



3RD CORPORATE STRATEGIC PLAN

2016/2017 – 2020/2021

“Fostering Business”

Tanzania Trade Development Authority,
Mwl. J. K. Nyerere Trade Fair Ground, Plot No. 436, Block A, Kilwa Road,
P. O. Box 5402, **DAR ES SALAAM, TANZANIA**
Tel: +255 22 2850 238, Mobile: 255733002011/15 Fax: +255 222850239/539
Email: info@tantrade.go.tz Website: <https://www.tantrade.go.tz>

STATEMENT OF THE CHAIRPERSON

Tanzania Trade Development Authority (TanTrade) was established by Act of Parliament No. 4 of 2009 with the objective of developing and promoting trade both in the domestic and foreign markets. Her establishment followed a repeal of the Acts of Parliament No. 15 of 1973 that had created the Board of Internal Trade (BIT) which was responsible for Domestic Market Development and Act of No.5 of 1978 that had established the Board of External Trade (BET) which was responsible for Export Market Development.

TanTrade is premier national's Trade Promotion Organization (TPO) with overall mandate of developing and promoting trade both domestic and international and regulate all international trade fairs organized in Tanzania. TanTrade's primary objective is to address bottlenecks that are facing producers, manufactures, traders and exporters of goods and services with a view to increasing the performance of the trade sector in the economy.

TanTrade operations started on 3rd September 2010 after it was gazetted through Government Notice No. 338 and was officially launched on 1st July 2011 by His Excellency, the Vice President of the United Republic of Tanzania, Dr. Gharib Mohammed Bilal.

In implementing her activities, TanTrade is inspired by the Government plans and goals as stipulated in the Development Vision 2025, Sustainable Development Goals (SDG), National Five Year Development Plan – 2016-2021, the Ruling Party Chama Cha Mapinduzi Election Manifesto and National priorities in the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) which is an inclusive, multi-stakeholder partnership to rapidly develop the Country's agricultural potential.

Responding to the Government goals and vision on trade development and promotion, TanTrade's Five (5) Year Strategic Plan for the period between 2016/17-2020/2021 with well defined mandate, vision, mission and core value communicates the necessary objectives, strategies and targets that will be implemented to meet the long term goal of making Tanzania a competitive, export led economy and semi-industrial state.

In the context of the National Economic Goals, the implementation of this 3rd Strategic Plan is expected to contribute towards increasing contribution of trade into national income, integration of domestic markets, increased export earnings, Government revenue and enhancing business competitiveness in domestic, regional and world markets and equally important it will increase employment opportunities.

The Strategic Plan also provides the basis for developing TanTrade's Medium Term Expenditure Framework (MTEF) and subsequently performance contract agreements between Treasurer Register and the Board of Directors, Board of Directors with the Management; and Management with staff.

This Plan has been formulated taking into account the observed challenges in trade sector in Tanzania. It has recognised the role of private sector in exploiting the existing domestic, regional and international markets. The utilization of market potential is done by facilitating the private sector to be the engine of economic growth.

Similarly, the planned activities will address the number of challenges facing the business community in participating both internal and external trade. Such challenges include low capacity to supply, weak market diversification, low capacity to add value during the production process and increased use of non-tariff barriers in export markets. Other challenges include un-competitiveness due to inefficient trade facilitation infrastructure, limited availability of affordable trade finance, limited negotiation capacity and uncoordinated negotiation process for seizing trading opportunities arising.

This annual budget is also expected to focus on strategic activities that would enable TanTrade to take advantage of opportunities brought about by economic growth as well as prepare TanTrade to deal with challenges that come with the changes.

TanTrade will focus on addressing changes in the trade landscape and improve the competitiveness of MSMEs; and introducing innovative processes that enable the farmers and producer to produce based on the market needs and promotion of trade activities which stimulates and speed up value addition of agricultural commodities.

Being a national premier Trade Promotion Organization, TanTrade has a countrywide obligation to respond to requests to support and promote MSME competitiveness through trade and international business development. TanTrade will continue to focus on the most economically vibrant regions and districts within the country and focusing on maximizing export opportunities in neighboring countries. TanTrade will also work closely with District Local Authorities, Sector Associations and Business Support Organizations as partners for initiatives to assist MSMEs and as beneficiaries under differentiated cost arrangements.

In order to focus on enhancing the private sector participation in trade, TanTrade is promoting the development of products and services with high market potential and forge a strong linkage with other sectors of the economy. TanTrade will assist export ready companies to utilize opportunities in international markets and connect them with international value chains.

TanTrade will strategically partner with private sector, foundations, academia, relevant international organizations, emerging economies and other actors to enhance trade impact for goods and services in Tanzania. Ultimately, the outcome of these initiatives will contribute significantly towards employment and wealth creation which are among Tanzanian's core targets.

In ensuring that the organization's objectives are achieved the main focus is to reinforce its resource mobilization strategies such as initiatives to Strengthen Revenue collection from the Dar es Salaam International Trade Fair (DITF) by increasing exhibition space through investment of trade fair modernization project, improving the gates collections and increase parking area during DITF.

Hon. Eng. Christopher Kajoro Chiza

CHAIR PERSON- BOARD OF DIRECTORS

STATEMENT OF THE DIRECTOR GENERAL

TanTrade's Strategic Plan 2016/17- 2020/21, has been prepared in compliance with the set national policy guidelines on the improvement of trade and service delivery in Tanzania. This Plan is aiming at providing TanTrade's Management, employees and other stakeholders, information on the objectives and targets that will be pursued and it has taken into consideration its mandated functions provided under the Act of Parliament No. 4 of 2009.

The main outputs contained in this Strategic Plan will be incorporated in each annual plan and budget of TanTrade. The core function of TanTrade is to address bottlenecks that are facing traders, exporters and producers of goods and services with a view to increase the performance of the trade sector in the economy. In order to achieve this, eight core objectives have been developed as follows: -

- i. HIV / AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved;
- ii. National Anti-Corruption Strategy and Good Governance Enhanced, Sustained and Implemented;
- iii. Micro, Small and Medium Enterprises (MSMEs) Competitiveness Enhanced;
- iv. Trade of Goods and Services Developed and Enhanced;
- v. Access to Domestic, Regional and International Markets Enhanced;
- vi. Trade Fairs and Exhibition Environment in Tanzania Enhanced;
- vii. Delivery of Quality Trade Services Improved; and
- viii. TanTrade's Performance in Managing and Carrying out Mandated Functions Improved.

Strategies and Targets related to these objectives have been developed to be used during planning and budgeting processes. TanTrade priorities in this Strategic Plan focuses on the following major interventions: Promoting adoption of industrial know how which will speed up value addition of the agricultural commodities; Addressing supply-side constraints facing MSMEs; Increasing market and trade information to support MSMEs to grow competitively; Promoting market integration and infrastructure development and connectivity within and with neighbouring countries, in order to transform Tanzania into a logistical and transitional hub; Integrating local producers into global value chain; and Strengthen internal resource mobilization.

To ensure focus on the achievement of planned objectives, a result framework with performance indicators has been prepared. The indicators will also be used to monitor and evaluate the performance at appropriate intervals. The implementation process will constitute cascading operations of individual work plans within TanTrade whereby all identified interventions will be translated into the day-to-day tasks with

sharp focus on targets to be achieved. TanTrade will continuously review its operational processes to facilitate the smooth implementation of this Strategic Plan.

To make this plan more successful, cooperation among divisions, units and other stakeholders is necessary. I appeal to all stakeholders at TanTrade to work as a team. Given that TanTrade is central to the Government's efforts to fight against poverty through advising the Government on matters relating to the formulation, development, supervision and implementation of trade policy and strategies; Integrating the domestic market development; collaborating with other institutions in organizing production of products and offering of services; and Fostering better market access conditions for Tanzanian products and services at domestic, regional and international markets. I would like to encourage all stakeholders to join hands with renewed vigour for the prosperity of our nation. Let us optimally use the available resources to make this plan realistic.

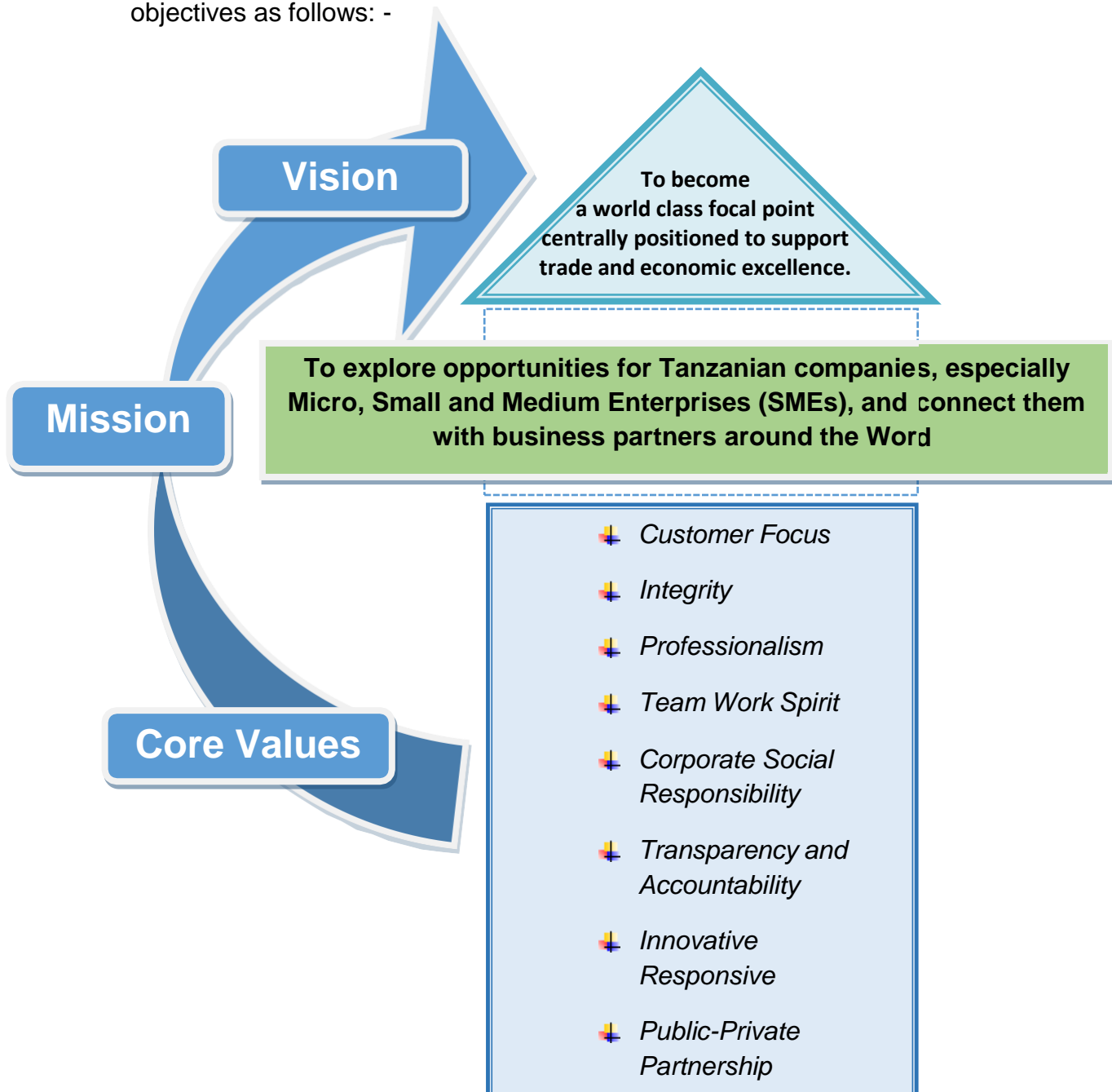
Edwin N. Rutageruka

Ag. DIRECTOR GENERAL

EXECUTIVE SUMMARY

The Five Years Strategic Plan (2016/17 – 2020/21) for the Tanzania Trade Development Authority (TanTrade) has been prepared after implementation of the second Strategic Plan 2011/12 – 2015/2016.

