahara Ventures and its partners.

d. Serving as a communication tool so that Implementation Partners and other stakeholders clearly understand the objectives and target interventions, which they are responsible for achieving.

2.4 Principles Underlying this Monitoring and Evaluation Plan

The M&E plan described in this document has been developed to be consistent with the following principles, which are put forward in the intervention design.

- **Outcomes and Process Focused:** The M&E is designed to meticulously evaluate the implementation processes of various activities while paying equal attention to the

resultant outcomes, whether they are anticipated or not, and whether they bring positive or adverse effects.

- **Generation of Gender Disaggregated Data:** This M&E Plan will facilitate the availability of gender-disaggregated data to identify and highlight the gender needs of men and women for participating in and benefiting from social economic activities.
- **A User-Focused Orientation:** The M&E plan has been structured to provide the right information in the right format to key stakeholders when they need it.
  - **a.** Collaborating with stakeholders to standardize indicators and methodologies for data collection, analysis, and reporting.
  - **b.** Advocating for decision-making processes at all levels to be grounded in empirical evidence.
  - **c.** Overseeing the coordination of M&E activities within Key Energy Sector Players, ensuring the relevance of the collected data.
  - **d.** Identifying potential data sources for the selected indicators.
  - **e.** Evaluating the quality of collection methods of both quantitative and qualitative data, and their reproducibility.
  - **f.** Regular dissemination of progress reports.
- **Harmonization and Alignment:** The MoE and its partners pledge to work harmoniously to achieve coordinated and harmonized results for interventions. The M&E Plan will facilitate in integrating and aligning data from various sources to ensure effective coordination of MoE interventions.
- **Standardization of Indicators and Data Collection:** The plan standardizes indicators, tools, and methodologies for data collection to consistently compare outputs and outcomes across different interventions throughout the project lifecycle.
- **Strategic Dialogue and Partnerships:** Recognizing the complexity of challenges and opportunities in Tanzania's energy sector, the plan underscores the importance of strategic dialogue and collaborative efforts among key stakeholders. These efforts aim at aligning objectives, sharing insights, and setting common priorities, fostering a synergistic approach to achieving national energy goals. This dialogue involves structured discussions with various sector players and stakeholders through meetings and forums, adapting to the needs of the interventions.

- **Data Demand and Use:** The M&E Plan ensures that data collected at all levels are readily available to stakeholders for use in decision-making and programming of interventions, promoting a data-informed approach to managing the energy sector.
- **Transparency, Accountability, and Feedback:** By leveraging information dissemination mechanisms, the plan aims to foster transparency and accountability among all stakeholders and utilizing information technology to enhance efficiency in these processes.

2.5 Rationale for Monitoring and Evaluation Plan

The rationale for developing the M&E Plan within the MoE underscores the pivotal role of a structured and effective M&E system in enhancing the management, performance, transparency, and accountability of the sector's technical and associated targets. Recognizing its importance, the government has integrated M&E into national plans and budgets.

However, the absence of a specific M&E plan tailored to the energy sector and a lack of an integrated M&E and data-sharing structure across the sector pose significant challenges. These issues are compounded by the diverse data needs and reporting requirements of various stakeholders, which have led to inconsistencies due to the lack of standardized data capture, management, and sharing protocols. Furthermore, the lack of a structured plan to track institutional performance has previously resulted in performance audit queries from the Auditor and Controller General.

The M&E plan seeks to establish a comprehensive system that facilitates transparent and objective data and information management, accurately reflecting the progress, performance, and achievement of desired results within the MoE. This comprehensive tracking plan is essential for effectively depicting the progress made during the implementation and in achieving the desired outcomes.

Additionally, the M&E plan has been developed to comply with the mandate given by the Prime Minister’s Office (PMO). This mandate includes the establishment of independent M&E units within ministries that report directly to the Permanent Secretary. These units are integral to the systematic management and evaluation of government performance across various sectors and ensure adherence to national standards and guidelines for M&E activities
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2.6 Monitoring and Evaluation Plan Development Process

The process of developing a M&E Plan within the MoE followed a participatory approach, ensuring engagement and ownership by all relevant parties in the sector. The development involved several key tasks.

a) The Inception Phase

- The development of a draft Inception Report detailing the methodology for the assignment, including a comprehensive description of tasks, application of international best practices, and a timeline for completion.
- Also, an inception workshop with the MoE and other stakeholders was organized to present the draft report and gather feedback.

b) Desk Review

- A review the National M&E Framework and identifying alignment opportunities for the MoE M&E Plan.
- Examination of legal frameworks, policies, and institutional mandates to understand their scope and limitations and
- Evaluation of the existing institutional M&E frameworks/plans to assess the alignment with their mandates and strategic plans, highlighting gaps and challenges.

c) Development of the Comprehensive Energy Sector M&E Plan.

- Consideration of national M&E systems and the existing data and ensuring new data collection complements the existing systems.
- Establish an effective data collection, processing, and reporting system for quantitative and qualitative information.
- Development of performance indicators, methodologies for measuring results, and a responsible party for each task.
- Proposal of an improved knowledge-sharing and learning mechanism for the sector.
- Validation workshops were organized to discuss and refine the plan.

2.7 Stakeholder Analysis

The consultant conducted a comprehensive stakeholder analysis to identify various stakeholders' needs, interests, and responsibilities as detailed in Annex 1. This process also

examined the relationships between stakeholders and potential conflicts of interest. A critical outcome of this analysis was determining the appropriate level of stakeholder participation during the implementation of the M&E Plan. This approach aims to ensure the ongoing capacity building, effective dissemination, and the creation of demand for M&E results. Additionally, it will facilitate the MoE in establishing partnerships and cooperation with all Public Sector Organizations (PSOs) to achieve its objectives.

2.8 Limitations

The M&E Plan was formulated in alignment with the MoE Strategic Plan, incorporating revisions to some of the indicators as outlined in the Results Framework provided in Annex 2

CHAPTER THREE: MONITORING AND EVALUATION FRAMEWORK

3.1 Introduction

A well-defined framework is crucial for guiding M&E interventions. This framework details the operational components and steps needed to achieve the targeted outcomes, offering a comprehensive understanding of the aims and objectives of the Strategic Plans. It clearly identifies the interconnections essential for effective execution and recognizes both internal and external factors that could influence the success of the interventions. A meticulously designed framework rigorously assesses the strategies, objectives, and proposed actions to ensure their feasibility and appropriateness for implementation.

The chapter is organized into two main sections. Section 3.2, outlines the objectives of the M&E Framework, explaining its purpose and how it will direct the M&E process. Section 3.3 focuses on Key Performance Indicators (KPIs), which are vital for measuring progress and evaluating the effectiveness of the implemented strategies. By detailing these components, the framework ensures a thorough evaluation of all aspects of the Strategic Plan, aligning them with the desired outcomes.

3.2 Objectives of the Monitoring and Evaluation Framework

The purpose of this M&E framework is to support the monitoring of advancements towards achieving the goals of interventions and to produce key information that aids stakeholders in making informed decisions at every level. The M&E Plan, which has been formulated, will employ the Results Framework, one of the most widely utilized frameworks. The framework matrix for intervention results includes details on areas of results with descriptions of impacts at the levels of outputs and outcomes, a catalogue of indicators for measurement, baseline data, set targets, the frequency at which data collection and reportingshould occur, and the agency or agencies responsible for gathering data.

A range of qualitative and quantitative indicators has been established across various result levels to measure progress towards specific interventions. Baseline data collection will be carried out to fill in any gaps for indicators lacking the initial data. Comprehensive evaluation studies, which will be elaborated later in this M&E Plan, are necessary to accurately assess the effectiveness or worth of an intervention project, complementing the data obtained from monitoring.

3.3 Key Performance Indicators

The performance of the Strategic Plan will be measured throughout the 5-years implementation period using Key Performance Indicators (KPIs). Performance indicators are measures (quantitative, qualitative, or milestones along a qualitative or quantitative scale) of impacts, outcomes, outputs, activities, and inputs monitored and controlled by the plan's implementation to assess progress at any given time. They provide feedback to the management system and measure the expected results.

This section outlines core indicators to be used in monitoring, tracking, and evaluating the interventions' outputs, outcomes, and impacts and in informing decision-making at all levels. The indicators measure the performance of interventions in line with the set goals and the targeted results for each strategic direction.

Collecting, using, and reporting performance information against KPIs is the essential aspect of the framework for monitoring and evaluation. A set of KPIs will be used to monitor performance against the primary outcomes expected under the interventions. The design of the KPIs relates directly to the agreed strategic plan outcomes. These indicators are taken from the targets included in the priority project matrices. The stakeholders at all levels have agreed upon the KPIs for interventions; the full list of indicators can be found in the Results Framework Annex 1.

Throughout the 5 years implementation phase, the effectiveness of the Strategic Plan will be assessed using KPIs. These indicators, which may be quantitative, qualitative, or milestones along a scale, serve to evaluate the impact, outcomes, outputs, activities, and inputs. They are essential for monitoring the plan's execution and measuring progress at any given moment. They also offer valuable feedback to the management system and track the anticipated outcomes.

This section details the primary indicators for monitoring, evaluating, and tracking the interventions' outputs, outcomes, and impacts, aiding decision-making at various levels. These indicators assess the success of the interventions against the established objectives and the desired outcomes for each strategic initiative.

Data gathering, application, and dissemination to KPIs are fundamental to the M &E framework. A set of KPIs, which directly correlate with the outcomes of the agreed-upon strategic interventions, will monitor the performance relative to the primary expected

outcomes. These KPIs, derived from the goals stated in the priority project matrices, have received consensus from stakeholders involved in the interventions at all levels. The comprehensive list of indicators is available in the Results Framework presented in Annex 2

CHAPTER FOUR: MONITORING PLAN

4.1 Introduction

This chapter outlines the Monitoring Plan for the MoE Strategic Plan 2021/22 - 2025/26. The primary goal is to enable informed discussions and decision-making based on data from evidence-based program interventions. Section 4.2, focuses on monitoring the Strategic Plan, detailing the strategies and tools employed to achieve this. Section 4.3 covers data collection and reporting, explaining the methodologies and procedures for gathering and reporting data. Section 4.4 presents a comprehensive Table of Indicators, including baselines and targets to measure progress. Finally, Section 4.5 addresses Data Quality Reviews, ensuring reliability and accuracy of the collected data. Together, these sections establish a robust framework for tracking and evaluating the implementation of the Strategic Plan, ensuring effective oversight and continuous improvement.

4.2 Monitoring of Strategic Plan

Monitoring of the Strategic Plan will be done systematically to ensure the objectives and initiatives are on track. Clear objectives and KPIs has been established to provide a measurable basis for progress assessment. A comprehensive monitoring framework has been developed, assigning responsibilities to specific individuals and creating a regular schedule for monitoring activities.

Data collection and management will play a crucial role, with data sources and collection methods clearly identified. Regular reports has been prepared and will be distributed to stakeholders, and dashboard tools will be prepared and utilized to visualize KPI data in real-time. Performance will be analysed regularly, comparing actual results against targets to identify any variances. If variances are found, root cause analysis will be conducted to understand the underlying factors.

Feedback mechanisms will be established to gather insights from stakeholders; this feedback will be used to make necessary adjustments to strategies and actions. Communication will be a key component, ensuring that all relevant teams and departments are kept informed about progress and changes, and providing updates to external stakeholders as needed.

Documentation will be maintained throughout the process, keeping detailed records of monitoring activities, data collected, and decisions made. This will not only ensure

accountability but also facilitate learning and improvement for future strategic planning and implementation.

This systematic approach of Monitoring Strategic Plan will enable the organization to stay on track to achieve its goals, promptly address issues, make informed decisions, and continuously enhance its strategies and operations.

4.2.1 Monitoring Tool

To ensure effective Monitoring of the MoE Strategic Plan, the Monitoring will involve the utilization of a blend of tools and methodologies that resonate with the specific objectives, strategies, and KPIs outlined within the plan. This comprehensive approach will facilitate a nuanced understanding of progress, challenges, and opportunities for optimization across various initiatives. The primary monitoring tool is the Performance Management Framework (PMF[5]), which the MoE Strategic Plan refers to as the Results Framework.

PMF as the Monitoring Tool: The PMF utilizes the Results Framework to monitor the implementation of the Strategic Plan. The PMF assesses progress towards the objectives by measuring the indicators outlined in the Results Framework. The PMF ensures that the pathways of change defined by the TOC are followed and allows for adjustments based on performance data and emerging insights.

The Results Framework was examined alongside MoE staff and major stakeholders in the energy sector, focusing on (a) the suitability of each indicator for measuring outcomes at various levels, and (b) the relevance of the verification methods. This collaborative effort was designed to align the M&E framework with the specific conditions of the local projects. The comprehensive Results Framework is presented in Annex 2.

4.2.2 Integrating Monitoring Tools with Strategic Objectives for Enhanced Oversight

Integrating monitoring tools with strategic objectives for enhanced oversight will involve aligning the data collection, analysis, and evaluation processes with the overarching goals of an organization to ensure effective management and achievement of desired outcomes.

[5] The PMF is identified as the primary tool for monitoring the progress of the Strategic Plan. It is an integrated system of performance indicators, measurement tools, and processes designed to monitor, evaluate, and improve the execution of the Ministry's strategy and operations. The PMF is essential for assessing progress towards achieving the goals and objectives outlined in the Strategic Plan, thereby ensuring that the Ministry's initiatives are aligned with its overarching goals for the energy sector

4.2.2.1 Aligning Tools with Objectives and Strategies

- **Objectives and Strategies Alignment:** Each tool or methodology selected for Monitoring will directly support the strategic objectives and strategies of the MoE. For instance, if a key objective involves increasing renewable energy capacity, tools such as project management software will help to track the progress of renewable energy projects from the inception to the completion and operationalization.
- **KPI-Focused Monitoring:** The effectiveness of the strategic plan hinges on accurately measuring progress against its KPIs. Tools such as Indicator Tracking Tables (ITTs) and digital dashboards will provide real-time data on these indicators, offering insights into how well the strategies are being implemented and where adjustments may be necessary.

4.2.2.2 Leveraging a Results Framework

- **Structured Evaluation:** A Results Framework provides a systematic approach to linking the MoE activities and inputs with the anticipated outputs, outcomes, and impacts. This framework helps to illustrate the cause-and-effect relationships among various components of the strategic plan, facilitating easier and more systematic monitoring and evaluation of the plan's effectiveness.

4.2.2.3 Digital Dashboard for Real-Time Insights

- **Real-Time Monitoring:** Implementing a digital dashboard will allow aggregation and analysis of data from various sources, presenting it in an accessible format. This real-time monitoring capability will enable decision-makers to identify trends quickly, monitor progress toward targets, and respond proactively to any issues.

4.2.2.4 Utilizing Project Management Software

- **Project Tracking:** Effective monitoring also involves a detailed tracking of individual projects and programs. The developed project management software will facilitate this by enabling the planning, execution, and tracking of tasks, deadlines, and responsibilities, ensuring that each project aligns with the strategic goals of the MoE.

4.2.2.5 Conducting Surveys and Gathering Feedback

- **Stakeholder Engagement:** Regular surveys and other feedback mechanisms will provide critical insights from beneficiaries, stakeholders, and the community. This

feedback is invaluable for assessing the impact of policies and programs, understanding stakeholder needs, and identifying areas for improvement.

4.2.2.6 Comprehensive Evaluation and Reporting

- **In-depth Analysis:** Tools that facilitate in-depth analysis and comprehensive reporting, such as statistical software and data visualization tools, will support the evaluation of complex datasets. These tools will enable the MoE to prepare detailed reports that track progress and analyse the effectiveness of strategies and interventions in achieving the strategic objectives.

By integrating these diverse tools and methodologies, the MoE will ensure a holistic and effective monitoring of its Strategic Plan. This approach enables progress tracking and supports adaptive management, allowing the MoE to adjust its strategies in response to feedback, emerging trends, and changing conditions within the energy sector.

4.2.3 KPI-Focused Monitoring

The Strategic Plan will be monitored systematically, and progress will be regularly reported through the Indicator Tracking Table (ITT) presented in Annex 3. The ITT provides descriptions for the indicator structure by specifying each indicator's (i) Title, (ii) Baseline values, (iii) Reporting period, (iv) Target, (v) Percentage of target, (vi) Annual target, (vii) Life of the Plan (LoP) target and the (Vii) Percent of Life of the Plan (LoP) target.

Quarterly tracking of indicator data will be undertaken to assess the progress in realizing set indicator targets. The designated M&E staff will ensure that data on all indicators are collected, reviewed, analysed, and presented in all quarterly and annual reports. This should be filled out and accompanying quarterly and yearly reports to indicate progress towards the set targets and show work completed to the date of reporting.

4.2.3.1 Levels of Indicators

There are three levels of indicators that follow from the Results Framework: (i) output, (ii) outcome, and (iii) impact. The various indicator levels map the Results Framework (Annex 2) and thus allowing different stakeholders to understand the extent to which planned activities achieve their intended objectives. Also, the Strategic Plan indicators have been classified into one of the following types:

- **Cumulative** – These indicators are designed to provide a continuous tally of progress throughout the Strategic Plan. By aggregating data from the start of the measurement

period to the present, cumulative indicators offer a holistic view of how much has been achieved.

- **Level** – These indicators monitor fluctuations or trends in specific variables over time. Unlike cumulative indicators, level indicators focus on the state or condition of a variable at particular points in time.
- **Date** – Date indicators are used to track progress against calendar-based targets. They are critical for projects where timing and deadlines are crucial elements of success.

4.2.4 Methods and Tools of Data Collection

The M&E plan has made the provision of using both qualitative and quantitative methods for collecting data and reporting findings. Tools for data collection will be developed and established as stipulated in the M&E manual. These tools will be part of the reporting framework for MoE and key energy sector players. The tools will be used regularly and systematically to track the strategic plan outcomes, output indicators, and process milestones.

MoE has developed the M&E manual, which includes tools and methods for monitoring and evaluating different projects/programmes. This will assist key energy sector players in the daily collection of data. MoE will provide the ongoing training and capacity-building opportunities for the MoE staff and key energy sector players in implementing the M&E Plan, including the routine reporting of data generated by their activities.

The data for many outcome indicators will be drawn from surveys[6], research, reports, and various records carried out by the MoE in conjunction with key energy sector players. In contrast, the lower-level indicators (outputs) will be drawn from the MoE Strategic Plan activities. Thus, data will be collected and channelled to the MoE Monitoring and Evaluation section and finally to the production of reports and the provision of feedback. Data for outcome and output level indicators will be integrated through reporting and analysis on specified periods (quarterly, annually).

Where and if necessary, the MoE will commission surveys to collect particular data on relevant indicators. Data collection tools will be designed in a participatory manner with the dedicated team from the MoE and implementing partners. The MoE will prepare surveys,

[6]Annex 1: See the Outcome Indicators in a Results Framework

including setting the survey strategy, designing questionnaires, and developing TORs for the Consultant.

4.2.4.1 Project/Programme Monitoring Tools

In addition to the performance indicators specified in the framework, the MoE will employ a variety of tools and methodologies to monitor the implementation progress and provide timely information for decision-making. These tools are designed to capture the inputs and processes involved in achieving the desired results, allowing the organization to track its efficiency and effectiveness in driving change. Below are some of the key monitoring tools that will be utilized.

- **The Annual Implementation Plan**

The Annual Implementation Plan (AIP) as presented in Annex 4 is a detailed blueprint designed to translate strategic goals into actionable tasks over the course of a year. It provides a structured approach for organizations, including MoE and its entities to achieve their strategic objectives through systematic planning and execution.

Budget Tracking Tool

The Budget Tracking Tool as presented in Annex 5 is an essential tool designed to monitor and manage the financial aspects of a project. It provides a detailed framework for tracking expenditures, comparing actual costs against the budget, and ensuring financial accountability throughout the project lifecycle. This tool helps Project Managers, Financial Officers, and stakeholders stay informed about the financial status and make necessary adjustments to stay within the budget.

The rate at which resources are utilized serves as an indirect indicator of progress in the project implementation. A slow resource utilization rate signals potential delays and indicates that corrective actions may be necessary to improve project execution. Each project must analyse the planned versus the actual expenditure quarterly and explain any variance exceeding 10 per cent. This analysis should align with the budget lines established in the financial system.

- **Project Quarterly Financial Status**

This section summarizes the project or programs financial status based on monthly reportsfor the reporting quarter. The officer in charge should refer to the monthly financialmanagement report delivered to each Project/Programme Manager inbox by the business

objectives system. It is crucial that this summary as presented in Annex 6 aligns with and reflects the information in the monthly project financial management report.

- **Activity Monitoring Schedule**

An Activity Monitoring Schedule as presented in Annex 7 is a structured plan that outlines the timing, frequency, and methods for monitoring the progress and performance of activities within a project or program. This schedule ensures systematic tracking, timely identification of issues, and continuous improvement throughout the project's lifecycle.

4.2.4.2 Institutional Performance Tracking Tools

The Institutional Performance Tracking Sheet as presented in

Annex 8 is a structured tool designed to monitor and evaluate the performance of institutions under the MoE in Tanzania. This tool provides a comprehensive framework for tracking progress against key performance indicators (KPIs), targets, and timelines over the strategic period of 2021/22 - 2025/26. The primary goal of this tool is to ensure accountability, enhance transparency, and facilitate effective decision-making to achieve the Ministry's strategic objectives.

4.2.4.3 Semi-Annual and Quarterly Reporting Tool

The Semi-Annual and Quarterly Reporting Tool is a structured framework designed to monitor and evaluate the progress of projects, programs, or interventions over specific periods. This tool is essential for tracking performance, identifying challenges, and ensuring that objectives are being met in a timely manner. The report template as presented in

Annex 9 will be prepared and disseminated to the Management and the Ministry of Finance.

4.3.1 Indicator-Specific Frequencies

The Strategic Plan also specifies data collection frequencies tailored to the unique requirements of certain indicators. This bespoke approach ensures that each indicator's monitoring frequency is optimally aligned with its operational dynamics and the strategic importance of the information it provides.

4.3.3 Integrating with Reporting Cycles

The frequency of data collection is closely integrated with the Strategic Plan reporting cycles, ensuring that data are collected timely to inform the preparation of periodic progressreports. These reports, which are also prepared at annual, semi-annual, and quarterlyintervals, serve as a critical tool for internal and external stakeholders to assess the MoE performance and the effectiveness of its strategic initiatives.

4.3.4 The Role of Departments and Units

The responsibility for data collection, analysis, and reporting is assigned to specific Departments, Divisions, and Units within the MoE. This delineation of duties ensures that data collection processes are effectively managed and data quality is maintained, enabling reliable performance monitoring and decision-making.

This structured approach to the frequency of data collection and reporting, which is tailored to the nature and needs of each indicator, exemplifies the Strategic Plan's methodological rigour. It ensures that Monitoring and Evaluation processes are efficient and effective, supporting the Ministry's strategic objectives and contributing to the continuous improvement of energy sector policies and initiatives.

4.4 Table of Indicator for Baselines and Targets

To ensure that the MoE Strategic Plan is on track in meeting its overall goals and objectives, the monitoring indicators will be measured against the established baselines and targets derived from baseline surveys, other types of analysis, and project planning documents are as presented in Annex 3. The targets will reflect the underlying assumptions made in the Strategic Plan design about what each activity would likely achieve. The Results Framework attached defines baseline and target levels for each indicator.

Efforts will be made to make sure that baseline figures are established using the most current and appropriate data available before the implementation of any activity. Thus, targets will be derived from 1) the initial economic analysis used in justifying Strategic Plan project investments, 2) project documents, 3) discussions with experts and consultants, and 4) implementation work plans. Any revision of baselines and targets must adhere to all technical committees and be approved by considering baseline and target revisions. This willrequire the formal approval of the MoE Steering Committee.

4.4.1 Disaggregation of Data

Where applicable, data collection, analysis, and reporting, along with their systematic disaggregation at the institutional performance, programme, and project levels, will be conducted as outlined in the MoE Strategic Plan. The ITT plays a critical role in this process, identifying which indicators should be disaggregated to the extent that they are both feasible and cost-effective. As specified in the ITT, this targeted disaggregation will then be reported using the established reporting requirements.

This approach ensures that data are gathered and analysed across broad and general lines and are broken down into more specific categories that reflect the diverse and multifaceted nature of the MoE activities. Disaggregating data by institutional performance, programme, and project levels allows for a more granular understanding of progress and challenges. It enables stakeholders to pinpoint precisely where interventions are succeeding and where adjustments may be needed.

4.5 Data Quality Reviews

The MoE is dedicated to ensuring that all data utilized in the development, execution, and assessment of projects are of high quality. Maintaining data quality is crucial for sustaining confidence in the MoE decision-making processes and for transparent reporting of outcomes. The responsibility for ensuring the integrity of Indicator Tracking Table (ITT) data primarily lies with the MoE staff, spearheaded by the Monitoring and Evaluation (M&E) Unit. The M&E Unit, other relevant MoE staff, and implementing entities must routinely verify data quality. This includes confirming that all reported data are backed by proper source documentation and that all calculations are accurate.

The MoE M&E Unit will conduct regular site visits, or as requested by the MoE, to evaluate the quality of data collected under this M&E Plan. In addition to these routine checks, Data

Quality Reviews (DQRs) will be performed in line with the MoE's established requirements for data quality.

