



"Fostering Business"

**CORPORATE STRATEGIC PLAN
FOR THE YEAR 2021/2022 - 2025/2026**

**The Strategic Plan's Theme
"Linking Production to Markets"**

SEPTEMBER, 2022

The 4TH TanTrade Strategic Plan 2022-2026

VISION

To become a world class focal point centrally positioned to facilitate, promote and support trade for economic excellence

MISSION

To explore trade opportunities for Tanzanian enterprises and connect them with business partners around the world

CORE VALUES

Professionalism

Integrity

Innovation

Teamwork & Team Spirit

Customer focus

Corporate Social Responsibility

OBJECTIVES

Provided supportive services to reduce HIV / AIDS Infections and NCDs

Strengthen good governance and eradicate Corruption practices

Improve TanTrade's Performance

- + *Active and Efficiency work force*
- + *Zero tolerance to corruption*
- + *Supportive service provided*

Improve and Operationalize Business process

Investment Projects initiated and implemented

Financial practice and sustainability maintained

TanTrade service delivery Improved

Corporate image built and maintained

Revenue increased

- Increased availability of trade support facilities
- Self sufficient

Market opportunities for Tanzania products

Strengthen Market promotion to broaden export base

Alignment of Trade related policy at Multilateral, regional, and domestic level

strengthen Zanzibar Foreign market promotion initiatives

Women Entrepreneurs facilitated

- Share of Tanzania exports Increased
- Sustainable market for Tanzanian products obtained

Achieve Competitiveness of Tanzanian enterprises

Strengthen services to support enterprises growth

Improve Flow of trade information and market intelligence

Introduce Nation product brand mark

Create Market linkages

- Contribution of selected value chains in GDP improved
- Increase of exports and decline of importation of basic goods

Integrate, Monitor and Regulate Market systems

Develop and monitor Domestic market operations systems

Trade promotion events identified, registered, and regulated

- Supportive market system and adherence to the best marketing practices
- Increased Value of business transaction
- Online marketing platforms identified and utilized

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STATEMENT OF THE CHAIRPERSON

Tanzania Trade Development Authority (TanTrade) was established by the Act of Parliament No. 4 of 2009. 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 Parliament No.5 of 1978 that had established the Board of External Trade (BET), which was responsible for Export Market Promotion. Therefore, TanTrade has been established as a premier national Trade Promotion Organization (TPO) mandated to develop and promote both domestic and international trade.

TanTrade operations started on 3rd September 2010 after being gazetted through Government Notice No. 338 and were officially launched on 1st July 2011 by His Excellency, the former Vice President of the United Republic of Tanzania, Dr. Gharib Mohammed Bilal. However, her operations are building up from where BET has ended with widened mandates.

In implementing her activities, TanTrade is inspired by the Government plans and goals which are stipulated in the Development Vision 2025, Sustainable Development Goals (SDG), National Five Year Development Plan phase III - 2021-2026, the *Ruling Party Chama Cha Mapinduzi's* Election Manifesto of 2020, Ministry of Investment, Industry and Trade SP, Trade Policy of 2003, SME Policy 2003 and Agricultural Marketing Policy of 2008, and other national developmental priorities stipulated in the Agriculture Sector Development Programme (ASDP II), Ministry of Agriculture Agenda 10/30, Southern Agricultural Growth Corridor of Tanzania (SAGCOT) and including the Trade Development Program.

This Five - Year Strategic Plan has clearly defined TanTrade's mandate, vision, mission, core values, objectives, strategies and targets to be implemented for the period between 2021- 2026. The formulation process has taken into account the existing challenges facing the trade sector in Tanzania both internal and external. Such challenges include inadequate export business skills, entrepreneurship; low capacity to supply goods and services, and weak market linkages, and diversifications.

In addressing these challenges, TanTrade will focus on implementing strategies that will ensure that enterprises exploit the existing opportunities in domestic, regional, and international markets, as well as unlock the economic potential of global and regional value chains through local sourcing, product diversification, and specialization, and quality control in sectors where they can develop a competitive advantage.