The preparation of this Plan involved reviewing and updating the previous TanTrade's Strategic Plan by critically re-evaluating the institutional situation and agreeing on changes to be made so as to come up with a comprehensive and up to date Strategic Plan. Situational analysis included assessment of institutional strengths, weaknesses, opportunities and challenges; performance review and recent initiatives that have been implemented but were not part of the previous strategic plan. The current Strategic Plan contains vision, mission, core values and objectives as follows: -



Objectives

To achieve TanTrade's Vision, Mission and address critical issues outlined in Chapter Two, the following eight (8) objectives were developed with appropriate rationale and strategy underneath.

- i. HIV / AIDS infections and non-communicable diseases reduced and supportive services improved;
- ii. National Anti-Corruption Strategy and good governance enhanced, sustained and implemented;
- iii. Micro, Small and Medium Enterprises (MSMEs) Competitiveness Enhanced
- iv. Trade of goods and services enhanced and promoted;
- v. Access to Domestic, Regional and international markets enhanced;
- vi. Growth of Exhibition industry in Tanzania enhanced;
- vii. Delivery of Quality Trade Services improved; and
- viii. TanTrade's Performance in Managing and Carrying out Mandated Functions Improved.

The above strategic objectives, proposed priority activities and scope of operation for this Strategic Plan have been developed in line with National Development Vision 2025, National Five Years Development Plan (2016/17-2020/21), TanTrade Act No 4 of 2009, National Trade Policies and other related trade policies which all are focusing to achieve long term goal of making Tanzania a competitive, export led economy and semi- industrial country by 2025. As matter of priority, this Plan is focusing to improve MSMEs competitiveness, addressing challenges along the trade value chains and ensuring sustainable market access for Tanzanian goods and services in local, regional and global markets.

As the matter of fact, Micro, Small and Medium Enterprises (MSMEs) remain to be major players of trade sector, source of employment and earnings for the majority workforce in the country. Conversely, the sector is facing various challenges in the area of coordination of institutional and support programmes, business sites and premises, cost of compliance to regulations and standards, access to finance and non-financial business development services such as comprehensive trade information to a mention a few. It is for such constrained needs, TanTrade is strategically positioned to develop several programmes such as promoting manufacturing, agro-industries, agro-processing, value addition and address competitiveness limitations to upgrade product quality and quantity, ensure adequate certification, proper organisation of logistics and stimulate industrial growth in the country. Such determinations will further ensure smallholder farmers, micro, small and medium businesses and companies are part of the growth process in achieving inclusive growth.

This Plan recognises that, trade and industrialization are solely two sides of the same coin complementing each other. Thus, both continue to be the driving force of economic growth in the country. However, trade is highly characterised by fragmented domestic market and weak industrial base. Production is de-linked from the market due to supply-side constraints such as production capacity, standards, quality and value addition. Currently, the country's export performance in global trade is minimal with a negative balance of trade resulted from low export competitiveness and weak industrial base.

Consequently, TanTrade will continue to facilitate integration of domestic trade and increase country's share of the country in World market in a bid to decrease share of imports and hence improve trade balances in the country. Furthermore, the organization will maximize on the rising opportunities resulted from domestic, regional and international trade arrangements that the country is exposed with. The Authority will further continue to be actively involved in negotiation and implementation of Bilateral, Regional and International trade agreements. Negotiations will remain as basic aspect to strengthen economic cooperation in the context of the regional grouping of Southern Africa Development Cooperation (SADC) and East Africa Cooperation (EAC), multilateral negotiation through World Trade organisation (WTO) membership with the purpose of improving conducive market environment. Above and beyond, TanTrade for the same determination will strengthen cooperation with international organizations, development agencies such as International Trade Centre (ITC), World Bank, Netherlands Centre for Promoting Imports from Developing Countries (CBI), Korea Trade-Investment Promotion Agency (KOTRA), United Nations Industrial Development Organisation (UNIDO), and United Nations Development Program (UNDP) among others.

On the domestic front, the key strategy to drive the agenda of market access for producers will be collaborating with other stakeholders in coordinating dialogues to establish infrastructure to smoothen business environment and provide policy related recommendation to the Government with the purpose of enabling business expansion in the country. Correspondingly, to take advantage of opportunities arising from domestic, regional and multilateral arrangements, this plan will embark on rigorous market promotion strategies with the aim to strategically position Tanzanian products in the global and regional markets. This will include finding new markets for trading more particularly within EAC, SADC, Brazil, Russia, India, China and South Africa (BRICS) and unexplored potential markets. Such initiatives will further enable traders to fully utilize the opportunities in boarder markets by simplifying and formalizing trade across the borders.

Thus, to successfully spearhead the implementation of this Plan, TanTrade will develop resource mobilization strategy, improve efficiency of financial and internal processes, and encourage staff learning and growth. Mainstreaming the strategic objectives into the directorates and incorporating monitoring and evaluation

framework of the strategic actions will be critical for successful implementation of each stipulated strategy. With such view, it is anticipated that this strategy will not only integrate domestic trade into global value chains but also will enable organization to become a world class focal point centrally positioned to support trade and economic excellence.

IMPACTS

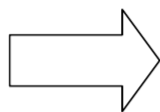
- MSME's competitiveness will stimulate trade and industrial development
- Integrated domestic trade will increase share of the country in World market and decrease share of imports
- Improve the contribution of trade into economic development of the country

OUTCOME

Generating Sustainable Markets for Tanzanian Products and Services in Local, Regional and Global

8 OBJECTIVES

APPROACH



Addressing challenges & opportunities products value chains

Focusing on most potential sectors & regions

Strategic partnership & collaboration

HIV / AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services

National Anti-Corruption Strategy and Good Governance

Delivery of Quality Trade Services Improved

Performance and Management of Mandated Functions Improved

MSMEs Trade Competitiveness Enhanced

Strengthen capacity building to support MSMEs growth

Facilitate formalization of informal trade for SMEs development

Enhance MSMEs access to technology, finance and markets

Develop capacity building programme

Linkage and networking with sector experts and best practices

Linkage programme to enhance business formalization

Trade of Goods and Services Developed and Enhanced

Promote value addition, processing and manufacturing to broaden domestic and export base

Strengthen trade related research and intelligence systems

Promote national brand and stimulate consumption of domestically produced goods and services

Enhance market systems and promote best market practices

Develop programs to enhance value chain development of priority sectors

Develop and initiate programs to stimulate domestic consumptions

Trade related research and intelligence programme

Access to Domestic, Regional and International Markets Enhanced

Strengthen market access through bilateral, regional and multilateral and provide policy advice to the Government to smoothen market environment

Strengthen and establish collaboration with key stakeholders and development partners to improve trade competitiveness

Enhance cross border trade with neighbouring countries and strategic trading partners

Develop and strengthen market promotion programmes to broaden domestic and export base

Provide policy advice & participate into bilateral, regional and multilateral negotiations

Organise and coordinate market promotion programmes

Coordinate Cross border trade program

Trade Fairs and Exhibition Environment in Tanzania Enhanced

Strengthen regulatory role of trade fairs and exhibition in Tanzania

Promote and strengthen exhibition industry in Tanzania

Develop accreditation and monitoring system for trade fair and exhibition held in the country

Research & development based on exhibition and events management

Implementation of SP will depend on Effective Resource Mobilization Strategy & Management Commitment

23 Strategies

Table of Contents

STATEMENT OF THE CHAIRPERSON	I
STATEMENT OF THE DIRECTOR GENERAL	IV
EXECUTIVE SUMMARY	VI
ACRONYMS AND ABBREVIATIONS	XIII
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Historical Background	1
1.2 Approach and Methodology	2
1.3 Purpose of the Strategic Plan	2
1.4 Layout of the Plan	3
CHAPTER TWO	4
SITUATION ANALYSIS	4
2.0 Situation Analysis	4
2.1 Establishment and Mandates of TanTrade	5
2.1.1 TanTrade Establishment	5
2.1.2 TanTrade Mandate	6
2.2 Functions of TanTrade	6
2.3 The Analysis	7
2.4 General situation Analysis of Trade in Tanzania	7
2.4.1 Business Environment	7
2.4.2 Domestic Trade;	8
2.4.3 Informal trade	9
2.4.4 Export Trade	9
2.4.5 Trade Fairs and Exhibition Industry	10
2.5 Stakeholders Analysis	11
2.6 SWOC Analysis	16
2.7 Performance Review of the previous Strategic Plan of 2011/12-2015/2016	19
2.9 Critical Issues	34
CHAPTER THREE	36
THE PLAN	36
3.0 The Plan	36
3.1 Vision	36
3.2 Mission	36
3.3 Core Values	36
3.4 Objectives	37
3.4.1 <i>Objective A: HIV / AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved</i>	37
3.4.2 <i>Objective B: National Anti-Corruption Strategy and Good Governance Enhanced, Sustained and Implemented</i>	38
3.4.3 <i>Objective C: Micro, Small and Medium Enterprises Competitiveness Enhanced</i>	38
3.4.4 <i>Objective D: Trade of goods and services developed and enhanced</i>	39
3.4.5 <i>Objective E: Access to Domestic, Regional and international markets enhanced</i>	40
3.4.6 <i>Objective F: Trade Fairs and Exhibition Environment in Tanzania Enhanced</i>	41

3.5 STRATEGIC PLAN MATRIX	43
--	-----------

Acronyms and Abbreviations

Act	Act No.4 of 2009 as amended by the Parliament
ACT	Agricultural Council of Tanzania
AICAD	African Institute for Capacity Development
AU	African Union
BET	Board of External Trade
BMS	Business Management Systems Association
CBI	Centre for Promotion of Trade from Developing Countries
COMESA	Common Market for Eastern and Southern Africa
CTI	Confederation of Tanzania Industries
DCS	Directorate of Corporate Services
DITF	Dar es Salaam International Trade Fair
DTD	Directorate of Trade Development
DTP	Directorate of Trade Promotion
DTSS	Directorate of Trade Support Services
EAC	East Africa Community
EPC	Export Promotion Council Kenya
EPZA	Export Promotion Zone Authority
EU	European Union
EWURA	Energy and Water Utilities Regulatory Authority
FTC	Foreign Trade Centre
GIZ	Capacity Building International, Germany
HQ	Head Quarters
ICT	Information and Communication Technology
IPEX	Institute of Export Promotion of Mozambique
ISO	International Standards Organization
ITC	International Trade Centre UNCTAD/WTO (ITC)
IWCBTs	Informal Women Cross Border Trade
JBCs	Joint Border Committee
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
KOTRA	Korea Trade-Investment Promotion Agency
MEPC	Malawi Export Promotion Council
MKUKUTA	Mkakati wa Kukuza Uchumi na Kuondoa Umaskini Tanzania
MKUZA	Mkakati wa Kuondoa Umasikini Zanzibar
MoU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
PPP	Public- Private Partnership
RISE	Regional Information System for Export
SACU	South African Customs Union
SADC	South Africa Development Community
SDGs	Strategic Development Goals

SIDO	Small Industries Development Organization
SUMATRA	Surface and Marine Transport Regulatory Authority
SMEs	Small Medium Enterprises
TANAPA	Tanzania National Parks
TANCRAFT	Tanzania Crafts Associations
TanTrade	Tanzania Trade Development Authority
TBA	Tanzania Bankers Association
TBS	Tanzania Bureau of Standards
TCCIA	Tanzania Chamber of Commerce Industry and Agriculture
TFC Canada	Trade Facilitation Office - Canada
TIC	Tanzania Investment Centre
TPA	Tanzania Port Authority
TPO	Trade Promotion Organization
TPSF	Tanzania Private Sector Foundation
TRA	Tanzania Revenue Authority
TTB	Tanzania Tourist Board
UEPB	Uganda Export Promotion Board
UN	United Nations
UNDP	United Nations Development Programme
UWADA	Umoja wa Wajasiriamali Dar es Salaam
WTO	World Trade Organization
ZANEXA	Zanzibar Exporters Association
ZIPA	Zanzibar Investment Promotion Authority
ZNCCIA	Zanzibar National Chamber of Commerce, Industries and Agriculture

CHAPTER ONE

INTRODUCTION

1.0 Introduction

1.1 Historical Background

Tanzania Trade Development Authority (TanTrade) was established by Act of Parliament No. 4 of 2009 as a statutory organ, vested with regulatory, executive, advisory and consultative powers in relation to its function of developing trade in Tanzania.

