

**THE TANZANIA CENTER FOR RESEARCH, POLICY,
GOVERNANCE, AND MEDIA (TCRPGM)**

STRATEGIC PLAN



2026-2028



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EXECUTIVE SUMMARY

The Tanzania Center for Research, Policy, Governance, and Media (TCRPGM) is an independent, non-partisan organization established to advance Tanzania's development through evidence-based solutions. This Strategic Plan for 2026-2028 outlines TCRPGM's commitment to achieving its vision: "A thriving and just Tanzania, powered by informed policy, accountable governance, and an engaged citizenry". Our mission is "To advance Tanzania's development by generating credible research, fostering evidence-informed policy and governance reforms, and strengthening the media's role in promoting accountability and public engagement". TCRPGM will leverage its integrated focus on research, policy, governance, and media to drive sustainable development across Tanzania, maintaining strict non-partisanship in all its endeavors.

Over the next three years (2026-2028), TCRPGM aims to solidify its position as a leading think tank by delivering high-impact research, fostering multi-stakeholder dialogue, and building institutional capacity in governance and media sectors. Aligned with Tanzania's development priorities such as Vision 2050, and global frameworks including the African Continental Free Trade Area (AfCFTA), Agenda 2063, and the Sustainable Development Goals (SDGs), this strategic plan outlines actionable initiatives to address critical gaps in policy implementation, civic participation, public accountability, climate governance, and constitutional development

EXECUTIVE SUMMARY

TCRPGM will focus on four strategic pillars:

- **Producing Actionable Knowledge:** Conducting high-quality research on critical Tanzanian development issues, including climate change and governance trends.
- **Bridging Evidence to Policy & Championing Good Governance:** Translating research into practical policy recommendations and promoting transparency, accountability, citizen participation, constitutionalism, and responsive governance.
- **Empowering Informed Discourse & Catalyzing Collaboration:** Strengthening media capacity and fostering multi-stakeholder partnerships and align national development and climate priorities with budgetary processes.
- **Organizational Strengthening and Sustainability:** Building a resilient institution with robust systems and a diversified funding base.

This plan details our strategic context, objectives, program initiatives, organizational structure, budget, and monitoring framework, designed to deliver measurable impact and demonstrate value to our partners and donors through objective, evidence-based contributions.

VISION

"A thriving and just Tanzania, powered by informed policy, accountable governance, and an engaged citizenry".



MISSION

"To advance Tanzania's development by generating credible research, fostering evidence-informed policy and governance reforms, and strengthening the media's role in promoting accountability and public engagement".



CORE VALUES



ACCESSIBILITY

Committed to making our resources and opportunities available to everyone, regardless of background or circumstance.



EXCELLENCE

Striving for the highest quality in everything we do, from our services to our internal operations.



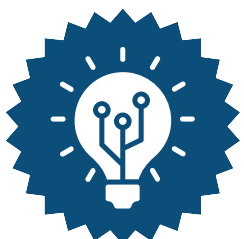
COLLABORATION

Believing in the power of working together, fostering partnerships and mutual support to achieve shared success.



INTEGRITY

Upholding the highest ethical standards in all our interactions, fostering trust and transparency



INNOVATION

Continuously seeking new and better ways to achieve our goals, embracing creativity and forward thinking solutions.

1. STRATEGIC CONTEXT AND ANALYSIS

1.1.Operational Environment

TCRPGM is a registered Non-Governmental Organization under the Non-Governmental Organizations Act, No. 24 of 2002 (as amended). Headquartered in Dar es Salaam, the Center operates with a national scope, positioning it to address issues across Tanzania's diverse regions. As an independent and non-partisan institution, TCRPGM is committed to generating high-quality research and promoting good governance, ensuring its work is free from political bias and serves the broader national interest.

1.2.PESTEL Analysis

Political: Tanzania has seen significant improvement in press freedom, ranking 97th in the 2024 World Press Freedom Index and leading East Africa, creating a conducive environment for media-focused initiatives. However, governance-focused work, particularly concerning constitutional reform and political party engagement, can face political sensitivities despite these improvements.

Documented declines in participation, rights, and inclusion highlight specific areas for intervention. The government's emphasis on reforms for economic growth aligns with TCRPGM's policy-oriented mission.

Economic: Projected GDP growth (5.7% in 2024, 6% in 2025) may increase available resources. However, the NGO funding environment can be challenging for new organizations. There is a notable donor shift towards basket funding.

1. STRATEGIC CONTEXT AND ANALYSIS

Social: There are opportunities to enhance citizen participation, particularly for vulnerable and marginalized groups. Declines in participation highlight a need for intervention. There is growing public interest in open government and accountability mechanisms.

Technological: Opportunities exist to leverage technology, such as AI-powered policy simulation tools and SMS platforms for publicizing municipal performance metrics and citizen feedback.

Environmental: A key focus of TCRPGM's research will be on sustainable development and environmental aspects within Agenda 2063 and SDG targets, with an increased emphasis on climate change adaptation, mitigation, and advocacy in line with Tanzania's Nationally Determined Contributions (NDCs) and global climate negotiations (COPs).

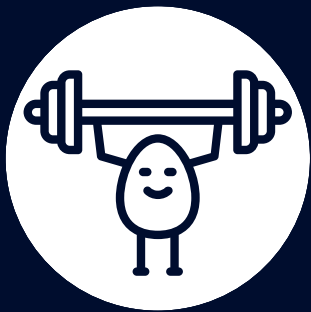
Legal: The NGO sector is governed by the NGO Act No. 24 of 2002, with 2018 amendments introducing stringent financial transparency and reporting requirements. These include mandatory disclosure of fundraising, publication requirements for funds exceeding TZS 20 million, and submission of donor contracts for approval. The Center's constitution mandates strict adherence to these regulations. Ongoing discussions around constitutional reform present both opportunities for legal development and the need for careful, neutral technical input.