In implementing this plan, TanTrade will strategically partner with the private sector, associations, academia, relevant international organizations, emerging economies, and other actors to enable potential exporters to connect to regional and global markets. Ultimately, the outcome of these initiatives will contribute

significantly to achieving the national long-term goal of increasing the country's share of trade internationally, stimulating employment, creating wealth, and eventually making Tanzania a competitive, export-led economy and semi-industrialized.

In ensuring that, the organization's objectives are achieved, the main priorities among others are automation of our services to improve service delivery, strengthen human resources capacities, and ability to generate and collect revenue by improving the existing sources such as modernizing the Mwl. Nyerere Trade Fair Ground, trade fair facilities, and develop new sources. We shall also focus on developing strong networks and strategic alliances with similar and complementary institutions in the country and abroad to facilitate efficient and effective trade development and promotion both at local and international markets.

Prof. Ulingeta Mbamba
CHAIR PERSON- BOARD OF DIRECTORS

SP- STATEMENT OF THE DIRECTOR GENERAL

In the next five years, TanTrade is directing its efforts towards increasing the contribution of the trade sector to the economy by specifically increasing the share of exports in GDP from an average of 16.1 percent in 2020 to 28 percent in 2026. The main priorities to achieve this goal among others will be to continue the expansion of our trade promotion and development operations by investing in projects which generate income as well as streamlining processes to improve efficiency and reduce operational costs. The aim is to have friendly, efficient, and effective operations that deliver services to satisfied customers and stakeholders in the trade sector.

Similarly, we will focus on the digitalization of the operations and equip human resources with the necessary knowledge and skills to support operations expansion in trade promotion and development. Many efforts will also be directed toward improving responsiveness to customer inquiries, developing customer service infrastructure, and creating awareness of emerging business opportunities through business development services, marketing research, and intelligence information.

To achieve this objective, three themes have been developed and are aligned to seven (7) specific objectives. These objectives have been categorized into **three (3)** categories based on TanTrade core mandates, **two (2)** objectives to enhance the capacity of instruction to deliver better services, and two (2) are on the national agenda to promote good governance, fight against corruption and support the prevention of HIV/AIDS: -

- i. Competitiveness of Tanzanian enterprises achieved;
- ii. Market opportunities for Tanzania products exploited;
- iii. Market systems integrated, monitored, and regulated;
- iv. Operational and Business processes improved; and
- v. TanTrade's Performance improved.
- vi. Corruption practices were eradicated and good governance was strengthened;
- vii. HIV / AIDS Infections and Non-Communicable Diseases are reduced and supportive services is provided;

To 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 different appropriate time intervals. The implementation process will constitute cascading operations of individual work plans within TanTrade, whereby all identified interventions will be translated into day-to-day tasks with a sharp focus on targets to be achieved. TanTrade will continuously review its operational processes to facilitate the smooth implementation of this Five-Year Strategic Plan.

The Authority believes the way forward in attaining sustainable growth and realizing its mandate is through the generation of creative and innovative ideas. It will, therefore, welcome and support creativity and innovation. We will continue to value teamwork in all our business processes, people, and systems.