Each DQR will be precisely documented in a report outlining any identified deficiencies or weaknesses concerning data quality standards. The report will also providerecommendations for addressing these issues. If a remedy is not feasible or cost-effective, the report should suggest alternative indicators or data sources to mitigate the identified weaknesses. After the data quality report is finalized, the MoE M&E Unit will develop an action plan. This plan will detail which recommendations from the DQR will be implemented by the MoE along with a timeline and the next steps.

CHAPTER FIVE: OPERATIONAL PLAN

Introduction

The Operational Plan within the M&E plan of the MoE serves as a comprehensive roadmap designed to guide the systematic assessment of the Ministry's initiatives and projects across their divisions. This plan delineates the coordination mechanisms, data collection methodologies, evaluation criteria, and reporting protocols essential for assessing the efficacy and the impact of the Ministry's policies and programmes.

This Operational Plan ensures that the Ministry strategic objectives are met efficiently and effectively, contributing to the national energy goals and sustainable development. The plan underscores the commitment of each division within the Ministry to uphold transparency, accountability, and continuous improvement through rigorous M&E practices.

The Operational Plan details the coordination and responsibilities of each division, emphasizing their unique contributions to the overarching goals of the Ministry. It aims to highlight the level and type of engagement required from each division to ensure the successful implementation of the M&E Plan, fostering a culture of evidence-based decision-making and strategic learning. The Operational Plan starts with the Monitoring and Evaluation (M&E) Unit, Electricity and Renewable Energy Division, Petroleum and Gas Division, Human Resource Management and Administration Division and Policy and Planning Division and Internal Auditor Unit as presented in Figure 1.

5.1 General Coordination and Responsibility

5.1.1 Monitoring and Evaluation (M&E) Unit

The Ministry M&E Unit is led by the M&E Director, who is primarily responsible for directing and managing all M&E activities. The unit also comprises M&E Officers. These officers are tasked with a range of responsibilities within the department, contributing to the effective monitoring and evaluation of various programmes and projects aligned with the Ministry strategic goals. Their roles are crucial in ensuring systematic progress tracking against the set objectives, enabling the Ministry to make informed decisions, and optimizing resource allocation. These officers also assist in developing and implementing M&E tools and methodologies, which are integral to understanding the impacts of the Ministry initiatives and refining future strategies. Their expertise supports the Ministry's capacity to assess the effectiveness and efficiency of its programmes, thereby enhancing accountability and facilitating continuous improvement.

The M&E Unit within the MoE has been structured to effectively monitor and evaluate the Ministry's plans, programmes, and National Key Result Areas (NKRAs). The review of the Organization Structure on the MoE outlines the responsibilities of the M&E Unit and the expected engagement from individual partners to contribute to the outcomes of monitoring and evaluation efforts.

The Objective of the Monitoring and Evaluation Unit

The primary objective of the M&E Unit is to monitor and evaluate the implementation of the Ministry's plans, programmes, and the National Key Result Areas (NKRAs), ensuring that the strategic goals are met efficiently and effectively.

Functions and Responsibilities

The M&E Unit is tasked with a wide range of responsibilities, which include:

- Providing inputs in the preparation of plans and programme activities within the Ministry.
- Monitoring and evaluating the implementation of the Annual Plans and Medium-Term Strategic Plan for the Ministry.
- Monitoring and evaluating the Ministry's National Key Result Areas (NKRA).
- Providing linkage between the Ministry of Finance and Planning on monitoring and evaluation activities.
- Preparing periodic implementation and performance reports on NKRAs under the Ministry.
- Facilitating the monitoring and evaluation of the Ministry's programmes and projects by developing appropriate reporting instruments and templates based on Key Performance Indicators (KPIs).
- Conducting Rapid Appraisal Assessments/Evaluations of the Ministry's plans for informed decision-making on programme/project improvement and progress towards the goals of the Ministry.
- Undertaking impact assessments on the Ministry's achievements against the pre-set KPIs.
- Strengthening the Ministry's internal capacity on M&E through relevant training and sensitization.
- Developing an M&E System for the Ministry, including developing and implementing an M&E Framework.

- Monitoring and evaluating the implementation of internal and external evaluation recommendations.
- Preparing periodic (weekly, monthly, quarterly, mid-year, and annual) performance reports for the Ministry.
- Coordinating mid-year and annual performance reviews of the Ministry.
- Providing linkage between the Ministry and the Office of the Treasury Registrar in performance monitoring of institutions falling under the Ministry.
- Engagement and Contributions of Partners

5.1.2 Commissioners of Petroleum Gas, Electricity and Renewable Energy

- **Developing and Implementing Policies and Programmes:** This division is tasked with developing policies, plans, and programmes related to electricity and renewable energy. Its role in M&E involves ensuring these policies and programmes are aligned with the strategic goals of the MoE and assessing their effectiveness in achieving the set targets.
- **Promoting Efficiency and Sustainable Use:** The division monitors and evaluates the sustainability and efficiency of energy resources, contributing to the country's sustainable development goals.
- **Facilitating Investment and Private Sector Participation:** The division evaluates the impact of regulatory and policy frameworks on attracting investments and fostering private sector participation in the electricity and renewable energy sectors.

5.1.3 Petroleum and Gas Division

- **Policy Development and Implementation Monitoring:** This division focuses on developing policies for the petroleum and natural gas sectors. It monitors their implementation to ensure they meet the MoE strategic objectives and contribute to national economic growth.
- **Sustainable Resource Exploitation:** The division evaluates the exploitation and development of petroleum and natural gas resources, ensuring that activities are conducted in an environmentally sustainable and efficient manner.
- **Facilitating Investment and Private Sector Participation.** The Division evaluates the impact of regulatory and policy frameworks on attracting investments and fostering private sector participation in the petroleum sector.

- **Infrastructure Development and Security of Supply:** The division monitors and evaluates infrastructure development projects and initiatives to secure the supply of petroleum products, assessing their effectiveness and efficiency.

5.1.4 Human Resources Management and Administration Division

- **Supporting M&E Activities:** This division plays a supporting role in the M&E process by effectively managing the human resource required to implement M&E activities across the MoE. This includes capacity building, training, and development of staff involved in the M&E tasks.
- **Administrative Support for M&E:** The division provides the necessary administrative support to facilitate the smooth execution of M&E activities, ensuring that logistical, financial, and operational needs are met.

5.1.5 Policy and Planning Division

- **Strategic Planning and Budgeting:** This division is central to the M&E process and is involved in coordinating the MoE Strategic Plan and budget preparation. It ensures that M&E is integrated into strategic planning and that resources are allocated for M&E activities.
- **Research and Innovation for M&E:** The division undertakes research and innovation activities that support the M&E process, including developing new methodologies for monitoring and evaluation, conducting sectoral analyses, and evaluating the impact of policy interventions.

5.1.6 Internal Auditor Unit

The Internal Auditor Unit plays a pivotal role in the M&E Plan within the MoE. Their responsibilities are multifaceted and essential for maintaining transparency, accountability, and efficiency in the execution of the Ministry's strategic initiatives.

- **Quarterly Audit Reports:** The Internal Auditor Unit is tasked with preparing and submitting comprehensive internal audit reports to the Audit Committee quarterly. These reports are a critical component of the Ministry’s internal reporting plan and serve several key purposes.
    1. **Monitoring and Evaluation:** The quarterly reports enable the ongoing monitoring and evaluation of various projects and initiatives under the Ministry's purview. By regularly reviewing project progress and financial management

practices, the Internal Auditor Unit helps ensure that projects are on track and aligned with the Ministry's strategic goals.

2. **Adherence to Internal Controls:** The internal audit reports assess whether internal controls are being followed properly. This includes reviewing financial transactions, project management practices, and adherence to the established procedures. Ensuring robust internal controls helps mitigate risks and prevents misuse or mismanagement of resources.
3. **Compliance with Regulations:** The reports evaluate compliance with relevant laws, regulations, and guidelines. This compliance check is crucial for maintaining the integrity of the Ministry's operations and avoiding legal or regulatory issues.
4. **Efficiency and Effectiveness:** The Internal Auditor Unit assesses the overall efficiency and effectiveness of project implementation. This involves examining whether resources are being used optimally and if project objectives are being met within the set timelines and budgets.

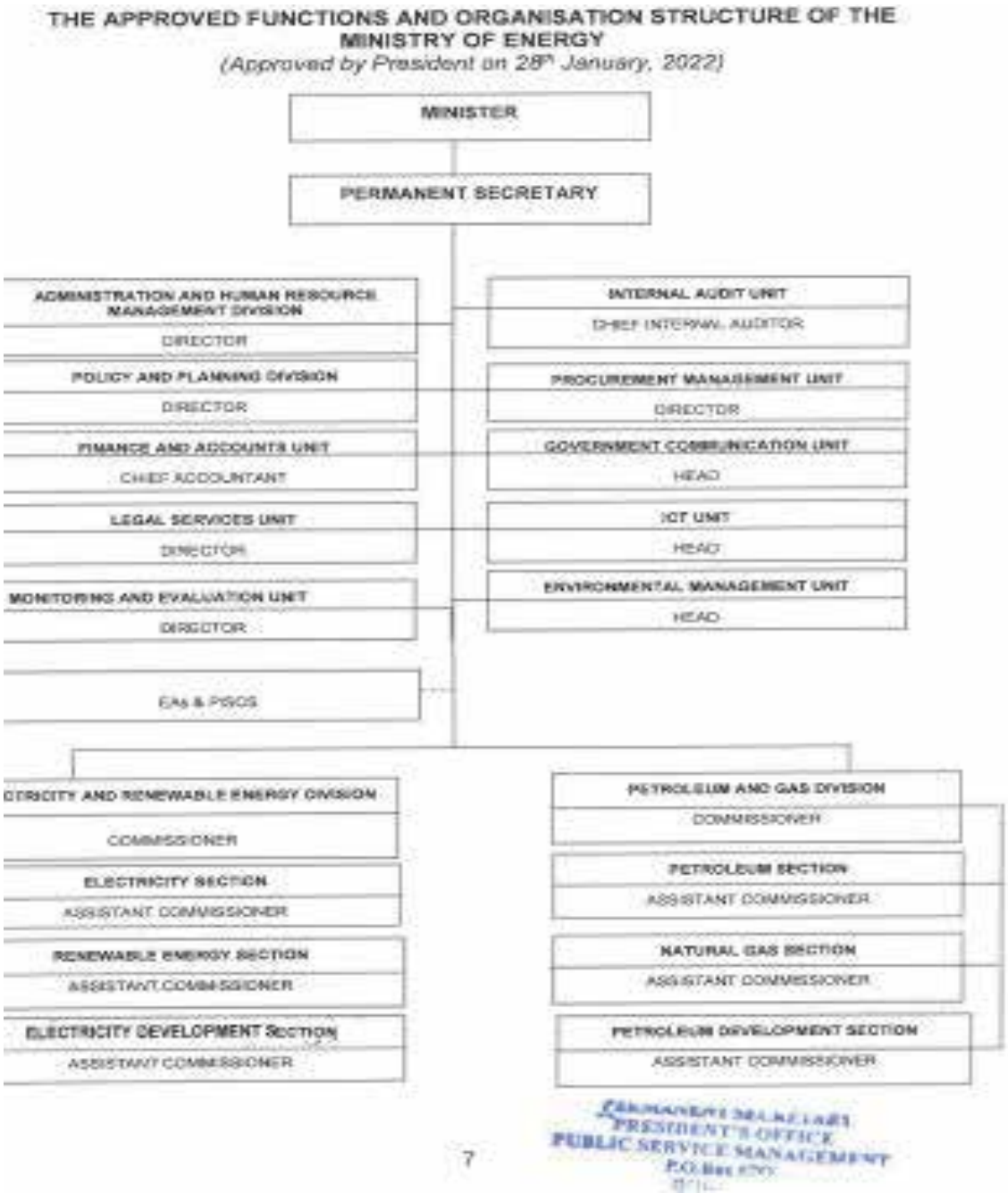
- **Independent and Objective Evaluations:** By providing independent and objective evaluations, the Internal Auditor Unit plays a vital role in the governance structure of the Ministry. Their evaluations help to:
    1. **Identify Potential Risks:** Through thorough audits, the Unit identifies potential risks that could impede project success. This proactive risk identification allows for timely intervention and the implementation of risk mitigation strategies.
    2. **Recommend Corrective Actions:** When issues or inefficiencies are identified, the Internal Auditor Unit recommends corrective actions. These recommendations are aimed at improving processes, enhancing efficiency, and ensuring better compliance and control.
    3. **Support Strategic Objectives:** Ultimately, the work of the Internal Auditor Unit is to support the achievement of the Ministry's strategic objectives. By ensuring that projects are implemented efficiently and effectively, and that resources are used appropriately, the Unit helps the Ministry to achieve its broader goals.
- **Enhanced Governance and Risk Management:** The activities of the Internal Auditor Unit is to enhance the overall governance and risk management within the Ministry. Their audits provide insights into the strengths and weaknesses of current practices, offering the basis for continuous improvement. Transparency and

accountability ensures that the Ministry operates in an environment of trust and integrity.

- **Value for Money:** A key aspect of the Internal Auditor Unit's role is to ensure value for money in all projects and initiatives. This means that public funds are utilized in a way that maximizes benefits and minimizes waste. Regular audits and evaluations help in achieving this goal by identifying areas where efficiencies can be improved.

Each division's role in implementing the M&E Plan is crucial for ensuring that the MoE activities and programmes are effectively monitored and evaluated, leading to informed decision-making and strategic adjustments to meet the country's energy needs efficiently and sustainably.

Figure 1: Organization Structure of MoE



Source 2: MoE

5.2 Data Flow and Feedback Mechanisms

The Data Flow Diagram (DFD) as presented in Figure 1, represents a structured flow of information between various entities within the M&E Department of the energy sector in Tanzania. This section explains the functions of DFD and the roles of different stakeholders.

1. **Commissioners of Petroleum and Gas, and Electricity**
   - **Role:** These Commissioners oversee all petroleum, gas, and electricity operations within the country. They are pivotal in ensuring regulatory compliance and strategic direction in their respective domains.
   - **Data Flow:** Ensuring that information flows from these Commissioners to other entities such as regulatory authorities and companies within the sector, and that policies and regulations are implemented effectively.

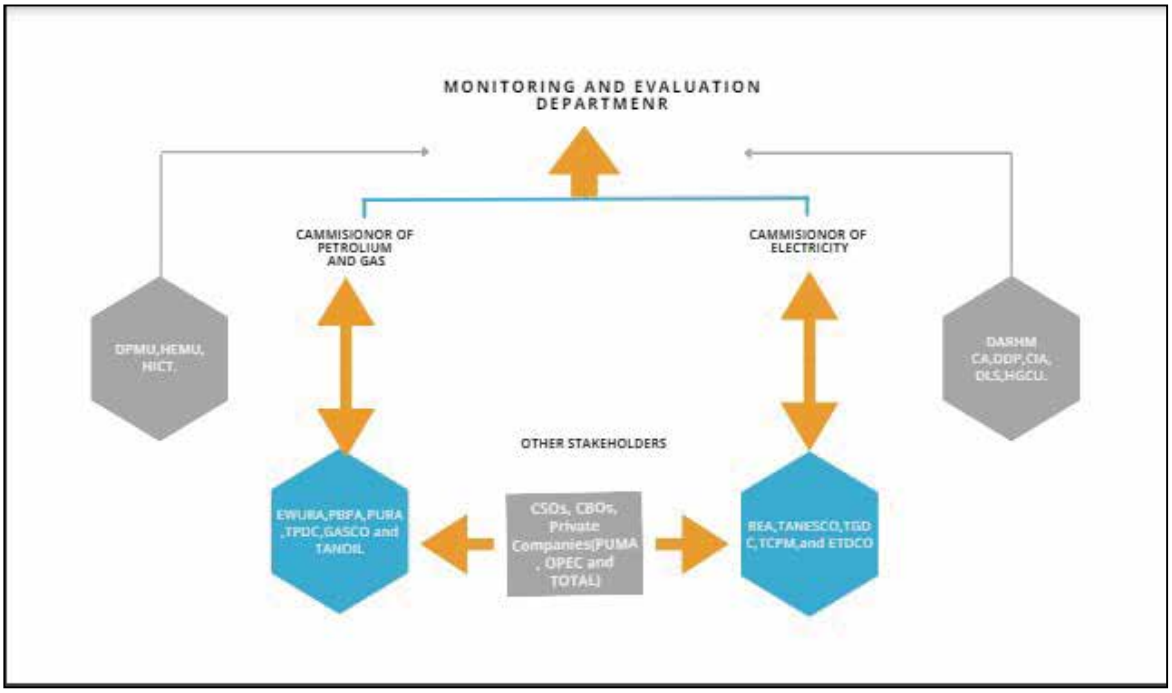
2. **Regulatory Authorities**
   - **Entities:** EWURA (Energy and Water Utilities Regulatory Authority) and PURA (Petroleum Upstream Regulatory Authority).
   - **Role:** These authorities regulate the standards and practices within the energy sector, including safety, tariffs, and operational guidelines. They ensure that the sector operates efficiently, safely, and within the legal framework set by the Government.
   - **Data Flow:** They receive Commissioners' guidelines and regulations and enforce them across operational bodies such as TPDC and GASCO.

3. **Operational Companies**
   - **Entities:** TPDC (Tanzania Petroleum Development Corporation), GASCO (Gas Supply Company), TANOI (Tanzania National Oil Company).
   - **Role**: These companies handle daily operations in the petroleum and gas sectors. This includes everything from exploration, extraction, distribution, to sales.
   - **Data Flow:** They report operational data to the regulatory bodies and receive directives that influence their operational strategies.

4. **Energy Companies and Agencies**
   - **Entities:** TANESCO (Tanzania Electric Supply Company), REA (Rural Energy Agency), TGDC (Tanzania Geothermal Development Company), ETDCO (Electricity Transmission and Distribution Company).
   - **Role:** These are primarily focused on producing, distributing, and managing electricity and renewable energy sources across different regions.
   - **Data Flow:** They interact with both the Commissioners and regulatory bodies to ensure that the energy distribution is consistent with national goals and complies with regulatory standards.

Information/report and feedback mechanism for this M&E Plan have been described in Figure 2. Information flow and feedback mechanisms are shown in the same diagrams.

Figure 2: Data Flow Diagram



Source 3: MoE Monitoring and Evaluation Unit

5.3 Program Information/Report and Feedback Mechanisms

5.3.1 Documentation

Any feedback given, whether on completeness, accuracy, timeliness, or consistency should be filed. In addition, any suggestions made to guide the resolution of the observed gaps in the report should be documented and filed. Data that are already submitted should only be changed when there is enough documentation of the reasons for the change and the updates transmitted to all levels at the same time. This documentation should be appropriately filed.

5.3.2 Information Products, Timeline, and Target Audience

The information products that will be developed include the following:

- **Quarterly Performance Report(Annex 9)**

  This Quarterly Performance Report is designed to provide a structured framework for reporting quarterly performance of various departments within the Ministry. The report aims at capturing key achievements, challenges, detailed activity descriptions, performance against key performance indicators (KPIs), and financial summaries. By utilizing this tool, departments can systematically track their progress, evaluate

performance, and make informed decisions to enhance their operations.

The primary objective of the Quarterly Performance Report (Tool No 10) is to provide a structured framework for systematic monitoring, comprehensive reporting, and quarterly evaluation of departmental performance within the Ministry of Energy. This tool facilitates performance assessment against key indicators, financial oversight, issue identification, and forward planning, thereby enhancing transparency, accountability, and continuous improvement in the Ministry's operations.

- **Mid-Year Performance Report (Annex 10)**

  This Mid-Year Performance Report is designed to provide a structured framework for reporting the performance of various departments within the Ministry and its institutions at the midpoint of the year. It aims at capturing key achievements, major challenges, detailed activity descriptions, performance against key performance indicators (KPIs), and financial summaries for the first half of the year. By utilizing this tool, departments can systematically track their progress, evaluate performance, and make informed decisions to enhance their operations for the remainder of the year.

  The primary objective of the Mid-Year Performance Report is to provide a structured framework for systematic monitoring, comprehensive reporting, and evaluation of departmental performance at the midpoint of the year within the MoE. This tool facilitates performance assessment against key indicators, financial oversight, issue identification, and forward planning, thereby enhancing transparency, accountability, and continuous improvement in the Ministry's operations.

- **Ad hoc reports**

In addition to specific information products listed above, some stakeholders/partners might have specific information needs at some stage; the use of the existing information products, ad hoc ones, assist if any specific and ad hoc information needs are not covered in the above information products.

Table 4: Information products to be submitted

NO.	Information Products	Timeline	Target Audience
1.	Quarterly Reports	Quarterly	Ministry of Finance, MoE Permanent Secretary
2.	Annual Reports	Annual	Prime Minister Office (PMO)
3.	Reports on Operations Research	Annual	To be Determined
4.	Reports on the pilot studies	Annual	To be Determined

5.4 Data Analysis and Use

5.4.1 Data Analysis

The Ministry will utilize paper-based and electronic databases to collect, analyse, and store information on the selected routine indicators. The database will include decision support tools such as dashboards and graphs to show, for example, aggregated data from the database and activity results by location. It will also allow comparisons between the KPI and targets. Also, the system will allow customization of information and exporting of data for further analysis.

CHAPTER SIX: EVALUATION PLAN

6.1 Introduction

The Evaluation Component of the M&E Plan is a vital element that defines the methodologies, processes, and frameworks used to evaluate the effectiveness, efficiency, relevance, impact, and sustainability of interventions and activities within the MoE Strategic Plan for 2021/22 - 2025/26. This component ensures that the strategic plan objectives and targets are met efficiently and effectively, aligning with the Ministry overall vision and mission. This chapter, which is divided into four sections, begins with Section 6.2 that provides a summary of the Evaluation Strategy. Section 6.3 elaborates on the Specific Evaluation Plans, and Section 6.4 addresses the Evaluation Risk and Mitigation Strategy.

6.2 Summary of Evaluation Strategy

While good monitoring is necessary for planning and management, it is insufficient to assess the ultimate results. Therefore, the Strategic Plan will use different evaluations as complementary tools to better understand the effectiveness of the project/programme and the overall Strategic Plan. This glossary defines evaluation as the objective, systematic assessment of the plan design, implementation, and results.

The Strategic Plan is committed to making the evaluations as rigorous as warranted to understand the causal impacts of the plan on the expected outcomes and to assess cost-effectiveness. Evaluation is an essential component of the Strategic Plan; this approach incorporates specific methodologies that can guide the evaluation of the implemented plan and the interventions of the funded projects. The evaluation component of the M&E plan aims at:

a. Analysing retrospectively (summative evaluation), the results achieved in light of the expected effects and whether these results are due to the interventions.

b. Ensure the Strategic Plan is implemented effectively and achieves its intended outcomes.

c. Assess the performance and the impact of the Strategic Plan's initiatives and projects.

d. Provide evidence-based insights to inform decision-making and strategic adjustments.

e. Identify lessons learned and best practices for continuous improvement.

f. Enhance accountability and transparency in the management and execution of the Strategic Plan.

The evaluation strategy will be based on scientific models with the advantages of neutrality, accuracy, objectivity, and validity of information. The evaluation should also consider the plan's cost-effectiveness and analyse the differences in the project impact disaggregated by gender, age, and income. Each evaluation will be based on statistical methods, particularly the proper design based on the specific evaluation.

The Respective Roles of MoE in Evaluations

The MoE will fund evaluations from their respective budgets; the MoE will fund all types of evaluation listed. The roles of the various evaluations are different and are intended to be complementary. The primary difference is the source of funds and the respective scopes.

This evaluation component will contain four types of evaluation activities: (i) Independent Evaluations (ii) Performance Evaluations, (iii) Self-Evaluation, and (iv) Special Studies, each of which is further described below. The results of all evaluations will be made publicly available to all stakeholders.

6.2.1 Independent Evaluations

The M&E plan emphasizes the need for a comprehensive, independent evaluation. The next section on Specific Evaluation Plans describes the purpose of each evaluation, methodology, timeline, and the process for collecting and analysing data for each evaluation. All independent evaluations must be designed and implemented by independent, third-party evaluators that the MoE hires.

For each independent evaluation, the MoE is expected to review and provide feedback to independent evaluators on the evaluation activities reports to ensure that the proposed evaluation activities are feasible and that the final evaluation products are technically and factually accurate.

6.2.2 Performance Evaluations

Performance Evaluations within the MoE M&E plan are designed to support two key objectives, both of which are derived from the Ministry core principles of accountability and learning:

- **Accountability:** By evaluating the performance of various initiatives and interventions, the Ministry aims to hold itself accountable for successfully implementing its Strategic Plan. This involves assessing whether the initiatives have

met their intended outcomes and objectives, and ensuring that resources are used effectively and efficiently to achieve the Ministry goals.

- **Learning:** Performance Evaluations also serve as a critical tool for learning by identifying what works well and what does not. Through these evaluations, the Ministry seeks to understand the effectiveness of different strategies and interventions, gather insights on best practices, and pinpoint areas where improvements can be made. This learning process enables the Ministry to make informed adjustments to its strategies and interventions, thus enhancing its overall performance and effectiveness in achieving its strategic objectives.

At the minimum, the MoE interventions should have an independent performance evaluation for accountability reasons.