1. STRATEGIC CONTEXT AND ANALYSIS

1.3. Market Conditions and Competitive Landscape:

The Center enters a dynamic field with established organizations like the Economic and Social Research Foundation (ESRF), Research on Poverty Alleviation (REPOA), which have over 30 years of experience. TCRPGM's distinctive value lies in its integrated approach, combining research, policy, governance, and media functions, and its commitment to non-partisan, evidence-based analysis. However, it must strategically build its credibility and comparative advantage. Opportunities for collaboration with existing entities like ESRF, REPOA, Twaweza, Universities, and the Tanzania Centre for Democracy (TCD) will be explored to leverage complementary strengths.

1.4 SWOT ANALYSIS



STRENGTHS

- a. Integrated focus: Unique combination of research, policy, governance, and media functions.
- b. Clear Governance Structure: Well-defined roles for Office Bearers and the Board of Directors.
- c. Strategic Location: Headquartered in Dar es Salaam, providing proximity to key stakeholders.
- d. Diverse Leadership: Founding membership of eight Tanzanian nationals offering varied perspectives.
- e. National Operational Scope/Mandate.
- f. Multiple Potential Revenue Streams: Constitutionally outlined funding sources include fees, fundraising, grants, donations, and income-generating activities.
- g. Commitment to Non-Partisanship: Enhances credibility and ability to engage diverse stakeholders.

1.4 SWOT ANALYSIS



WEAKNESSES

- a. Limited Organizational History/Track Record: As a new entity, TCRPGM lacks an established track record and institutional relationships.
- b. Resource Constraints: Initial operations will likely face funding limitations.
- c. Broad Mandate: The ambitious scope requires careful strategic focusing to avoid diluting impact and stretching resources. Undefined programmatic priorities were also noted as a concern.
- d. Long Leadership Terms: Five-year terms for office bearers and board members (renewable once) may affect adaptability.
- e. Developing Systems: Financial, operational, and programmatic systems need significant development.

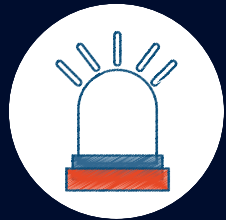
1.4 SWOT ANALYSIS



OPPORTUNITIES

- a. Improved Press Freedom: Conducive environment for media strengthening initiatives.
- b. Economic Growth: Projected GDP growth may increase available resources.
- c. Governance Dynamics: Declines in participation, rights, and inclusion highlight areas for intervention.
- d. Policy Alignment: Government emphasis on reforms for economic growth aligns with TCRPGM's mission.
- e. Development Agendas: Opportunities to align work with AfCFTA, Agenda 2063, SDGs, and Vision 2050.
- f. Collaboration Potential: Opportunities to partner with established institutions, CSOs, and academic bodies.
- g. Donor shift to basket funding.
- h. High demand for constitutional reform technical assistance.
- i. Growing international and national focus on climate action and sustainable development, creating demand for policy-relevant research and advocacy.
- j. Increased citizen demand for transparency and accountability through Open Government Initiatives (OGI).