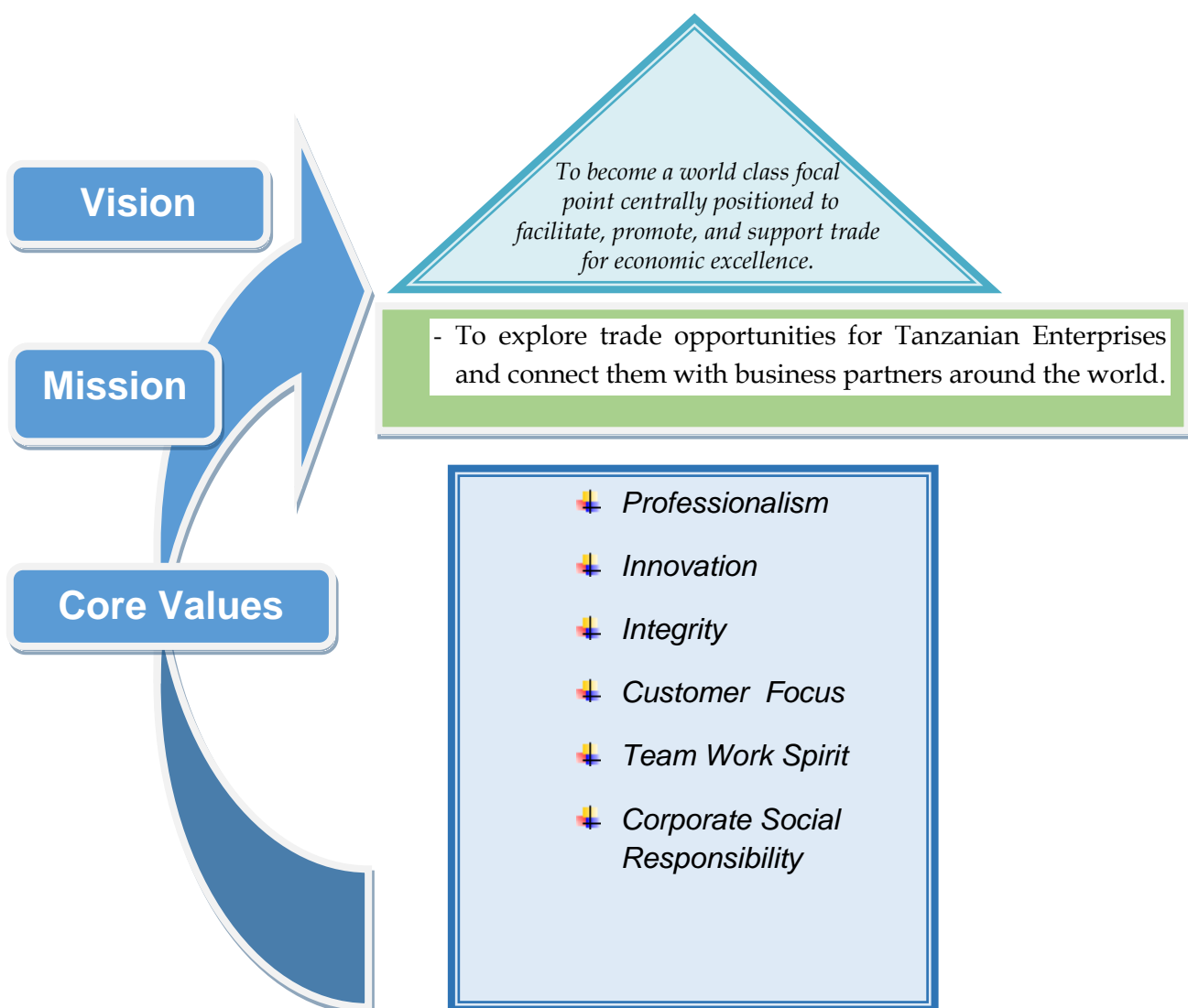
The Authority is committed to achieve the highest levels of customer satisfaction through continuous improvement of products and services with high regard for its customers and stakeholders. We will also focus on prioritizing our client's interests ahead of our own; we want to be their top-of-mind and top-of-heart choice when we make decisions. We focus on building personal, long-term relationships with key players in the trade sector. Fundamentally, the entire TanTrade family must change the way it operates, be willing to accept cultural change, and rethink the status quo.

Latifa Mohamed Khamis
DIRECTOR GENERAL

EXECUTIVE SUMMARY

The Fourth Strategic Plan (2021/2022-2025/2026) has been prepared after successfully implementation of the previous third Strategic Plan (2016/2017 - 2020/2021). The preparation process involved reviewing, updating the previous objectives, 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 TanTrade strengths, weaknesses, opportunities and challenges; performance review and recent initiatives that have been implemented but were not part of the previous plan so as to come up with concrete strategic plan to guide TanTrade in the next five years. Thus, this current Strategic Plan contains vision, mission, core values and objectives as follows: -



TanTrade vision is to *become a world class focal point centrally positioned to facilitate, promote, and support trade for economic excellence*. With this vision in the e next five years TanTrade is directing her efforts toward increasing the contribution of trade sector in the economy specifically increase the share of exports in GDP from average of 16.1 per cent in 2020 to 28 percent in 2026

To achieve this, specific seven (7) objectives were developed with appropriate rationale and strategy underneath as stipulated in the chapter two:

- i.** Corruption practices eradicated and good governance strengthened;
- ii.** HIV / AIDS Infections and Non-Communicable Diseases reduced and supportive services provided;
- iii.** Competitiveness of Tanzanian enterprises achieved;
- iv.** Market opportunities for Tanzania products exploited;
- v.** Market systems integrated, monitored and regulated;
- vi.** Operational and Business processes improved; and
- vii.** TanTrade's Performance improved.