TanTrade has an extended mandate of developing both internal and external trade. This Authority is Tanzania's premier national organization in the development and promotion of trade in the domestic and international market places. TanTrade's primary objective is to address bottlenecks that are facing traders, exporters and producers of goods and services with a view to increase the performance of the trade sector in the economy.

The history of TanTrade dates back in the 1973 when the Government established the Board of Internal Trade (BIT) to link local production with internal markets. In order to promote Tanzanian exports to the external world, the Government in 1978s, established the Board of External Trade (BET) as the agency responsible for promoting products and services to external markets; and the two organizations complimented each other. Economic reforms by the Government in the 1990s, coupled with changes of trade landscape from the state-controlled economy to the market driven economy, the role of BIT gradually melted down and eventually became redundant. This left internal trade without the necessary support even within the liberalized economic landscape. Effects of the haphazardly operated internal trade became apparent in the export promotion efforts, which depended on the solid base of the properly coordinated internal trade.

Cognizant of this weakness, the need to transform BET and formally writing off the defunct BIT to form a more encompassing statutory body was explicitly expressed by various stakeholders. Thus, TanTrade was enacted and strategically designed to develop a strong domestic trading culture and create its linkage to foreign markets by building its trading capacity in general.

TanTrade Strategic Plan covers a period of five years beginning from 2016/17 to 2020/21. The Plan describes TanTrade's Mission, Vision, Core Values, Mandate, Objectives, Targets, Key Performance Indicators and the process used to derive them. It also describes who TanTrade is, what TanTrade wish to achieve how and when TanTrade is going to achieve it. The Plan encapsulates the Five Years Planning Framework, Tanzania Vision 2025 and the Long-Term Perspective Plan 2011-2025 of nurturing trade in industrialized economy.

1.2 Approach and Methodology

Preparation of this Strategic Plan was undertaken in a participatory manner involving a number of stakeholders of the TanTrade. Reference was made to the Government Instrument that established the TanTrade (Tanzania Trade Development Act No.4 of 2009 as amended by Act No.11 of 2012), The Tanzania Development Vision (Vision 2025), Long Term Perspective Plan, Five years Development Plan (FYDP II), Ruling Party (CCM) Election Manifesto 2015, the sector policies (National Trade Policy 2003, Sustainable Industry Development Policy 1996 – 2020, Agricultural Marketing Policy 2008, SME Development Policy 2003), Investment Policy and the Sustainable Development Goals. More inputs were also obtained from the Strategic Plan for year 2012 - 2015.

The methodology used was to review the previous Strategic Plan (2011/2012-2015/2016) to determine areas of success, weaknesses, constraints and the way forward for rolling over the reviewed Strategic Plan. Situation analysis of the TanTrade was also conducted through which a thorough diagnosis of internal and external environmental scan was conducted. In conducting the TanTrade internal environmental scan, diverse approaches were used including SWOC- Analysis, brainstorming, literature review, performance review and self assessments.

The external environmental scan involved a critical analysis of National Development Plans, Sectoral policies and Acts which TanTrade is operating under. The process selectively engaged and involved TanTrade staff and representatives from various Ministries.

1.3 Purpose of the Strategic Plan

This Plan is intended to provide a framework for managing the TanTrade business during the period between 2016/17-2020/21. Its objectives are derived from the mandated functions of TanTrade. It provides guidance to TanTrade in executing its mandates of trade promotion, development and regulation of trade fairs as stipulated in the establishing instrument. It is also meant to guide stakeholders who will ultimately be involved or participate in the process of trade promotion, development and regulation with the aim of transforming the Tanzania economy into semi industrialized country by 2020/21. Specifically, this Strategic Plan aims: -

- To be a framework for TanTrade stakeholders;
- To indicate the timing of implementation;
- To indicate how progress should be measured;
- To guide the preparation of performance budgets within TanTrade; and
- To be a communication management tool within and outside TanTrade.

1.4 Layout of the Plan

In this Strategic Plan, the key areas are written in the following order; First preliminary pages contains Statement from Board of Directors Chair Person, Director General and Executive Summary which highlights introductory remarks and details the main features of the Strategic Plan. Chapter one, contains introduction and purpose of the plan, while Chapter two discusses the situation analysis that covers performance Review, Stakeholder Analysis and SWOC Analysis. Chapter three is the plan which covers mission, vision, core values, objectives, strategies, targets, intervention and key performance indicators. Finally, Chapter four is the result framework which defines monitoring plan, result framework matrix, review meetings, planned milestones and evaluation plan. This Plan also has two Annexes; Organizational Chart and Strategic Plan Matrix.

CHAPTER TWO

Situation Analysis

2.0 Situation Analysis

In the implementation of her core activities, TanTrade will work closely with various stakeholders such as Sector Associations, Trade Facilitation Institutions etc. TanTrade has relied on established strong network initiated and will continue with same initiatives to develop stronger networks and strategic alliances with similar and complementary institutions in the country and abroad. These networks and alliances will help TanTrade to effectively deliver its outputs.

The main target groups for TanTrade activities are the government and its departments, business communities in private and public sectors, representatives of international and non- governmental organizations that are involved in trade development in a broad sense. TanTrade's focus is to enhance the capacity of Tanzania as country to trade efficiently and effectively both at local and international markets, ultimately, contributing to poverty reduction. TanTrade has maintained cordial cooperation with Government Ministries, Agencies, Institutions, Public and Private Companies and Non-Governmental Organizations. It has good working relationship with various trade facilitation agencies such as Tanzania Bureau of Standards (TBS), Tanzania Revenue Authority (TRA), Export Processing Zones Authority (EPZA), Tanzania Investment Center (TIC), Tanzania National Parks (TANAPA), Tanzania Tourist Board (TTB), Surface and Marine Transport Regulatory Authority (SUMATRA), Energy, Water and Utilities Regulatory Authority (EWURA), Zanzibar Investment Promotion Agency (ZIPA), Tanzania Ports Authority (TPA), Small Industries Development Organisation (SIDO), Tanzania Bankers Association (TBA), Confederation of Tanzania Industries (CTI), Tanzania Chamber Commerce Industries and Agriculture (TCCIA), Tanzania Private Sector Foundation (TPSF), Tanzania Exporters Association (TANEXA), Zanzibar National Commercial, Industries and Agriculture (ZNCCIA), Agricultural Council of Tanzania (ACT) and various Sectoral Associations. These play an important role in providing expertise and support services to compliment those of TanTrade.

At an international and regional level, TanTrade has good working relationship with International Institutions which support her activities. The major partners include UNCTAD/WTO/ITC, CBI, UNIDO, UNDP, JICA, Canadian Trade Facilitation Center, AICAD, Commonwealth Secretariat, Japanese External Trade Promotion Organisation (JETRO) and Germany Overseas Technical Cooperation Agency (GIZ) among others. It also has a close working relationship with various trade development institutions in a number of countries such as Uganda Export Promotion Board (UEPB), Export Promotion Council of Kenya (EPC), IPEX- Mozambique, Zimbabwe Trade Development Authority (ZimTrade), Sudan Export Processing

Zone, and Malawi Export Promotion Council. The working relationship with these partners assures exchange of information and expertise.

As part of the strategic planning session workshop, participants carried out a general situation analysis based on priority areas and mandates of the TanTrade, stakeholders' analysis, previous review of the strategic plan, recent initiatives and identification of the critical issues. A basic premise behind stakeholders' analysis for the TanTrade was that different groups have different concerns, capacities and interests. Therefore, there was a need to explicitly understand and recognized in the process of problem identification, objective setting, target formulation and strategy selection. The aim of the analysis was to identify who are the stakeholders, services offered by TanTrade to stakeholders and expectations of the stakeholders from TanTrade. This analysis was based on the clear understanding of TanTrade mandates and functions as stipulated below.

2.1 Establishment and Mandates of TanTrade

2.1.1 TanTrade Establishment

The history of TanTrade dates back in the 1973 when the Government established the Board of Internal Trade (BIT) to link local production with internal markets. In order to promote Tanzanian exports to the external world, the Government in 1978s, established the Board of External Trade (BET) as the agency responsible for promoting products and services to external markets; and the two organizations complimented each other.

Economic reforms by the Government in the 1990s, coupled with changes of trade landscape from the state-controlled economy to the private sector-driven economy, the role of BIT gradually melted down and eventually became redundant. This left internal trade without the necessary support even within the liberalized economic landscape. Effects of the haphazardly operated internal trade became apparent in the export promotion efforts, which depended on the solid base of the properly coordinated internal trade. Cognizant of this weakness, the need to transform the BET and formally writing off the defunct BIT to form a more encompassing statutory body was explicitly expressed by various stakeholders. Thus, TanTrade was enacted and strategically designed to develop a strong domestic trading culture and create its linkage to foreign markets by building its trading capacity in general.

Tanzania Trade Development Authority (TanTrade) was established by Act of Parliament No. 4 of 2009 as a statutory organ, vested with regulatory, executive, advisory and consultative powers in relation to its function of developing trade in Tanzania both internal and external trade. TanTrade is Tanzania's premier national organization in the development and promotion of trade in both domestic and international markets. TanTrade's primary objective is to address bottlenecks that are facing traders, exporters and producers of goods and services with a view to increase the performance of the trade sector in the economy.

2.1.2 TanTrade Mandate

TanTrade was established by Act No. 4 of 2009 with main objective of developing and promoting trade as stipulated in National Trade Policy of 2003, Export Development Strategy of 2010, Trade Integration Strategy and other sectoral policies. The primary goal of TanTrade is to enhance the ability of the enterprises to compete in the domestic and international markets by addressing bottlenecks that are facing producers, manufactures, traders and exporters of goods and services with aim of increasing the performance of the trade sector in the economy.

2.2 Functions of TanTrade

The core functions of TanTrade as stipulated by the Act include the following:

- i. Advise the Government on matters relating to the formulation, development, supervision and implementation of trade policies and strategies;
- ii. Integrate the domestic market development;
- iii. Collaborate with other institutions in organizing production of products and offering of services;
- iv. Foster better market access conditions for Tanzanian products and services at domestic, regional and international markets;
- v. Identify and advise on ways of overcoming bottlenecks in value chain pertaining to trade development;
- vi. Offer appropriate advisory services and training to the business community on the management of domestic and foreign trade operations;
- vii. Inculcate and promote the export culture into the large section of small, medium and large enterprises through various means;
- viii. Establish and maintain trade database;
- ix. Encourage private sector to invest and develop expertise in establishing and managing warehousing facilities;
- x. Co-operate with the investment facilitating institutions in ensuring that investments are directed towards value addition;
- xi. Promote or facilitate establishment of facilities and infrastructure for holding trade fairs countrywide;
- xii. Establish and maintain trade centres within and outside the country;
- xiii. Organize trade fair and exhibitions, buyer seller meetings, contact promotion programmes, market research, supply surveys, product development and product adaptation within the country;
- xiv. Promote the documentation and dissemination of information on any aspect connected with trade development carried out by the Authority or any other person or institution and may for this purpose publish newspapers, journals, periodicals, bulletins and operate radio and television programmes or perform any other activity designed to promote trade into any matter which is

necessary or desirable for the efficient trade development and implementation of trade related policies and strategies;

- xv. Advise and assist the Government and any other institution in the selection and employment of local and foreign trade related consultants and advisors on matters related to trade development;
- xvi. Evaluate and monitor trade systems and its performance; and
- xvii. Conduct market research, survey and monitoring.