1.4 SWOT ANALYSIS



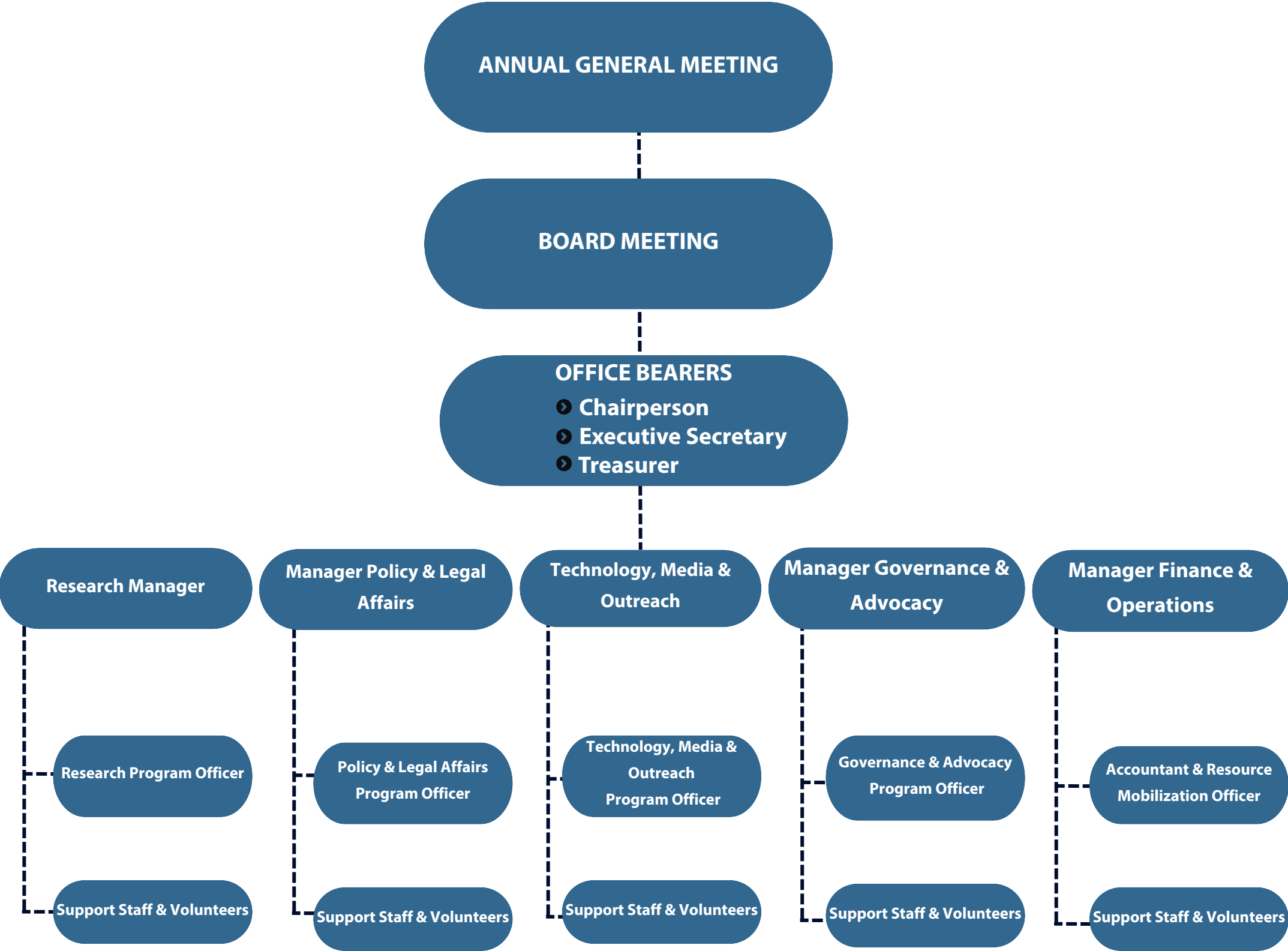
THREATS

- a. Stringent NGO Regulations: Significant compliance burdens from the 2018 NGO Act amendments.
- b. Prior Approval Requirements: Mandate for government approval of donor contracts may affect operational flexibility.
- c. Established Competitors: Competition for funding, influence, and talent from experienced organizations like ESRF.
- d. Political Sensitivities: Potential challenges for governance-focused work.
- e. Funding Environment: Constraints in NGO funding may be challenging for a new organization.
- f. Sustainability Challenges: Building sufficient income-generating activities is a significant hurdle.
- g. Political fragmentation impacting consensus-building on critical national issues, including constitutional reform and climate policy.
- h. Potential for climate change impacts to disrupt development progress and strain resources.

1.5. ORGANIZATIONAL STRUCTURE FOR DELIVERY

TCRPGM’s organizational structure is designed to ensure effective delivery of its strategic objectives, maintain robust governance, and foster accountability.

1.5.1. ORGANOGRAM:



1.5.2. GOVERNANCE MECHANICS



01 — Annual General Meeting (AGM):

The AGM is the apex organ with regards to membership, budgets, plans, and reports, amending the Constitution, electing office bearers, appointing the Board of Directors, approving by-laws and other regulations.



02 — Board of Directors (BoD):

The BoD is responsible for making Rules and Regulations, protecting the Organization's image, recruiting Management staff, participating in developing strategic plans, appointing auditors, convening projects and causing feasibility studies to be conducted for General Meeting approval, and forming different committees of the Organization where necessary.



03 — Office Bearers

The Chairperson, Executive Secretary, and Treasurer have defined roles in the TCRPGM Constitution. The Chairperson is the overall Leader and Spokesperson of the Organization and oversee the Organization's operations. The Executive Secretary leads the Organization Secretariat and oversees the day to day running of the Organization. The Treasurer is responsible for the financial health of the Organization including overseeing annual budgets, financial records of assets, accounts, and books of account, and financial statements of the Organization.



04 — Functional Managers & Officers:

These lead their respective thematic areas, reporting to the Executive Secretary, and are responsible for planning and implementing activities outlined in the Strategic Plan. The Management roles have been defined based on the core functions in the strategic plan and they shall be reviewed from time to time to as and when needed as the Organization grows and eveloves.

2. STRATEGIC OBJECTIVES AND PROGRAM INITIATIVES (2026-2028)

TCRPGM's programmatic work will be organized under four interlinked pillars, ensuring all activities are conducted with strict adherence to non-partisanship and evidence-based methodologies.

2.1. Pillar 1: Produce Actionable Knowledge

To conduct and disseminate high-quality, relevant research on critical Tanzanian policy, governance, economic, social, and environmental issues.

Strategic Objective 1.1: By 2028, establish TCRPGM as a leading center for credible and impactful research that informs Tanzania's development trajectory, particularly in relation to Vision 2050, AfCFTA, Agenda 2063, the SDGs, and national climate change commitments (NDCs).

A. Program Initiative

1.1.1: Thematic Research Program on Sustainable and Inclusive Development & National Policy Observatory

2. STRATEGIC OBJECTIVES AND PROGRAM INITIATIVES (2026-2028)

What we will do:

- i. Socio-economic impacts and opportunities of AfCFTA for Tanzanian key sectors and vulnerable groups.
- ii. Analysis of Tanzania's progress, challenges, and opportunities in achieving Agenda 2063 aspirations and SDG targets (e.g., poverty, education, health, environment), with a particular focus on SDG 16.
- iii. Research on aligning Tanzania's Vision 2050 with regional and global commitments, focusing on economic transformation, infrastructure, and human capital.
- iv. Conducting biannual "State of Governance" surveys across 10 regions.
- v. Research on climate change impacts, vulnerability, adaptation, and mitigation strategies in key Tanzanian sectors, informing national positions for Conference of Parties (COP) negotiations (e.g., Tanzania's NDCs, loss and damage priorities).

2. STRATEGIC OBJECTIVES AND PROGRAM INITIATIVES (2026-2028)

How We Will Do It:

- i. Conduct and publish 2-3 major research studies annually (aiming for up to 15 policy-influencing research reports annually across all research activities by 2028).
- ii. Produce and disseminate at least 4 policy briefs and working papers annually based on research findings, including quarterly policy briefs on SDG alignment and climate change advocacy.
- iii. Organize annual research dissemination workshops and academic seminars.
- iv. Produce pre-COP position papers and post-COP implementation trackers for policymakers.