Increasing contribution of share of export in GDP growth by average of 12 percent is in line with the mandated role of the Authority as stipulated in the TanTrade Act No 4 of 2009 and trade related targets stipulated in the National Development Vision 2025, National Five-Years Development Plan (2021/22-2025/26), Sustainable Development Goals, CCM Election Manifesto, National Trade Policy (under review) and other trade related policies and issues in the key sector. All these, 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 focused on formulating, developing, promoting, supervising external and internal trade and implement Trade Development Policies and Strategies to enhance enterprises competitiveness in accessing sustainable markets in local, regional and global.

On achieving this, the Authority aims at streamlining and strengthening trading systems in the country as well as regional and international trade relations; transforming operations from manual processes by adopting digital technologies for both internal operations and external ones; including digital based trade development and promotion services such as virtual meetings, exhibitions, trainings, trade information, advisory services among others in order to enhance efficiency, increase customer value, manage risk and navigate through new revenue generation opportunities.

TanTrade recognizes private sector as major players of trade sector, source of employment and earnings for the majority workforce in the country. To support enterprise and private sector growth, TanTrade is strategically positioned to develop several programmers such as promoting consumption of products from manufacturing and agro-processing.

The Plan will also focus on conducting extensive research to determine markets needs and map them with production capacity in order to stimulate industrial growth in the country. Likewise, it will provide intelligent market information to facilitate enterprises to access market information on what to sell, where and at what costs.

In the domestic market, focus will be integrating trade, industrial, products and service sectors by ensuring that they are linked in a very systematic manner in order to address the

key challenge where trade sector is highly fragmented and where domestic market and industrial base are not linked. Production is de-linked from the market due to supply-side constraints such as low production capacity, standards, quality and value addition. Therefore, the efforts will be translated on bridging the gap and promote consumption of what is produced and consumed in the country and promote “Buy Tanzania Build Tanzania” campaign.

Similarly, 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. To address these challenges, TanTrade will continue to facilitate integration of domestic trade into global value chains by exploring and maximizing the rising opportunities resulted from domestic, regional and international trade arrangements that the country has comparative advantage. Active participation will result into increased share of exports in the world market in a bid to decrease share of imports and hence improve terms of trade and balance of trade. Above and beyond, TanTrade for the same determination will strengthen cooperation with regional, international organizations and development agencies.

To ensure Tanzanian produces fetches reliable and sustainable markets in the region and in the overseas, TanTrade will focus on implementing strategies that ensure companies exploits the existing opportunities in regional and international markets, as well as unlocking the economic potential of global and regional value chains through local sourcing, product diversification and specialization. Business communities will be provided with various services that enabled them to increase their competitiveness and utilize available trading opportunities. Such services included information on market opportunities, trends, procedure and assistance to enter into foreign markets through trade fairs, business mission, meeting and exposure tour.

On the domestic front, the focus is to increase awareness and promote consumption of locally made products while strengthen productivity, value addition and linkages among actors. The key strategy to drive the agenda of market access for producers will be collaborating with other stakeholders in coordinating dialogues to establish infrastructure, ease business environment and provide policies related to the Government’s recommendations for the purpose of enabling business expansion in the country. Correspondingly, in taking 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’s products and services in the global and regional markets. This will include finding new markets niches, particularly within the EAC, SADC, AfTCTA, Brazil, Russia, India, China and South Africa (BRICS) and unexplored potential markets. Such initiatives will further enable traders to fully utilize existing opportunities in boarder markets by simplifying and formalizing cross border trade.

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. In this view, it is anticipated that this strategy will not only integrate domestic trade into global value chains but also will enable organizations to become a world class focal point centrally positioned to support trade and economic excellence and diplomacy.