6.2.3 Self-Evaluation

The Self-Evaluation component in the MoE M&E plan is designed with flexibility and adaptability in mind, allowing for internal assessments and the potential engagement of external expertise to enhance the evaluation process. This approach is structured around two key activities, Midterm Evaluation (Optional External Consultation) and the Annual End of Year Reporting, each of these is explained hereunder.

- **Midterm Evaluation (Optional External Consultation)**

The MoE can engage an external consultant for a midterm evaluation. This evaluation is intended to assess the performance against the M&E Plan at the midpoint of the plan's implementation. The decision to employ an external consultant is based on whether such an action is desirable and useful for the Ministry. This reflects an openness to incorporating external expertise to gain an objective assessment of progress and challenges faced during the implementation of the Strategic Plan.

- **Annual End of Year Reporting**

Upon completing each financial year, the Ministry commits to producing an end-of-year report. This report is a comprehensive document to reflect on the implementation experiences, lessons learned, and the overall progress towards achieving the outlined objectives and targets.

The end-of-year report is crucial in documenting the achievements and challenges encountered over the financial year, offering a reflective account that informs future planning and adjustments.

This structured approach to self-evaluation, which combines internal reflection with the potential for external expertise, underscores the Ministry commitment to a continuous improvement, accountability, and learning. It ensures that the implementation of the Strategic Plan is not only monitored internally but also is subjected to external scrutiny if deemed beneficial. This dual mechanism supports the Ministry core principles of accountability and learning by facilitating a thorough understanding of progress, identifying areas for improvement, and fostering an environment conducive to informed decision-making and strategic adjustments.

6.2.4 Special Studies

Special Studies within the context of the MoE M&E plan aim to address specific, targeted evaluations or research beyond regular M&E activities. These studies are intended to provide in-depth insights into the effectiveness, efficiency, and the impact of the Strategic Plan, specific activities, or the project as a whole. The intent behind these Special Studies is explained hereunder.

- **Ad-hoc Evaluations:** The MoE can initiate special studies or ad hoc evaluations of the plan, activities, or the entire project. This could be to address specific questions or concerns, or evaluate the impact of particular interventions not covered under the regular monitoring and evaluation processes.
- **Midterm Evaluation:** If deemed desirable and valuable by the MoE, an External Consultant may be contracted to undertake a midterm evaluation. This evaluation aims at assessing performance against the MoE M&E plan midway through the plan implementation period. Such an evaluation can provide valuable interim feedback, which can be used to make some adjustments and improvements to ensure the plan's objectives are met effectively.
- **Annual Reporting:** At the end of each financial year, the MoE commits to producing an end-of-year report. This report is designed to document and reflect on the implementation of the Strategic Plan over the year and to capture lessons learned. This serves as a continuous learning and improvement tool, allowing the Ministry to adapt and refine its strategies and activities based on the insights gained.

6.3 Specific Evaluation Plans

Specific Evaluation Plans within the M&E Plan of the MoE Strategic Plan underscore evaluation as a pivotal component, serving as a learning tool and a means of accountability. Evaluations are structured to assess the achievement of specific objectives of interventions, guided by the following principles.

- **Clear alignment with the MoE Strategic Goals:** Evaluations are designed to measure progress and success of interventions in achieving the strategic goals set by the MoE.
- **Focus on Learning and Improvement:** These evaluations aim at generating insights and learnings that can inform future planning and decision-making, ensuring that the MoE can adapt and refine its strategies for better outcomes.
- **Accountability:** By assessing the performance against the predefined objectives, these evaluations ensure that the MoE remains accountable for delivering on its mandate and utilizing resources effectively.
- **Informed Decision-making:** The findings from these evaluations are used to make informed decisions about programme adjustments, resource allocation, and strategic direction, ensuring that the MoE interventions are effective and aligned with broader strategic objectives.

This dual focus on accountability and learning reflects the MoE commitment to achieving its strategic objectives and continually improving its processes, strategies, and interventions based on evidence and insights gained through systematic evaluation.

6.4 Evaluation Risk and Mitigation Strategy

Risk Management has become integral to good corporate governance for both private and public sector organizations. The Government has developed Guidelines for Developing and Implementing Institutional Risk Management Frameworks in the public sector organizations to manage risks in the Public Sector. Therefore, the Consultant has identified Evaluation Risks and Mitigation Strategies, which need to be considered while implementing the Strategic Plan as presented in Table 5.

Table 5: Evaluation Risk and Mitigation Strategy

Evaluation Risk	Mitigation Strategy
1. Limited ability to attribute impact in the absence of controls and due to interaction effects of multiple interventions and activities outside the Strategic Plan.	○ Identify all projects to be implemented in the areas of intervention including their effects during the Strategic Plan implementation period. ○ **Engagement with Stakeholders:** Regular consultation and coordination with all stakeholders involved in or affected by the Strategic Plan. This will help understand and document external interventions that could influence the plan's outcomes. ○ **Incorporation of Counterfactual Approaches:** Where possible, incorporate counterfactual approaches in evaluation studies to better isolate the impact of the Strategic Plan from other external interventions. This could involve comparisons with control groups or areas not affected by the Strategic Plan's interventions. ○ **Flexibility in Plan Implementation:** Maintaining flexibility in implementing the Strategic Plan to allow for adjustments based on the ongoing assessments of external interventions impacts. This includes preparing to realign strategies and objectives in response to unforeseen external influences. ○ **Documentation and Reporting:** Diligently documenting all findings, adjustments, and lessons learned throughout the implementation of the Strategic Plan. Regular reporting to stakeholders will ensure transparency and facilitate collective learning.
2. Implementation schedule. The majority of outcomes may be realized at post- Strategic Plan.	**1. Clear Prioritization and Phasing of Projects** ○ **Prioritization:** Categorize projects and initiatives based on their urgency, impact, and alignment with strategic objectives. ○ **Phasing**: Develop a phased implementation plan that outlines short-term, medium-term, and long-term goals.

Evaluation Risk	Mitigation Strategy
	This will ensure that critical milestones are achieved within the Strategic Plan period, while longer-term projects are systematically addressed at the Post-Strategic Plan. **2. Continuous Monitoring and Evaluation** o **Monitoring Framework**: Establish a robust monitoring and evaluation framework to track progress, identify delays, and implement corrective actions promptly. o **Regular Reviews**: Conduct quarterly and annual reviews to assess the progress of the ongoing projects and make necessary adjustments to stay on track with the implementation schedule. **3. Resource Allocation and Management** o **Resource Planning**: Ensure that resources (financial, human, and material) are adequately allocated and managed to support the timely implementation of the projects. o **Contingency Planning**: Develop contingency plans and allocate buffer resources to address unforeseen delays or challenges.

CHAPTER SEVEN: DISSEMINATION PLAN

7.1 Introduction

This chapter provides a comprehensive overview of the strategies and timelines for sharing M&E information products to support decision-making and learning. It includes Section 7.2, which outlines the Dissemination Plan detailing the various M&E information products and their intended audiences. Section 7.3 presents the Communication Plan, emphasizing the importance of transparency and accountability by describing how M&E products will be communicated to stakeholders, administrative authorities, the press, and the public. Section 7.4 introduces the M&E Calendar, offering a structured timeline for key M&E activities throughout the year to ensure systematic planning, execution, and review for effective project management and decision-making.

7.2 Dissemination Plan

This section outlines the M&E information products that will be developed and the dissemination that will be undertaken to inform decision-making and learning. A wide range of information products will be produced at different points to meet the information needs of various stakeholders. Disseminating the results of the M&E Plan is structured around the following products:

a. **Annual and Long-Term Work Plans:** these are the drivers of the M&E Plan and the tools that will facilitate their annual reviews;
b. **Quarterly Performance Reports:** these will be developed by MoE Staff and Key Energy Sector Players and sent to the MoE Management and the Ministry of Finance, which will review and sent the reports to the Board of Directors.
c. **Indicator Tracking Tables (ITT):** will present the level of periodic and cumulative achievement of performance indicators of the Strategic Plan.
d. **Annual Performance Report:** presents annual results and will be developed based on the annual reports of different thematic areas.
e. **Special Reports:** These are updates developed upon request, survey reports, specific studies and midterm and final reports.

7.3 Communication Plan

The MoE will implement a communication strategy in which monitoring and evaluation will be vital. In accordance with the M&E procedures and the principles of transparency and accountability, M&E products will be provided to all stakeholders who are involved in

implementing the Strategic Plan, the administrative authorities of the intervention areas, the press, and the public in the proper format for each case: distribution of documents and reports will be published on the agreed website and conferences.

It is proposed that the MoE organizes a one-day symposium to present results to the press and to the public at the end of each year. Also, the quarterly and annual reports and the ITT will be posted after their approval by the MoE Management and the Ministry of Finance.

Semi-annual stakeholder workshops will also be organized to disseminate progress results and conduct participative self-assessments.

7.4 Monitoring and Evaluation Calendar

The M&E Calendar is designed to provide a structured timeline for key M&E activities throughout the year. This schedule ensures that all M&E tasks are systematically planned, executed, and reviewed to support effective project management and decision-making.

The calendar as presented in Annex 11 begins with the preparation of the annual M&E activity schedule in January, followed by an indicator reviewretreat in February. From March to December, the focus is on data collection, analysis, and preparation of progress reports. In November and December, annual progress reports (APR)are prepared, internally reviewed, printed, and disseminated to stakeholders. Early in the following year, workshops and engagements are organized to discuss the APR with stakeholders. Every two years, participatory performance evaluations are conducted, involving stakeholder training and evaluations. At the end of the four-year plan period, a terminal evaluation assesses overall outcomes and impacts, ensuring continuous improvement and informed decision-making.

CHAPTER EIGHT: LEARNING AND ADAPTIVE MANAGEMENT PLAN

8.1 Introduction

This chapter outlines the Learning and Adaptive Management approach, emphasizing the vital role of participatory learning and adaptive management in implementing the Strategic Plan. Section 8.2 focuses on the importance of collaborative methods in designing, implementing, learning from, and adapting activities, ensuring that diverse stakeholders involved in various themes stay engaged and committed.

8.2 Learning and Adaptive Management

Participatory learning and adaptive management are at the heart of the Strategic Plan implementation strategy. The Strategic Plan will emphasize participatory approaches to activity design, implementation, learning, and adaptation, which is crucial as the Strategic Plan involves multiple stakeholders working on different themes.

Without collaborative and participatory approaches, at best, the activities will suffer from a lack of ownership. At worst, the Strategic Plan could fail in its mandate not to harm, stoking rather than resolving conflicts. As such, the Strategic Plan's first-year activities will involve a baseline survey for all indicators, emphasizing a participatory approach. In this way, learning and adaption will be incorporated from the very beginning of the implementation of the strategic plan.

The Strategic Plan will take full advantage of the annual work planning process to make necessary adjustments. Throughout the year, learning will take place in a number of ways: weekly staff meetings, weekly reports (both from the field and from those submitted to the Board of Directors), bi-annual staff retreats, and annual pause-and-reflect sessions. This will then directly influence the following year’s work plan and the key lessons to be highlighted in the annual progress report. In this respect, the Strategic Plan will continue a participatory approach to capture perspectives and information, creating spaces for discussion and dialogue and adapting the project’s activities accordingly.

CHAPTER NINE: CAPACITY AND NEED FOR MONITORING AND EVALUATION PLAN IMPLEMENTATION

9.1 Introduction

This chapter provides an in-depth examination of the M&E Plan, including its review process, gap analysis, and costing. Section 9.2 outlines the plan for reviewing the M&E Plan, detailing the annual assessment schedule and special review circumstances to ensure the plan meets stakeholders' information needs and supports effective decision-making. Section 9.3 identifies gaps and provides recommendations for improving the implementation of the M&E Plan, addressing issues such as data quality assurance, training, capacity building, and resource allocation. Section 9.4 focuses on estimating the cost of the M&E Plan, considering personnel, data collection, data management, reporting, operational costs, capacity building, and contingency expenses. This chapter aims to enhance the effectiveness and efficiency of the M&E Plan, ensuring comprehensive coverage of all necessary components and activities.

9.2 Plan for Reviewing the Monitoring and Evaluation Plan

This M&E Plan will be revised and adjusted to meet stakeholders' varying information requirements, thereby enhancing decision-making support. The M&E Department of the MoE will schedule an annual assessment of M&E practices and management in the first quarter of each fiscal year. Additionally, the M&E plan may undergo special reviews under certain circumstances:

- Adding an indicator
- Deleting an indicator
- Changing a baseline value
- Changing targets
- Changing the collection method of calculation of an indicator
- Effecting changes in sources and means of verification.

This review must:

- Improve procedures for collecting, storing, processing, analysing, and disseminating information on activities and ensure that all changes are properly reflected at the monitoring and evaluation levels.
- Show whether the logical causal links occur;

- Verify whether the definitions of the indicators are accurate, current, and timely;
- Verify whether the M & E indicators accurately reflect the performance of the plan;
- Update the indicator targets; and
- Add indicators, if necessary, to measure results.

In particular, this review will determine whether the sequence of outcomes as described by the tables of indicators monitoring meets the schedule of activities implementation and if the definitions of the indicators are appropriate and unambiguous.

The review will also assess performance at the four basic elements of the M&E Plan:

- Data and information relating to the activities;
- The implementing partners (those who produce and/or use the information);
- The procedures that help identify the relationships between actors and data;
- Tools developed for the analysis, evaluation, and dissemination of data.
- Identification of indicators of progress or milestones to be reported over the year will also happen during this review based on annual work plans.

In case the annual review identifies changes in the M&E Plan, then a revised Plan will accurately document the changes and their justifications, and the changes will be submitted to the MoE M&E Department for validation and approval.

9.3 Gap Analysis and Recommendation in the Implementation of the Monitoring and Evaluation Plan

Successful execution of this M&E plan demands both human and material resources. The M&E Department of the MoE and implementing partners play significant roles in filling the identified gaps. Nevertheless, there are still opportunities of enhancing M&E capabilities at multiple levels. The following M&E gaps were identified in capacity assessments carried out by the M&E Department of the MoE.

1. **Inadequate Data Quality Assurance**

Issue: Limited mechanisms for ensuring the data accuracy, completeness, and reliability.

Impact: Poor data quality can significantly undermine the integrity of the M&E findings. When data are inaccurate, incomplete, or unreliable, the conclusions drawn from such data would be flawed. This compromises decision-making processes,

leading to ineffective policies and strategies, misallocation of resources, and the inability to measure progress and outcomes accurately. In the context of the MoE, this can result in misguided efforts, inefficiencies, and a failure to achieve strategic goals.

Recommendation: Establish a Robust Data Quality Management Framework

- **Develop Standard Operating Procedures (SOPs):** Create detailed SOPs for data collection, entry, processing, and reporting. These procedures should outline the steps required to ensure data accuracy, completeness, and reliability at each stage.
- **Train Data Collectors and Managers:** Conduct regular training sessions for all data collection and management personnel. Training should focus on data quality standards, appropriacy of data collection techniques, and the importance of accurate data reporting.
- **Implement Data Quality Audits:** Schedule regular audits to review data quality. These audits should check for data consistency, accuracy, and completeness. Any discrepancies found should be addressed immediately with corrective actions.

2. Issue: Insufficient Training and Capacity Building

Issue: Lack of ongoing training and capacity-building initiatives for M&E staff.

Impact: The absence of continuous training and capacity-building initiatives leads to deficiencies in skills and knowledge among Monitoring and Evaluation (M&E) staff. This shortfall adversely affects the effectiveness of M&E activities, as staff may not be equipped with the latest methodologies, tools, and best practices. Consequently, this can result in poor data collection, analysis, and reporting, undermining the overall quality and reliability of M&E outputs. Inadequate skills can also hinder staff's ability to adapt to new challenges or changes in the project scope, reducing the agility and responsiveness of M&E processes.

Recommendation: Invest in Training and Capacity Building

- **Develop a Comprehensive Training Program**
  - **Initial Training:** Implement a thorough onboarding program for new M&E staff, covering the fundamentals of M&E, the specific processes and tools used by the MoE, and the strategic objectives of the projects they will monitor.

- **Continuous Learning:** Establish an ongoing training program with regular workshops, seminars, and online courses. These should cover advanced M&E techniques, data analysis tools, software usage, and sector-specific developments.

- **Create a Capacity-Building Framework**
  - **Needs Assessment:** Conduct regular assessments to identify the training needs of M&E staff. This can be done through surveys, performance reviews, and supervisor feedback.
  - **Tailored Training Modules:** Develop training modules tailored to the identified needs, ensuring that staff at all levels—from data collectors to senior analysts—receive relevant and impactful training.

- **Implement Mentorship and Coaching**
  - **Mentorship Programs:** Pair less experienced staff with seasoned M&E professionals who can provide guidance, share best practices, and offer support in navigating complex M&E tasks.
  - **Coaching Sessions:** Organize regular coaching sessions where staff can discuss challenges, seek advice, and learn from real-world examples and case studies.

- **Utilize E-Learning Platforms**
  - **Online Courses:** Leverage e-learning platforms to provide flexible, accessible training options. This allows staff to learn independently and revisit materials as needed.
  - **Webinars and Virtual Workshops:** Host webinars and virtual workshops featuring experts in M&E and related fields. These sessions can offer insights into emerging trends and innovative practices.

- **Encourage Participation in Professional Development**
  - **Conferences and Seminars:** Support staff participation in industry conferences, seminars, and workshops. These events provide networking opportunities, learning from peers, and staying updated on the latest developments in M&E.

- **Establish a Knowledge Sharing Platform**
  - **Internal Knowledge Base:** Create an internal knowledge base or repository where staff can access training materials, best practices, templates, and tools.

- **Peer Learning Groups:** Form peer learning groups that meet regularly to discuss topics of interest, share experiences, and collaboratively solve problems.

- **Monitor and Evaluate Training Effectiveness**
  - **Training Impact Assessment:** Implement mechanisms to evaluate the effectiveness of training programs. This could include pre-training and post-training assessments, feedback surveys, and performance metrics.
  - **Continuous Improvement:** Use the results of these evaluations to continuously improve the training programs, ensuring they remain relevant and effective.

3. Fragmented Data Collection Systems

Issue: Use disparate data collection tools and systems that are not integrated.

Impact: The use of different, non-integrated data collection tools and systems results in significant inefficiencies in data management and analysis. This fragmentation can cause data processing and reporting delays, as data must often be manually consolidated from multiple sources. Additionally, the lack of integration increases the risk of data inaccuracies and inconsistencies, which can undermine the reliability of M&E findings. These challenges ultimately hinder the MoE ability to make timely and informed decisions, affecting project implementation and overall effectiveness.

Recommendation: Implement a Centralized Data Management System

- **Unified Platform:** Adopt a centralized data management system that consolidates all data collection, storage, and analysis functions into one platform. This system should be capable of integrating data from various sources and tools used across different projects.

- **Standardize Data Collection Tools and Protocols**
  - **Consistent Tools:** Standardize the data collection tools and methods used across all projects. This could involve selecting a common set of digital data collection applications and devices compatible with the centralized data management system.
  - **Uniform Protocols:** Develop standardized data collection protocols to ensure consistency in gathering, entering, and processing data. This reduces variability and enhances data reliability.

4. Limited Resource Allocation

Issue: Inadequate financial and material resources allocated to M&E activities.

Impact: The M&E Department has recently been established and faces a shortage of financial and material resources. This shortage of resources can result in incomplete assessments due to insufficient funding for essential activities such as data collection, field visits, training, and technology acquisition. As a result, there are gaps in data, limited insights into project performance, and an inability to make well-informed decisions. These incomplete assessments compromise the overall effectiveness and accountability of the M&E process, ultimately affecting the success of the projects and programs.

Recommendation; Allocate Sufficient Resources

- Secure Adequate Funding
  - **Budget Allocation:** Advocate for a dedicated M&E budget within the MoE budget. Ensure that this allocation covers all essential M&E activities, including data collection, analysis, reporting, and capacity building.
  - **Funding Proposals:** Develop detailed funding proposals highlighting the importance of M&E for project success and accountability. Present these proposals to internal decision-makers and external donors to secure additional funding.

- Optimize Resource Utilization
  - **Cost-Effective Solutions:** Identify and implement cost-effective solutions for M&E activities. This could include leveraging technology to reduce travel costs, using digital data collection tools, and conducting virtual training sessions.
  - **Resource Sharing:** Explore resource-sharing opportunities with other departments or projects within the Ministry. This could include shared use of vehicles, equipment, and personnel for M&E activities.

- Enhance Financial Management
  - **Financial Planning:** Develop a detailed financial plan for M&E activities, outlining all expected costs and ensuring that funds are allocated efficiently. Include provisions for unforeseen expenses to ensure flexibility.

- **Regular Monitoring:** Implement regular financial monitoring to track M&E expenditures against the budget. This helps identify any discrepancies early and allows for timely corrective actions.

9.4 Costing the M&E Plan

Estimating the cost of a M&E plan requires considering various essential components and activities. The first major cost category is personnel costs, which include salaries for M&E Director, M&E Officer, Data Analysts, field staff, and fees for external consultants. Additionally, expenses for training and capacity building for the M&E team and stakeholders are crucial to ensure effective implementation.

Data collection is another significant cost element, covering expenses related to designing, piloting, and conducting surveys. This includes the costs for travel, accommodation, and per diem for field staff. Investment in data collection tools such as questionnaires, tablets, and software, is also necessary to facilitate efficient data gathering.

Data management and analysis encompass costs for data entry personnel, data cleaning processes, and the procurement of data management and analysis software. The costs associated with data analysis also need to be considered, including software licenses and the personnel required to analyse the collected data.

Reporting and dissemination costs include expenses for drafting, reviewing, and finalizing M&E reports. This category also covers the costs for printing reports and other dissemination materials, as well as organizing workshops and presentations to share findings with stakeholders.

Operational costs are an essential part of the M&E budget, including expenses for office space, utilities, and other overheads. Transport and logistics costs, particularly for extensive fieldwork, must also be accounted for. Additionally, the cost of supplies and equipment necessary for M&E activities should be included.

Capacity building and stakeholder engagement costs are vital to ensure the effective involvement of all relevant parties in the M&E process. This includes expenses for conducting workshops and training sessions for stakeholders, as well as the costs for organizing regular stakeholder meetings.

Contingency costs should be included to cover any unforeseen expenses that may arise during the implementation of the M&E plan. This ensures that the M&E activities can continue smoothly without financial disruptions.

Quality assurance and control costs are important to maintain the integrity of the M&E processes and outputs. This includes expenses for external reviews or audits and the costs associated with regular monitoring visits to ensure data quality and adherence to the M&E plan.

Lastly, investment in technology and innovation can enhance the efficiency and accuracy of M&E activities. This includes the costs for implementing mobile data collection methods, as well as adopting innovative M&E tools and technologies. By considering these key components, organizations can develop comprehensive and realistic budgets for their M&E plans.

The total estimated cost of the M&E plan over five years is Tshs **xxxxxxxx** million. It is essential to revise the budget items in collaboration with and in the agreement with all stakeholders involved in preparing the M&E plan through a formal review process. It should be noted that the M&E budget does not include wages and benefits for staff, as these are covered under the M&E plan's administrative budget.

9.5 Financing Mechanisms for the Monitoring and Evaluation Plan

The M&E Plan outlined in the MoE Strategic Plan (2021/22 - 2025/26) requires robust financial support to ensure effective implementation and achievement of its objectives. Hereunder is the proposed possible financing mechanisms for the M&E Plan.

1. **Government Budget Allocation**
    - **Annual Budgeting:** The primary source of funding will be annual government budget allocations. The MoE will allocate specific funds for M&E activities within the Ministry and its Institutions budget. This ensures a stable and predictable source of financing.
    - **Mid-Year Reviews:** Additional allocations can be secured during mid-year budget reviews to address any funding gaps or to support new M&E initiatives that arise during the year.

2. **Development Partners and Donor Funding**
    - **Bilateral and Multilateral Agreements:** Engaging with international development partners and securing grants or concessional loans from multilateral institutions such as the World Bank, African Development Bank, and other bilateral donors can provide significant financial support for M&E activities.
    - **Project-Specific Funding:** Development partners may fund specific projects that include M&E components. This approach ensures dedicated funding for monitoring and evaluating these projects.

3. **Public-Private Partnerships (PPPs)**
    - **Private Sector Involvement:** Encouraging private sector participation in the M&E activities through PPPs can provide additional financial resources. Companies involved in the energy sector may invest in M&E to ensure efficiency and impact of their projects.

4. **Contributions from other Projects Being Monitored**
    - **Project Budgets:** Ensuring that all projects monitored by the Ministry include a budget line for M&E activities. This ensures that each project contributes to the overall M&E efforts, distributing the financial burden across multiple initiatives.
    - **Shared Resources:** Leveraging resources from ongoing projects, such as personnel, equipment, and data systems, to support the broader M&E framework. This can lead to cost savings and more efficient use of available resources.

5. **Capacity Building and Technical Assistance**
    - **Technical Assistance Support:** Securing in-kind support from development partners and international organizations in the form of technical assistance, training, and capacity building for M&E staff. This can reduce the financial burden on the Ministry.