Impact and Value:

Provides robust evidence for policy-making; enhances understanding of complex development issues; supports Tanzania's informed participation in regional and global initiatives; contributes to academic discourse; strengthens Tanzania's negotiating positions in international climate forums.

Key Performance Indicator (KPI):

2+ climate advocacy briefs endorsed by Tanzanian COP delegation annually.

B.PROGRAM INITIATIVE

1.1.2: ANNUAL STATE OF GOVERNANCE REPORT

What we will do:

a. Produce annual flagship 'Tanzania State of Governance Report' covering constitutionalism, service delivery, climate governance & Open Government Initiative (OGI) progress. This report will serve as a benchmark for assessing governance trends and informing reform efforts, based on objective data and analysis.

How We Will Do It:

i. Undertake comprehensive annual research, data collection, and analysis across the designated governance thematic areas.

ii. Design, publish, and disseminate the 'Tanzania State of Governance Report' through multiple channels.

iii. Launch: 2027 inaugural report, with regional dissemination forums to foster broad public and policymaker engagement.

Impact and Value:

Provides a consistent, evidence-based assessment of governance in Tanzania; informs policy debates and reform agendas; enhances public awareness and demand for good governance; supports tracking of progress on climate governance and OGI.

2.2 PILLAR 2: BRIDGE EVIDENCE TO POLICY & CHAMPION GOOD GOVERNANCE

To translate complex research into accessible, practical recommendations, facilitate constructive dialogues that inform effective policy-making, and promote initiatives enhancing transparency, accountability, citizen participation, institutional effectiveness, constitutionalism, and climate-resilient governance. All activities under this pillar will strictly adhere to the NGO Act No. 24 of 2002 (as amended) and other relevant national laws.

Strategic Objective 2.1: By 2028, significantly contribute to evidence-informed policy formulation and implementation, and advance good governance practices in Tanzania through non-partisan engagement.

A. Program Initiative 2.1.1: Policy Engagement, Governance Reform Advancement, and Legislative Technical Support

2.2 PILLAR 2: BRIDGE EVIDENCE TO POLICY & CHAMPION GOOD GOVERNANCE

What we will do:

- i. Developing actionable policy recommendations based on research for AfCFTA, Agenda 2063, SDGs, Vision 2050 implementation, and climate action (including NDCs, loss & damage).
- ii. Advising policymakers on governance reforms to enhance institutional capacity (aligning with Agenda 2063 Aspiration 3 & SDG 16).
- iii. Monitoring and reporting on transparency, accountability, and citizen participation.
- iv. Providing real-time data analysis for parliamentary committees and developing AI-powered policy simulation tools.
- v. Providing impartial technical support for constitutional reform processes.

2.2 PILLAR 2: BRIDGE EVIDENCE TO POLICY & CHAMPION GOOD GOVERNANCE

How We Will Do It:

- i. Develop and disseminate at least 6 targeted policy briefs annually, including briefs on climate advocacy and constitutional issues.
- ii. Conduct periodic governance assessments on selected themes/institutions.
- iii. Provide comparative constitutional analysis & policy briefs to the Drafting Committee/Constitutional Parliament, ensuring technical accuracy and neutrality.
- iv. Host technical workshops on contentious constitutional issues (e.g., devolution, climate rights), facilitating informed and constructive dialogue among diverse stakeholders.

2.2 PILLAR 2: BRIDGE EVIDENCE TO POLICY & CHAMPION GOOD GOVERNANCE

Impact and Value:

Strengthened policy design and implementation; more responsive and accountable governance institutions; increased citizen voice in policy processes; improved public service delivery; informed and technically sound constitutional reform process.

B. Program Initiative 2.1.2: Open Government Initiative (OGI) **Empowerment & Citizen Accountability**

What we will do:

i. Enhancing local government accountability and service delivery monitoring through citizen engagement and technology, and providing secure reporting mechanisms.

How We Will Do It:

i. Train communities in 5 districts/year to use OGI platforms for service monitoring, empowering them to hold local authorities accountable.

ii. Develop SMS-based citizen feedback loops for municipal performance metrics, enabling wider public participation in assessing service delivery.

iii. Train 150 local government officials/year on participatory budgeting (Ubungu and Nyamagana District pilot planned). (Part of broader goal to train 300+ local government officials in accountability frameworks).

iv. Establish encrypted reporting channels for corruption cases.

v. Partner with like-minded actors for legal advocacy on whistleblower protection.

2.2 PILLAR 2: BRIDGE EVIDENCE TO POLICY & CHAMPION GOOD GOVERNANCE

Impact and Value:

Increased local government transparency and responsiveness; enhanced citizen oversight and accountability at the local level; strengthened anti-corruption mechanisms; improved public service delivery based on citizen feedback.

Key Performance Indicator (KPI):

Number of citizen-generated OGI reports triggering government action (Target: 20/year by 2028).

C. PROGRAM INITIATIVE

2.1.3: POLITICAL PARTY CAPACITY BUILDING - GOVERNANCE ACADEMIES

What we will do:

i. Strengthening the capacity of political leaders from all parliamentary parties in principles of good governance, policy analysis, and ethical leadership, maintaining strict non-partisanship.

How We Will Do It:

i. Governance Academies: Conduct workshops & develop online modules for Members of Parliament (MPs) and Councilors from all parliamentary parties.

ii. Develop a curriculum covering: Policy analysis, ethical governance, public financial management, citizen engagement, and climate adaptation budgeting.

iii. Partner with the Tanzania Centre for Democracy (TCD) and other neutral bodies for co-facilitation and to ensure broad acceptance and participation.

iv. Target: Train 200+ political leaders by 2028.