List of Acronyms & Abbreviation

ACT	Agriculture Council of Tanzania
Act	Act No.4 of 2009 as amended by the Parliament
ACT	Agricultural Council of Tanzania
AFCFTA	African Continental Free Trade Area
AICAD	African Institute for Capacity Development
ASDP II	Agricultural Sector Development Programme II
AU	African Union
BET	Board of External Trade
BMS	Business Management Systems Association
BRICS	Brazil, Russian, India, China and South Africa
CBI	Centre for Promotion of Trade from Developing Countries
CBT	Cashewnut Board of Tanzania
COMESA	Common Market for Eastern and Southern Africa
Covid 19	Coronavirus Diseases
CPB	Cereals and other Product Board of Tanzania
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
FYDP III	Five-year Development Plan phase III
GDP	Cross Domestic Products
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
LATRA	Local Transport Regulatory Authority
LGS	Local Government Authority
MIIT	Ministry of Investment, Industry and Trade
MoU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
MTID	Markets, Trade and Institutions Division
NCD	Non Communicable Disease
NNEs	Multinational Enterprises
PL HIV	People Living with HIV/ AIDS
PPP	Public- Private Partnership

PPRA	Public Procurement Regulatory Authority
SADC	South Africa Development Community
SDGs	Strategic Development Goals
SIDO	Small Industries Development Organization
SMEs	Small Medium Enterprises
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TANAPA	Tanzania National Parks
TANEXA	Tanzania Exporters Association
TanTrade	Tanzania Trade Development Authority
TASAC	Tanzania Shipping Agencies Corporation
TBA	Tanzania Bankers Association
TBS	Tanzania Bureau of Standards
TCB	Tanzania Commercial Bank
TCCIA	Tanzania Chamber of Commerce Industry and Agriculture
TDV 2025	Tanzania Development Vision 2025
TIC	Tanzania Investment Centre
TIS	Trade Facilitation Institutions
TMEA	TradeMark East Africa
TMX	Tanzania Mercantile Exchange
TPA	Tanzania Port Authority
TPB	Tanzania Postal Bank
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
WMA	Weights and Measures Agency
WRRB	Warehouse Receipt Regulatory Board
WTO	World Trade Organization
ZCCIA	Zanzibar Chamber of Commerce, Industry and Agriculture
ZCT	Zanzibar Commission for Tourism
ZEXA	Zanzibar Exporters Association
ZIPA	Zanzibar Investment Promotion Authority
ZNCCIA	Zanzibar National Chamber of Commerce, Industries and Agriculture

CHAPTER ONE

OVERVIEW

1.0 INTRODUCTION

1.1 TanTrade Establishment

The history of TanTrade dates back in 1973 when the Government formed 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, formed the Board of External Trade (BET) as the agency responsible for promoting products and services to external markets. 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 depends on the solid base of the properly coordinated internal trade. Cognizant of this weakness, the need to transform the Board of External Trade and formally writing off the defunct Board of Internal Trade to form a more encompassing statutory body was explicitly expressed by various stakeholders.

Thus, in 2009 Tanzania Trade Development Authority (TanTrade) was established by Act of Parliament 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. It is strategically designed to develop a strong domestic trading culture and create its linkage to foreign markets by building its trading capacity in general. The Act applies to Tanzania Mainland as well as to Tanzania Zanzibar, except for matters related to internal trade for Zanzibar and therefore, TanTrade is Tanzania's premier national Trade Promotion Organization.

1.2 Objective for TanTrade Establishment

The Act No. 4 of 2009 established TanTrade with main objective to formulate, develop, promote, and supervise external and internal trade. The primary goal of TanTrade is to enhance the ability of the enterprises, companies and industries to compete in the domestic and international markets by providing solutions to bottlenecks that hinders them with aim of increasing trade performance to the national economy.

1.3 Vision, Mission and Core Values

1.3.1 Vision

- To become a world class focal point centrally positioned to facilitate, promote and support trade for economic excellence.

1.3.2 Mission

- To explore trade opportunities for Tanzanian enterprises and connect them h business partners around the world.