CHAPTER TEN: IMPLEMENTATION OF THE MONITORING AND EVALUATION PLAN

10.1 Introduction

Section 10.1 introduces the importance of utilizing the M&E Plan effectively within the Strategic Plan framework. Section 10.2 emphasizes essence of the M&E Plan for tracking and assessing the progress of the Strategic Plan, closely aligning with its objectives and outcomes over a five-year period from 2021/22 to 2025/26.

10.2 The Use of a Monitoring and Evaluation Plan

The M&E Plan is a crucial component in tracking and assessing the progress of the Strategic Plan, aligning closely with the objectives and outcomes outlined in the Strategic Plan. This plan covers five years, from 2021/22 to 2025/26, and delineates the key indicators used to evaluate these objectives and outcomes.

The M&E Plan will undergo a biannual review and update process led by the MoE M&E Department. This iterative process is designed to incorporate new challenges and insights gained during the implementation. As part of the review, indicators, data sources, and data collection methodologies will be critically examined and revised. This ensures the M&E Plan remains relevant and effective, aligning with ground realities and evolving national and international reporting commitments. Additionally, the updates aim to reflect international best practices in monitoring and evaluation, ensuring that the approach remains innovative and globally compliant.

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CHAPTER TWELVE: ANNEXES

Annex 1: Stakeholder Analysis Matrix

Stakeholder Name	Objectives pursued or interests in relation to Strategic Plan	Impact How much does the Strategic Plan impact them? (Low, Medium, High)	Influence How much influence do they have over the Strategic Plan? (Low, Medium, High)	Power/capacity (key strengths and weaknesses) in relation to the Strategic Plan**?**	**Potential Impact of not Meeting Expectations of Strategic Plan**	**Strategy for engaging the stakeholder**
Government AGENCIES						
1. EWURA	Support the success of the implementation of the strategic plan	High	High	Increase the capacity of the effective implementation of the Strategic Plan	Inadequate regulation of electricity, petroleum, natural gas, and water sectors	Manage Closely Make them involved in every stage of the project and manage their expectation
2.TANESCO	Support the success of the implementation of the Strategic Plan	High	High	Increase the capacity of the effective implementation of the strategic plan	Inadequate power generation and distribution.	Manage Closely Make them involved in every stage of the project and manage their expectation
PBPA	Support the success of the implementation of the strategic plan	High	High	Increase the capacity of the effective implementation of the strategic plan	Inadequate energy efficiency	Manage Closely Make them involved in every stage of the project and manage their expectation
PURA	Support the success of the implementation of the strategic plan	High	High	Increase the capacity of the effective implementation of the strategic plan	Inadequate regulation of upstream petroleum activities.	Manage Closely Make them involved in every stage of the project and manage their expectation
TPDC	Support the success of the implementation of the strategic plan	High	High	Increase the capacity of the effective implementation of the strategic plan	Inadequate project management services	Manage Closely Make them involved in every stage of the project and manage their expectation
TGDC	Support the success of the implementation of the strategic plan	High	High	Increase the capacity of the effective implementation of the strategic plan	Inadequate development of geothermal resources	Manage Closely Make them involved in every stage of the project and manage their expectation

GASCO	Support the success of the implementation of the strategic plan	High	High	Increase the capacity of the effective implementation of the strategic plan	Inadequate Management of natural gas supply	Manage Closely Make them involved in every stage of the project and manage their expectation
TAN OIL	Support the success of the implementation of the strategic plan	High	High	Increase the capacity of the effective implementation of the strategic plan	Inadequate implementation of oil-related activities	Manage Closely Make them involved in every stage of the project and manage their expectation
REA	Support the success of the implementation of the strategic plan	High	High	Increase the capacity of the effective implementation of the strategic plan	Inadequate energy access to rural areas	Manage Closely Make them involved in every stage of the project and manage their expectation
ETDCO	Support the success of the implementation of the strategic plan	High	High	Increase the capacity of the effective implementation of the strategic plan	Inadequate development of energy and water resources	Manage Closely Make them involved in every stage of the project and manage their expectation
TCPM	Support the success of the implementation of the strategic plan	High	High	Increase the capacity of the effective implementation of the strategic plan	Inadequate execution of infrastructure projects.	Manage Closely Make them involved in every stage of the project and manage their expectation
Donors and non-state.	Collaborate in the implementation process by providing support	High	High	Supplement Ministry efforts in implementing the strategic plan	This can reduce support on the implementation of the strategic plan	Manage Closely Make them involved in every stage of the project and manage their expectation.
Oil supply companies (PUMA, TOTAL, ORYX, and other small oil stations).	Support the success of implementation of theproject	High	High	Increase the capacity of the effective implementation of the strategic plan	This may hinder some of the strategic implementation	Manage Closely Make them involved in every stage of the project and manage their expectation
Media	Support the success of the implementation of the strategic plan	High	Medium	Support the strategic plan processes	Low credibility of mass media houses and personnel in the society.	Keep them Informed Monitor these people, but don't bore them excessive communication.
Local Community	Support the success of implementation of theproject	High	High	To be involved in implementation of the strategic plan	Hinder some of the strategic plan activities implementations.	Manage Closely Make them involved in every stage of the project and manage their expectation
NGOs, CBOs and CSOs.	Support the success of implementation of the project	High	High	To be involved in implementation of the strategic plan	This may hinder some of the strategic implementation	Manage Closely Make them involved in every stage of the project and manage their expectation

Annex 2: Results Framework

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
Impact: Enhanced utilization of energy resources for sustainable development in Tanzania.	Percentage of renewable energy share in the energy mix	This indicator reflects the extent to which a country is transitioning towards sustainable energy sources. A higher percentage indicates a significant shift away from fossil fuels, leading to long-term environmental benefits, reduced greenhouse gas emissions, and enhanced energy security. It demonstrates the impact of policies and investments aimed at promoting renewable energy.	0		Ministry of Energy Reports	Surveys, Documentation Review	Quarterly	Electricity and Renewable Energy Division
	Percentage share of traditional biomass (charcoal & firewood) in the energy mix	This indicator measures the reliance on traditional biomass, which has significant implications for deforestation, environmental degradation, and indoor air pollution. Reducing the share of traditional biomass in the energy mix indicates progress in adopting cleaner and more efficient energy sources. This has a direct impact on environmental sustainability, public health, and improved living standards, especially in rural areas.	0		National Bureau of Statistics, MoE Reports	Household Surveys, Energy Audits	Annual	Electricity and Renewable Energy Division
	Amount of carbon emission due to the use of renewable energy	This indicator measures the environmental impact of renewable energy production. Although renewable energy generally has low carbon emissions, this indicator helps track and ensure that renewable energy sources are contributing to the overall reduction in the carbon footprint of the energy sector. It is a crucial impact indicator for climate change mitigation efforts	0		Environmental Monitoring Agency Reports	Emission Monitoring Systems	Quarterly	Environmental Management Unit
	Amount of national strategic petroleum reserve available.	The indicator is for national energy security. It ensures that there is a buffer against supply disruptions, which can have severe economic and social consequences. This reserve impacts national resilience to geopolitical risks, natural disasters, and market volatility, thereby stabilizing the energy supply.	0		Petroleum Reserve Reports	Inventory Records, Audits	Monthly	Petroleum and Gas Division
	Total capacity for energy production	The indicator represents the country ability to meet its energy demands and support economic growth. It reflects the scale of infrastructure investments and the readiness of the energy sector to support development goals. This indicator impacts national energy policy, economic planning, and energy security.	0		Energy Production Reports	Production Logs, Capacity Reports	Quarterly	Electricity and Renewable Energy and Petroleum and Gas Division

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Proportion of Energy Efficiency Across Various Industries	The industries is directly influences economic competitiveness, environmental sustainability, and energy conservation. High energy efficiency indicates reduced energy waste, lower operational costs, and reduced environmental impact, contributing to the overall sustainability and productivity of the industrial sector	0		Industry Reports, Energy Audits	Efficiency Audits, Surveys	Annual	Electricity and Renewable Energy Division
	Proportion of Energy efficiency across all sectors	This indicator measures the overall energy efficiency in the economy, impacting national energy consumption, cost savings, and environmental sustainability. Improved energy efficiency across all sectors indicates better use of energy resources, reduced greenhouse gas emissions, and progress towards sustainable development goals.	0		National Energy Efficiency Reports	Surveys, Documentation Review	Annual	Electricity and Renewable Energy Division
	GDP per capita growth attributed to petroleum revenue.	This indicator is critical for understanding the economic impact of the petroleum sector on individual prosperity and overall economic growth. It reflects how petroleum revenues are contributing to economic development, infrastructure investments, and improved living standards. This indicator impacts fiscal policy, resource management, and economic diversification strategies	0		National Bureau of Statistics	Economic Analysis Reports	Annual	Policy and Planning Department
Outcome 1: Improved support services on HIV/AIDS infection and non-communicable diseases to staff.	Number of staff accessing counselling services.	This indicator reflects the direct result of initiatives aimed at promoting mental health and well-being among staff. The number of staff accessing counselling services indicates the effectiveness of awareness programs, availability, and accessibility of mental health support services. It measures the intermediate outcome of these initiatives on staff behaviour and well-being.	0		Counselling Session Records, EAP Reports	Service Usage Logs, Feedback Forms	Quarterly	Human Resources Management Departments (MoE and its Institutions)
	Level of staff satisfaction with support services on HIV/AIDS infection and non-communicable diseases	This indicator measures the level of satisfaction among staff with the support services provided for HIV/AIDS and non-communicable diseases, indicating the outcome of health support programs. High satisfaction levels suggest that the services are meeting the needs of the staff effectively. It reflects the intermediate outcome effects of the health support services on employee perceptions and well-being.	0		MoE Internal Reports, Staff Surveys	Surveys, Interviews, Feedback Forms	Annual	Human Resources Management Departments (MoE and its Institutions)
	Number of individuals Reached	This indicator shows the direct reach and effectiveness of energy safety and efficiency campaigns. The	0		Campaign Attendance	Attendance Logs, Survey	Quarterly	Communication Units and

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	on Energy Safety and Efficiency Campaigns.	number of individuals reached indicates the extent to which the campaign has successfully communicated its message and engaged the target audience. It measures the intermediate outcome effects of the campaigns in terms of awareness and education on energy safety and efficiency.			Records, Public Outreach Reports	Questionnaires, Campaign Reports		Electricity and Renewable Energy Division
	Average amount of allowance provided staff living with HIV/AIDS	This indicator measures the financial support provided to staff living with HIV/AIDS in the form of allowances, reflecting the outcome of compensation policies and practices. The average amount of allowance provided per staff member indicates the organization's commitment to staff welfare and financial support. It reflects the direct result of the allowance policies on staff compensation.	0		Payroll Records, Financial Reports	Statistical Analysis, Payroll Review	Annually	Human Resources Management Departments (MoE and its Institutions)
	Number of staff participating in ongoing awareness programs annually.	This indicator reflects the direct result of initiatives to promote continuous awareness and professional development among staff. The number of staff participating in ongoing awareness programs indicates the effectiveness of professional development programs and the organization's commitment to staff growth and skill enhancement. It measures the intermediate outcome of these programs on staff engagement and participation in professional development activities.	0		Training Attendance Records, Educational Program Reports	Enrolments Logs, Program Completion Certificates, Surveys	Annual	Administration and Human Resources Management Department,
	Percentage of eligible staff who have received the allowance.	This indicator measures the proportion of eligible staff who have actually received the special diet allowance. It directly reflects the immediate outcome of disbursing the allowance to eligible staff members. This measure indicates the effectiveness and efficiency of the allowance distribution process	0		Payroll Records, HR Reports 0	Review of Payroll Logs, Employee Surveys	Quarterly	Administration and Human Resources Management Department,
Output 1.1: Special diet allowances provided to staff living with HIV/AIDS.	Frequency of allocation of special diet allowance	This indicator measures how often the special diet allowance is allocated to eligible staff within a specified period (e.g., monthly, quarterly, annually). It directly reflects the frequency of a specific administrative action taken to support staff health and well-being. This measure indicates the organization's adherence to policy and the regularity of support provided to staff requiring special dietary needs	0		Payroll Records, HR Reports	Review of Payroll Logs, Financial Audits	Monthly	Administration and Human Resources Management Department,

			0					

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Number of staff eligible for the special diet allowance.	This indicator measures the total number of staff members who meet the criteria to receive the special diet allowance. It represents the immediate result of the eligibility assessment process. This measure indicates the scope and reach of the allowance program within the organization, reflecting the output of the eligibility determination process	0		HR Records, Employee Databases	Documentation Review, HR Database Analysis	Quarterly	Administration and Human Resources Management Department,
	Total amount of funds disbursed as special diet allowances annually.	This indicator tracks the total financial amount disbursed for special diet allowances in a year. It represents the immediate financial output of the allowance program. This measure indicates the level of financial commitment and support provided by the organization for staff requiring special dietary needs.	0		Financial Reports, Payroll Records	Financial Audits, Budget Reviews	Annually	Finance and Accounts Unit
Output 1.2: HIV/AIDS and NCDs awareness seminars provided to staff.	Number of awareness seminars on HIV/AIDs	This indicator measures the total number of seminars conducted to raise awareness about HIV/AIDS among staff. It reflects the immediate result of organizing and holding awareness events. This measure indicates the level of effort and resources dedicated to educating staff about HIV/AIDS	0		Training Reports, Seminar Logs	Attendance Records, Seminar Reports	Quarterly	Administration and Human Resources Management Department,
	Number of awareness Seminars on Non-communicable diseases (NCDs)	This indicator measures the total number of seminars conducted to raise awareness about non-communicable diseases (NCDs) among staff. It represents the direct result of organizing and delivering educational events. This measure indicates the organization's commitment to informing staff about NCDs and promoting health education.	0		Training Reports, Seminar Logs	Attendance Records, Seminar Reports	Quarterly	Administration and Human Resources Management Department,
	Number of staff members who attended the awareness seminars on HIV/AIDs	This indicator measures the total number of staff members who participated in HIV/AIDS awareness seminars. It reflects the immediate output of the awareness program in terms of participant attendance. It quantifies the level of engagement and participation in the seminars provided by the organization.	0		Attendance Sheets, Seminar Reports	Attendance Logs, Participant Surveys	Quarterly	Administration and Human Resources Management Department,
Outcome 2: Enhanced implementation of the national anticorruption strategy.	Percentage change in corruption incidences	This indicator measures the variation in the number of reported corruption incidents within a specified period compared to the previous period. It reflects the intermediate effects of anti-corruption policies and measures. A decrease in corruption incidences indicates the effectiveness of these policies in altering behaviours and reducing corrupt practices within the organization.	0		MoE Internal Reports, Complaint Records	Surveys, Interviews, Complaint Logs	Annually	Administration and Human Resources Management Department,

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Percentage of Ministry Staff Completing Anti-Corruption Training	This indicator measures the proportion of Ministrystaff who have completed anti-corruption training within a specified period. It reflects the immediate effect of training initiatives on staff awareness and understanding of anti-corruption practices. A higher percentage of trained staff indicates improved knowledge and capacity to prevent and combat corruption, leading to a more ethical organizational Culture.	0		Training Attendance Records	Attendance Logs, Training Reports	Annually	Administration and Human Resources Management Department,
	Number of Reported Corruption Incidents	This indicator counts the number of corruption incidents reported within the MoE during a specified period. It reflects the intermediate effect of the Ministry's anti-corruption efforts. An increase in reported incidents indicate better detection and reporting mechanisms, while a decrease may suggest improved integrity and reduced instances of corruption	0		Complaint Records, Incident Reports	Documentation Review, Incident Logs	Quarterly	Administration and Human Resources Management Department,
	Level of Transparency and Integrity Ratings	This indicator measures the transparency and integrity of the MoE as rated by external assessments. It reflects the intermediate effects of the Ministry's efforts to improve transparency and integrity. Higher ratings indicate the success of these efforts in creating a more transparent and ethical organization.	0		External Audit Reports, Stakeholder Surveys	Surveys, Audit Reports	Annually	Administration and Human Resources Management Department and Internal Audit Unit
	Awareness rate among employees	This indicator measures the percentage of employees who are aware of key policies, procedures, and initiatives within the Ministry. It reflects the immediate effect of communication and awareness campaigns on employee knowledge and engagement. A higher awareness rate indicates successful dissemination of information and improved understanding among staff.	0		Surveys, Awareness Campaign Reports	Surveys, Feedback Forms	Annually	Administration and Human Resources Management Department,
	Level of customer service satisfaction	This indicator measures the satisfaction level of customers with the services provided by the Ministry. It reflects the intermediate effects of customer service initiatives and improvements. Higher satisfactionlevels indicate that the services provided are meeting customer needs and expectations, leading to improved customer relationships and trust in the Ministry	0		Customer Feedback Forms, Surveys	Surveys, Feedback Forms	Quarterly	Administration and Human Resources Management Department,
	Number of whistles received	This indicator measures the total number of reports or complaints received through the whistleblower mechanism. It reflects the immediate result of the	0		Whistleblower Reports	Documentation Review, Incident Logs	Quarterly	Administration and Human Resources

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
		whistleblower system's implementation. The number of whistles received indicates the effectiveness of the mechanism in encouraging employees to report unethical or corrupt behavior, showing the system's reach and utilization						Management Department and Information Communication Technology Unit
Output 2.1: Training sessions on ethical practices and anti-corruption measures delivered to employees.	Number of trainings on ethical practices conducted	This indicator measures the total number of training sessions conducted to educate employees on ethical practices. It reflects the immediate result of efforts to disseminate knowledge and promote ethical behaviour within the organization. The number of trainings conducted directly quantifies the organization's activities aimed at fostering an ethical workplace culture	0		Training Reports	Attendance Logs, Training Records	Annually	Administration and Human Resources Management Department,
	Number of trainings on anti-corruption measures conducted	This indicator measures the total number of training sessions conducted to educate employees on anti-corruption measures. It represents the direct output of initiatives aimed at raising awareness and understanding of anti-corruption practices among employees. The number of trainings conducted indicates the organization's commitment to preventing and combating corruption.	0		Training Reports	Attendance Logs, Training Records	Annually	Administration and Human Resources Management Department,
	Number of Employees Trained in Ethical Practices and Anti-corruption Measures	This indicator measures the total number of employees who have participated in training sessions on ethical practices and anti-corruption measures. It quantifies the immediate result of training initiatives designed to enhance employees' knowledge and capabilities in these areas. The number of trained employees reflects the organization's efforts to build a knowledgeable and compliant workforce.	0		Training Attendance Records	Attendance Logs, Surveys	Annually	Administration and Human Resources Management Department,
Output 2.2: An internal whistleblower Policy disseminated to staff with a secure	Percentage of employees who have received the whistleblower policy:	This indicator measures the proportion of employees who have been provided with information about the internal whistleblower policy. It reflects the immediate result of efforts to disseminate the policy to the workforce. The percentage indicates how well the organization has communicated the existence and details of the whistleblower policy to its employees.	0		HR Records	Surveys, Documentation Review	Annually	Administration and Human Resources Management Department,

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
method to report unethical practices	Percentage of employees who have completed training related to the whistleblower policy	This indicator measures the proportion of employees who have completed training specifically related to the whistleblower policy. It represents the direct result of training initiatives aimed at ensuring employees understand the whistleblower policy and know how to use it. The percentage reflects the organization's efforts to educate its employees on the procedures and protections associated with the whistleblower policy.			Training Attendance Records	Attendance Logs, Surveys	Annually	Administration and Human Resources Management Department,
Outcome 3: Improved power generation, transmission, and distribution infrastructures.	Percentage of power stability in the country	This indicator measures the percentage of time during which the power supply remains stable and uninterrupted across the country. It reflects the intermediate effects of improvements in the power infrastructure and grid management. Higher power stability indicates successful implementation of measures to enhance grid reliability, reduce outages, and ensure a consistent power supply.	0		Power Supply Reports, TANESCO Data	System Monitoring, Reliability Reports	Quarterly	Electricity and Renewable Energy Division
	Proportion of Energy efficiency across all sectors	This indicator reflects the results of energy efficiency programs and initiatives aimed at reducing energy consumption and improving energy use efficiency. Improved energy efficiency across sectors indicates effective adoption of energy-saving practices and technologies	0		National Energy Efficiency Reports	Surveys, Energy Audits	Annually	Electricity and Renewable Energy Division
	Access rate to electricity	This indicator reflects the intermediate effects of policies and programs aimed at expanding electricity infrastructure and providing access to underserved areas. Higher access rates indicate successful implementation of electrification projects and initiatives to increase energy access.	0		National Grid Connection Reports	Surveys, Connection Logs	Quarterly	Electricity and Renewable Energy Division
	Percentage reserve margin power capacity	The indicator reflects the intermediate effects of planning and investments in power generation capacity. A higher reserve margin indicates the system's ability to meet peak demand without interruptions, ensuring reliability and stability.	0		Power Supply Reports, Grid Data	System Monitoring, Capacity Reports	Quarterly	Electricity and Renewable Energy Division and TANESCO
	Energy intensity	The indicator reflects the results of efforts to improve energy efficiency and reduce energy consumption relative to economic activity. Lower energy intensity indicates a more energy-efficient economy, where less energy is used to produce each unit of economic output.	0		National Energy Statistics	Energy Audits, Statistical Analysis	Annually	Electricity and Renewable Energy Division

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Percentage contribution of power source to the generation mix	The indicator reflects the intermediate effects of diversifying the energy mix and promoting different energy sources. A balanced generation mix indicates successful implementation of policies to diversify energy sources and reduce dependence on any single source.			Generation Reports, Power Plant Data	Documentation Review, Statistical Analysis	Quarterly	Electricity and Renewable Energy Division
	Number of households connected	This indicator reflects the results of electrification programs and initiatives aimed at expanding the electricity grid to reach more households. An increase in connected households indicates successful efforts to provide electricity access to more people, improving their quality of life.	0		Connection Logs, National Grid Reports	Documentation Review, Surveys	Quarterly	Electricity and Renewable Energy Division
	Number of villages connected	This indicator reflects the intermediate effects of rural electrification programs and initiatives. An increase in connected villages indicates successful efforts to extend the electricity grid to rural areas, promoting rural development and improving living standards.	0		Connection Logs, National Grid Reports	Documentation Review, Survey	Quarterly	Electricity and Renewable Energy Division,
	System average interruption duration index (SAIDI)	SAIDI measures the performance and reliability of the power system by tracking the duration of interruptions experienced by customers. It reflects the results of operational practices, maintenance activities, and infrastructure investments aimed at improving service reliability. While it provides valuable information about the effectiveness of these efforts, it does not directly measure broader, long-term impacts on the economy or societal well-being.	0		TANESCO Reports	Outage reports	Monthly	TANESCO
	Customer average interruption duration Index (CAIDI)	CAIDI measures the average duration of interruptions that a customer experiences, calculated by dividing the total duration of customer interruptions (in minutes) by the total number of customer interruptions. This metric provides insights into the effectiveness and efficiency of the utility's response to power outages and their ability to restore service. It reflects the outcomes of operational procedures, maintenance activities, and response strategies aimed at minimizing the duration of power outages for customers.	0		TANESCO Reports	Outage reports	Monthly	TANESCO
	System average interruption frequency Index (SAIFI)	SAIFI measures the frequency of interruptions in the power supply experienced by customers. It is calculated by dividing the total number of customer interruptions by the total number of customers served.	0		TANESCO Reports	Outage reports	Monthly	TANESCO

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
		This indicator provides insight into the reliability and performance of the power system by showing how often customers experience outages. It reflects the effectiveness of operational and maintenance activities and the robustness of the infrastructure, similar to SAIDI.						
	Number of hamlets connected	This indicator reflects the results of efforts to expand electricity access to smaller, often remote, communities. An increase in connected hamlets indicates the success of initiatives to provide electricity to underserved and isolated areas, enhancing social and economic development	0		Connection Logs, National Grid Reports	Documentation Review, Surveys	Quarterly	Electricity and Renewable Energy Division
Output 3.1: New generation power mix systems contracted.	Number of megawatts added to the national power grid	This indicator reflects the immediate result of efforts to increase power generation capacity. The number of megawatts added directly quantifies the output of infrastructure projects aimed at boosting the grid's capacity to meet energy demands	0		Power Generation Reports, TANESCO Data	Production Logs, Capacity Reports	Quarterly	Electricity and Renewable Energy Division
	Number of power plants constructed	This indicator reflects the direct result of construction projects aimed at expanding energy generation infrastructure. The number of power plants constructed quantifies the immediate output of these development activities.	0		Project Reports, Construction Logs	Site Inspections, Documentation Review	Annually	Electricity and Renewable Energy Division
Output 3.2: Transmission lines constructed.	Length of transmission lines constructed	This indicator reflects the direct result of infrastructure development projects. The length of transmission lines constructed quantifies the immediate output of efforts to expand the grid's reach and capacity.	0		Transmission Project Reports, Construction Logs	Site Inspections, Documentation Review	Quarterly	Electricity and Renewable Energy Division
	Number of sub-stations constructed	This indicator reflects the direct result of projects aimed at improving the transmission and distribution of electricity. The number of sub-stations constructed quantifies the immediate output of these development activities	0		Project Reports, Construction Logs	Site Inspections, Documentation Review	Annually	Electricity and Renewable Energy Division
Output 3.3: Existing transmission lines upgraded.	Number of transmission lines upgraded	This indicator reflects the direct result of infrastructure improvement projects. The number of upgraded transmission lines quantifies the immediate output of efforts to improve the efficiency and reliability of the power grid.	0		Transmission Project Reports, Upgrade Logs	Site Inspections, Documentation Review	Quarterly	Electricity and Renewable Energy Division
	Voltage level of transmission lines upgraded	This indicator reflects the immediate result of projects aimed at enhancing the capacity and efficiency of the transmission network. The voltage level upgrades	0		Upgrade Reports, Technical Specifications	Documentation Review, Technical Inspections	Quarterly	Electricity and Renewable Energy Division