Impact and Value:

Enhanced understanding and application of good governance principles by political leaders; improved quality of policy debate and legislative oversight; strengthened democratic institutions; increased focus on sustainable and climate-resilient development in political agendas.

2.3. PILLAR 3: EMPOWER INFORMED DISCOURSE & CATALYZE COLLABORATION

To strengthen the capacity of Tanzanian media to report accurately and insightfully on development issues, and serve as a hub for knowledge sharing, dialogue, and collaboration among diverse stakeholders to achieve national development goals, including climate action and effective budgeting.

Strategic Objective 3.1: By 2028, enhance the quality and depth of media reporting on development in Tanzania and foster effective multi-stakeholder collaborations for addressing national challenges.

A. Program Initiative 3.1.1: Media for Development, Tanzania Development Dialogue (TDD), and Fact-Checking Collaborative

What we will do:

- i. Capacity building for journalists on reporting on complex topics like AfCFTA, Agenda 2063, SDGs, Vision 2050, governance, economic policy, climate change (including COP outcomes and NDC implementation), and constitutional issues.
- ii. Translating research findings into media-friendly formats.
- iii. Supporting investigative journalism on development and governance issues.
- iv. Convening the Annual Tanzania Development Dialogue (TDD): A high-level forum in Q3 to align Vision 2050/SDG/COP priorities with Q4 government budgeting cycles. This dialogue will bring together senior government officials (including from the Prime Minister's Office and Planning Commission), CSOs, private sector, academia, and development partners.
- v. Combating disinformation through training and technology.

2.3. PILLAR 3: EMPOWER INFORMED DISCOURSE & CATALYZE COLLABORATION

How We Will Do It:

- i. Conduct 3-4 specialized training workshops annually for media professionals (part of a broader goal to train 500+ media professionals).
- ii. Train 100 journalists/year on digital verification tools and launch a Swahili-language disinformation dashboard.
- iii. Develop and disseminate media toolkits and simplified research summaries, including materials on climate policy and governance.
- iv. Administer a small grants program for investigative journalism, funding 20+ stories/year on governance issues.
- v. Organize and host the Annual Tanzania Development Dialogue (TDD), targeting 500+ attendees.
- vi. Output: Pre-budget policy compact signed by CSOs/private sector/academia, presenting consolidated recommendations to government.
- vii. Facilitate knowledge-sharing events and communities of practice.

Impact and Value:

More informed public discourse on development; strengthened media oversight role; enhanced accountability; greater synergy and collaborative action among diverse development actors; improved alignment of national budgets with long-term development and climate priorities.

2.4. PILLAR 4: ORGANIZATIONAL STRENGTHENING AND SUSTAINABILITY.

To build a resilient, efficient, and sustainable organization capable of delivering its mandate effectively and impartially.

Strategic Objective 4.1: By 2028, establish TCRPGM as a well-governed, operationally efficient, and financially sustainable organization.

A. Program Initiative 4.1.1: Institutional Capacity Enhancement

What we will do

- i. Developing and implementing robust financial, administrative, HR systems and M&E systems compliant with Tanzanian law and international best practices.
- ii. Diversifying funding sources to include core grants, basket funds, project-specific funding, consultancy services, and other income-generating activities.
- iii. Building strategic partnerships with national, regional, and international organizations (aiming for 10+ partnerships for program co-creation).
- iv. Investing in staff development and fostering a culture of learning and excellence.
- v. Ensure Proper governance and oversight of TCRPGM.

2.4. PILLAR 4: ORGANIZATIONAL STRENGTHENING AND SUSTAINABILITY.

How We Will Do It:

- i. Develop and implement a comprehensive MEL framework by end of Year 1.
- ii. Conduct TCRPGM Board activities (Board Meeting, Trainings and Retreats).
- iii. Secure annual external audits and ensure full compliance with NGO regulations.
- iv. Implement a fundraising and resource mobilization strategy, targeting diverse donors including multi-year commitments from various large donors for core funding, basket funding, and project-specific funding.
- v. Formalize at least 3 strategic partnerships annually.
- vi. Conduct regular staff training and capacity-building activities.

Impact and Value:

Enhanced organizational effectiveness, accountability, and credibility; long-term financial viability; strong institutional foundation for sustained impact.

3. IMPLEMENTATION ROADMAP (HIGH-LEVEL)

3.1. Year 1 (2026): Foundational Setup and Pilot Initiatives

- a. Establish core operational systems: financial, administrative, M&E framework.
- b. Secure initial seed funding and pursue diverse funding sources.
- c. Recruit key personnel.
- d. Launch initial research projects under Pillar 1, focusing on areas with high alignment to national priorities, including preparatory research for the State of Governance Report and initial climate policy analysis.
- e. Pilot select activities under Pillars 2 and 3 (e.g., one policy dialogue, one journalist training workshop, Ubungu District pilot for local government scorecards, initial constitutional support scoping, planning for Governance Academies, and first Tanzania Development Dialogue).
- f. Begin establishing strategic partnerships, including with TCD for Governance Academies.

3. IMPLEMENTATION ROADMAP (HIGH-LEVEL)

3.2. Year 2 (2027): Scaling Up and Deepening Engagement

- Expand research programs and dissemination efforts, including launching the inaugural State of Governance Report and producing pre-COP29/30 position papers.
- Increase the number and scope of policy engagement activities and governance initiatives, including active constitutional reform support and rollout of Governance Academies. Expand OGI citizen training to more districts.
- Roll out broader media capacity-building programs and investigative journalism support.
- Host the second Tanzania Development Dialogue.
- Strengthen fundraising efforts and diversify income streams, including consultancy services.
- Conduct a Mid-Term Review of the strategic plan implementation.