1.3.3 Core Values

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

i. Professionalism

The Authority will uphold professional approach in all its operations in order to deliver superior quality products and services.

ii. Integrity

In discharging its functions, the Authority will consistently uphold the highest ethical standards, demonstrate honesty and fairness in all operations at all levels of the organization. We create trust by acting ethically and communicate honestly, transparently and responsibly. We believe we will be successful if our clients are successful.

iii. Innovation

The Authority believes the way forward in attaining sustainable growth and realising its mandate is through generation of creative and innovative ideas. It will therefore, welcome and support creativity and innovation.

iv. Team Work and Team Spirit

The Authority will continue to value teamwork and team spirit and this will be articulated in its processes, people and systems.

v. Customer focus

The Authority is committed to achieving the highest levels of customer satisfaction through continuous improvement of products and services with high regard for its customers and stakeholders. Prioritizing 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. We focus on building personal, long-term relationships.

vi. Corporate Social Responsibility

The Authority understands that it is part of the community and therefore values her active participation and contribution to community development initiatives.

1.4 Functions of TanTrade

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

- a. Advise the Government on matters relating to the formulation, development, supervision and implementation of trade policies and strategies;
- b. Integrate and regulate the domestic market development;
- c. Collaborate with other institutions in organizing production of products and offering of services;

- d. Foster better market access conditions for Tanzanian products and services at domestic, regional and international markets;
- e. Identify and advise on ways of overcoming bottlenecks in value chain pertaining to trade development;
- f. Offer appropriate advisory services and training to the business community on the management of domestic and foreign trade operations;
- g. Inculcate and promote the export culture into the large section of small, medium and large enterprises through various means;
- h. Establish and maintain trade database;
- i. Encourage private sector to invest and develop expertise in establishing and managing warehousing facilities;
- j. Co-operate with the investment facilitating institutions in ensuring that investments are directed towards value addition;
- k. Promote or facilitate establishment of facilities and infrastructure for holding trade fairs countrywide;
- l. Establish and maintain trade centres within and outside the country;
- m. Organize trade fair and exhibitions, buyer seller meetings, contact promotion programmes, market research, supply surveys, product development and product adaptation within the country;
- n. 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;
- o. 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;
- p. Authorize any person, organization or institution wishing to undertake within and outside Tanzania any international trade fair or exhibition and to facilitate, assist and, where necessary, provide consultancy and technical advisory services to such person, organization or institution;
- q. Evaluate and monitor trade systems and its performance;
- r. Conduct market research, survey and monitoring.

1.5 Approach and Methodology

Preparation of this Strategic Plan was undertaken in a participatory manner involving a number of stakeholders. 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), Five Years Development Plan (FYDP III), Ruling Party (CCM) Election Manifesto 2020, the sector policies (National Trade Policy 2003 under review, Sustainable Industry Development Policy 1996, Agricultural Marketing Policy 2008, SME Development Policy 2003 under review), Investment Policy and the Sustainable Development Goals. Significantly, more inputs were also obtained from the review previous Strategic Plan for year 2016 - 2021.

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 TanTrade was also conducted through which a thorough diagnosis of internal and external environmental scan was conducted. In conducting 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 external and internal stakeholders to gather their views, opinions and insights.

1.6 Purpose of the Strategic Plan

This Plan is intended to provide a framework for managing TanTrade business for the period between 2022-2026. Its objectives are derived from the mandated functions of TanTrade and stakeholders' needs. It provides guidance to TanTrade in executing its mandates and also meant to guide stakeholders who will ultimately be involved or are beneficiaries of TanTrade services. 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.

1.7 Layout of the Plan

In this Strategic Plan, the key areas are written in the following order; First preliminary pages contain 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 of trade sector in the country Stakeholder 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 Situational Analysis

The process involved in conducting analysis of current situation, trade sector in the country, stakeholders, SWOC and performance review of the previous strategic plan. A summary of the analysis is presented below: -

2.1 Analysis of Trade Sector in Tanzania

In July 2020, Tanzania reached a remarkable milestone toward the objectives set in the country's own Tanzania Development Vision (TDV) 2025 by achieving lower middle-income country status. This was the result of two decades of sustained growth and investment supported by stable macroeconomic conditions, rich natural endowments, industrial transformation and the country's strategic geographical position.