2.3 The Analysis

The process involved conducting analysis of general trade issues in Tanzania, TanTrade's stakeholders' analysis, SWOC analysis, performance review of the previous strategic plan and critical review of the TanTrade management. A summary of the general analysis, stakeholders' analysis and their expectations is presented below: -

2.4 General Situation Analysis of Trade in Tanzania

The current general situation analysis of trade in Tanzania in relation to business environment, informal, domestic and export trade and exhibition industry are described below with respective interventions;

2.4.1 Business Environment

Recent economic reforms such as tax, public, financial and telecommunication sector reforms have improved the cost of doing business to safeguard economic growth in a dynamic and well-functioning business environment, which requires regulatory regimes to be transparent, coherent and comprehensive. Competitive policies are enforced in such a way market participant can take full advantage to opportunities in trade and investment. Where by large, small and micro businesses need to strive and become effective partners in the development process. However, business environment penalize competitiveness due to the following factors among others:

- i. Weak institution coordination to advocate issues and challenges related to business environment;
- ii. Inadequate awareness and self- compliance to taxation and other legislation rules, and regulations; and
- iii. High charges/tax rates and its multiplicity.

Proposed Intervention:-

- i. Prepare stakeholders dialogues and business to discuss issues and challenges facing the business community;
- ii. Create awareness and coaching programs on rights and obligation; and
- iii. Prepare policy briefs to advise the Government on policy formulation.

2.4.2 Domestic Trade

Tanzania domestic trade is highly characterised by fragmented domestic market and weak industrial base. Production is de-linked from demand areas due to lack of comprehensive trade information, poor road and railway networks, inadequate cold storage facilities for perishables, packaging, transport and transportation, market infrastructure, inadequate financial services, poor distribution of communication networks, electricity coverage and power shading. There is limited outreach of trade and business support Institutions at the local level to assist product development initiative. Market systems and structures are undeveloped and also fragmented, which limit producers and farmers to access market and others are as follows:

- i. Inadequate skills in entrepreneurship, negotiation, marketing and business record keeping;
- ii. Inadequate adherence to grades, standards and quality in agricultural products marketing and other products;
- iii. Inadequate market research and intelligence which inhibits timely availability of data and information necessary for decision making;
- iv. Limited use of marketing risk management approaches; and
- v. Inadequate capacities to utilize opportunities emerging in the domestic, regional and international markets, including preferential markets;

Proposed Intervention Package

- i. Strengthen market research and intelligence systems, maintain data base and ensure flow of timely information for decision making;
- ii. Strengthen and establish collaboration and linkage with other stakeholders in addressing value chain opportunities and challenges in domestic trade
- iii. Establish TanTrade zonal offices to enhance outreach
- iv. Create platform of linking suppliers of technology to stimulate diversification and value addition in agricultural products
- v. Strengthen and establish collaboration with other institutions to promote adherence to quality and standards in agricultural and industrial products to meet domestic, regional and international markets requirements;
- vi. Provide policy advice to the Government to reform the legal and regulatory framework that guides the business systems to take advantage of the opportunities available in the multilateral trading system and regional trading arrangements;
- vii. Promote investments in agro industries, agro processing and agricultural marketing infrastructure;
- viii. Enhance access to marketing finance and technology;
- ix. Identify and promote niche markets as way of addressing agricultural commodity markets; and
- x. Mainstream trade related cross-cutting issues.

2.4.3 Informal trade

Informal traders are the dominant players in the domestic market and cross border trade whereby they operate in isolation and uncoordinated. This situation hinders them from advantages of working through an association where competitive aspects are sourced with little cost, example technology acquisition, access to specialized training programmes. They are characterized by;

- i. Inadequate capital with small sized operations;
- ii. Improper business operation sites;
- iii. Informal operations with little compliance to the established laws, rules and regulations of conducting business in Tanzania; and
- iv. Operate in isolation and are not coordinated (Machinga).

Proposed Interventions

- i. Initiate and implement program to integrate informal traders to global value chains and promote their compliance to rules and procedures of doing business in Tanzania;
- ii. Encourage and coordinate the formation of sector associations, business groups and clusters;
- iii. Facilitate access to production and working sites, technology, finance and market linkages; and
- iv. Establish linkages with Local Government and other stakeholders.

2.4.4 Export Trade

Tanzania's export performance in global trade is minimal and with a negative balance of trade. Tanzania export performance is highly characterized by the following salient features: -

- i. Less competitiveness of Tanzanian products into global value chains;
- ii. Low productivity and value addition to meet market demands;
- iii. Inadequate resources to promote Tanzanian products and services both at local and international markets; and
- iv. Inability of producers to comply with the market requirements.

Proposed Interventions

- i. Improve export competitiveness by addressing value chains of non-traditional products, which have high export demand and are of high value;
- ii. Strengthen institutional support and delivering packages of enterprise advisory in supply chain management, quality compliance, export packaging, branding, and the use of information and communication technologies;
- iii. Promote value-added trade and address market entry challenges; and
- iv. Increase export of service.

2.4.5 Trade Fairs and Exhibition Industry

Currently, exhibition industry in Tanzania is characterized by lack of comprehensive mechanism to regulate and monitor all exhibitions organized in the country and ensure compliance in accordance with the law.

Proposed Interventions

- i. Formulate mechanisms to regulate trade fairs and exhibition venues in the country; and
- ii. Promote exhibition industry in Tanzania.

2.5 Stakeholders Analysis

S/ N	Stakeholder	Service Offered by TanTrade	TanTrade Expectations from Stakeholders	Stakeholders Expectations from TanTrade	Existing Challenges
1.	President's Office- Public Service Management & Good Governance	Stimulate trade sector to contribute in economic and industrial development	<ul style="list-style-type: none"> Permit for employee's recruitment Placement of competent and qualified staff Laws, guidelines and directives of Public Service Management 	<ul style="list-style-type: none"> Adherence and compliance to laws, guidelines and directives of Public Service Management 	Delay in recruitment permit
2.	Ministry of Industries, Trade, Investment (MITI) and Ministry of Industries, Trade and Marketing (MITM-Zanzibar)	Advise on matters relating to the formulation, development, supervision and implementation of trade policies and strategies	<ul style="list-style-type: none"> Budgetary support Conducive business environment Policy guidelines on implementation of trade related activities 	<ul style="list-style-type: none"> Implementation of National Trade Policy and other related policies Ensure reliable markets (domestic and external) for Tanzania goods and services Establish and monitor trading systems in Tanzania 	<ul style="list-style-type: none"> Out-dated National Trade Policy and other related policies and strategies TanTrade as a union Institution is mandated to develop both domestic and external trade, but cannot be involved in domestic trade in Zanzibar as the latter is not a union matter, while development of external trade depends on a well- integrated internal trade Lack of institutional coordination framework on trade related matters

S/ N	Stakeholder	Service Offered by TanTrade	TanTrade Expectations from Stakeholders	Stakeholders Expectations from TanTrade	Existing Challenges
3.	Ministry of Finance; Treasury Registrar and Planning Commission	Stimulate trade sector to contribute in economic and industrial development	<ul style="list-style-type: none"> ◦ Budgetary Support (Personal Emolument) ◦ Directives related to supervision and management of Public finance and budget ◦ Directives and support of development projects 	<ul style="list-style-type: none"> ◦ Contribution to the Government Consolidated Fund ◦ Contribution of trade in economic and industrial development 	<p>Delay of submission of statutory deductions</p> <p>Weak capacity to mobilize funds for development projects</p>
4.	Parliament	Implementation of TanTrade Act	<ul style="list-style-type: none"> ◦ Support legislative mechanism ◦ Sufficient budget allocation ◦ Follow up the implementation of budget and plan 	Implementation of TanTrade mandate	
5.	Ministry of Foreign Affairs and East African Cooperation	Implementation of Foreign Policy on economic diplomacy issues	<ul style="list-style-type: none"> ◦ Linkage to foreign markets through diplomatic missions ◦ Facilitate in international trade related protocols 	National focal point on issues related to trade	<ul style="list-style-type: none"> ◦ Inadequate awareness on TanTrade's mandate in Trade promotion ◦ Absence of a formal forum/platform to link TanTrade with the Ministry
6.	Ministry responsible for Local Government	Trade development and promotion	<ul style="list-style-type: none"> ◦ Facilitate trade through elimination of trade barriers ◦ Linkage to business community ◦ Provision of trade related information 	<ul style="list-style-type: none"> ◦ Dissemination of market information ◦ Integration to market value chain ◦ Assists business community to formalise 	<ul style="list-style-type: none"> ◦ Uncoordinated informal sectors ◦ Unregulated brokers in trading systems

S/ N	Stakeholder	Service Offered by TanTrade	TanTrade Expectations from Stakeholders	Stakeholders Expectations from TanTrade	Existing Challenges
			<ul style="list-style-type: none"> Enhanced trading systems 	their business	
7.	Sectoral Ministries (Agriculture, Livestock, Fisheries, Forestry, Minerals, Tourism)	Advise the Sectoral Ministries on trade related matters	<ul style="list-style-type: none"> Provide sectoral policy guidelines and expertise on implementation of trade related activities To ensure production of competitive products in the value chain To obtain feedback and information on trade related issues of the respective sector 	<ul style="list-style-type: none"> Reliable Markets linkage for sectoral products Provide technical advice based on market needs 	<ul style="list-style-type: none"> Supply side constraints Inadequate reliable information to address sectoral challenges Uncoordinated marketing aspects among stakeholders Inadequate awareness of TanTrade mandate in Trade development Absence of a formal platform to link TanTrade with the Ministry
8.	Other cross-cutting Ministries (Gender, Youth, Culture, health, education, Home affairs, Constitution, Good governance, Union matters)	<p>Integration of cross-cutting issues on trade development</p> <p>Promotion of Trade in services aspects</p>	<ul style="list-style-type: none"> Efficient delivery of services to business community Collaboration in implementing trade cross-cutting issues & trade in services Programmes 	<ul style="list-style-type: none"> Collaboration in implementing trade cross-cutting & trade in services Programmes Platform to promote trade in services 	<ul style="list-style-type: none"> Inadequate awareness of TanTrade mandate in trade development Inadequate coordination