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
		directly quantify the technical improvements made to the grid infrastructure.						
Output 3.4: Power distribution networks extended	Length of power distribution networks extended	This indicator reflects the direct result of projects aimed at increasing the reach of electricity distribution. The length of distribution networks extended quantifies the immediate output of efforts to provide electricity access to additional areas	0		Distribution Project Reports, Construction Logs	Site Inspections, Documentation Review	Quarterly	Electricity and Renewable Energy Division
	Voltage level of distribution networks upgraded	This indicator reflects the immediate result of projects aimed at enhancing the distribution network's capacity and efficiency. The voltage level of extended networks quantifies the technical improvements made to the distribution infrastructure	0		Upgrade Reports, Technical Specifications	Documentation Review, Technical Inspections	Quarterly	Electricity and Renewable Energy Division
Outcome 4: Increased share utilization of new and renewable energy resources in the Tanzania national grid.	Percentage contribution of renewable energy to the energy mix in the country	The indicator reflects the intermediate effect of policies and initiatives aimed at increasing renewable energy adoption. A higher percentage contribution indicates successful implementation of these policies, showing progress towards a more sustainable and environmentally friendly energy	0		Renewable Energy Reports, National Energy Statistics	Statistical Analysis, Documentation Review	Annually	Electricity and Renewable Energy Division
	Percentage of total energy consumption from renewable sources	This indicator reflects the intermediate effect of efforts to promote renewable energy use among consumers and industries. A higher percentage of consumption from renewable sources indicates a shift towards more sustainable energy consumption patterns, demonstrating the impact of these efforts.	0		National Energy Statistics, Consumption Reports	Statistical Analysis, Energy Audits	Annually	Electricity and Renewable Energy Division
	Annual Energy Production from New Renewable Sources	This indicator reflects the immediate effect of investments and projects aimed at expandingrenewable energy capacity. The increase in annual production from new sources indicates the success of these initiatives in enhancing the country's renewable energy infrastructure	0		Renewable Energy Production Reports	Production Logs, Energy Audits	Quarterly	Electricity and Renewable Energy Division
	Percentage of Energy efficiency in consumption. across Various Industries	This indicator reflects the intermediate effect of energy efficiency programs and initiatives targeting industries. Higher energy efficiency percentages indicate that industries are effectively reducing energy waste and improving their energy use, demonstrating the impact of these programs	0		Energy Efficiency Reports, Industry Audits	Surveys, Documentation Review	Annually	Electricity and Renewable Energy Division
	Promotion of renewable energy to the public	This indicator reflects the intermediate effect of awareness and promotional campaigns designed to encourage the adoption of renewable energy. Increased public awareness and positive attitudes towards	0		Campaign Reports, Outreach Logs	Surveys, Attendance Records	Annually	Electricity and Renewable

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
		renewable energy indicate the success of these promotional efforts in shaping public perceptions and behaviors.						Energy Division
Output 4:1: New renewable energy resources developed	Number of renewable energy Projects Completed.	This indicator reflects the intermediate effects of investment and policy initiatives aimed at expanding renewable energy capacity. The completion of renewable energy projects indicates progress towards increasing the country's renewable energy infrastructure and capacity, demonstrating the tangible results of strategic planning and implementation efforts.	0		Project Reports	Documentation Review, Site Inspections	Annually	Electricity and Renewable Energy Division
4.2 Renewable energy information systems developed	Level of the progress made in developing a Renewable energy information system	This indicator measures the extent and effectiveness of efforts to develop and implement a comprehensive Renewable Energy Information System (REIS). It evaluates the progress in establishing a system that collects, processes, and disseminates data related to renewable energy sources, production, and usage. The indicator tracks milestones such as system design, development, testing, deployment, user training, and operational status.	0		Project reports Progress reports from the development team Stakeholder feedback System usage logs Implementation timeline	Surveys and questionnaires for stakeholder feedback Interviews with the development team and stakeholders Monitoring and evaluation reports System analytics and usage statistics Regular progress meetings and reports	Quarterly	Electricity and Renewable Energy Division
Output 4.3 Amount of renewable energy resources generated	Number of Megawatts from wind energy	This indicator measures the total installed capacity and production of electricity generated from wind energy sources. It tracks the number of megawatts (MW) produced by wind turbines and wind farms. This indicator directly quantifies the immediate results of investments and projects in wind energy infrastructure. It reflects the tangible output of operational wind energy systems, contributing to the overall renewable energy capacity.	0		Wind farm production reports, grid operator data, renewable energy databases	Monthly energy production logs, automated monitoring systems, progress reports	Quarterly	Electricity and Renewable Energy Division

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Number of Megawatts from geothermal	This indicator measures the total installed capacity and production of electricity generated from geothermal energy sources. It tracks the number of megawatts (MW) produced by geothermal power plants. This indicator directly measures the immediate results of geothermal energy projects. It captures the tangible outcome of developing geothermal resources and reflects the operational capacity of geothermal power plants.	0		Geothermal plant production reports, grid operator data, renewable energy databases.	Monthly energy production logs, automated monitoring systems, progress reports.	Quarterly	Electricity and Renewable Energy Division
	Number of Megawatts from solar energy	This indicator measures the total installed capacity and production of electricity generated from solar energy sources. It tracks the number of megawatts (MW) produced by solar panels and solar farms. This indicator quantifies the direct output of solar energy installations. It reflects the immediate results of investments in solar technology and infrastructure, contributing to the overall renewable energy output.	0		Solar farm production reports, grid operator data, renewable energy databases.	Monthly energy production logs, automated monitoring systems, progress reports.	Quarterly	Electricity and Renewable Energy Division
	Number of Megawatts from large hydropower	This indicator measures the total installed capacity and production of electricity generated from large hydropower sources. It tracks the number of megawatts (MW) produced by large hydropower plants and dams. This indicator directly measures the output of large hydropower projects. It captures the immediate results of hydropower infrastructure investments and reflects the operational capacity of large hydropower facilities.	0		Hydropower plant production reports, grid operator data, renewable energy databases.	Monthly energy production logs, automated monitoring systems, progress reports.	Quarterly	Electricity and Renewable Energy Division
Output 4:4: Public awareness campaign on utilization of renewable energy resources provided.	Number of awareness campaigns conducted.	This indicator immediate result of project implementation activities. The completion of these projects directly quantifies the work done to expand renewable energy capacity, providing a tangible measure of the organization's efforts to increase the availability of renewable energy sources.	0		Campaign Reports, Outreach Logs	Documentation Review, Attendance Records	Annually	Electricity and Renewable Energy Division
	Number of Individuals Reached by the Public Awareness Campaign	This indicator it quantifies the direct activities undertaken to educate and inform the public. The number of campaigns conducted reflects the organization's efforts to raise awareness and disseminate information about energy issues	0		Campaign Reports, Outreach Logs	Surveys, Attendance Records	Quarterly	Electricity and Renewable Energy Division
	Number of Informational Materials Distributed	This indicator quantifies the direct products of the organization's efforts to educate and inform. The distribution of these materials reflects the	0		Distribution Logs, Campaign Reports	Documentation Review	Quarterly	Electricity and Renewable Energy Division

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
		organization's activities in raising awareness and providing information to the public						
Outcome 5: Enhanced energy efficiency, security, and planning.	Percentage of energy utilization in public buildings.	This indicator reflects the intermediate effects of energy efficiency policies and programs targeting public buildings. An increased or decreased percentage indicates how effectively these buildings are managing their energy consumption, showing the impact of energy efficiency initiatives and operational improvements.	0		Energy Audits, Utilization Reports	Energy Audits, Surveys	Annually	Electricity and Renewable Energy Division
	Percentage share of energy sources inthe national energy mix.	This indicator reflects the intermediate effects of energy policies and investments aimed at diversifying the energy mix. Changes in the percentage share of various sources indicate the impact of these policies on the country's energy production and sustainability efforts.	0		National Energy Statistics, Generation Reports	Statistical Analysis, Documentation Review	Annually	Electricity and Renewable Energy Division
	Percentage of energy (Electricity) imports relative to total energy consumption	This indicator reflects the intermediate effects of national energy policies, domestic production capacity, and energy security strategies. A lower percentage of energy imports indicates increased self-sufficiency and effectiveness of policies aimed at boosting local energy production.	0		National Energy Statistics, Import Records	Statistical Analysis, Documentation Review	Annually	Electricity and Renewable Energy Division
	Percentage of energy imports (Fossil fuel) relative to total energy consumption	This indicator is considered an output indicator because it captures the direct result of energy import activities and their contribution to the overall energy consumption. It reflects the immediate outcome of energy sourcing decisions, indicating how much of the energy consumed comes from imported fossil fuels. This provides insight into the energy mix and dependency on external energy sources.	0		Import records, national energy consumption statistics, reports from energy regulatory bodies, data from energy importers	Review and analysis of import records, compilation and analysis of national energy data, integration of import data with total energy figures, use of statistical tools	Annually	Petroleum and Gas
	Percentage share of energy import geographical distribution	This indicator reflects the intermediate effects of international energy trade policies and geopolitical strategies. A diversified import geographical distribution indicates the effectiveness of policies aimed at reducing dependency on specific regions and enhancing energy security.	0		Import Records, National Energy Statistics	Statistical Analysis, Documentation Review	Annually	Electricity and Renewable Energy Division and Petroleum and Gas

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Percentage of redundancy in the national grid system	This indicator reflects the intermediate effects of infrastructure investments and grid management strategies. Higher redundancy indicates a more robust and resilient grid capable of maintaining stability and preventing outages.	0		Grid Reports, Reliability Logs	System Monitoring, Reliability Reports	Quarterly	Electricity and Renewable Energy Division
	Percentage of energy projects that have been completed within a specified timeframe	This indicator reflects the effectiveness of project management and implementation strategies. A higher percentage of timely completed projects indicates successful planning, resource allocation, and execution processes.	0		Project Reports, Completion Logs	Documentation Review, Site Inspections	Annually	Electricity and Renewable Energy Division and Petroleum and Gas
	Level of public awareness on energy efficiency	This indicator reflects the intermediate effects of educational campaigns and informational programs. Higher levels of public awareness indicate successful outreach and education efforts, leading to behavioural changes and improved energy efficiency practices.	0		Surveys, Awareness Campaign Reports	Surveys, Feedback Forms	Annually	Electricity and Renewable Energy Division
	Proportion of the population that has reliable electricity service	This indicator reflects the intermediate effects of infrastructure development and service improvement initiatives. A higher proportion indicates the success of efforts to expand and stabilize electricity access for the population.	0		Customer Surveys, Service Reliability Reports	Surveys, System Monitoring	Quarterly	Electricity and Renewable Energy Division
	Percentage share of different energy sources	This indicator reflects the intermediate effects of energy diversification policies and investments. Changes in the share of different sources indicate progress towards a more balanced and sustainable energy mix.	0		National Energy Statistics, Generation Reports	Statistical Analysis, Documentation Review	Annually	Electricity and Renewable Energy Division and Petroleum and Gas Division
	Estimated reserves of key energy sources	This indicator reflects the intermediate effects of exploration, resource management, and policy decisions on the availability of energy resources. Accurate estimates of reserves indicate effective resource management and planning for future energy needs.	0		Geological Surveys, Reserve Reports	Documentation Review, Statistical Analysis	Annually	Electricity and Renewable Energy and Petroleum and Gas Division
	Number of relevant tools adapted for energy planning purposes.	This indicator reflects the intermediate effects of efforts to improve energy planning capabilities. The adoption of relevant tools indicates progress towards more effective and efficient energy planning and decision-making processes.	0		Planning Reports, Tool Utilization Logs	Documentation Review	Annually	Electricity and Renewable Energy and Petroleum and Gas Division

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
Output 5.1: Energy efficiency audits conducted across major industrial sectors.	Number of energy efficiency audit reports produced	This indicator quantifies the direct result of conducting energy efficiency audits. The number of reports produced reflects the immediate output of activities aimed at evaluating and improving energy efficiency practices.	0		Audit Reports, Energy Efficiency Records	Documentation Review	Quarterly	Electricity and Renewable Energy Division
	Number of audits completed on petroleum operations	This indicator quantifies the direct result of auditing activities. The number of completed audits indicates the immediate output of efforts to ensure compliance and improve operational efficiency within the petroleum sector.	0		Internal Audit Reports, Compliance Records	Documentation Review, Audit Logs	Annually	Petroleum and Gas Division
	Number of energy efficiency audits conducted	This indicator quantifies the direct activities undertaken to evaluate energy use and identify areas for improvement. The number of audits conducted reflects the immediate output of efforts to promote energy efficiency	0		Energy Efficiency Reports, Audit Logs	Surveys, Documentation Review	Annually	Electricity and Renewable Energy Division
Output 5.2: Public Energy Efficiency Awareness campaigns created	Number of energy efficiency awareness campaigns conducted	This indicator quantifies the direct result of outreach and educational activities. The number of awareness campaigns conducted reflects the immediate output of efforts to inform and engage the public on energy efficiency topics.	0		Campaign Reports, Outreach Logs	Surveys, Attendance Records	Annually	Electricity and Renewable Energy Division
	Number of media broadcasts promoting energy efficiency	This indicator quantifies the direct activities undertaken to disseminate information and raise awareness. The number of broadcasts indicates the immediate output of media and communication efforts to promote energy efficiency.	0		Broadcast Logs, Media Reports	Documentation Review, Media Surveys	Quarterly	Communication unit.
Output 5.3: Adequate energy supply established for the entire population	Number of new tools introduced for energy planning purposes.	This indicator quantifies the direct result of efforts to develop and implement new planning tools. The number of tools introduced reflects the immediate output of activities aimed at enhancing energy planning capabilities	0		Planning Reports, Tool Implementation Logs	Documentation Review, Usage Reports	Annually	Electricity and Renewable Energy and Petroleum and Gas Division
	Total capacity of energy production	This indicator quantifies the direct result of infrastructure development activities. The total capacity added reflects the immediate output of efforts to expand the country's energy production capabilities.	0		Energy Production Reports, Capacity Logs	Production Logs, Statistical Analysis	Quarterly	Electricity and Renewable Energy and Petroleum and Gas Division
	Percentage share of energy resources	This indicator quantifies the immediate result of efforts to diversify the energy mix. The percentage share reflects the output of policies and investments aimed at balancing the energy sources used in production	0		National Energy Statistics, Generation Reports	Statistical Analysis, Documentation Review	Annually	Electricity and Renewable Energy and Petroleum and Gas Division

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
Output 5.4: Comprehensive energy planning tools on forecasting and resource allocation introduced	Number of employees attended training on energy planning	This indicator quantifies the direct result of capacity-building activities. The number of trained employees reflects the immediate output of efforts to enhance knowledge and skills in energy planning	0		Training Attendance Records	Attendance Logs, Training Reports	Annually	Administration and Human Resources Management Department
	Number of trainings provided on energy planning.	This indicator quantifies the direct activities undertaken to build capacity and improve energy planning capabilities. The number of training sessions reflects the immediate output of educational and professional development efforts.	0		Training Reports	Attendance Logs, Training Records	Annually	Administration and Human Resources Management Department
Output 5.5: A national energy security strategy developed for stability and continuous energy supply in the country	Level of progress made on developing a national energy security strategy	This indicator quantifies the direct result of strategic planning and policy development activities. The level of progress reflects the immediate output of efforts to establish a robust framework for ensuring national energy security	0		Strategy Development Reports	Documentation Review, Progress Reports	Annually	Electricity and Renewable Energy and Petroleum and Gas Division
Outcome 6: Improved management of petroleum resources for sustainable national development.	Level of adherence to audit findings.	This indicator reflects the intermediate effects of audit processes and the organization's commitment to improving its practices. High levels of adherence indicate effective implementation of audit recommendations, demonstrating improved compliance and operational performance.	0		Audit Reports, Compliance Records	Documentation Review, Compliance Logs	Annually	Internal Audit Unit
	Percentage of petroleum projects compliant with environmental standards.	This indicator reflects the intermediate effects of environmental policies and monitoring efforts. A higher percentage indicates that the projects are effectively managing their environmental impact and complying with regulatory requirements, demonstrating the success of environmental governance in the petroleum sector.	0		Environmental Audit Reports, Compliance Logs	Site Inspections, Documentation Review	Annually	Environmental Management Unit
	Percentage of exploration wells with commercial quantity of petroleum	This indicator reflects the intermediate effects of exploration activities and geological assessments. A higher percentage indicates successful exploration efforts, leading to increased petroleum production potential and resource development.	0		Exploration Reports, Well Logs	Documentation Review, Production Logs	Annually	Petroleum and Gas Division

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Level of public satisfaction with petroleum resource management.	This indicator reflects the intermediate effects of resource management policies and public engagement efforts. High levels of public satisfaction indicate effective management practices and positive public perception of the petroleum sector's governance and operations	0		Public Surveys, Feedback Reports	Surveys, Feedback Forms	Annually	Petroleum and Gas Division
Output 6.1: Exploration, development, and production of petroleum resources undertaken in the country	Number of exploratory wells drilled per year.	This indicator quantifies the direct result of drilling activities undertaken to discover new petroleum resources. The number of wells drilled reflects the immediate output of exploration efforts	0		Exploration Reports, Drilling Logs	Documentation Review, Site Inspections	Annually	Petroleum and Gas Division
	Number of local companies participating in the procurement of petroleum products	This indicator quantifies the direct result of procurement activities and efforts to engage local businesses. The participation of local companies reflects the immediate output of initiatives to support local economic development.	0		Procurement Reports, Supplier Records	Documentation Review, Surveys	Annually	Petroleum and Gas Division
	Amount of 2D kilometre line of seismic data collected	This indicator quantifies the direct activities of seismic data acquisition. The amount of data collected reflects the immediate output of efforts to map and understand subsurface geology for exploration purposes.	0		Seismic Survey Reports, Data Logs	Documentation Review, Data Analysis	Annually	Petroleum and Gas Division
	Coverage area of Amount of 3D seismic data collected (in square kilometres).	This indicator quantifies the direct activities of 3D seismic surveys. The coverage area reflects the immediate output of efforts to acquire detailed subsurface data to enhance exploration and drilling decisions	0		Seismic Survey Reports, Data Logs	Documentation Review, Data Analysis	Annually	Petroleum and Gas Division
	Number of exploratory wells drilled per year.	This indicator quantifies the direct result of the organization's exploration activities The number of exploratory wells drilled is an immediate output of the exploration phase in the petroleum industry. It represents the direct efforts and resources allocated towards discovering new petroleum reserves.	0		Development Reports, Drilling Logs	Documentation Review, Site Inspections	Annually	Petroleum and Gas Division
	Number of development wells completed	This indicator quantifies the direct result of drilling activities aimed at developing petroleum resources. The number of wells completed reflects the immediate output of efforts to bring discovered resources into production	0		Development Reports, Drilling Logs	Documentation Review, Site Inspections	Annually	Petroleum and Gas Division
	Percentage of production capacity utilized.	This indicator quantifies the direct result of operational activities and efficiency in utilizing production capacity. The utilization rate reflects the immediate output of efforts to maximize production capabilities	0		Production Reports, Capacity Logs	Statistical Analysis, Documentation Review	Quarterly	Petroleum and Gas Division

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Number of exploration licenses granted	This indicator quantifies the direct result of regulatory activities aimed at promoting exploration. The number of licenses granted reflects the immediate output of efforts to encourage exploration and resource development.	0		Licensing Reports, Application Records	Documentation Review, Licensing Logs	Annually	Petroleum and Gas Division
	Number of Production sharing agreements (PSAs) monitored	This indicator quantifies the direct activities of oversight and compliance monitoring. The number of PSAs monitored reflects the immediate output of efforts to ensure contractual adherence and resource management	0		PSA Reports, Compliance Logs	Documentation Review, Compliance Reports	Annually	Petroleum and Gas Division
Output 6.2: Processing, Transmission, and distribution of petroleum products undertaken	Length pipeline for transmission	This indicator quantifies the direct result of pipeline construction and maintenance activities. The length of pipelines reflects the immediate output of efforts to enhance transmission infrastructure.	0		Construction Reports, Project Logs	Site Inspections, Documentation Review	Annually	Petroleum and Gas Division
	Volume of petroleum products distributed	This indicator quantifies the direct result of distribution activities. The volume distributed reflects the immediate output of efforts to deliver petroleum products to end users	0		Distribution Reports, Inventory Logs	Documentation Review, Statistical Analysis	Quarterly	Petroleum and Gas Division
	Total quantity of petroleum products processed annually (in barrels or tons).	This indicator quantifies the direct result of processing operations. The total quantity processed reflects the immediate output of efforts to convert crude oil into finished products.	0		Processing Reports, Production Logs	Documentation Review, Statistical Analysis	Annually	Petroleum and Gas Division
	Processing capacity utilization rate (percentage of total capacity that is actually used).	This indicator quantifies the direct result of processing operations. The utilization rate reflects the immediate output of efforts to optimize processing capacity	0		Processing Reports, Capacity Logs	Statistical Analysis, Documentation Review	Quarterly	Petroleum and Gas Division
	Length of petroleum distribution network constructed	This indicator quantifies the direct result of construction activities. The length constructed reflects the immediate output of efforts to expand the distribution network.	0		Construction Reports, Project Logs	Site Inspections, Documentation Review	Annually	Petroleum and Gas Division
	Length of petroleum transportation pipeline constructed	This indicator quantifies the direct result of construction activities. The length constructed reflects the immediate output of efforts to enhance transportation infrastructure.	0		Construction Reports, Project Logs	Site Inspections, Documentation Review	Annually	Petroleum and Gas Division
	Yield efficiency (percentage of crude oil converted to	This indicator quantifies the direct result of refining operations. The yield efficiency reflects the immediate output of efforts to optimize product yields.	0		Production Reports, Yield Logs	Statistical Analysis, Documentation Review	Quarterly	Petroleum and Gas Division

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	high-demand products).							
	Length of transmission infrastructure maintained	This indicator quantifies the direct result of maintenance activities. The length maintained reflects the immediate output of efforts to preserve the infrastructure.	0		Maintenance Reports, Project Logs	Site Inspections, Documentation Review	Annually	Petroleum and Gas Division
	Length of transmission infrastructure constructed	This indicator quantifies the direct result of construction activities. The length constructed reflects the immediate output of efforts to expand the transmission network	0		Construction Reports, Project Logs	Site Inspections, Documentation Review	Annually	Petroleum and Gas Division
	Average time or cost per unit of product transmitted.	This indicator quantifies the direct result of transmission operations. The average time or cost reflects the immediate output of efforts to optimize transmission efficiency	0		Financial Reports, Operational Logs	Statistical Analysis, Cost Reports	Quarterly	Petroleum and Gas Division,
	Number of distribution outlets serviced.	This indicator quantifies the direct result of distribution activities. The number of outlets serviced reflects the immediate output of efforts to ensure product availability.	0		Distribution Logs, Service Reports	Documentation Review, Site Inspections	Quarterly	Petroleum and Gas Division
	Number of distribution points serviced	This indicator quantifies the direct result of distribution activities. The number of points serviced reflects the immediate output of efforts to ensure product availability.	0		Distribution Logs, Service Reports	Documentation Review, Site Inspections	Quarterly	Petroleum and Gas Division
	Number of households connected to natural gas	This indicator quantifies the direct result of connection activities. The number of households connectedreflects the immediate output of efforts to expand natural gas access.	0		Connection Logs, National Grid Reports	Documentation Review, Surveys	Quarterly	Petroleum and Gas Division
	Number of Institutions connected to natural gas	This indicator quantifies the direct result of connection activities. The number of institutions connected reflects the immediate output of efforts to expand natural gas access.	0		Connection Logs, National Grid Reports	Documentation Review, Surveys	Quarterly	Petroleum and Gas Division
	Number of Industries connected to natural gas	This indicator quantifies the direct result of connection activities. The number of industries connected reflects the immediate output of efforts to expand natural gas access.	0		Connection Logs, National Grid Reports	Documentation Review, Surveys	Quarterly	Petroleum and Gas Division
	Number of Vehicles connected with CNG Gas	This indicator quantifies the direct result of conversion activities. The number of vehicles connected reflects the immediate output of efforts to promote alternative fuel use.	0		Registration Records, CNG Station Logs	Documentation Review, Surveys	Quarterly	Petroleum and Gas Division