The achievement has been attributed by recent economic reforms in various sectors such as tax systems, public sector, financial and telecommunication services. Reforms has resulted into transparent and well-functioning business environment and improved the cost of doing business to safeguard economic growth; as the results trade performance has improved.

According to Tanzania Economic Survey Report (2021), the current statistics indicate that there has been an increase in Tanzania's exports to the world market from an average US\$ 5.835 billion equivalent to TShs. 12.586 trillion in 2015 to US\$ 6.391 billion in 2021 equivalent to TShs. 14.385 trillion, and imports decreased from an average of US\$ 14.783 billion in 2015 equivalent to TShs. 29.353 trillion to US\$ 10.872 billion equivalent to TShs. 24.916 trillion in 2021. Major exports in terms of values are minerals constitute 52.88% and primarily agricultural commodities constitute 12.88% which includes coffee, cashew nuts, tobacco and cotton and manufactured goods constitute to 26% in 2020. Likewise, Tanzania major imports include machinery, transportation equipment, industrial raw materials, consumer goods, textile and clothing, petroleum products, electrical and construction materials, industrial raw materials, pharmaceuticals and to some extent food items. However, exports in 2019 and 2020 were disrupted as a result of a global pandemic of COVID-19 that affected economies of various countries in the world.

Over 73 per cent of Tanzania trade is concentrated in ten countries (China, Switzerland, India, South Africa, United Emirates, Kenya, DRC, USA, Comoro and Vietnam) and about 39 per cent of the country's imports (machineries, technologies and manufactured goods) originate from China and India, while about 44 per cent of exports are destined to Switzerland, India, South Africa, China and Kenya (minerals, tourisms, coffee, cashew nuts, cotton, sisal, tobacco, tea and clove).

Table 1: Tanzania Potential Trading Partners and Market Share

Markets	Trade Share		Products
	Export	Import	
China, Switzerland, India, South Africa, United Emirates, Kenya, DRC, USA, Comoro and Vietnam		39%	Machineries, technologies and manufactured goods imported from China and India only.
	73%		minerals, tourisms, coffee, cashew nuts, cotton, sisal, tobacco, tea and clove which contribute to 44% of export share

Source: TanTrade Calculation based on TRA and ITC data

On other hand, cross-border trade between Tanzania and all her neighbouring countries for both agricultural and non-agricultural commodities have increased over the past five years such countries include Kenya, Uganda, Rwanda, Burundi, Democratic Republic of Congo, Zambia, Malawi and Mozambique. According to TRA statistics, trade values have increased from average of US\$ 688.573 million in 2016 to US\$ 2,133.422 million in 2021 with equivalent average growth of 84.7 per cent which is tremendous performance in the regional inter-trade within five years past in favour of Tanzania by an average of 2.4 per cent as indicated in the table 2 below;

Table 2: Cross Border Trade

Trade Values in Mil. US\$	2016	2017	2018	2019	2020	2021
Export	620.50	711.99	613.65	990.09	1,068.15	1,507.68
Import	68.07	317.38	396.90	407.45	301.25	625.75
Trade Value	688.57	1,029.37	1,010.55	1,397.54	1,369.40	2,133.43
Trade Balance	552.43	394.61	216.70	582.64	766.90	881.93

Source: TRA Statistics 2022

Tanzania exports are less competitive in the overseas markets because are characterized by low production, productivity, low value addition and still face comparative disadvantages and non-compliance to market requirements. Despite these challenge, Tanzania's participation in international trade and regional integration continues to be guided by sound policy and institutional frameworks. The country has signed, ratified and continues to implement, most of the protocols and agreements of key regional economic-integration and co-operation bodies. It remains an active participant in a number of regional trading arrangements and negotiations for market access opportunities for domestically produced goods and services at Bilateral, Regional and Multilateral levels and newly launched Africa Continental Free Trade Area (AfCFTA).

In the domestic sphere, demand of consumables is increasing and the economy is dominated by narrow industrial base and thus consumption requirements are supplemented by imported goods and services. According to national statistics, , trade on goods and services recorded a deficit of USD 573.5 million in 2020 compared to a deficit of USD 917.0 million in 2019, equivalent to a decreases by 37.5 percent due to decrease in merchandise imports.