S/ N	Stakeholder	Service Offered by TanTrade	TanTrade Expectations from Stakeholders	Stakeholders Expectations from TanTrade	Existing Challenges
9.	Government Agencies/ Regulators such as TBS, TFDA, TRA, WMA, TAEA, BRELA, TPA, TAA, TPRI, TRL, TAZARA, TCRA, EWURA, SUMATRA, OSHA, WLB, TWLB, FCC, TIRDO, JMALF, SIDO, eGA	Collaborating in addressing value chain opportunities and challenges	<ul style="list-style-type: none"> Quality assurance of goods and services Facilitate smooth movements of goods and services Compliance on Standards Formalize Business 	Collaboration and linkage in addressing value chain opportunities and challenges	<ul style="list-style-type: none"> Weak networking relations and absence of common framework for coordination Overlapping of Government institutions' responsibilities
10	Crop Boards (Sisal, Cotton, Coffee, tea, Pyrethrum, and Cashew nuts)	Disseminate trade information	Supervise production and marketing	Market linkage opportunities	Inadequate awareness of TanTrade mandate in trade promotion
11.	Development partners	Collaboration in implementation of identified projects	<ul style="list-style-type: none"> Financial support International networking and alliances Benchmarking regionally and internationally 	<ul style="list-style-type: none"> Efficient business & trade development services Collaboration in implementation of identified projects Provide link between Government and private sector 	<ul style="list-style-type: none"> Weak resource mobilisation strategy Inadequate negotiation skills Inadequate capacity to develop fundable projects
12.	Private sector and sector associations (CTI, TCCIA, TPSF, ZNCCIA, MVIWATA, ACT, TWCC,	<ul style="list-style-type: none"> Collaborate in organising production of products and offering of services Foster better market access conditions for Tanzania products 	<ul style="list-style-type: none"> Sharing of information and experiences Cooperation in the provision of common services Strategic alliances in sub sectors development 	<ul style="list-style-type: none"> Sharing of field and other experiences Benchmarking Provide linkage to the Government To act as strategic partner/collaborator 	<ul style="list-style-type: none"> A weak networking and absence of common goal uncoordinated private sector and sector associations

S/ N	Stakeholder	Service Offered by TanTrade	TanTrade Expectations from Stakeholders	Stakeholders Expectations from TanTrade	Existing Challenges
	TAHA, TANEXA, TOAM, TanCert	and services <ul style="list-style-type: none"> Identify and advise on ways of overcoming bottlenecks in value chain patterning to trade development 			
13	Civil Society and NGOs,	Trade information	<ul style="list-style-type: none"> Advocacy and lobbying in trade sectors Strategic partnership in trade related activities 	Platform for trade promotion	<ul style="list-style-type: none"> Lack of transparency Inadequate awareness of TanTrade mandate in Trade promotion
14.	Media	Information	<ul style="list-style-type: none"> Effective (accurate and timely) dissemination of information to the public General publicity of TanTrade activities 	Provision of timely organisation information	<ul style="list-style-type: none"> Weak coverage of trade related news Lack of specialised trade news experts
15.	Research and Academia	<ul style="list-style-type: none"> Researchable areas related to development of trade Sharing experience in trade sector 	<ul style="list-style-type: none"> Provide potential research gaps on trade development and promotion Provide researched solutions on business and trade process to enhance competitiveness in the country 	<ul style="list-style-type: none"> Validation of research findings Implementation of trade related research findings Platform for promoting their services Platform for training young professionals in trade aspects 	<ul style="list-style-type: none"> Partial utilization of research findings on developing and promoting trade Not all researches are need based

2.6 SWOC Analysis

The general assessment and evaluation of the TanTrade's operational environment has identified the set of Strengths, Weaknesses, Opportunities and Challenges (SWOC) as presented in the table below: -

Critical Areas	Strengths	Weaknesses	Opportunities	Challenges
Leadership and Management	<ul style="list-style-type: none"> Well defined management structure Competent Board of Directors composed of both Private and Public-sector members Well qualified management team 	<ul style="list-style-type: none"> Inadequate adherence to implementation of Strategic Plan and Budget Less bargaining power of Workers union 	<ul style="list-style-type: none"> Availability of Training Programme to revitalise management and leadership vision Availability of competent and skilled personnel in the labor market 	<ul style="list-style-type: none"> Timeliness in appointing new Board of Directors once the tenure of Board expires Timeliness in appointment once management positions fall vacant Changes in leadership styles may affect the implementation of policies and strategies
Administrative Issues	<ul style="list-style-type: none"> Presence of experienced and administrative personnel Well structured organisation structure Maintained asset register Availability of enough land 	<ul style="list-style-type: none"> Inadequate working facilities and office spaces Insufficient professional personnel Non-conducive working environment Insufficient supervision of organisation assets 	<ul style="list-style-type: none"> Availability of competent and skilled personnel in the labor market Expected re-development of Mwl. J.K Nyerere Trade Fair Ground infrastructure Availability of relevant Training Programme 	<ul style="list-style-type: none"> Adequacy of resources to acquire office facilities

Critical Areas	Strengths	Weaknesses	Opportunities	Challenges
Human Resource Management	<ul style="list-style-type: none"> ○ Capable, skilled, committed, exposed, proactive and dynamic staff ○ Presence of section responsible for Human Resources ○ Abundance of trainable staff 	Inadequate skilled personnel and experts in some fields	<ul style="list-style-type: none"> ○ Ample skilled labour in the market ○ Availability of training opportunities from Government and Development Partners ○ Presence of Government directives, Labor Laws and guideline ○ Strong link with external pool of trainers and coaches in various fields 	<ul style="list-style-type: none"> ○ Free labour market and mobility of human resources. ○ Costs associated with outsourcing of services experts of the rare professionals. ○ Timelines in lays from the Government to recruitments of new staff ○ Timeliness in recruitment permit approvals ○ Competing priorities
Working Environment and Facilities	Availability of Office working facilities	<ul style="list-style-type: none"> ○ Non conducive working environment ○ Inadequate financial resources 	<ul style="list-style-type: none"> ○ Re- ownership of BIT Assets ○ Avenues to invest in zones (office & trade fairs facilities) 	<ul style="list-style-type: none"> ○ Competing priorities ○ Adequacy and reliability of flow of fund as per action plan
Coordination and Linkage Issues	<ul style="list-style-type: none"> ○ Statutory mandate to link Public and Private sector ○ Experience of more than 40 years in providing linkage between Public and Private Sectors 	Undefined clear coordination vision	Growth of Trade Sector offers demand for coordination	Demarcation of institution responsibilities (SIDO, TIC, NEEC, Crop Boards, TCCIA, TPSF, CTI, EPZA, Government Ministries (MITI, MALF)

Critical Areas	Strengths	Weaknesses	Opportunities	Challenges
Facilitation/ Financial Resources	<ul style="list-style-type: none"> ○ Ownership of Mwl. J.K Nyerere Trade Fair Ground ○ Capable of generating about 70% of its budget from own resources 	<ul style="list-style-type: none"> ○ Inadequate financial resources ○ Out-dated Trade fair facilities ○ Narrow, limited and unsustainable source of revenue ○ Inadequate resource mobilization strategy 	<ul style="list-style-type: none"> ○ Re development of Mwl. J.K Nyerere Trade Fair Ground ○ Ability to strengthen the available and planned alternative sources of revenue from services/activities offered to the public ○ Initiative actions of acquiring land for trade fair facilities in zones 	<ul style="list-style-type: none"> ○ Red tape in approval procedures to get the necessary project permit from the Government ○ Availability of financial resources to implement the project ○ Capacity to develop fundable project ○ Pending ownership court cases
Information & Communication System	<ul style="list-style-type: none"> ○ Presence of ICT Unit ○ Skilled and qualified personnel ○ ICT facilities ○ Linked to the National Optic Fiber ○ Access to directives and guidelines from Government ○ Membership to World Trade Point Federation, ITC and CBI ○ Presence of Government supported ICT Systems (Accounting, Human Capital Management Information System -LAWSON) 	<ul style="list-style-type: none"> ○ Insufficient and out-dated ICT facilities ○ Absence of established and integrated data base and trade information systems ○ Inadequate skill mix personnel 	<ul style="list-style-type: none"> ○ Availability of ICT Training Programmes ○ Increased demand of ICT in business (e-commerce) ○ Growth of ICT Sector 	<ul style="list-style-type: none"> ○ Susceptibility of change in the Technology Sector ○ Cost associated with acquiring and keeping pace with changes ○ Legislation to compel stakeholders to share collected trade related data
Monitoring & Evaluation	Qualified personnel	Inadequate M&E skills and M&E framework	Ability to establish dedicated sub-section for M& E	Timeliness in approving the proposed M&E sub section from respective Authorities

2.7 Performance Review of the Previous Strategic Plan of 2011/12-2015/2016

Objective A: Profile, Image and Capacities of TanTrade Improved

TanTrade was officially launched to the public on 1st July 2011; and was not yet well known by the majority within and outside the country. TanTrade aimed at aggressively marketing her services through various media such as TV and Radio programmes, magazines, newsletters and leaflets among others and conduct customer's satisfaction surveys and nurture her core values. The new organizational structure is designed to meet TanTrade's current demands and best practices and will be complimented by recruitment of new staff for vacant positions. To cope with new challenges, existing staff needed to be trained and re-oriented to meet clients' expectations and regularly be subjected to performance evaluation supported by a consummate package of motivation for those performing.

To deliver effective services, the working environment improvement was critical to ensure good performance as well as to cut down dependence on Government assistance.

Target	Achievements	Not Accomplished	Constraints	Way forward
TanTrade information, Education and Communication Strategy prepared and implemented	<ul style="list-style-type: none"> i. Preparation of promotion materials ii. Promotion of activities in the Media iii. Maintenance good and reputable relation with key stakeholders. 	<ul style="list-style-type: none"> i. Information, Education Communication Policy and Strategy ii. Client Service Charter iii. Customer satisfaction surveys 	<ul style="list-style-type: none"> i. Lack of relevant staff in the Unit to implement the activities ii. Inadequate financial resources 	<ul style="list-style-type: none"> i. Prepare Information, Education & Communication Policy, Strategy and Client Service Charter ii. Conduct customer satisfaction survey iii. Outsource external experts when there is no internal staff
Human Resource Plan prepared and implemented	<ul style="list-style-type: none"> i. Preparation of Staff Regulation, Scheme of Service and Organisation Structure ii. Eleven (11) staff attended Long course, (30) short courses, (13) professional course, iii. 6 new staff recruited iv. Facilitation to (8) retired staff v. Link to LAWSON system 	Comprehensive skills need assessment and training was not conducted	Understaffed Human Resource Section	<ul style="list-style-type: none"> i. Prepare update job list/description & schedules ii. Properly implement OPRAS iii. undertake skills and training needs assessment v. Prepare, implement, monitor and evaluate the Training Programme v. Conduct proper induction course for new employees
Annual Procurement Plans developed and implemented	<ul style="list-style-type: none"> i. Preparation of Annual Procurement Plan ii. 36 Tender Board and negotiations Meetings iii. Procurement of four (4) vehicles 	Some Goods and Services were not procured	<ul style="list-style-type: none"> i. Inadequate funds ii. Understaffed PMU 	Recruitment of additional PMU staff

Target	Achievements	Not Accomplished	Constraints	Way forward
	iv. Facilitation of Procurement of other Goods and Services as per Procurement plan			
Financial Management System reviewed and implemented	i. Preparation of Financial Regulation ii. Preparation of Manual Fixed Assets Register iii. Installation of Accounting Systems (PASTEL) iv. Preparation of three (3) Annual Financial Reports v. Preparation of (3) Annual Internal Audit Reports vi. Three (3) Unqualified opinion report were obtained	i. Preparation of Risk Management Policy and Register ii. Preparation of electronic Fixed Assets Register iii. Automation of all Accounting systems	Inadequate funds	i. Prepare Risk Management Policy ii. Installation of fixed asset module ii. Automation of Accounting systems
Records Management Systems developed and operationalized	i. Established Open and Confidential Registry Section, ii. Placement of staff with required skills and experience iii. Operationalization of Government Registry Systems	i. Decongestion and appraisal of previous records ii. Putting in place appropriate Registry and Archive office	i. Understaffed registry office ii. Lack of automation of Registry process iii. Inadequate exposure and knowledge of TanTrade activities	i. Strengthen Registry Staff with special training on TanTrade mandate and activities ii. Create awareness to staff concerning registry matters ii. Procurement of proper registry facilities v. Recruitment of adequate staff with

Target	Achievements	Not Accomplished	Constraints	Way forward
				consideration of gender v. Establishment of strong record centre vi. Automate Registry Process to enhance the process
TanTrade welfare program developed and implemented	i. Facilitated staff leave passage ii. Facilitated daily staff breakfast and lunch iii. Medical insurance provided through NHIF iv. Facilitated training programme for HIV/AIDS prevention and non communicable diseases v. Provide motivation and incentives for long service staff	TanTrade Family & Sports Bonanza	Inadequate funds	Seek approval from the Board of Directors to implement effectively staff welfare package for retirement and motivation (long service) staffs
Investment of upgrading the trade fair ground agreed and implemented	i. Preparation of project concept note ii. Preparation of TOR for the consultant iii. Initiate process of preparing draft of cabinet paper to seek approval of demolishing public and private buildings within the Mwl. J.K Nyerere Trade	Obtaining approval from the Government to proceed with demolition	Government decision procedures take long time	Close follow up of Government approval

Target	Achievements	Not Accomplished	Constraints	Way forward
	Fair Ground			

Objective B: Integration of Domestic Market by Stimulating the Performance of Key Sectors Enhanced

The access and utilization of market opportunities for goods and services is constrained by several challenges such as supply capacity, low value addition inadequate infrastructure to facilitate trade, lack of integrated trade information system and weak institutional coordination to facilitate trade. Because of these constraints and market fragmentation of goods and services cannot move smoothly from point of production to the markets at competitive prices.