3. IMPLEMENTATION ROADMAP (HIGH-LEVEL)

3.3. Year 3 (2028): Consolidation, Impact Maximization, and Sustainability Planning

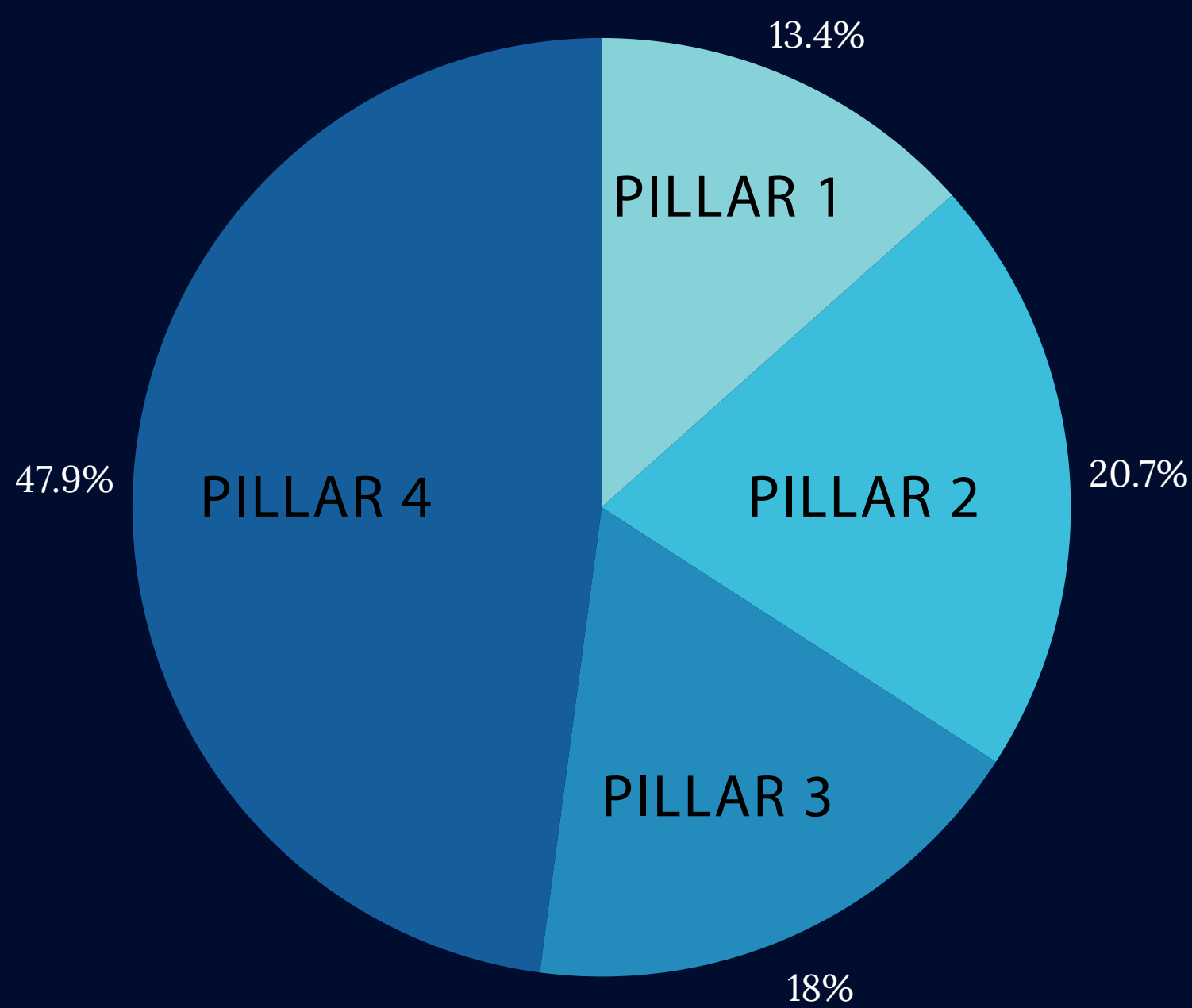
- a. Consolidate successful programs and focus on maximizing their impact.
- b. Publish the second State of Governance Report and continue climate advocacy for COP30/31.
- c. Scale up successful OGI models and Governance Academies, aiming to meet training targets.
- d. Recruit Climate Specialist.
- e. Host the third Tanzania Development Dialogue, focusing on institutionalizing its impact.
- f. Conduct a comprehensive evaluation of the strategic plan period.
- g. Develop the next strategic plan (2029-2031), focusing on long-term sustainability and institutional growth.
- h. Showcase TCRPGM's achievements and impact to stakeholders.

4. DETAILED BUDGET (2026-2028)

The following table outlines the projected budget.