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Volume of petroleum products distributed annually.	This indicator quantifies the direct result of distribution activities. The annual volume distributed reflects the immediate output of efforts to deliver petroleum products to end users.	0		Distribution Reports, Inventory Logs	Documentation Review, Statistical Analysis	Annually	Petroleum and Gas Division
Output 6.3: Awareness seminars on petroleum resource utilizations are provided	Number of awareness programs conducted	This indicator quantifies the direct result of educational activities. The number of programs conducted reflects the immediate output of efforts to raise awareness.	0		Campaign Reports, Outreach Logs	Documentation Review, Attendance Records	Annually	Petroleum and Gas Division
	Level of participant satisfaction with the seminars	This indicator quantifies the immediate result of the seminar activities. Participant satisfaction reflects the immediate output of efforts to deliver effective educational sessions	0		Seminar Feedback Forms, Surveys	Feedback Forms, Post-Seminar Surveys	After each seminar	Administration and Human Resource Management Department
Outcome 7: Improved supply and utilization of petroleum	Amount of petroleum products reserved	This indicator reflects the intermediate effects of strategic planning and resource management efforts aimed at ensuring energy security and stability. Alarger reserve indicates successful implementation of policies and initiatives to stockpile petroleum products, thereby enhancing the country's ability to respond to supply disruptions and manage demand fluctuations.	0		Reserve Reports, Inventory Logs	Documentation Review, Audits	Quarterly	Petroleum and Gas Division
	Percentage in petroleum supply reliability	This indicator reflects the intermediate effects of infrastructure investments, supply chain management, and regulatory policies. Higher percentages indicate the effectiveness of these efforts in ensuring a reliable petroleum supply, which is critical for economic stability and energy security	0		Supply Reports, Reliability Logs	System Monitoring, Reliability Reports	Quarterly	Petroleum and Gas Division
	Percentage in petroleum utilization efficiency	This indicator reflects the intermediate effects of efficiency programs, technological advancements, and best practices in petroleum utilization. Higher efficiency percentages indicate successful efforts to reduce waste and optimize the use of petroleum resources, leading to economic and environmental benefits.	0		Utilization Reports, Efficiency Audits	Energy Audits, Statistical Analysis	Annually	Petroleum and Gas Division
Output 7.1: Infrastructure for petroleum storage facilities upgraded	Number of petroleum storage facilities upgraded.	This indicator quantifies the direct result of upgrade activities aimed at enhancing the storage capacity, safety, and efficiency of petroleum facilities. The number of facilities upgraded reflects the immediate output of infrastructure improvement efforts.	0		Upgrade Reports, Project Logs	Documentation Review, Site Inspections	Annually	Petroleum and Gas Division

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Number of storage facilities developed	This indicator quantifies the direct result of construction activities aimed at expanding the storage infrastructure. The number of facilities developed reflects the immediate output of efforts to increase storage capacity.	0		Construction Reports, Project Logs	Documentation Review, Site Inspections	Annually	Petroleum and Gas Division
	Volume of storage capacity upgraded	This indicator quantifies the direct result of capacity enhancement activities. The volume upgraded reflects the immediate output of efforts to improve the storage capacity and efficiency of petroleum facilities.	0		Upgrade Reports, Capacity Logs	Documentation Review, Site Inspections	Annually	Petroleum and Gas Division
Output 7.2: Public awareness campaigns on the safe and efficient use of energy products launched.	Number of awareness campaigns conducted per month/quarter/year	This indicator quantifies the direct result of outreach and educational activities. The number of campaigns conducted reflects the immediate output of efforts to raise awareness and engage the public or industry stakeholders.	0		Campaign Reports, Outreach Logs	Documentation Review, Attendance Records	Annually	Communication Unit
	Number of regions/districts where the awareness campaigns were conducted.	This indicator measures the direct result of the campaign's geographical outreach. It reflects the immediate activity of conducting awarenesscampaigns across different regions or districts. Bycounting the number of regions/districts, we can assess the breadth of the campaign's reach	0		Campaign records, regional/district reports	Administrative records review, geographic information system (GIS) mapping	Quarterly.	Campaign coordinators, M&E officers
	Total number of people who attended the awareness campaigns.	This indicator measures the immediate outcome of the campaign in terms of attendance. It reflects the direct engagement and participation of people in the awareness activities. The total number of attendees provides a quantitative measure of the campaign's reach and engagement.	0		Attendance sheets, registration forms	Manual count, registration forms, electronic attendance systems.	Per campaign event.	Event organizers, M&E officers
	Number of informational brochures, leaflets, or other materials distributed during the campaigns	This indicator measures the tangible products of the campaign's informational efforts. It reflects the direct result of creating and distributing materials to raise awareness. The number of distributed materials indicates the scale of the campaign's efforts to disseminate information.	0		Inventory records, distribution logs	Inventory tracking, distribution logs	Per campaign event	Campaign staff, logistics team, M&E officers
	Number of media outlets (e.g., TV, radio, newspapers) that covered the awareness campaigns	This indicator measures the immediate result of media engagement efforts. It reflects the extent to which the campaign successfully secured coverage in various media outlets. The number of media outlets covering the campaign indicates the campaign's visibility and public exposure	0		Media monitoring reports, press clippings	Media monitoring services, internet searches, press clippings collection.	Monthly	Communications team, M&E officers

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Number of social media posts related to the campaigns and their reach (e.g., likes, shares, comments).	This indicator measures the immediate activity of social media engagement. It reflects the campaign's efforts to promote awareness through social media platforms. The number of posts and their reach (engagement metrics) indicate the campaign's effectiveness in utilizing social media to spread its message.	0		Social media analytics, platform insights	Social media analytics tools (e.g., Facebook Insights, Twitter Analytics).	Monthly	Social media managers, M&E officer
	Number of stakeholders (e.g., NGOs, community leaders, government officials) involved in planning and conducting the campaigns	This indicator measures the direct result of efforts to engage and involve various stakeholders in the planning and execution of awareness campaigns. It reflects the immediate outcome of collaboration and partnership-building activities, indicating the breadth and diversity of stakeholder engagement.	0		Meeting minutes, partnership agreements	Stakeholder mapping, meeting attendance records.	Quarterly	Campaign coordinators, M&E officers
	Number of surveys conducted before and after the campaigns to measure changes in awareness levels among the target audience	This indicator measures the immediate activity of conducting surveys to assess awareness levels. It reflects the campaign's efforts to gather baseline and follow-up data, providing a direct measure of the campaign's scope in terms of monitoring and evaluation activities.	0		Survey reports, pre- and post-campaign survey data	Online surveys, paper-based surveys, interview guides.	Before and after each campaign	M&E officers, survey teams
	Number of training sessions held for campaign facilitators or volunteers.	This indicator measures the direct result of capacity-building efforts aimed at preparing facilitators and volunteers for the campaigns. It reflects the immediate outcome of training activities, indicating the extent of efforts to equip individuals with the necessary skills and knowledge to effectively conduct the campaigns.	0		Training attendance records, training schedules.	Attendance sheets, training logs	Per training session	Training coordinators, M&E officers
	Average feedback scores from participants regarding the usefulness and quality of the campaigns	This indicator measures the immediate outcome of feedback collection efforts from participants. It reflects the direct result of soliciting and analyzing participant feedback, providing a quantitative measure of the perceived effectiveness and quality of the campaigns as experienced by the participants.	0		Feedback forms, evaluation surveys	Feedback forms, online surveys	Per campaign event	Event organizers, M&E officers
Outcome 8: Improved support	Number of power outages in the country	This indicator reflects the intermediate effects of efforts to improve the stability and reliability of the power grid. A reduction in the number of power outages indicates the effectiveness of infrastructure	0		Outage Logs, System Reliability Reports	System Monitoring, Documentation Review	Quarterly	Electricity and Renewable Energy Division

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
services in the energy sector		investments, maintenance activities, and grid management practices in providing a consistent and reliable power supply. This demonstrates progress towards enhanced energy security and reliability for consumers and businesses.	0					
	Level of customer satisfaction	This indicator reflects the intermediate effects of service improvement initiatives, customer service training, and operational efficiency efforts. Higher levels of customer satisfaction indicate that the utility company is successfully meeting customer needs and expectations, demonstrating improvements in service quality and customer relations.	0		Customer Feedback Forms, Surveys	Surveys, Feedback Forms	Quarterly	Administration and Human Resources Management Department,
	Number of support service issues resolved within the first contact.	This indicator measures the immediate result of support service interactions by quantifying how many issues are resolved during the first contact. It reflects the efficiency and effectiveness of support services in providing quick resolutions, which is a direct outcome of the support process	0		Customer service logs, CRM systems	Analysis of service logs, CRM report	Monthly	Support service managers, M&E officers
	Number of support service channels available to energy sector stakeholders.	This indicator measures the direct outcome of efforts to provide multiple channels for stakeholders to access support services. It reflects the availability and accessibility of different support avenues, which is a tangible result of service provision efforts	0		Internal service documentation, IT infrastructure record	Review of service documentation, IT system audit.	Quarterly	IT department, support service managers
	Percentage of support service staff receiving regular training and professional development.	This indicator measures the immediate result of training and professional development activities by quantifying the proportion of staff who receive regular training. It reflects the investment in staff development, which directly impacts the quality of support services provided.	0		HR training records, professional development logs	Review of HR records, training attendance logs.	Bi-annually	HR department,
	Number of complaints related to support services received and resolved.	This indicator measures the direct outcome of handling complaints by tracking the number received and resolved. It reflects the responsiveness and effectiveness of the support service in addressing issues raised by stakeholders.	0		Complaint logs, customer feedback forms	Analysis of complaint logs, feedback forms	Monthly	Customer service team, quality assurance officers
	Overall performance rating of support services in the energy sector.	This indicator measures the immediate outcome of performance evaluations by quantifying the overall rating of support services. It reflects stakeholders' assessments of support service quality, which is adirect result of service delivery.	0		Customer satisfaction surveys, performance evaluations	Survey distribution and analysis, performance review forms.	Annually	M&E officers

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Number of innovative solutions implemented to enhance support services in the energy sector.	This indicator measures the direct outcome of innovation efforts by quantifying the number of new solutions implemented. It reflects the tangible results of initiatives aimed at improving support services through innovative approaches			Project management records, innovation logs	Review of project documentation, innovation tracking reports.	Annually	Innovation team, support service managers
	Frequency of support service evaluations and audits conducted	This indicator measures the direct outcome of evaluation and audit activities by tracking how often they are conducted. It reflects the regularity and thoroughness of assessments aimed at ensuring service quality and compliance.	0		Audit reports, evaluation logs	Review of audit schedules, evaluation report	Quarterly	Internal audit department.
	User satisfaction rate with support services in the energy sector.	This indicator measures the immediate outcome of satisfaction surveys by quantifying the rate of user satisfaction. It reflects stakeholders' perceptions of support service quality, which is a direct result of service interactions.	0		User satisfaction surveys, feedback forms.	Survey analysis, feedback form reviews	Bi-annually	M&E officers
	Response time for support service requests within the energy sector.	This indicator measures the immediate result of handling support service requests by quantifying the average response time. It reflects the efficiency of the support service in addressing requests promptly	0		Service request logs, CRM systems.	Analysis of response time logs, CRM reports	Monthly	IT department
Output 8.1: Technical training programs focused on managing and maintaining modern energy systems delivered to staff.	Number of technical training programs on managing and maintaining modern energy systems	This indicator quantifies the direct result of training activities designed to enhance the technical skills and knowledge of the workforce. The number of training programs conducted reflects the immediate output of efforts to build capacity and expertise in modern energy system management and maintenance.	0		Training Reports	Attendance Logs, Training Records	Annually	Administration and Human Resources Management Department,
	Number of energy sector employees attended technical training programs on managing and maintaining modern energy systems	This indicator quantifies the direct result of participation in capacity-building initiatives. The number of employees trained reflects the immediate output of efforts to improve the technical capabilities and proficiency of the workforce in the energy sector.	0		Training Attendance Records	Attendance Logs, Training Reports	Annually	Administration and Human Resources Management Department,
Output 8.2: Legal and regulatory framework regulating energy sector	Level of progress made in reviewing the legal and regulatory framework	This indicator quantifies the direct result of activities aimed at evaluating and revising existing laws and regulations. The level of progress made reflects the immediate output of efforts to modernize and enhance the regulatory environment, ensuring it supports the development and operation of the energy sector effectively	0		Regulatory Reports, Legal Reviews	Documentation Review, Progress Reports	Annually	Legal Services Unit

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
implemented in the energy sector	Number of New Laws/Regulations Enacted	This is an output indicator measures the number of new laws or regulations that have been formally enacted within a specific period. This is an output indicator because it directly measures the immediate products or deliverables of a regulatory or legislative process. It reflects the tangible outcomes of efforts to create new legal frameworks and is an essential step towards achieving broader regulatory or policy goals	0		Government records Official gazettes Legislative tracking systems	Review of official government publications and records Analysis of legislative tracking systems	Quarterly	Legal Services Unit
	Number of Revised Laws/Regulations	This indicator Counts the number of existing laws or regulations that have been formally revised or amended. This is an output indicator as it measures the direct result of efforts to update and improve the existing legal framework. It indicates progress in refining and adapting regulations to current needs and standards, which is crucial for effective governance and regulatory compliance.	0		Government records Official gazettes Legislative tracking systems	Review of official government publications and records Analysis of legislative tracking systems	Quarterly	Legal Services Unit Legislative bodies M&E officers
	Number of training programs conducted for regulatory staff	This indicator Tracks the number of training programs provided to regulatory staff to enhance their knowledge and skills. This is an output indicator because it measures the immediate result of capacity-building efforts. Training programs are a direct output of initiatives aimed at improving the capabilities of regulatory staff, which is essential for effective implementation and enforcement of laws and regulations.	0		Training attendance records HR training logs Training program report	Review of attendance records and training logs Analysis of training program report	Bi-annually	Legal Services Unit HR departments Training coordinators M&E officers
Output 8.3: Administration of procurement laws and regulations implemented in the energy sector.	Number of Minutes of MPMU conducted	This indicator Tracks the number of meeting minutes documented during MPMU (Ministry Project Management Unit) meeti, This is an output indicator as it measures the immediate product of administrative activities, reflecting the organizational effort to document and manage meetings.	0		Meeting minutes, MPMU records	Review of meeting minutes, administrative records.	Monthly	MPMU secretariat, M&E officers
	Level of progress made in preparing the procurement plan.	This indicator Measures the stages completed in the preparation of the procurement plan. This is an output indicator as it measures the direct result of the planning process, indicating progress towards developing a procurement strategy.	0		Procurement planning documents, progress reports.	Review of planning documents, progress reports.	Quarterly.	Procurement department,.

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Number of assets updated	This indicator Counts the number of assets for which records have been updated. This is an output indicator as it measures the immediate result of asset management activities, reflecting efforts to maintain accurate asset records.	0		Asset management system, inventory logs	Review of asset records, inventory updates	Quarterly	Procurement Department
	Number of assets procured	This indicator Counts the number of new assets acquired. This is an output indicator as it measures the tangible results of procurement activities, showing the immediate outcome of procurement efforts	0		Procurement records, purchase orders	Review of procurement records, purchase orders.	Quarterly	Procurement Department
	Number of Contract Registered	This indicator Tracks the number of contracts formally registered. This is an output indicator as it measures the immediate product of contract management activities, reflecting efforts to formalize agreements.	0		Contract registry, legal department records.	Review of contract registry, legal records.	Quarterly.	Legal department
	Number of Minutes of Minister conducted	This indicator Measures the number of meeting minutes documented during ministerial meetings. This is an output indicator as it measures the immediate product of administrative activities, reflecting the organizational effort to document and manage meetings.	0		Meeting minutes, ministerial records.	Review of meeting minutes, administrative records.	Monthly	Ministerial Secretariat
	Average time taken from the initiation of a procurement process to the award of the contract.	This indicator Measures the average duration from the start of the procurement process to the contract award. This is an output indicator as it measures the efficiency of the procurement process, reflecting the time taken to complete a procurement cycle	0		Procurement process records, timeline	Analysis of procurement records, timeline tracking	Quarterly	Procurement Department
	Number of procurement processes that experienced delays beyond the standard cycle time.	This indicator Counts the number of procurement processes that exceeded the standard cycle time. This is an output indicator as it measures deviations from the planned timeline, reflecting delays in the procurement process.	0		Procurement records, process timelines.	Analysis of procurement records, delay tracking.	Quarterly	Procurement Department
	Percentage of procurement notices and tender documents published on public platforms.	This indicator Measures the proportion of procurement notices and tender documents made publicly available. This is an output indicator as it measures the transparency of the procurement process, reflecting efforts to publicize procurement opportunities.	0		Public platforms, procurement records	Review of public platforms, analysis of procurement records	Quarterly	Procurement Department

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Number of procurement-related complaints received and the percentage resolved within a specified timeframe	This indicator Tracks the number of complaints about procurement processes and the percentage resolved within a set timeframe. This is an output indicator as it measures the immediate result of complaint resolution efforts, reflecting the responsiveness of the procurement system.	0		Complaint logs, resolution records.	Analysis of complaint logs, resolution tracking.	Quarterly	Procurement Department
	Number of training programs conducted for procurement staff on procurement laws and regulations	This indicator Counts the number of training sessions provided to procurement staff on laws and regulations. This is an output indicator as it measures the direct result of capacity-building efforts, reflecting training activities conducted.	0		Training records, HR logs	Review of training records, HR logs.	Bi-annually	HR department, training coordinators, M&E officers.
	Percentage of procurement staff trained in the latest procurement laws and regulations	This indicator Measures the proportion of procurement staff who have received training on the latest laws and regulations. This is an output indicator as it measures the immediate result of training efforts, reflecting the level of staff compliance with current regulations.	0		Training attendance records, HR logs	Review of attendance records, HR logs.	Bi-annually	HR department, training coordinators,
	Amount of cost savings achieved through competitive procurement processes	This indicator Measures the financial savings achieved by using competitive procurement methods. This is an output indicator as it measures the direct financial benefit of procurement activities, reflecting cost efficiency	0		Financial records, procurement reports	Analysis of financial records, procurement cost analysis.	Quarterly	Finance department, Procurement Department
	Percentage of contracts completed on time, within budget, and meeting quality standards	This indicator Measures the proportion of contracts that meet time, budget, and quality criteria. This is an output indicator as it measures the immediate result of contract management activities, reflecting the success of procurement projects	0		Contract performance reports, project records.	Review of performance reports, project evaluations.	Quarterly	Procurement Department,
	Ratio of actual procurement spend to the estimated budget	This indicator Compares the actual spending on procurement to the estimated budget. This is an output indicator as it measures the efficiency of budget management, reflecting adherence to financial plans.	0		Financial records, Budget Reports	Analysis of financial records, budget comparison.	Quarterly.	Finance Department, Procurement Department
Output 8.4: ICT communication infrastructure installed within energy sector	Number of ICT communication infrastructure installations completed within the energy sector.	This indicator Tracks the number of new ICT communication infrastructure installations completed. This is an output indicator as it measures the immediate result of ICT infrastructure deployment efforts, reflecting the tangible completion of installation projects.	0		Installation records, project completion reports.	Review of installation logs, project reports.	Quarterly.	ICT department, project managers

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Percentage in ICT communication infrastructure coverage within the energy sector	This indicator Measures the percentage increase in the area covered by ICT communication infrastructure within the energy sector. This is an output indicator as it quantifies the direct result of infrastructure expansion efforts, reflecting the increase in coverage area	0		GIS mapping, coverage reports	GIS analysis, review of coverage reports.	Annually	ICT department, GIS analysts
	Average downtime of ICT communication infrastructure within the energy sector.	This indicator Measures the average amount of time the ICT communication infrastructure is non- operational. This is an output indicator as it measures the operational efficiency and reliability of the installed infrastructure, reflecting the direct impact of maintenance and support activities	0		System logs, maintenance records.	Analysis of system logs, review of maintenance record	Monthly	ICT department
	User satisfaction rate with ICT communication infrastructure in the energy sector	This indicator Measures the satisfaction levels of users with the ICT communication infrastructure. This is an output indicator as it measures the immediate impact of infrastructure on user experience, reflecting the quality and effectiveness of ICT services.	0		User surveys, feedback forms	Survey distribution and analysis, feedback form reviews.	Bi-annually	ICT department
Output 8.5: ICT systems developed within energy sector	Number of ICT systems developed specifically for the energy sector	This indicator Counts the number of ICT systems created specifically to support the energy sector. This is an output indicator as it measures the tangible result of system development efforts, reflecting the completion of new ICT systems.	0		Development logs, project reports	Review of development logs, analysis of project reports.	Quarterly.	ICT development
	Percentage of energy sector projects utilizing newly developed ICT systems	This indicator Measures the proportion of energy sector projects that are using the newly developed ICT systems. This is an output indicator as it measures the direct result of system deployment efforts, reflecting the adoption rate of new technologies	0		Project usage reports, adoption logs.	Analysis of usage reports, review of adoption logs.	Quarterly.	ICT development
	Time taken to develop and deploy new ICT systems in the energy sector	This indicator Measures the duration from the initiation of development to the deployment of new ICT systems. This is an output indicator as it measures the efficiency and timeliness of the system development process, reflecting the direct output of development efforts.	0		Project timelines, development logs	Analysis of project timelines, review of development logs	Quarterly	ICT development
	Staff training hours dedicated to the new ICT systems	This indicator Tracks the total number of hours spent training staff on the new ICT systems. This is an output indicator as it measures the immediate result of training activities, reflecting the effort invested in capacity building	0		Training attendance records, HR logs.	Review of attendance records, analysis of HR logs.	Bi-annually.	HR department

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Number of successful pilot tests conducted for new ICT systems within the energy sector	This indicator Counts the number of pilot tests that have been successfully conducted for new ICTsystems. This is an output indicator as it measures the immediate result of pilot testing efforts, reflecting the validation and testing of new systems	0		Pilot test reports, testing logs.	Review of pilot test reports, analysis of testing logs.	Quarterly.	ICT development
	Time taken to develop and deploy new ICT systems in the energy sector	This indicator Measures the duration from the initiation of development to the deployment of new ICT systems in the energy sector. This is an output indicator as it measures the efficiency and timeliness of system development and deployment processes, reflecting the immediate result of development efforts.	0		Project timelines, development logs	Analysis of project timelines, review of development logs.	Quarterly.	ICT development
Output 8.6: Regular physical monitoring visits conducted for all development projects/programmes	Number of physical monitoring visits conducted per quarter for development projects/programmes	This indicator Tracks the number of physical monitoring visits conducted for development projects/programmes each quarter. This is an output indicator as it measures the direct effort of conducting monitoring visits, reflecting the tangible activities undertaken to oversee project progress.	0		Visit logs, monitoring schedules.	Review of visit logs, monitoring schedules.	Quarterly.	Monitoring and Evaluationtea Unit
	Number of monitoring reports generated from physical visits	This indicator Counts the number of monitoring reports produced as a result of physical monitoring visits. This is an output indicator as it measures the immediate result of monitoring activities, reflecting the documentation of findings from physical visits	0		Monitoring reports, visit records	Review of monitoring reports, visit records.	Quarterly	Monitoring and Evaluationtea Unit
	Number of projects/programmes demonstrating improved performance after physical monitoring visits	This indicator Measures the number of projects/programmes that show improved performance following physical monitoring visits. This is an output indicator as it measures the immediate impact of monitoring visits on project performance.	0		Project performance reports, monitoring records.	Analysis of performance reports, review of monitoring records.	Quarterly	Monitoring and Evaluationtea Unit
	Percentage of issues identified during physical monitoring visits that are resolved within a specified timeframe	This indicator Measures the proportion of issues identified during physical monitoring visits that are resolved within a specified timeframe. This is an output indicator as it measures the immediate response to issues identified during monitoring visits,	0		Issue tracking logs, resolution records.	Analysis of tracking logs, review of resolution records.	Quarterly	Monitoring and Evaluationtea Unit

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
		reflecting the effectiveness of the issue resolution process.						
	Satisfaction rate of stakeholders withthe physical monitoring process	This indicator Measures the satisfaction levels of stakeholders with the physical monitoring process. This is an output indicator as it measures the immediate impact of the monitoring process on stakeholder satisfaction.	0		Stakeholder surveys, feedback forms.	Survey distribution and analysis, feedback form reviews.	Bi-annually	Monitoring and Evaluationtea Unit
Output 8.7: Comprehensive evaluation reports generated for development projects/programmes	Number of comprehensive evaluation reports generated per year for development projects/programmes	This indicator Counts the number of comprehensive evaluation reports produced annually for development projects/programmes This is an output indicator as it measures the tangible results of evaluation activities, reflecting the documentation of comprehensive project assessments.	0		Evaluation reports, project records.	Review of evaluation reports, project records.	Annually	Monitoring and Evaluationtea Unit
	Percentage of development projects/programmes with completed evaluation reports	This indicator Measures the proportion of development projects/programmes that have completed evaluation reports. This is an output indicator as it measures the immediate result of evaluation efforts, reflecting the completion rate of project evaluations	0		Project records, evaluation reports.	Analysis of project records, review of evaluation reports.	Annually	Monitoring and Evaluationtea Unit
	Timeliness of evaluation report generation (average time from project completion to report issuance)	This indicator Measures the average time taken from project completion to the issuance of the evaluation report. Justification: This is an output indicator as it measures the efficiency and timeliness of the evaluation reporting process.	0		Project timelines, evaluation report records.	Analysis of project timelines, review of evaluation report records	Annually	Monitoring and Evaluationtea Unit
	Percentage of evaluation reports that include actionable recommendations	This indicator Measures the proportion of evaluation reports that contain actionable recommendations. This is an output indicator as it measures the quality and usefulness of evaluation reports, reflecting the inclusion of practical recommendations.	0		Evaluation reports, recommendation logs.	Review of evaluation reports, analysis of recommendation logs.	Annually	Monitoring and Evaluationtea Unit
	Satisfaction rate of stakeholders with the comprehensiveness and usefulness of	This indicator Measures the satisfaction levels of stakeholders with the comprehensiveness and usefulness of evaluation reports. This is an output indicator as it measures the immediate impact of evaluation reports on stakeholder satisfaction.	0		Stakeholder surveys, feedback forms.	Survey distribution and analysis, feedback form reviews.	Annually.	Monitoring and Evaluationtea Unit