Targets	Achievements	Not Accomplished	Constraints	Way forward
Domestic Market Sector products and services strategies developed;	Demand and supply analysis of honey, spices, leather products, pulses and commercial crafts was conducted	Services sector strategies were not developed	Inadequate resources to address the identified value chain challenges	Mobilize funds and partner with key stakeholders
Value Chain Development in five selected sectors, implemented and monitored;	i. Developed sector mapping of Honey, Spices and Leather and Leather products ii. Conduct specific sector training to 500 SMEs for Value Chain Development on priority key sectors (honey, commercial craft, leather and leather products, spices and commodities)	Support SMEs to acquire appropriate technology for value addition and quality improvement	Inadequate resources to facilitate the plan	Mobilize funds and collaborate with key stakeholders
Market systems in three regions Dar es Salaam, Mwanza and Shinyanga reviewed and monitored	Preparation of Concept note to implement the mechanism to regulate market systems in Dar es salaam	Evaluate 10 marketing systems in three regions Dar es Salaam, Mwanza and Shinyanga	Inadequate resources to facilitate the plan	Implement the mechanism to monitor marketing systems in Tanzania

Objective C: Promotion of Goods and Services in the Local and International Markets Enhanced

Tanzania like many other countries in the Least Developed Countries (LDC) group is experiencing a widening trade deficit due to increased importation against exportation. Improving export performance is critical to turn around Tanzania's economic performance which is heavily dependent on foreign aid and external financing.

TanTrade aimed to promote Tanzanian goods and services in the domestic, regional and international markets through planning, coordination, organization and management of exhibitions, expositions and trade fairs, such as DITF and specialized sector exhibitions, coordinate incoming and outgoing business missions.

Targets	Achievements	Not Accomplished	Constraints	Way forward
Market promotion programmes developed and implemented	<ul style="list-style-type: none"> i. Three (3) DITF were coordinated; ii. Facilitate establishment and operationalization of seven (7) JBCs ii. Coordinate participation of Tanzania into two Expos (Korea, Milano) v. Coordinate Tanzania participation in International Trade Fairs (China, Kenya, Malawi, Mozambique, Rwanda, Uganda, and Zimbabwe) v. Coordinated three incoming business missions from Turkey, India and China 	Organisation of solo exhibition Trade missions in Sudan and Angola	Insufficient financial resources	Set sufficient Budget for products promotion platform
Initiate establishment of Tanzanian Brand identity in collaboration with other institutions	Initializing the Branding Process of Tanzania products by gathering background information	Concept note and guidelines for branding	<ul style="list-style-type: none"> i. Insufficient financial resources ii. Absence of National Branding Policy and branding expert iii. Weak coordination of stakeholders involved in implementation process 	<ul style="list-style-type: none"> i. Strengthening coordination of other stakeholder's initiatives to national branding policy ii. Conduct stakeholders Forum iii. Capacitate branding expert iv. Allocation of enough Budget
Criteria for regulating trade fairs are set and	<ul style="list-style-type: none"> i. Preparation of draft regulatory procedures for international 	<ul style="list-style-type: none"> i. Attendance of exhibition/trade fair specialized meetings 	Insufficient budget on exhibition venues	<ul style="list-style-type: none"> i. Finalization of regulatory procedures and standards for

Targets	Achievements	Not Accomplished	Constraints	Way forward
communicated to stakeholders	<ul style="list-style-type: none"> ii. exhibition organizers Preparation of draft standards for exhibition venues iii. Regulations of Five (5) international Trade Fairs 	<ul style="list-style-type: none"> such as UFI, BIE ii. Preparation of international Trade Fair and Exhibition venue accreditation systems iii. Awareness campaign for exhibition venue owners and organisers 	identification	<ul style="list-style-type: none"> international exhibition organizers in Tanzania ii. Preparation of accreditation systems ii. Create awareness to stakeholders on compliance of the
Modern trade fairs facilities projected completed	<ul style="list-style-type: none"> i. Preparation of concept note and Terms of Reference for the consultant to prepare master plan. ii. Initiate process of preparing draft of cabinet paper to seek approval of demolishing public buildings owned by Government institution within the Mwl. J.K Nyerere Trade Fair Ground 	Approval from the government to proceed with demolition	Government long procedures in decision making	Closely follow up of Government approval
New facilities to hold Trade Fair in Zones are identified	Seven (7) Zonal Trade Fair Grounds were identified	Procurement process was not complete	Procedures to acquire land locations	Liaison with responsible Authorities to easing the process of procuring the land

Objective D: Flow of Trade information Countrywide Facilitated

Uncompetitive business environment to MSMEs in Tanzania to a large extent is contributed by inadequate market information, market research and product intelligence. The business community faces difficulties of accessing both local and foreign markets for their goods and services partly due to lack of the adequate information and at the right time. Access to information will guide them to understand the market requirements, acquire right and appropriate technology, market access requirements and make right decisions.

Target	Achievement	Not Accomplished	Constraints	Way forward
Research and market intelligence programme developed and operationalized	Research on honey, commercial craft, spices, Textile, Leather, Oil seeds and Building construction material particular Cement conducted	Publish of 5 research papers and 5 markets intelligence	Inadequate financial resources	Set enough financial budget Conduct and disseminate research work
integrated business information reaches the wider business community	<ul style="list-style-type: none"> i. Subscribe to various information sources (Trade Map, World Trade Federation) ii. Launch of Trade Point Dar es Salaam- trade portal iii. Dissemination of Trade information to the business community, researchers, academicians and interns iv. Draft document for ICT policy prepared 	Establishment of integrated trade information systems (Library, BSB, computer centre)	<ul style="list-style-type: none"> i. Insufficient funds for upgrading TanTrade's library, BSB, Computer centre and establish Zonal office ii. Limited awareness of Tanzanian business community on the importance of using business portal iii. Insufficient and out-dated ICT facilities 	<ul style="list-style-type: none"> i. Create more awareness on use of business portal ii. Strengthening collaboration with development partners iii. Mobilize resource to strengthen trade information Unit iv. Finalization of draft document for ICT policy
TanTrade Zanzibar Office operationalised and refurbished	Some of TanTrade activities in Zanzibar implemented	Installation of ICT systems	<ul style="list-style-type: none"> i. Understaffed ii. Inadequate funds 	<ul style="list-style-type: none"> i. Recruit of staff ii. Set sufficient funds
TanTrade Zonal Offices surveyed	Survey of possible site for establishing TanTrade zonal offices (Mbeya, Arusha, Mwanza, Kigoma, Kilimanjaro and Mtwara) was conducted	Survey of possible sites to establish zonal offices to enhance outreach in Kilimanjaro, Songwe and Mwanza	Accessibility of appropriate land	Mobilize fund to acquire (title deed) and develop identified land

Objective E; Capacity of MSME is Improved and Enhanced

Lack of entrepreneurship culture and skills are some of the serious hindrances for enterprises to grow and compete in Tanzania. Their capacity to produce and supply is limited due to lack of working facilities, sites and premises, high cost of compliance to regulations and standards and inaccessibility of finance. Significantly, MSMEs are operating in isolation and are not coordinated, a situation that hinders them from advantages of working through an association. Working in isolation they miss opportunity of jointly sourcing inputs and reduce involved costs, access to training opportunities targeting group etc. In order to enhance growth of the sector, these challenges have to be addressed. Therefore, strategic intervention of building the MSME capacity in developing their entrepreneurship and business management skills in general is very critical for trade development in Tanzania.

Target	Achievement	Not Accomplished	Constraints	Way forward
Mapping of MSMEs to determine their needs	Identification of MSMEs in six priority sectors	Linkages to access finance	Inadequate resources to address MSMEs challenges	Mobilize financial resources
Train for Trade Export Promotion Program implemented	116 SMEs were trained under Train for Trade Export Promotion Program conducted under GIZ	Train 64 SMEs	Over dependence on development partners	i. Strengthen collaboration with development partners ii. Allocate budget for entrepreneurship programs
A program to facilitate SMEs access to market and business information developed and implemented	Launch of Trade point Dar es Salaam and 180 SMEs were registered	SMS alert system was not launched	Trade Point Dar es Salaam lack balance mix of buyers sellers to stimulate business transactions	Re-integrate buyers and sellers in Trade Point Dar es Salaam
A framework to guide cross border business developed and implemented	i. Charter for cross border trade prepared ii. Coordination of Annual JBC Conference iii. Training of 600 women informal cross border in Tunduma and Kasumuru Borders v. Establishment of nine (9) women in cross border committee in Rusumo, Holili, Kabanga, Manyovu, Sirari, Mutukula, Horohoro, Namanga and Tarakea	i. Monitoring and Evaluation to the established JBCs and WICBT Associations ii. Establishing WICB Trade Hub iii. Establishing JBCs to other borders	Inadequate resources to address cross border trade challenges	i. Enhance women cross border ii. Allocation of sufficient funds iii. Conduct Monitoring and Evaluation to the established JBCs and WICBT Associations iv. Establish WICB Trade Hub v. Establish JBCs to other borders

Objective F: Participation in the Trade Policy Formulation and Improvement Facilitated

TanTrade's mandate is to provide advisory services to the Government on trade policy formulation, management and ensuring coherence and complementarities between trade policy and other development policies. This focus will support efforts to design, review and implement trade development strategies, by initiating advocacy measures to stimulate both domestic and international trade

Target	Achivements	Not accomplished	Constraints	Way forward
Participate in trade policy forum and trade negotiation developed and implemented	Participation to Meetings, Fora and Negotiations	WTO & multilateral meetings were not attended	Inadequate resources	<ul style="list-style-type: none"> i. Mobilize financial resources ii. Map out Annual Trade Policy forum iii. Capacity building on trade policy issues
Effective participation in regional sectoral meetings and fora	Participated in 15 regional sectoral meetings and fora	WTO & multilateral meetings were not attended	Limited financial resources	<ul style="list-style-type: none"> i. Mobilize financial resources for policy engagement ii. Enhance staff negotiations skills

2.8 Recent Initiatives

As an effort to achieving its goals and objectives, TanTrade has also created some other initiatives which if well implemented will contribute to fulfilment of its mandated functions. These are:-

- i. Presentation of the Concept Note for Upgrading the Mwl. J.K.Nyerere Trade Fair Ground to the Permanent Secretaries meeting;
- ii. Identification and initiation of ownership of the Trade Fair Grounds in Kilimanjaro, Dodoma, Mwanza, Kigoma, Mtwara, Mbeya and Kagera;
- iii. Preparation of Terms of Reference for procuring Consultant who will address issues of informal traders (Machinga);
- iv. Negotiations with partner regarding implementation of Saba Saba Bonanza,
- v. Initiation of Branding process for the Tanzanian products in collaboration with private and public stakeholders;
- vi. Promoting gender equality in business by linking the government and public institutions to procure goods and services produced by women vendors;
- vii. Assisting women involved in informal cross border trade to comply with border formalities;
- viii. Collaboration with private sector in preparation of fora and trade missions to enhance markets for Tanzanian products; and
- ix. Recruitment of personnel experts in PR, ICT, PMU and HR.