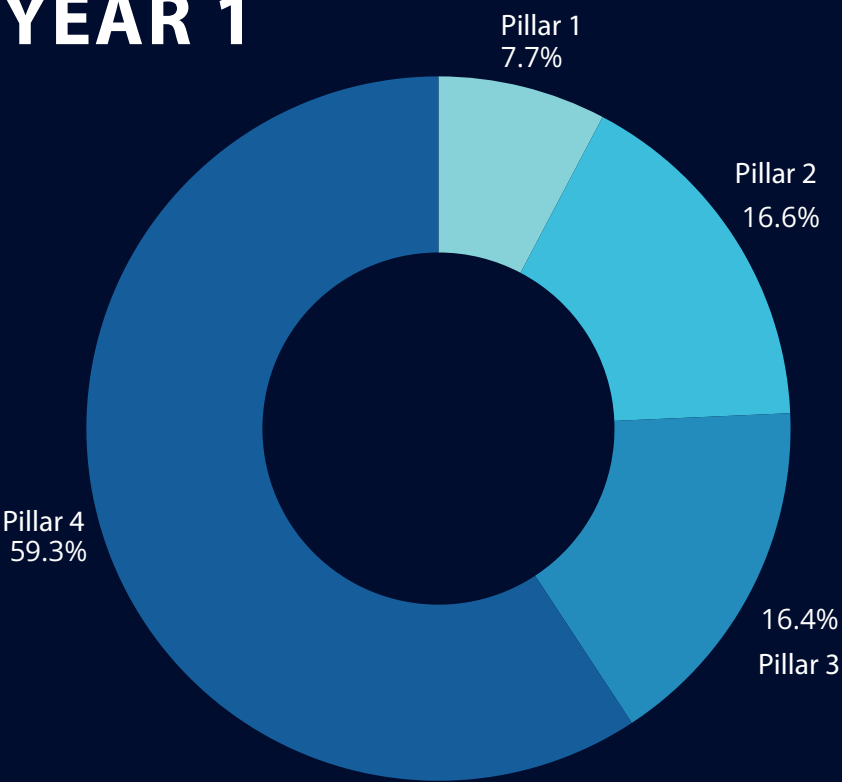
TCRPGM Strategic Budget Summary 2026-2028					
No	Strategic Pillar	Year 1 (2026)	Year 2 (2027)	Year 3 (2028)	Total (3 Years)
1	Pillar 1: Produce Actionable Knowledge	\$108,000	\$298,000	\$363,000	\$769,000
2	Pillar 2: Bridge Evidence to Policy & Champion Good Governance	\$232,000	\$407,000	\$547,000	\$1,186,000
3	Pillar 3: Empower Informed Discourse & Catalyze Collaboration	\$230,000	\$400,000	\$400,000	\$1,030,000
4	Pillar 4: Organizational Strengthening and Sustainability	\$828,922	\$860,922	\$1,053,922	\$2,743,766
	GRAND TOTAL	\$1,398,922	\$1,965,922	\$2,363,922	\$5,728,766

CUMULATIVE BUDGET (3 YEARS)