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	the evaluation reports		0					
Output 8.8: Communication Matters of energy sector shared to the public	Number of communication releases shared with the public regarding energy sector matters	This indicator Counts the number of official communication releases shared with the public about energy sector matters. This is an output indicator as it measures the direct result of communication efforts, reflecting the frequency of information dissemination	0		Communication logs, public relations records.	Review of communication logs, analysis of public relations records.	Quarterly.	Governemnt Communicatio Unit
	Frequency of public updates on energy sector developments.	This indicator Measures how often public updates on energy sector developments are provided. This is an output indicator as it measures the regularity of communication efforts, reflecting the frequency of public engagement.	0		Update logs, communication schedules.	Review of update logs, analysis of communication schedules.	Quarterly.	Governemnt Communicatio Unit
	Percentage of the public reporting awareness of energy sector communications	This indicator Measures the proportion of the public that reports being aware of communications about the energy sector. This is an output indicator as it measures the immediate impact of communication efforts on public awareness.	0		Public surveys, feedback forms.	Survey distribution and analysis, feedback form reviews.	Annually.	Governemnt Communicatio Unit
	Number of platforms used to disseminate energy sector information to the public	This indicator Counts the number of different platforms used to disseminate information about the energy sector to the public. This is an output indicator as it measures the scope and diversity of communication channels used.	0		Communication records, platform usage logs.	Review of communication records, analysis of platform usage logs.	Quarterly.	Governemnt Communicatio Unit
	Engagement rate of the public with energy sector communication materials (e.g., website visits, social media interactions)	This indicator Measures the level of public engagement with communication materials about the energy sector. This is an output indicator as it measures the immediate result of communication efforts in terms of public interaction and engagement	0		Website analytics, social media metrics	Analysis of website analytics, review of social media metrics.	Quarterly.	Governemnt Communicatio Unit
	Number of press conferences or public briefings held about energy sector issues	This indicator Counts the number of press conferences or public briefings conducted to address energy sector issues. This is an output indicator as it measures the direct result of public communication efforts, reflecting the frequency of press interactions	0		Event logs, press release records.	Review of event logs, analysis of press	Quarterly.	Governemnt Communicatio Unit

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Public satisfaction rate with the transparency and clarity of communications regarding the energy sector	This indicator Measures the satisfaction levels of the public regarding the transparency and clarity of communications about the energy sector. This is an output indicator as it measures the immediate impact of communication efforts on public perception and satisfaction.	0		Public surveys, feedback forms.	Survey distribution and analysis, feedback form reviews.	Annually.	Governemnt Communicatio Unit
	Number of feedback or inquiries received from the public about energy sector communications.	This indicator Tracks the number of feedback or inquiries received from the public regarding communications about the energy sector. This is an output indicator as it measures the direct engagement of the public with communication efforts.	0		Feedback logs, inquiry records.	Review of feedback logs, analysis of inquiry records.	Quarterly.	Governemnt Communicatio Unit
Output 8.9: Plans and budgets Facilitated to Energy Sector	Amount of budget allocated to the energy sector.	This indicator Measures the total budget allocated to the energy sector. This is an output indicator as it measures the financial resources provided for energy sector activities.	0		Budget records, financial reports.	Review of budget records, analysis of financial reports.	Annually.	Finance department, budget office, M&E officers.
	Percentage of budget utilization in the energy sector.	This indicator Measures the proportion of the allocated budget that has been utilized. This is an output indicator as it measures the efficiency of budget utilization, reflecting the direct use of financial resources.	0		Financial records, budget reports.	Analysis of financial records, review of budget reports.	Quarterly.	Finance department, budget office, M&E officers.
	Number of projects funded through the facilitated budgets in the energy sector	This indicator Counts the number of projects funded by the allocated budget in the energy sector. This is an output indicator as it measures the direct result of budget allocation on project funding.	0		Project records, financial reports.	Review of project records, analysis of financial reports	Annually.	Project managers, finance department, M&E officers.
	Number of stakeholders involved in the planning and budgeting process.	This indicator Measures the number of stakeholders participating in the planning and budgeting process. This is an output indicator as it measures the direct involvement of stakeholders in planning and budgeting activities	0		Meeting attendance records, planning documents.	Review of attendance records, analysis of planning documents.	Annually.	Planning department, finance department, M&E officers.
	Percentage of plans and budgets that meet predefined quality standards.	This indicator Measures the proportion of plans and budgets that meet predefined quality standards. This is an output indicator as it measures the quality of planning and budgeting efforts.	0		Quality assessment reports, planning documents.	Review of assessment reports, analysis of planning documents	Annually.	Quality assurance team, planning department, M&E officers.

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Number of training sessions conducted on planning and budgeting for energy sector staff.	This indicator Counts the number of training sessions held to enhance planning and budgeting skills among energy sector staff. This is an output indicator as it measures the direct result of capacity-building efforts.	0		Training attendance records, HR logs.	Review of attendance records, analysis of HR logs.	Bi-annually	Meeting attendance records, parliamentary logs.
	Number of Parliamentary committee Meetings attended	This indicator Tracks the number of parliamentary committee meetings attended by energy sector representatives. This is an output indicator as it measures the direct engagement with parliamentary committees	0		Meeting attendance records, parliamentary logs.	Review of attendance records, analysis of parliamentary logs.	Quarterly.	Energy sector representatives, M&E officers.
	Number of site visits organized for Parliamentary committee	This indicator Counts the number of site visits organized for parliamentary committee members. This is an output indicator as it measures the direct result of efforts to engage and inform parliamentary committees through site visits.	0		Visit logs, event records.	Review of visit logs, analysis of event records.	Quarterly.	Project managers, parliamentary liaisons
	Number of Parliamentary Seminars organized in energy sector	This indicator Measures the progress made in creating a Counts the number of seminars organized for parliamentary members about the energy sector. This is an output indicator as it measures the immediate result of educational and informational efforts aimed at parliamentary members.	0		Seminar records, event logs.	Review of seminar records, analysis of event logs.	Annually.	Energy sector representatives, parliamentary liaisons, M&E officers.
Output 8.10: Governance, Risks and Control Measures Addressed to energy Sector	Level of progress made in developing risk register	This indicator Measures the progress made in creating a comprehensive risk register for the energy sector. This is an output indicator as it measures the direct result of risk management efforts.	0		Risk management reports, development logs.	Review of risk management reports, analysis of development logs.	Quarterly.	Internal Adit Unit
	Number of Staffs trained on Governance, Risks and Control measures	This indicator Counts the number of staff trained on governance, risk management, and control measures. This is an output indicator as it measures the immediate result of training activities aimed at improving governance and risk management.	0		Training attendance records, HR logs.	Review of attendance records, analysis of HR logs.	Bi-annually	Internal Adit Unit
	Level of progress made in monitoring Ministerial risks	This indicator Measures the progress in monitoring risks identified at the ministerial level. This is an output indicator as it measures the direct result of risk monitoring activities.	0		Risk monitoring reports, tracking logs	Review of monitoring reports, analysis of tracking logs.	Quarterly.	Internal Adit Unit
	Number of governance issues identified and addressed in the energy sector.	This indicator Tracks the number of governance-related issues identified and addressed. This is an output indicator as it measures the immediate result of governance oversight activities.	0		Governance reports, issue logs.	Review of governance reports, analysis of issue logs.	Quarterly.	Internal Adit Unit

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Percentage of identified risks mitigated in the energy sector.	This indicator Measures the proportion of identified risks that have been mitigated within the energy sector. This is an output indicator as it measures the immediate results of risk management activities, reflecting the effectiveness of mitigation efforts.	0		Risk management reports, mitigation logs.	Analysis of risk management reports, review of mitigation logs	Quarterly.	Internal Adit Unit
	Number of control measures implemented in the energy sector.	This indicator Counts the number of control measures that have been implemented to manage risks within the energy sector. This is an output indicator as it measures the direct result of efforts to establish controls, reflecting the actions taken to mitigate	0		Control implementation logs, governance reports.	Review of implementation logs, analysis of governance reports.	Quarterly.	Internal Adit Unit
	Frequency of risk assessments conducted in the energy sector.	This indicator Measures how often risk assessments are conducted within the energy sector. This is an output indicator as it measures the direct activity of conducting risk assessments, reflecting the ongoing efforts to identify and manage risks.	0		Risk assessment reports, assessment schedules.	Review of assessment reports, analysis of schedules.	Quarterly.	Internal Adit Unit
	Number of training sessions held on governance, risk management, and control measures for energy sector staff.	This indicator Tracks the number of training sessions conducted to educate staff on governance, risk management, and control measures. This is an output indicator as it measures the immediate result of training activities, reflecting the effort to build staff capacity in these areas.	0		Training attendance records, HR logs.	: Review of attendance records, analysis of HR logs	Bi-annually.	Internal Adit Unit
	Percentage of energy sector projects with documented risk management plans.	This indicator Measures the proportion of energy sector projects that have formal risk management plans in place. This is an output indicator as it measures the direct result of planning efforts, reflecting the adoption of risk management practices	0		Project records, risk management plans	Review of project records, analysis of risk management plans	Annually.	Internal Adit Unit
	Reduction in the number of governance-related incidents reported in the energy sector.	This indicator Measures the decrease in the number of reported governance-related incidents within the energy sector. This is an output indicator as it measures the immediate impact of governance improvements, reflecting the effectiveness of measures taken to address governance issues.	0		Incident reports, governance logs.	Analysis of incident reports, review of governance logs	Annually.	Internal Adit Unit

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Compliance rate with established control measures in the energy sector.	This indicator Measures the percentage of compliance with established control measures within the energy sector. This is an output indicator as it measures the direct result of implementing control measures, reflecting adherence to established guidelines and protocols	0		Compliance reports, audit records	Review of compliance reports, analysis of audit records	Quarterly.	Internal Adit Unit
	Number of audits conducted to evaluate governance and control measures in the energy sector.	This indicator Counts the number of audits performed to assess governance and control measures in the energy sector. This is an output indicator as it measures the immediate activity of conducting audits, reflecting the effort to evaluate and improve governance and control systems	0		Audit reports, internal audit records.	Review of audit reports, analysis of internal audit records.	Annually.	Internal Adit Unit
Output 8.11: Investment Opportunities in the Energy Sector promoted	Number of JPCs/JTCs attended to promote Investment Opportunities in Energy sectors	This Indicators Tracks the number of Joint Planning Committees (JPCs) and Joint Technical Committees (JTCs) attended to promote investment opportunities in the energy sector. This is an output indicator as it measures the direct effort of attending and participating in committees aimed at promoting investment opportunities.	0		Meeting attendance records, committee logs.	Review of attendance records, analysis of committee logs.	Quarterly.	Investment promotion team, M&E officers.
	Number of State and Ministerial Visits conducted to promote energy sector investment opportunities	This Indicators Counts the number of state and ministerial visits made to promote investment opportunities in the energy sector. This is an output indicator as it measures the immediate action taken to promote investment opportunities through high-level visits	0		Visit logs, ministerial records.	Review of visit logs, analysis of ministerial records.	Quarterly.	Investment promotion team, M&E officers.
	Number of investment opportunities identified and promoted in the energy sector.	This Indicators Measures the number of investment opportunities identified and actively promoted within the energy sector. This is an output indicator as it reflects the direct result of efforts to identify and promote investment opportunities.	0		Investment opportunity logs, promotional records.	Review of investment logs, analysis of promotional records	Quarterly.	Investment promotion team, M&E officers.
	Amount of capital invested in the energy sector as a result of promotional activities.	This Indicators Measures the total amount of capital invested in the energy sector as a direct result of promotional activities. This is an output indicator as it quantifies the financial impact of promotional activities on attracting investments.	0		Financial records, investment reports.	Analysis of financial records, review of investment reports.	Quarterly.	Finance department, investment promotion team, M&E officers.

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Number of promotional events or campaigns conducted to highlight investment opportunities in the energy sector.	This Indicators Counts the number of events or campaigns conducted to promote investment opportunities in the energy sector. This is an output indicator as it measures the immediate result of efforts to organize and conduct promotional activities.	0		Event logs, campaign records.	Review of event logs, analysis of campaign records	Quarterly.	Event organizers, investment promotion team, M&E officers.
	Number of investors expressing interestin the energy sector.	This Indicators Tracks the number of investors who express interest in investing in the energy sector. Justification: This is an output indicator as it measures the direct response to promotional activities and the level of interest generated. :	0		Investor inquiry logs, expression of interest records.	Review of inquiry logs, analysis of expression of interest records	Quarterly.	Investor relations team, investment promotion team, M&E officers
	Percentage of investment inquiries converted into actual investments.	This Indicators Measures the proportion of investment inquiries that result in actual investments. This is an output indicator as it measures the effectiveness of converting interest into tangible investments.	0		Analysis of conversion logs, review of investment records	Analysis of conversion logs, review of investment records	Quarterly.	Investor relations team, investment promotion team, M&E officers
	Number of partnerships or collaborations established through investment promotions.	This Indicators Counts the number of partnerships or collaborations formed as a result of investment promotion activities. This is an output indicator as it measures the direct result of promotional efforts in establishing new partnerships.	0		Partnership agreements, collaboration logs.	Review of partnership agreements, analysis of collaboration logs	Quarterly.	Partnership development team, investment promotion team, M&E officers.
	Feedback score from investors on the effectiveness of promotional materials and activities.	This Indicators Measures the feedback score given by investors on the effectiveness of promotional materials and activities. This is an output indicator as it measures the immediate impact of promotional efforts on investor perception.	0		Investor surveys, feedback forms.	Investor surveys, feedback forms.	Annually.	Investor relations team, M&E officers
	Number of informational materials distributed about investment opportunities in the energy sector.	This Indicators Counts the number of brochures, leaflets, or other informational materials distributed about investment opportunities. This is an output indicator as it measures the immediate distribution efforts of promotional materials.	0		Distribution logs, inventory records.	Review of distribution logs, analysis of inventory records.	Marketing team, investment promotion team, M&E officers.	Marketing team, investment promotion team, M&E officers.

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Reach and engagement metrics of online promotional activities.	This Indicators Measures the reach (e.g., views, impressions) and engagement (e.g., likes, shares, comments) of online promotional activities. This is an output indicator as it measures the direct impact of online promotional efforts.	0		Social media analytics, website metrics	Analysis of social media analytics, review of website metrics.	Quarterly.	Digital marketing team, M&E officers
	Reach and engagement metrics of offline promotional activities.	This Indicators Measures the reach (e.g., attendees, distribution) and engagement (e.g., feedback, participation) of offline promotional activities. This is an output indicator as it measures the direct impact of offline promotional efforts.	0		Event attendance records, feedback forms.	Review of attendance records, analysis of feedback forms. Frequency:	Quarterly.	Event organizers, M&E officers.
	Number of new projects initiated as a result of promoted investment opportunities in the energy sector.	This Indicators Counts the number of new projects started due to promoted investment opportunities. This is an output indicator as it measures the direct outcome of investment promotion efforts leading to new project initiations.	0		Project initiation records, investment reports.	Review of project initiation records, analysis of investment reports	Quarterly.	Project managers, investment promotion team, M&E officers.
Output 8.12: Energy Policy and Strategies Reviewed	Number of energy policies and strategies reviewed within the specified timeframe.	This indicator Measures the number of energy policies and strategies that have been reviewed within a given timeframe. This is an output indicator as it reflects the immediate results of review activities, indicating the extent of policy and strategy evaluations completed	0		Review logs, policy documents, progress reports	Review of logs, analysis of policy documents.	Annually.	Policy review team, M&E officers.
	Percentage of reviewed policies and strategies that have been updated or revised.	Measures the proportion of reviewed policies and strategies that have been updated or revised. This is an output indicator as it quantifies the direct result of the review process leading to updates or revisions.	0		Policy review reports, updated policy documents.	Analysis of review reports, review of updated documents.	Annually.	Policy review team, M&E officers.
	Number of stakeholder consultations conducted during the review process.	This Indicator Counts the number of consultations with stakeholders conducted during the review process of energy policies and strategies. This is an output indicator as it measures the direct engagement with stakeholders to gather input and feedback.	0		Consultation records, meeting minutes	Review of consultation records, analysis of meeting minutes	Annually.	Policy review team, stakeholder engagement officers, M&E officers.

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Timeliness of completing the review of energy policies and strategies.	This Indicator Measures the time taken to complete the review of energy policies and strategies. This is an output indicator as it reflects the efficiency and timeliness of the review process.	0		Project timelines, review logs.	Analysis of project timelines, review of logs	Annually	Policy review team, project managers, M&E officers.
	Number of recommendations generated from the review process.	This Indicator Counts the number of recommendations generated from the review of energy policies and strategies. This is an output indicator as it measures the immediate outcome of the review process in terms of actionable recommendations	0		Review reports, recommendation logs.	Review of reports, analysis of recommendation logs	Annually.	Policy review team, M&E officers.
	Implementation rate of recommendations from the policy and strategy reviews.	This Indicator Measures the percentage of recommendations from policy and strategy reviews that have been implemented. This is an output indicator as it quantifies the direct impact of the review process on policy implementation.	0		Implementation reports, monitoring logs.	Analysis of implementation reports, review of monitoring logs.	Annually.	Policy review team, implementation managers, M&E officers.
	Number of reports or documents produced from the review of energy policies and strategies.	This Indicator Counts the number of reports or documents produced as a result of reviewing energy policies and strategies. Justification: This is an output indicator as it measures the tangible documentation resulting from the review process.	0		Review reports, document archives.	Review of reports, analysis of document archives.	Annually.	Policy review team, documentation officers, M&E officers
	Satisfaction rate of stakeholders withthe reviewed and updated energy policies and strategies.	This Indicator Measures the satisfaction levels of stakeholders with the reviewed and updated energy policies and strategies. This is an output indicator as it reflects the immediate impact of the review process on stakeholder satisfaction.	0		Stakeholder surveys, feedback forms.	Survey distribution and analysis, review of feedback forms.	Annually.	Stakeholder engagement officers, M&E officers.
	Number of policy gaps identified and addressed during the review process.	This Indicator Counts the number of policy gaps identified and addressed during the review of energy policies and strategies This is an output indicator as it measures the immediate result of identifying and addressing policy gaps.	0		Review reports, gap analysis logs.	Review of reports, analysis of gap analysis logs.	Annually.	Policy review team, M&E officers
	Frequency of policy and strategy review cycles in the energy sector.	This indicator measures how often policy and strategy review cycles are conducted within the energy sector. It assesses the regularity and consistency with which these reviews are scheduled and completed	0		Review schedules, policy review logs,	Analysis of review schedules, review of logs.	Annually.	Policy review team, M&E officers

Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
					organizational calendars			
Output 8.13: Financial management Rules, Regulations and procedures within the energy sector complied	Number of projects audits reports in Prepared	This indicator Measures the total number of audit reports prepared for projects within a given period. This is an output indicator as it quantifies the immediate result of auditing activities, reflecting the number of completed audit reports.	0		Audit logs, project audit reports.	Review of audit logs, analysis of prepared audit reports.	Quarterly.	Internal audit team, M&E officers.
	Number of audit committee reports submitted	This indicator Counts the number of reports submitted by the audit committee within a specified timeframe. This is an output indicator as it measures the direct result of audit committee activities, indicating their reporting efficiency.	0		Audit committee records, submission logs.	Review of committee records, analysis of submission logs.	Quarterly.	Audit committee, M&E officers.
	Number of reports on departments and units audited	This indicator Measures the number of audit reports generated for different departments and units within the energy sector. This is an output indicator as it quantifies the audit coverage across various departments and units, reflecting the scope of auditing efforts.	0		Departmental audit logs, unit audit reports	Review of audit logs, analysis of audit reports.	Quarterly.	Internal audit team, M&E officers.
	Number of financial management rules, regulations, and procedures documented and disseminated within the energy sector.	This indicator Counts the number of financial management rules, regulations, and procedures that have been documented and shared within the energy sector. This is an output indicator as it measures the direct result of documentation and dissemination activities.	0		Documentation logs, dissemination records.	Review of logs, analysis of dissemination records.	Annually.	Financial management team, M&E officers.
	Percentage of energy sector entities in compliance with financial management rules, regulations, and procedures.	This indicator Measures the proportion of entities within the energy sector that comply with established financial management rules, regulations, and procedures. This is an output indicator as it quantifies the immediate result of compliance activities.	0		Analysis of compliance reports, review of audit findings	Analysis of compliance reports, review of audit findings	Quarterly.	Compliance officers, M&E officers
	Number of audits conducted to assess compliance with financial	This indicator Counts the number of audits conducted to evaluate adherence to financial management rules and regulations.	0		Audit logs, compliance audit reports.	Review of audit logs, analysis of compliance audit reports.	Quarterly.	Internal audit team, M&E officers.

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	management rules and regulations.	This is an output indicator as it measures the direct effort to assess compliance.						
	Percentage of audit findings resolved within a specified timeframe.	This indicator Measures the proportion of audit findings that are resolved within a given period. This is an output indicator as it quantifies the immediate response to audit findings.	0		Resolution logs, follow-up reports	Analysis of resolution logs, review of follow-up reports	Quarterly.	Audit follow-up team, M&E officers
	Number of training sessions held on financial management rules, regulations, and procedures for energy sector staff.	This indicator Counts the number of training sessions conducted to educate staff on financial management rules, regulations, and procedures. This is an output indicator as it measures the direct result of training activities.	0		Training attendance records, HR logs	Review of attendance records, analysis of HR logs.	Bi-annually.	HR department, training coordinators, M&E officers.
	Percentage of staffin the energy sector who have completed training on financial management compliance.	This indicator Measures the proportion of energy sector staff who have completed training on financial management compliance. This is an output indicator as it quantifies the immediate result of training efforts.:	0		Training completion records, HR logs.	Review of completion records, analysis of HR logs.	Bi-annually.	HR department, training coordinators, M&E officers.
	Number of non-compliance incidents reported within the energy sector.	This indicator Tracks the number of non-compliance incidents reported within the energy sector. This is an output indicator as it measures the direct result of compliance monitoring activities.	0		Incident reports, compliance logs.	Review of incident reports, analysis of compliance logs.	Quarterly.	Compliance officers, M&E officers.
	Number of financial irregularities or discrepancies in the energy sector.	This indicator Measures the number of financial irregularities or discrepancies identified within the energy sector. This is an output indicator as it quantifies the immediate result of financial monitoring and auditing activities.	0		Audit reports, discrepancy logs.	Review of audit reports, analysis of discrepancy logs.	Quarterly.	Internal audit team, M&E officers
	Frequency of reviews and updates to financial management rules, regulations, and procedures.	This indicator Measures how often financial management rules, regulations, and procedures are reviewed and updated. This is an output indicator as it reflects the regularity of efforts to maintain and improve financial management standards.	0		Review schedules, update logs.	Analysis of review schedules, review of update logs.	Annually.	Financial management team, M&E officers.

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Expected Results	Indicators	Indicator Description	Baseline Data	Target	Data Sources	Data Collection Methods/Tool	Frequency	Responsibility
	Stakeholder satisfaction rate with the clarity and effectiveness of financial management rules, regulations, and procedures in the energy sector.	This indicator Measures the satisfaction levels of stakeholders with the clarity and effectiveness of financial management rules, regulations, and procedures. This is an output indicator as it reflects the immediate impact of financial management standards on stakeholder satisfaction.			Stakeholder surveys, feedback forms.	Survey distribution and analysis, review of feedback forms	Annually.	Stakeholder engagement officers, M&E officers.