2.9 Critical Issues

Through scanning outside and inside TanTrade environment, there are critical issues that need to be considered in planning for the coming five years of the implementation of the next Plan. These include:

- i. Inadequate soft and hard infrastructure such as market infrastructure, trade information system, communication networks and transport and transportation systems;
- ii. Inefficient and uncoordinated market systems whereby sellers and buyers are de-linked;
- iii. Lack of formal institutional framework that governs market systems;
- iv. Supply-side constraints to meet market demands such as; production capacity, standards, quality and value addition;
- v. Limited technology to stimulate diversification and value addition in agricultural products;
- vi. Dominance of informal sector with less contribution to the economy;
- vii. Reluctance of business community to acquire doing business skills;
- viii. Business community lack self-compliance to laws, rules, and regulations;
- ix. Environmental degradation, gender imbalances and costs caused by pests and diseases such as HIV and AIDS that affect business growth and expansion;
- x. Inadequate access of MSMEs to financial services;
- xi. Insufficient efforts on promotion initiatives;
- xii. Inadequate market research and intelligence effort;
- xiii. Absence of National Branding Policy;
- xiv. Less competitiveness of Tanzanian products into global value chains;
- xv. Inefficient trade data base and integrated market information systems;
- xvi. Insufficient mechanisms to implement regulatory role of TanTrade;
- xvii. Out-dated exhibition infrastructure of Mwl. J.K.Nyerere Trade Fair Ground;
- xviii. Red tape in approval procedures to get the necessary project permit from the Government;

- xix. Weak institutional and legal framework to address issues and challenges related to business environment;
- xx. High and multiplicity of charges and taxes to business community;
- xxi. Weak institutional relation in implementing mandated responsibilities;
- xxii. Weak coordination with stakeholders (public and private) in service delivery to facilitate trade;
- xxiii. Weak organisational resource mobilisation strategy;
- xxiv. Weak inter-directorate coordination within the organisation in implementing activities;
- xxv. Inadequate Management commitment in adherence to Strategic Plan and Budget;
- xxvi. Unfavourable working environment and facilities in the organisation;
- xxvii. Absence of regional offices to improve service delivery of the organisation;
- xxviii. Dominance of informal traders in cross border trade;
- xxix. Lack of M&E framework; and
- xxx. Inadequate internal capacity in service delivery (ICT Unit, HR Section, PMU, PAC).

CHAPTER THREE

THE PLAN

3.0 The Plan

3.1 Vision

To become a world class focal point centrally positioned to support trade and economic excellence.

3.2 Mission

To explore opportunities for Tanzanian companies, especially Small and Medium-Sized Enterprises (SMEs), and connect them with business partners around the world.

3.3 Core Values

TanTrade shall maintain high level of professional excellence, integrity, foster good governance and participation, uphold social responsibility and high ethical standards. TanTrade will adhere to the following values in service delivery:

- **Customer focus**

We live by and for our customers' success; We put our client's interest ahead of our own; We want to be their top-of-mind and top-of-heart choice when we are making decisions and We focus on building personal, long-term relationships.

- **Integrity**

We create trust by acting ethically and communicate honestly, openly, responsibly and often We believe we will be successful if our clients are successful.

- **Professionalism**

TanTrade staff shall observe professional ethics and standards in developing and delivering services to her clients.

- **Teamwork Spirit**

TanTrade staff shall cultivate teamwork spirit where every individual will share expertise and experience.

- **Corporate Social Responsibility**

TanTrade staff shall understand that it is a part of the community and therefore values her active participation and contribution to community initiatives.

- **Transparency and Accountability**

TanTrade staff shall uphold the principle of integrity, good governance and accountability; and does discourage corruption and discrimination of any kind in

her service delivery.

- **Innovative**

Moving from products to business solutions to address challenges in the trade sector in industrialized economy.

- **Responsive**

Focus on the most economically vibrant regions.

- **Partnership**

Strategically partner with Government Agencies, private sector, foundations, academia, Development Partners among others.

3.4 Objectives

To achieve TanTrade's Vision, Mission and address critical issues identified in Chapter Two, the following eight (8) objectives were developed and rationale and strategy have been described underneath for each objective:-

- i. HIV / AIDS infections and noncommunicable diseases reduced and supportive services improved;
- ii. National Anti-Corruption Strategy and good governance enhanced, sustained and implemented;
- iii. Micro, Small and Medium Enterprises (MSMEs) competitiveness enhanced;
- iv. Trade of goods and services developed and enhanced;
- v. Access to domestic, regional and international markets enhanced;
- vi. Trade fairs and exhibition environment in Tanzania enhanced;
- vii. Delivery of quality trade services improved; and
- viii. Tantrade's performance in managing and carrying out mandated functions improved.

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

Rationale:

HIV/AIDS is a major development crisis that affects all sectors and has relentlessly affected people in all walks of life and decimating the most productive segments of the population. Increasing number of AIDS related absenteeism from workplaces and deaths reflects the early manifestation of the epidemic leaving behind suffering and grief. As a National concern to protect and maintain employees' health, all members of the community have individual and collective responsibility to actively participate in prevention and control to HIV/AIDS epidemics. Major challenges include lack of courage and transparency among employees to undertake HIV/ AIDS test. TanTrade recognizes the importance of supporting staff living with HIV/AIDS,

reducing and preventing new infection among staff, increasing awareness on HIV/AIDS prevention and improving staff performance at work places.

Strategy

Strengthen HIV/AIDS campaign and provision of support to staff living with HIV/AIDS

3.4.2 Objective B: National Anti-Corruption Strategy and Good Governance Enhanced, Sustained and Implemented

Rationale:

Corruption in public life undermines good governance and economic growth, distorts national development and retards general welfare of citizen, particularly poor and vulnerable in society. It is also among the factors that increase the cost of doing business in Tanzania. As part of creating conducive environment for business, TanTrade will implement the National Anti-Corruption Policy and observe the good governance in the current strategy by improving accountability and transparency in all places where TanTrade operates. TanTrade will provide equal accessibility to market and promotion service opportunities to all stakeholders.

Strategy

Strengthen Anti-corruption campaign and good governance

3.4.3 Objective C: Micro, Small and Medium Enterprises Competitiveness Enhanced

Rationale:

Micro, Small and Medium Enterprises (MSMEs) remain the major source of employment and earnings for Tanzania workforce. The sector is estimated to generate about one third (1/3) of GDP and it is the second largest employer after agricultural sector and hence has the greatest potential for further employment generation. The sector is also indiscriminate giving more chances to women, youths, people with disabilities and people living with HIV/AIDS.

However, the sector is facing various challenges including uncoordinated institutional and SME support programmes, lack of business sites and premises, high cost of compliance to regulations and standards, limited access to finance and non-financial business development services such as comprehensive trade information and high taxes and multiplicity of tax. Furthermore, most of MSMEs operate informally, which inhibits them from utilization of available business opportunities and growth.

TanTrade will support MSMEs development in the country through various support programmes such as promoting agro-industries, agro-processing and value addition of agricultural, livestock, forestry and fisheries products. Special value chain programmes will be implemented for specific products to address constraints of

competitiveness for priority products at different stages of the value chain that intend to upgrade product quality and quantity, ensure adequate certification, proper organisation of logistics and stimulate industrial growth.

MSMEs support will be provided to individuals, companies, associations and groups in the form of training, advisory and access to information, technology, finance, market and business linkages. These efforts will ensure smallholder farmers, micro, small businesses and companies are part of the growth process in achieving inclusive growth.

TanTrade will ensure sustainable markets by promoting MSMEs to participate into trade fairs, trade missions and business matchmaking and providing market linkage between producers and potential buyers such as corporate companies, supermarkets, agro processors, hotels and exporters. Thus, this objective intends to enhance MSMEs competitiveness, which will ensure formalization of business, graduation of MSMEs, increased employment, broadened tax base, increased individual and national income and stimulate industrial development.

Strategy

- i. Strengthen capacity building to support MSMEs growth
- ii. Facilitate Formalization of informal trade for MSMEs development
- iii. Enhance MSMEs access to technology, finance and markets

3.4.4 Objective D: Trade of goods and services developed and enhanced

Rationale:

Trade and industrialization are basically two sides of the same coin, each complement the other. Thus, trade and industrialization continue to be the driving force of economic growth in Tanzania. However, trade is highly characterised by fragmented domestic market and weak industrial base. Production is de-linked from the market due to supply-side constraints such as; production capacity, standards, quality and value addition. Similarly, inadequate comprehensive market and product research, trade intelligence system, multiplicity of trade related information custodians, inefficient trade database and dependency on imported products continued to weaken domestic trade and industrial development in the country.

On the other hand, Tanzania's export performance in global trade is insignificant with a negative balance of trade due to weak supply capacity and inability to meet international market standards and requirements among others. Moreover, limited technology to stimulate diversification and value addition in agricultural products, poor road and railway networks, unreliable and poor electricity coverage, inadequate cold storage facilities for perishables, packaging, transport and transportation, inadequate financial services, imported counterfeit products and dumping practices

are among stumbling blocks for enhancing domestic market and hence weaken export capacity.

TanTrade will continue to facilitate integration of domestic trade and increase share of the country in the World market in a bid to decrease share of imports and hence improve trade balances. To address these challenges, TanTrade will use the following strategies:

Strategies

- i. Strengthen and establish linkage with key stakeholders to promote value addition, processing and manufacturing to broaden domestic and export base;
- ii. Strengthen trade related research and intelligence systems;
- iii. Promote national brand and stimulate consumption of domestically produced goods and services; and
- iv. Enhance market systems and promote best marketing practices.

3.4.5 Objective E: Access to Domestic, Regional and International Markets Enhanced

Rationale

Tanzania is exposed to the rising opportunities resulted from domestic, regional and international trade arrangements. However, the country's export performance in global trade is minimal with a negative balance of trade resulted from low export competitiveness and weak industrial base. Current initiatives are carried out to achieve the long-term goal of making Tanzania a competitive, export led economy and semi- industrial country by 2025.

Unpredictable and unfair practices in the international trade arrangements and existence of various non-tariff barriers are among the challenges facing trade across borders. TanTrade will continue to be actively involved in negotiation and implementation of bilateral, regional and international trade agreements. Negotiations will remain basic aspect to strengthen economic cooperation in the context of the regional grouping of SADC and EAC, multilateral negotiation through WTO membership for purpose of improving conducive market environment. Besides, TanTrade for the same purpose will strengthen cooperation with international organizations, development agencies such as World Bank, ITC, GIZ, CBI, KOTRA and UNDP.

On domestic the front, the key strategy that will drive the agenda of market access for producers will be collaborating with other stakeholders in coordinating dialogues to establish infrastructure, which will smoothen business environment and provide policy related advice to the Government with the aim of reforming the legal, regulatory framework for business expansion.