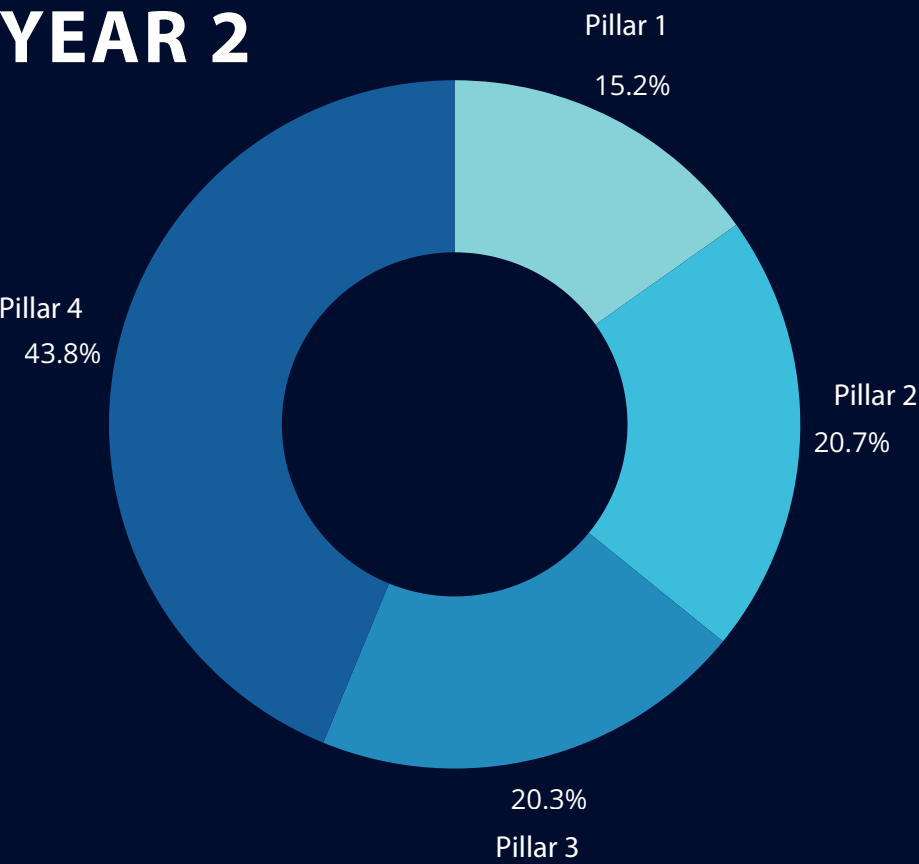


4. DETAILED BUDGET (2026-2028)

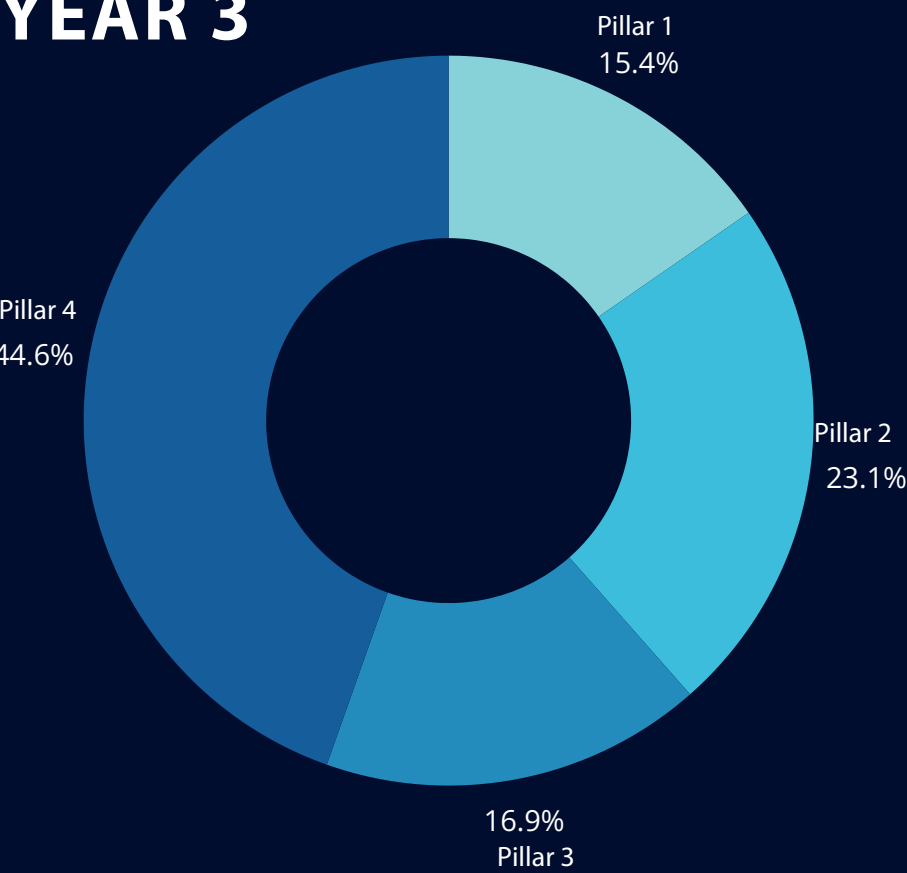
YEAR 1



YEAR 2



YEAR 3



5. MONITORING, EVALUATION, AND RISK MANAGEMENT

TCRPGM will develop a robust M&E system to track progress, measure impact, and facilitate adaptive management.

5.1. Key Performance Indicators (KPIs):

5.1.1. Pillar 1 (Knowledge)

- Number of research reports/policy briefs published (Target: 15 policy-influencing research reports annually by 2028).
- Number of citations; number of downloads/views of online publications.
- Number of research dissemination events and participants.

5.1.2. Pillar 2 (Policy & Governance)

- Number of policy recommendations acknowledged/adopted (Target: 25% of recommendations adopted by 2028).
- Number of policy dialogues held with key stakeholders.
- Number of CSOs/citizens engaged; feedback from policymakers on TCRPGM's contributions.
- Number of local government officials trained (Target: 300+ over 3 years).
- Number of whistleblower reports acted upon (Target: 50% by 2028).

5. MONITORING, EVALUATION, AND RISK MANAGEMENT

5.1.3. Pillar 3 (Discourse & Collaboration)

- ✔ Number of journalists trained (Target: 500+ over 3 years).
- ✔ Percentage of media trainees employed in the sector (Target: 70% by 2028).
- ✔ Number of media stories influenced by TCRPGM work.
- ✔ Number of active partnerships with media/CSOs/academic institutions (Target: 10+ national/international institutions for program co-creation by 2028).
- ✔ Attendance and feedback from multi-stakeholder forums.

5.1.4. Pillar 4 (Organizational)

- ✔ Amount of funding raised (by source: core, basket, direct).
- ✔ Budget coverage percentage; staff retention rate.
- ✔ Timely completion of audits with unqualified opinions.
- ✔ Functionality of internal systems.

5. MONITORING, EVALUATION, AND RISK MANAGEMENT

Risk Category	Potential Risk	Likelihood	Impact	Mitigation Strategies
Financial Risk	Funding shortfalls; over-reliance on limited donors; donor contract delays.	Medium	High	Diversified fundraising strategy (core, basket, direct, income generation)
Regulatory & Compliance Risk	Non-compliance with NGO Act amendments (financial disclosure, donor contract	Medium	High	Develop robust financial and administrative systems compliant with the NGO
Political & Reputational Risk	Misinterpretation of research; political sensitivities around governance work; negative	Low-Medium	Medium	Maintain strict non-partisanship; ensure high-quality, evidence-based outputs/strategies
Operational Risk	Limited initial capacity; delays in system development; difficulty	Medium	Medium	Phased approach to program expansion; investment in staff
Programmatic Risk	Broad mandate diluting focus and impact; failure to achieve desired outcomes.	Medium	Medium	Clear prioritization within strategic objectives and annual work plans; robust
External Environment Risk	Unfavorable changes in political or economic climate; unforeseen events	Low	Medium	Scenario planning; flexible and adaptive programming; strong local
Tech Infrastructure Breaches	Cybersecurity threats to data and platforms.	Medium	Medium	Partner with reputable provider(s) for cybersecurity expertise

6. OUR COMMITMENT



TCRPGM is committed to become a premier hub for policy innovation and accountable governance in Tanzania. By capitalizing on its integrated approach, an improving press freedom environment, donor interest in targeted funding mechanisms, and identified gaps in participatory governance, TCRPGM is poised for significant impact.

With a projected three-year budget of over USD 3.65 million and robust Monitoring, Evaluation, and Learning (MEL) frameworks, the Center offers a credible pathway for partners and donors to amplify their impact through research-driven, evidence-based interventions.

By systematically monitoring progress, evaluating impact, proactively managing risks, maintaining strict compliance with NGO regulations, and fostering strategic alliances, TCRPGM will strive to achieve its strategic objectives.

This plan will serve as a guiding framework, adaptable to emerging opportunities and challenges, ensuring TCRPGM delivers measurable progress towards national development goals, while building sustainable local capacity and making a lasting contribution to a thriving and just Tanzania.

THE TANZANIA CENTER FOR RESEARCH, POLICY, GOVERNANCE, AND MEDIA (TCRPGM)

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