Annex 3: Indicator Tracking Table

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Outcome 1: Improved support services on HIV/AIDS infection and non-communicable diseases to staff.																				
Level of staff satisfaction with support services on HIV/AIDS infection and non-communicable diseases																				
Number of staff participating in ongoing awareness programs annually																				
Number of individuals Reached on Energy Safety and Efficiency Campaigns																				
Number of staff accessing counselling services.																				
Average amount of allowance provided																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
staff living with HIV/AIDS																				
Percentage of eligible staff who have received the allowance.																				
Output 1.1: Special diet allowances provided to staff living with HIV/AIDS																				
Number of staff eligible for the special diet allowance.																				
Frequency of allocation of special diet allowance																				
Total amount of funds disbursed as special diet allowances annually.																				
Output 1.2: HIV/AIDS and NCDs awareness seminars provided to staff.																				
Number of awareness seminars on HIV/AIDs																				
Number of awareness Seminars on Non-communicable diseases (NCDs)																				
Number of staff members who attended the awareness seminars on HIV/AIDs																				
Outcome 2: Enhanced implementation of the national anticorruption strategy.																				
Percentage change in corruption incidences																				
Percentage of Ministry Staff Completing Anti-Corruption Training																				
Number of Reported Corruption Incidents																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Level of Transparency and Integrity Ratings																				
Awareness rate among employees																				
Level of customer service satisfaction																				
Number of whistles received																				
Output 2.1: Training sessions on ethical practices and anti-corruption measures delivered to employees.																				
Number of trainings on ethical practices conducted																				
Number of trainings on anti-corruption measures conducted																				
Number of Employees Trained in Ethical Practices and Anti-corruption Measures																				
Output 2.2: An internal whistleblower Policy disseminated to staff with a secure method to report unethical practices																				
Percentage of employees who have received the whistleblower policy																				
Percentage of employees who have completed training related to the whistleblower policy																				
Outcome 3: Improved power generation, transmission, and distribution infrastructures.																				
Percentage of power stability in the country																				
Proportion of Energy efficiency across all sectors																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Access rate to electricity																				
Percentage reserve margin power capacity																				
Energy intensity																				
Percentage contribution of power source to the generation mix																				
Number of households connected																				
Number of villages connected																				
System average interruption duration index (SAIDI)																				
Customer average interruption duration Index (CAIDI)																				
System average interruption frequency Index (SAIFI)																				
Number of hamlets connected																				
Output 3.1: New generation power mix systems contracted.																				
Number of megawatts added to the national power grid																				
Number of power plants constructed																				
Output 3.2: Transmission lines constructed.																				
Length of transmission lines constructed																				
Number of sub-stations constructed																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Output 3.3: Existing transmission lines upgraded.																				
Voltage level of transmission lines upgraded																				
Number of transmission lines upgraded																				
Output 3.4: Power distribution networks extended																				
Length of power distribution networks extended																				
Voltage level of distribution networks upgraded																				
Outcome 4: Increased share utilization of new and renewable energy resources in the Tanzania national grid.																				
Percentage contribution of renewable energy to the energy mix in the country																				
Percentage of total energy consumption from renewable sources																				
Annual Energy Production from New Renewable Sources																				
Percentage of Energy efficiency in consumption. across Various Industries																				
Promotion of renewable energy to the public																				
Output 4:1:																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
New renewable energy resources developed																				
Number of renewable energy Projects Completed																				
4.2 Renewable energy information systems developed																				
Level of the progress made in developing a Renewable energy information system																				
Number of training sessions conducted for stakeholders on how to use the information systems																				
Number of participants trained to use the information systems	.																			
Number of stakeholders involved in the development and implementation of the information systems (e.g., government agencies, NGOs, private sector)																				
Average user satisfaction score from surveys or feedback forms.																				
Number of user suggestions/feedback implemented																				
Number of reports or publications generated using data from the information systems.																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Frequency of report generation (e.g., monthly, quarterly).																				
Number of other systems or databases integrated with the renewable energy information systems.																				
Number of reports or publications generated using data from the information systems.																				
Frequency of report generation (e.g., monthly, quarterly).																				
Output 4.3 Amount of renewable energy resources generated																				
Number of Megawatts from wind energy																				
Number of Megawatts from geothermal																				
Number of Megawatts from solar energy																				
Number of Megawatts from large hydropower																				
Output 4:4: Public awareness campaign on utilization of renewable energy resources provided.																				
Number of awareness campaigns conducted.																				
Number of Individuals Reached by the Public Awareness Campaign																				
Number of Informational Materials Distributed																				
Outcome 5: Enhanced energy efficiency, security, and planning.																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Percentage of energy utilization in public buildings.																				
Percentage share of energy sources in the national energy mix																				
Percentage of energy (Electricity) imports relative to total energy consumpti on																				
Percentage of energy imports (Fossil fuel) relative to total energy consumption																				
Percentage share of energy import geographical distribution																				
Percentage of redundancy in the national grid system																				
Percentage of energy projects that have been completed within a specified timeframe																				
Level of public awareness on energy efficiency																				
Percentage share of different energy sources																				
Proportion of the population that has reliable electricity service																				
Estimated reserves of key energy sources																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Number of relevant tools adapted for energy planning purposes																				
Output 5.1: Energy efficiency audits conducted across major industrial sectors																				
Number of energy efficiency audit reports produced																				
Number of audits completed on petroleum operations																				
Number of energy efficiency audits conducted																				
Output 5.2: Public Energy Efficiency Awareness campaigns created																				
Number of energy efficiency awareness campaigns conducted																				
Number of media broadcasts promoting energy efficiency																				
Output 5.3: Adequate energy supply established for the entire population																				
Number of new tools introduced for energy planning purposes.																				
Total capacity of energy production																				
Percentage share of energy resources																				
Output 5.4: Comprehensive energy planning tools on forecasting and resource allocation introduced																				
Number of employees attended training on energy planning																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Number of trainings provided on energy planning.																				
Output 5.5: A national energy security strategy developed for stability and continuous energy supply in the country																				
Level of progress made on developing a national energy security strategy																				
Outcome 6: Improved management of petroleum resources for sustainable national development																				
Level of adherence to audit findings																				
Percentage of petroleum projects compliant with environmental standards.																				
Percentage of exploration wells with commercial quantity of petroleum																				
Level of public satisfaction with petroleum resource management																				
Output 6.1: Exploration, development, and production of petroleum resources undertaken in the country																				
Number of exploratory wells drilled per year																				
Number of local companies participating in the procurement of petroleum products																				
Amount of 2D kilometre line of seismic data collected																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Coverage area of Amount of 3D seismic data collected (in square kilometres).																				
Number of exploratory wells drilled per year																				
Number of development wells completed																				
Percentage of production capacity utilized.																				
Number of exploration licenses granted																				
Number of Production sharing agreements (PSAs) monitored																				
Output 6.2: Processing, Transmission, and distribution of petroleum products undertaken																				
Length pipeline for transmission																				
Volume of petroleum products distributed																				
Total quantity of petroleum products processed annually (in barrels or tons).																				
Processing capacity utilization rate (percentage of total capacity that is actually used).																				
Length of petroleum distribution network constructed																				
Length of petroleum transportation pipeline constructed																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Yield efficiency (percentage of crude oil converted to high-demand products).																				
Length of transmission infrastructure maintained																				
Length of transmission infrastructure constructed																				
Average time or cost per unit of product transmitted																				
Number of distribution outlets serviced																				
Number of distribution points serviced																				
Number of households connected to natural gas																				
Number of Institutions connected to natural gas																				
Number of Industries connected to natural gas																				
Number of Vehicles connected with CNG Gas																				
Volume of petroleum products distributed annually.																				
Output 6.3: Awareness seminars on petroleum resource utilizations are provided																				
Number of awareness programs conducted																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Level of participant satisfaction with the seminars																				
Outcome 7: Improved supply and utilization of petroleum																				
Amount of petroleum products reserved																				
Percentage in petroleum supply reliability																				
Percentage in petroleum utilization efficiency																				
Output 7.1: Infrastructure for petroleum storage facilities upgraded																				
Number of petroleum storage facilities upgraded.																				
Number of storage facilities developed																				
Volume of storage capacity upgraded																				
Output 7.2: Public awareness campaigns on the safe and efficient use of energy products launched																				
Number of awareness campaigns conducted per month/quarter/year																				
Total number of people who attended the awareness campaigns.																				
Number of informational brochures, leaflets, or other materials distributed during the campaigns																				
Number of media outlets (e.g., TV, radio, newspapers) that																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
covered the awareness campaigns																				
Number of social media posts related to the campaigns and their reach (e.g., likes, shares, comments).																				
Number of stakeholders (e.g., NGOs, community leaders, government officials) involved in planning and conducting the campaigns																				
Number of surveys conducted before and after the campaigns to measure changes in awareness levels among the target audience																				
Number of training sessions held for campaign facilitators or volunteers																				
Average feedback scores from participants regarding the usefulness and quality of the campaigns																				
Outcome 8: Improved support services in the energy sector																				
Number of power outages in the country																				
Level of customer satisfaction																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Number of support service issues resolved wit hin the first contact.																				
Number of support service channels available to energy sector stakeholders.																				
Percentage of support service staff receiving regular training and professional development																				
Number of complaints related to support services received and resolved																				
Overall performance rating of support services in the energy sector.																				
Frequency of support service evaluations and audits conducted																				
Number of innovative solutions implemented to enhance support services in the energy sector.																				
User satisfaction rate with support services in the energy sector																				
Response time for support service requests within the energy sector.																				
Output 8.1: Technical training programs focused on managing and maintaining modern energy systems delivered to staff.																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Number of technical training programs on managing and maintaining modern energy systems																				
Number of energy sector employees attended technical training programs on managing and maintaining modern energy systems																				
Output 8.2: Legal and regulatory framework regulating energy sector implemented in the energy sector																				
Level of progress made in reviewing the legal and regulatory framework																				
Number of New Laws/Regulations Enacted																				
Number of Revised Laws/Regulations																				
Number of training programs conducted for regulatory staff																				
Output 8.3: Administration of procurement laws and regulations implemented in the energy sector.																				
Number of Minutes of MPMU conducted																				
Level of progress made in preparing the procurement plan.																				
Number of assets updated																				
Number of assets procured																				
Number of Contract Registered																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Number of Minutes of Minister conducted																				
Average time taken from the initiation of a procurement process to the award of the contract																				
Number of procurement processes that experienced delays beyond the standard cycle time.																				
Percentage of procurement notices and tender documents published on public platforms.																				
Number of procurement-related complaints received and the percentage resolved within a specified timeframe																				
Number of training programs conductedfor procurement staff on procurement laws and regulations																				
Percentage of procurement staff trained in the latest procurement laws and regulations																				
Amount of cost savings achieved through competitive procurement processes																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Percentage of contracts completed on time, within budget, and meeting quality standards																				
Ratio of actual procurement spend to the estimated budget																				
Output 8.4: ICT communication infrastructure installed within energy sector																				
Number of ICT communication infrastructure installations completed within the energy sector.																				
Percentage in ICT communication infrastructure coverage within the energy sector																				
Average downtime of ICT communication infrastructure within the energy sector.																				
User satisfaction rate with ICT communication infrastructure in the energy sector																				
Output 8.5: ICT systems developed within energy sector																				
Number of ICTsystems developed specifically for the energy sector																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Number of ICT systems developed specifically for the energy sector																				
Percentage of energy sector projects utilizing newly developed ICT systems																				
Time taken to develop and deploy new ICT systems in the energy sector																				
Staff training hours dedicated to the new ICT systems																				
Number of successful pilot tests conducted for new ICT systems within the energy sector																				
Time taken to develop and deploy new ICT systems in the energy sector																				
Output 8.6: Regular physical monitoring visits conducted for all development projects/programmes																				
Number of physical monitoring visits conducted per quarter for development projects/programmes																				
Number of monitoring reports generated from physical visits																				
Number of projects/programmes demonstrating improved performance																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
after physical monitoring visits																				
Percentage of issues identified during physical monitoring visits that are resolved within a specified timeframe																				
Satisfaction rate of stakeholders with the physical monitoring process																				
Output 8.7: Comprehensive evaluation reports generated for development projects/programmes																				
Number of comprehensive evaluation reports generated per year for development projects/programmes																				
Percentage of development projects/programmes with completed evaluation reports																				
Timeliness of evaluation report generation (average time from project completion to report issuance)																				
Percentage of evaluation reports that include actionable recommendations																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Satisfaction rate of stakeholders with the comprehensiveness and usefulness of the evaluation reports																				
Output 8.8: Communication Matters of energy sector shared to the public																				
Number of communication releases shared with the public regarding energy sector matters																				
Frequency of public updates on energy sector developments.																				
Percentage of the public reporting awareness of energy sector communications																				
Number of platforms used to disseminate energy sector information to the public																				
Engagement rate of the public with energy sector communication materials (e.g., website visits, social media interactions)																				
Number of press conferences or public briefings held about energy sector issues																				
Public satisfaction rate with the transparency and clarity of communications																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
regarding the energy sector																				
Number of feedback or inquiries received from the public about energy sector communications.																				
Output 8.9: Plans and budgets Facilitated to Energy Sector																				
Amount of budget allocated to the energy sector.																				
Number of projects funded through the facilitated budgets in the energy sector																				
Percentage of budget utilization in the energy sector.																				
Number of stakeholders involved in the planning and budgeting process.																				
Percentage of plans and budgets that meet predefined quality standards.																				
Number of training sessions conducted on planning and budgeting for energy sector staff.																				
Number of Parliamentary committee Meetings attended																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Number of site visits organized for Parliamentary committee																				
Number of Parliamentary Seminars organized in energy sector																				
Output 8.10: Governance, Risks and Control Measures Addressed to energy Sector																				
Level of progress made in developing risk register																				
Number of Staffs trained on Governance, Risks and Control measures																				
Level of progress made in monitoring Ministerial risks																				
Number of governance issues identified and addressed in the energy sector.																				
Percentage of identified risks mitigated in the energy sector.																				
Number of control measures implemented in the energy sector.																				
Frequency of risk assessments conducted in the energy sector.																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Number of training sessions held on governance, risk management, and control measures for energy sector staff.																				
Percentage of energy sector projects with documented risk management plans.																				
Reduction in the number of governance-related incidents reported in the energy sector.																				
Compliance rate with established control measures in the energy sector.																				
Number of audits conducted to evaluate governance and control measures in the energy sector.																				
Output 8.11: Investment Opportunities in the Energy Sector promoted																				
Number of JPCs/JTCs attended to promote Investment Opportunities in Energy sectors																				
Number of State and Ministerial Visits conducted to promote energy sector investment opportunities																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Number of investment opportunities identified and promoted in the energy sector.																				
Amount of capital invested in the energy sector as a result of promotional activities.																				
Number of promotional events or campaigns conducted to highlight investment opportunities in the energy sector.																				
Number of investors expressing interest in the energy sector.																				
Percentage of investment inquiries converted into actual investments.																				
Number of partnerships or collaborations established through investment promotions.																				
Feedback score from investors on the effectiveness of promotional materials and activities.																				
Number of informational materials distributed about investment																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
opportunities in the energy sector.																				
Reach and engagement metrics of online promotional activities.																				
Number of new projects initiated as a result of promoted investment opportunities in the energy sector.																				
Output 8.12: Energy Policy and Strategies Reviewed																				
Number of energy policies and strategies reviewed within the specified timeframe.																				
Percentage of reviewed policies and strategies that have been updated or revised.																				
Number of stakeholder consultations conducted during the review process.																				
Timeliness of completing the review of energy policies and strategies.																				
Number of recommendations generated from the review process.																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Implementation rate of recommendations from the policy and strategy reviews.																				
Number of reports or documents produced from the review of energy policies and strategies.																				
Satisfaction rate of stakeholders with the reviewed and updated energy policies and strategies.																				
Number of policy gaps identified and addressed during the review process.																				
Frequency of policy and strategy review cycles in the energy sector.																				
Output 8.13: Financial management Rules, Regulations and procedures within the energy sector complied																				
Number of projects audits reports in Prepared																				
Number of audit committee reports submitted																				
Number of reports on departments and units audited																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Number of financial management rules, regulations, and procedures documented and disseminated within the energy sector.																				
Percentage of energy sector entities in compliance with financial management rules, regulations, and procedures.																				
Number of audits conducted to assess compliance with financial management rules and regulations.																				
Percentage of audit findings resolved within a specified timeframe.																				
Number of training sessions held on financial management rules, regulations, and procedures for energy sector staff.																				
Percentage of staff in the energy sector who have completed training on financial management compliance.																				
Number of non-compliance incidents reported within the energy sector.																				

Indicators	Baseline		Q1 Reporting Period			Q2 Reporting Period			Q 3 Reporting Period			Q4Reporting Period			Annual Target	Year to Date Actual	% of Annual Target	Life of Plan Target	LoP Actual	% of LoP Target
	Date	Value	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target	Target	Actual	% of Target						
Number of financial irregularities or discrepancies in the energy sector.																				
Frequency of reviews and updates to financial management rules, regulations, and procedures.																				
Stakeholder satisfaction rate with the clarity and effectiveness of financial management rules, regulations, and procedures in the energy sector.																				

barrels or tons).													
Processing capacity utilization rate (percentage of total capacity that is actually used).													
Length of petroleum distribution network constructed													
Length of petroleum transportation pipeline constructed													

United Republic of Tanzania

Ministry of Energy

Tool No 1: Annual implementation Plan Reporting Template

Section 1: Basic Information

Reporting Period: _____

From: [Start Date]_____To: [End Date]_____

Department/Unit: _____

Introduction

This tool serves as a structured framework designed to facilitate the systematic collection, analysis, and reporting of the annual activities and performance across various departments and units within the Ministry. By using this template, departments can effectively document their achievements, challenges, lessons learned, and next steps, ensuring transparency, accountability, and continuous improvement in the delivery of energy services.

Annual Work plan Reporting Template

Results Area	Activities Undertaken	Achievements	Challenges experienced	Lessons learned	Next steps

Completed by_____Position_____Signature_____

Date of Completion_____Date of Submission_____

Approved by Head of department/Unit_____Position_____

Signature_____Date of Submission _____

Annex 5: Budget Tracking Tool

United Republic of Tanzania
Ministry of Energy
Tool No 2: Budget Tracking Tool

Section 1: Basic Information

Reporting Period: _____

From: [Start Date]_____To: [End Date] _____

Department/Unit:_____

Introduction

This tool is essential for effectively monitoring and managing the financial aspects of various projects within the Ministry. It provides a structured framework for tracking planned versus actual expenditures, ensuring that financial resources are utilized efficiently and in alignment with the planned budget. By employing this tool, departments can maintain transparency, accountability, and fiscal discipline throughout the project implementation process.

Tracking planned versus Actual expenditure per project

Budget Line	Planned Expenditure (TZS)	Actual Expenditure (TZS)	Variance
Salaries and benefits			
Equipment			
Travel costs			
Operations and maintenance			
Travel costs			
Project implementation			
TOTAL			

Completed by_____Position_____Signature_____

Date of Completion_____Date of Submission_____

Approved by Head of department/Unit_____Position_____

Signature_____Date of Submission _____

Annex 6: Project quarterly Finance status

United Republic of Tanzania
Ministry of Energy
Tool No 3: Project quarterly Finance status

Section 1: Basic Information

Reporting Period: _____

From: [Start Date]_____To: [End Date]_____

Department/Unit: _____

Introduction

This tool is designed to facilitate the regular monitoring and reporting of the financial status of projects on a quarterly basis. It provides a structured format for documenting and analyzing the financial performance of projects, including budget allocation and expenditure tracking. By using this tool, departments can ensure that financial resources are being managed effectively and that projects remain on track financially.

Project quarterly Finance status

Total Budget to date	Total Expenses to date	% of the total budget	Annual Budget	Annual Expenses	% of budget

Completed by_____Position_____Signature_____

Date of Completion_____Date of Submission_____

Approved by Head of department/Unit_____Position_____

Signature_____Date of Submission _____

Approved by_____Position_____Signature_____

Date_____

Annex 7: Activity Monitoring Schedule

United Republic of Tanzania

Ministry of Energy

Tool No 4: Activity Monitoring Schedule

Section 1: Basic Information

Reporting Period: _____

From: [Start Date]_____To: [End Date] _____

Department/Unit: _____

Introduction

This tool is designed to facilitate the systematic monitoring and evaluation of project activities. It provides a comprehensive framework for documenting key details such as activity descriptions, target populations, rationales, geographic coverage, local contexts, associated assumptions, and lessons learned. By utilizing this tool, departments can ensure that activities are effectively tracked, evaluated, and aligned with overall project goals, thereby enhancing project management and accountability.

Activity monitoring schedule

Results area	
Staff responsible	
Location of project	
Activity description	
Target population/size/composition	
Activity rationale (Contribution of the activity to the overall objective goal)	
Activity geographic coverage (Include a map)	
Activity local context (local partners, county governments, local authority)	
Activity-associated assumptions (risks associated with the success of activities)	
Lessons learned	

Completed by_____Position_____Signature _____

Date of Completion_____Date of Submission_____

Approved by Head of department/Unit_____
Position_____

Signature_____Date of Submission _____

Annex 8: Institutional Performance Tracking Tools

United Republic of Tanzania

Ministry of Energy

Tool No 5: Institutional Performance Tracking Tools

Section 1: Basic Information

Institution Name: _____

Reporting Period: _____

From: [Start Date]_____To: [End Date] _____

Department/Unit: _____

This tool is designed to provide a comprehensive framework for tracking, evaluating, and reporting the performance of institutions within the Ministry. It encompasses key performance indicators (KPIs), baseline data, annual targets, and actual performance data. The tool also outlines the processes for data collection, verification, and risk management. By utilizing this tool, institutions can systematically monitor their progress towards achieving strategic goals and make informed decisions to enhance their performance.

Section 2: Performance Indicators

This is a table with a listing of all relevant KPIs, baseline data, annual targets, and actual performance data for each year within the strategic period. This section captures the institution's progress towards achieving its goal

Institutional Performance Tracking Tools

No.	Results Area	Key Performance Indicator (KPI)	Baseline (2021)	Target (2022)	Actual (2022)	Notes

Section 3: Monitoring and Evaluation

- **Frequency of Reporting:** Specifies how often performance data should be collected and reported (e.g., quarterly, semi-annually, annually).
- **Responsible Department:** The department or unit responsible for data collection, monitoring, and reporting.
- **Data Collection Method:** Methods used to collect performance data, such as surveys, field visits, or administrative records.
- **Verification Method:** Procedures for verifying the accuracy and reliability of the reported data, such as internal or external audits and stakeholder validation.
- **Risk Management:** Identifies potential risks that may affect performance and outlines strategies for mitigating these risks.

Section 4: Comments and Recommendations

- **Progress Summary:** A narrative summary of the institution's progress, highlighting key achievements and milestones.
- **Challenges Encountered:** A description of any obstacles or issues faced during the reporting period.
- **Recommendations for Improvement:** Suggestions for addressing challenges and improving future performance

Completed by_____Position_____Signature_____

Date of Completion_____Date of Submission_____

Approved by Head of department/Unit_____

Position_____

Signature_____Date of Submission _____

Annex 9: Quarterly Performance Report

United Republic of Tanzania

Ministry of Energy

Tool No 7: Quarterly Performance Report

Section 1: Basic Information

Institution Name:_____

Reporting Period: _____

From: [Start Date]_____To: [End Date]_____

Department/Unit:_____

Introduction

This tool is designed to provide a structured framework for reporting the quarterly performance of various departments within the Ministry. It aims to capture key achievements, challenges, detailed activity descriptions, performance against key performance indicators (KPIs), and financial summaries. By utilizing this tool, departments can systematically track their progress, evaluate performance, and make informed decisions to enhance their operations.

Executive Summary:

Section 2: Presentation of Findings

- **Key Achievements**
- **Major Challenges**

Detailed Activity Report:

- Activity 1: Description, Outcome, Responsible Person
- Activity 2: Description, Outcome, Responsible Person

Key Performance Indicators (KPIs):

- **KPI** 1: Target vs. Actual
- **KPI** 2: Target vs. Actual

Financial Summary:

- Budget Allocated
- Budget Utilized

Challenges and Mitigation:

- Challenge 1: Mitigation Strategy
- Challenge 2: Mitigation Strategy

Plans for Next Quarterly:

- Plan 1
- Plan 2

Completed by_____Position_____Signature_____

Date of Completion_____Date of Submission_____

Approved by Head of department/Unit_____
Position_____

Signature_____Date of Submission _____

Annex 10:Mid-Year Performance Report

United Republic of Tanzania

Ministry of Energy

Tool No 8: Mid-Year Performance Report

Section 1: Basic Information

Institution Name:_____

Reporting Period: _____

From: [Start Date]_____To: [End Date] _____

Department/Unit: _____

Introduction

This tool is designed to provide a structured framework for reporting the performance of various departments within the Ministry at the midpoint of the year. It aims to capture key achievements, major challenges, detailed activity descriptions, performance against key performance indicators (KPIs), and financialsummaries for the first half of the year. By utilizing this tool, departments can systematically track their progress, evaluate performance, and make informeddecisions to enhance their operations for the remainder of the year.

Executive Summary:

Section 2: Presentation of Findings

- Key Achievements
- Major Challenges

Detailed Activity Report:

- Activity 1: Description, Outcome, Responsible Person
- Activity 2: Description, Outcome, Responsible Person

Key Performance Indicators (KPIs):

- **KPI** 1: Target vs. Actual
- **KPI** 2: Target vs. Actual

Financial Summary:

- Budget Allocated
- Budget Utilized

Challenges and Mitigation:

- Challenge 1: Mitigation Strategy
- Challenge 2: Mitigation Strategy

Plans for Second Half of the Year:

- Plan 1
- Plan 2

Completed by_____Position_____Signature_____

Date of Completion_____Date of Submission_____

Approved by Head of department/Unit_____
Position_____

Signature_____Date of Submission _____

Annex 11: Monitoring and Evaluation Calendar

M&E Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
M&E Plan Preparation												
Prepare a schedule of M&E activities for the year												
Organize a retreat on indicator review												
Implementation Monitoring												
Data collection												
Data analysis												
Preparation of progress reports												
M&E Annual Report												
Preparation of annual progress reports (APR)												
Internal review of APR												
Printing of APR												
Dissemination and Communication of M&E Results												
Organize APR dissemination workshops												
Distribution of APR												
Stakeholder engagement on APRs												
Participatory Performance Evaluation												
Prepare for Participatory Performance Evaluation with Stakeholders [Every Two (2) Years]												
Train Personnel to conduct participatory performance evaluation [Every Two (2) Years]												
Conduct Participatory Performance Evaluation [Every Two (2) Years]												
Evaluation												
Terminal evaluation [at the end of the 4- year Plan period]												