Similarly, to take advantage of opportunities available in the domestic, regional and multilateral arrangements, TanTrade will embark on rigorous market promotion strategies with the aim to strategically position Tanzanian products in the global and regional markets. Efforts will be directed at increasing contribution of trade to GDP as well as increasing Tanzania's share in world market in a bid to decrease share of imports in total trade and hence improve trade balance. This will also entail finding new markets, particularly trading more with EAC, SADC, BRICS and unexplored potential markets. Initiatives will be taken to develop the boarder markets to simplify and formalize trade across the borders. Furthermore, cross border trade will be improved through enabling traders fully utilize the opportunities of the EAC and SADC markets. Thus, this objective intends to improve general business environment, enhance market access and facilitate expansion of trade and industries.

Strategies

- i. Strengthen market access through bilateral, regional and multilateral and provide policy advice to the Government to smoothen market environment;
- ii. Strengthen and establish collaboration with key stakeholders and development partners to improve trade competitiveness;
- iii. Enhance cross border trade with neighbouring countries and strategic trading partners; and
- iv. Develop and strengthen market promotion programmes to broaden domestic and export base.

3.4.6 Objective F: Trade Fairs and Exhibition Environment in Tanzania Enhanced

Rationale:

Exhibitions remain an important tool of business promotion because they create a platform where clients use all five senses to make informed decisions. Even with modern innovations and technological advancement in business promotion, the need for personal interaction in business promotion is extremely important. Exhibitors see the need of interacting with the buyers face to face getting instant response to their products that is why exhibition industry has stood the test of time. To exhibitors, it is a promotional tool; to buyers it is a testing/buying platform; while to exhibition organizers it is a means of generating income and business promotion platform.

Currently, the industry is growing very fast in the country with everyone seizing the opportunity to organize exhibitions solely at maximizing profits and minimizing costs without consideration of standards and ethics. As a result, most exhibitors end up disappointed and frustrated. Similarly, the international organizers are striving to organize exhibitions in the country while not meeting the expectations of foreign exhibitors.

With this background, TanTrade is mandated by law through Act No. 4 of 2009, which established the organisation to regulate all trade fairs and exhibitions with the purpose of creating a competitive environment, setting standards, maintain professionalism and code of ethics of the exhibition industry in the country. Such role will create an environment where the industry will strive and meet customers' expectations while establishing and protecting home industries, ensuring security and bringing revenue to the government.

Strategies

- i. Strengthen regulatory role of Trade Fairs and Exhibition in Tanzania; and
- ii. Promote and strengthen exhibition industry in Tanzania.

3.4.7 Objective G: Delivery of Quality Trade Services Improved

Rationale

TanTrade is obliged to deliver high quality services in implementing her statutory mandate of developing and promoting trade. Customer satisfaction creates customer retention which, in turn, means profitability.

Insufficient cooperation with public and private stakeholders to facilitate trade, inadequate resource mobilisation strategy, limited outreach of TanTrade services, lack of Monitoring and Evaluation (M&E) framework, insufficient internal capacity are among the challenges that inhibit effective service delivery.

To curb this situation, TanTrade will disseminate trade information through various means, strengthen resource mobilization, prepared Budget on a multi-year basis and develop systems that will allow effective monitoring and evaluation on implementation of TanTrade activities. Thus, this objective focuses on improving TanTrade service delivery and determines to meet or exceed customer expectations and Government's need to develop and promote trade for economic growth.

Strategies

- i. Strengthen mobilization of resources;
- ii. Strengthen planning and M&E performance;
- iii. Strengthen dissemination of trade information; and
- iv. Enhance integrated trade intelligence systems and database.

3.4.8 Objective H: Performance and Management of Mandated Functions Improved

Rationale:

To ensure TanTrade is performing her mandated functions in a professional manner, the need to strengthen internal and external operations is of paramount importance. However, the implementation of this goal is challenged by several factors including;

insufficient cooperation with public and private stakeholders, inadequate staff retention scheme, limited inter-directorate cooperation and working environment that requires improvement.

To achieve this objective, TanTrade will embark on strengthening collaboration with stakeholders, developing` customer service charter and establishing customer and staff retention and relation programs. High priority will be given to improve internal and external communication systems in implementing activities. Furthermore, TanTrade will strengthen corporate governance, improve human resource management, operation and performance management system. This objective intends to improve performance of the organisation.

Strategies:

- i. Enhance financial management mechanism;
- ii. Enhance corporate image, stakeholder relations and legislative support;
- iii. Strengthen human resources capacity and working environment; and
- iv. Strengthening operations and performance management systems.

3.5 STRATEGIC PLAN MATRIX

Result area: Directorate of Trade Development (DTD)

- i. Objective C: Micro, Small and Medium Enterprises (MSMEs) competitiveness enhanced
- ii. Objective D: Trade of goods and services developed and enhanced

Objective	Target	Key Performance Indicator
Micro, Small and Medium Enterprises (MSMEs) competitiveness enhanced	Capacity Building to support MSMEs growth Strengthened by June 2021.	<ol style="list-style-type: none"> i. SMEs Management systems established ii. Training Needs Assessment conducted iii. Number of groups formed iv. Number of entrepreneur's groups/individual capacitated; (youth, women, people living with disabilities) v. Capacity Building programme in place (linkage production to markets)
	Formalization of informal trade for SMEs development facilitated by June 2021.	<ol style="list-style-type: none"> i. informal trade need conducted ii. Number of Clusters/ Groups/SMEs facilitated to access business premises iii. Number of Clusters/ groups/ SMEs complying with formal business procedures (Business registration, TBS, GS1, TFDA, Business license, social security & Health Insurance) iv. Number of groups/ SMEs registered and

		complying with taxation system v. Number of SMEs linked to acquire formal skills vi. Number of informal traders in cross border trade formalised (women, youth)
Trade of goods and services developed and enhanced	Linkage with key stakeholders to promote value addition, processing and manufacturing established and strengthened by June 2021.	i. Number of Groups/SMEs linked to stakeholders (registration and regulation bodies, value addition, packaging & labelling, storage facilities) ii. Number of groups/SMEs linked with TBS, TFDA, GS1, SIDO, TIRDO iii. Number of groups/SMEs linked from SIDO, TIRDO iv. Number of products certified v. Number of producers linked with processors
	National Brand and consumption of domestically produced goods and services stimulated and promoted by June 2021.	i. Operational National branding strategy in place ii. Acquire national brand iii. Number of entrepreneurs linked with potential large buyers (value of business generated) iv. Increase industrial products v. Reduced importation of industrial goods
	Market systems and best marketing practices enhanced and promoted by June 2021	i. Number of market systems studied/identified and monitored ii. Number of system improved iii. Volume of trade generated

Result Area: Directorate of Trade Promotion (DTP)

- i. Objective C: Micro, Small and Medium Enterprises (MSMEs) competitiveness enhanced
- ii. Objective E: Access to Domestic, Regional and international markets enhanced
- iii. Objective F: Trade Fairs and Exhibition Environment in Tanzania Enhanced

Objective	Target	Key Performance Indicator
Micro, Small and Medium Enterprises (MSMEs) competitiveness enhanced	MSMEs access to technology, finance and markets enhanced by June 2021	<ul style="list-style-type: none"> i. Number of Companies linked with finance, markets (B2B, Trade shows, forums, technologies) ii. Number of market access programs staged iii. Value of business generated (non-binding contracts)
Access to Domestic, Regional and international markets enhanced	Market promotion to broaden export base developed and strengthened by June 2021	<ul style="list-style-type: none"> i. Number of market identified and pursued ii. Number of companies identified and linked with markets iii. Volume of trade generated (brands, quantity, sectors) iv. Sectors/ products identified
	Cross border trade with neighbouring and strategic countries strengthened by June, 2021	<ul style="list-style-type: none"> i. Number of Joint Boarder Committee (JBCs) established ii. Volume of trade generated between Tanzania and neighbouring countries iii. Level of satisfaction
Trade Fairs and Exhibition Environment in Tanzania Enhanced	Regulatory role of Trade Fairs and Exhibition in Tanzania strengthened by June 2021	Number of exhibition venues and organisers complied
	Exhibition industry in Tanzania promoted and strengthened by June 2021	<ul style="list-style-type: none"> i. Number of companies linked with market ii. Volume of trade generated (brands, quantity, sectors) iii. Number of exhibition organisers certified and registered iv. Number of venues certified and registered v. Number of training programs done

Result Area: Directorate of Trade Support Services (DTSS)

- i. Objective D: Trade of goods and services developed and enhanced
- ii. Objective E: Access to Domestic, Regional and international markets enhanced
- iii. Objective G: Delivery of Quality Trade Services Improved
- iv. Objective H: TanTrade's Performance in Managing and Carrying out Mandated Functions Improved

OBJECTIVE	TARGET	KEY PERFORMANCE INDICATOR
Trade of goods and services developed and enhanced	Trade related research and intelligence systems strengthened by June 2021	<ul style="list-style-type: none"> i. Number of opportunities and challenges identified through research ii. Availability of current trade information and statistics
	Market systems and best marketing practices enhanced and promoted by June 2021	<ul style="list-style-type: none"> i. Number of market systems established and monitored ii. Volume of trade generated
Access to Domestic, Regional and international markets enhanced	Market access through bilateral, regional and multilateral arrangements to take advantage of the opportunities available strengthened by June 2021	<ul style="list-style-type: none"> i. Number of opportunities identified ii. Number of agreements (conditions, tariff and non-tariff measures) iii. Level of satisfaction iv. Volume of trade generated
	Collaboration with stakeholders and policy advice to the government to smoothen market environment strengthened by June 2021	<ul style="list-style-type: none"> i. Number of policy advices made ii. Number of trade barriers resolved
Delivery of Quality Trade Services Improved	Mobilization of resources strengthened by June 2021	<ul style="list-style-type: none"> i. Percentage increase of contribution to the central government ii. Level of self-sufficiency in implementing mandated functions
	Planning and M&E strengthened by June 2021	<ul style="list-style-type: none"> i. Achievement of strategic objectives ii. Level of achievement of mandated functions
	Dissemination of trade	<ul style="list-style-type: none"> i. Number of business community

	information strengthened by June 2021	reached ii. Level of satisfaction iii. Increased demand of TanTrade services
	Integrated trade intelligence systems and database enhanced by June 2021	i. Number of subscribers ii. Number of visitors iii. Timely availability of trade information iv. Increased TanTrade website traffic

Result area: Directorate of Corporate Services (DCS)

- i. Objective A: HIV / AIDS infections and Non-Communicable Diseases
Reduced and supportive services improved
- ii. Objective B: National Anti-Corruption Strategy and Good Governance
Enhanced, Sustained and Implemented
- iii. Objective H: TanTrade's Performance in Managing and Carrying out
Mandated Functions Improved

OBJECTIVE	TARGET	KEY PERFORMANCE INDICATOR
HIV / AIDS infections and Non-Communicable Diseases Reduced and supportive services improved	Campaign and provision of support to staff living with HIV/AIDS Strengthened by June 2021	Compliance to National Policy on HIV/AIDS
National Anti-Corruption Strategy and Good Governance Enhanced, Sustained and Implemented	Anti-corruption campaign and good governance Strengthened by June 2021	Compliance to National Anti- Corruption Policy
TanTrade's Performance in Managing and Carrying out Mandated Functions Improved	Financial management mechanism enhanced by June 2021	Compliance to Government Financial Regulations (unqualified opinion)
	Corporate image, stakeholder relations and legislative support enhanced by June 2021	<ul style="list-style-type: none"> i. Increased demand of TanTrade services ii. Number of MOU signed iii. Increased level of customer satisfaction iv. Number of cases reported & resolved
	Human resources capacity and conducive working environment strengthened by June 2021	<ul style="list-style-type: none"> i. Increased level of service provision ii. Achievement of implementation of mandated functions iii. Increased level of staff satisfaction
	Operations and performance management systems Strengthened by June 2021	Increased level of service provision