Among other factors that attribute to increase in imports are machineries, materials and technology in the construction projects such as Standard Gauge Railway (SGR) along the central corridor, Julius Nyerere Hydro-electric Power Project (2,115 MW), Kigongo-

Busisi Bridge among other many construction projects. Likewise, there is imports of basic goods which attributed by negative attitudes and perceptions towards locally produced goods and lack of national brand to stimulate local consumption and leading to locally produced goods un-competitive. This, situation paves the way to various stakeholders to join efforts of increasing consumption of domestically produced goods and services. Likewise, the Country total population of about 52 million with growth rate of 3.6 per cent creates prospects for large consumer market with high demand of consumables.

Micro, Small and Medium Enterprises (MSMEs) remain the major players of trade sector in the country as producers and traders of agricultural commodities, manufactured products, source of employment and earnings for Tanzania workforce. According to the National SME policy, the sector is estimated to generate about one third (1/3) of the GDP and it is the second largest employer after the agricultural sector. The sector is also indiscriminative giving more chances to women, youths, people with disabilities and people living with HIV/AIDS. However, informality in MSME sector is increasing which calls for proper strategies to guide their formality and growth. Major challenges include inadequate trading platforms, skills and appropriate trade services to facilitate their growth.

In addressing challenges facing MSMEs in trade sector, the Government has taken various such as drafting a national guideline for informal sector operations in the country, supporting establishment of informal sector associations in regional and national level and ensure access to finance through LGA by setting up 10 per cent of the annual budget to support women, youth and people with disabilities.

To raise the bar and become a successful middle-income country, as a country we need to focus on sustaining track record of economic growth, translating high growth into a more broadly shared set of opportunities and creating an economically secured middle class. To achieve this, TanTrade as a key implementing agent in developing and promoting trade sector in the country has aligned her priorities to enhance the ability of the enterprises to compete in the domestic and international markets by addressing bottlenecks that are facing producers, manufacturers, traders and exporters of goods and services. These bottlenecks among others are:

- a. Dependency on imported commodities as the result Covid 19 Pandemic as well as Russia-Ukraine war as affected the country by increasing the prices of basic consumer commodities,
- b. Domestic trade is not strongly integrated into regional and international supply chains due to lack of comprehensive trade information, inadequate packaging, cold storage facilities for perishables and appropriate transportation facilities, market infrastructures, inadequate financial services and weak distribution networks
- c. Exports are concentrated, dominated by primary exports, including minerals and semi-processed agricultural exports. Productive sectors still use very low technology and productivity is very low even due to low the level of commercialization. On other hand, they adversely affected by external shocks, face comparative disadvantages and non-compliance to market competitive measures and requirements;
- d. Inadequate marketing research and intelligence systems to facilitate availability of

- real time data and information necessary for decision making;
- e. Inadequate skills in entrepreneurship, negotiation, marketing and export business management in general.
- f. Lack of appropriate systems and inadequate resourced to monitor and control domestic markets due to the fact that domestic trade is an economic activity which contributes to the exchange of goods, services and factors of production, and
- g. Limited smooth working relations with key stakeholders in trade development and promotion activities such as Embassies, private sector associations, sectoral ministries, TAMISEMI, development partners and business communities.

To respond to these challenges, TanTrade strategies will also focus on the following: enhance enterprises competitiveness, diversify exports, promote consumption of domestically produced goods and services in order to stimulate industrial growth, Value Chain Development for priority sub sectors, and promotion of Trade Services.

Likewise, conducive market environment and supportive trade services is critical considering Tanzania's exposure to rising opportunities resulted from domestic, regional and international trade arrangements which require facilitative trade support services and good business environment. Thus, the focus is to strengthen market research and market intelligence systems, maintain data base and ensure flow of timely information for decision making and collaboration with Embassies and the Ministry responsible for Foreign Affairs to explore regional and international market opportunities and strengthening economic diplomacy. Develop and strengthen agricultural based value chains to offer an opportunity to use AfTCTA regional advantages to boost competitiveness, diversify product supply, and export products with higher value added.

Main focus for TanTrade is to address above identified challenges in line with Authority's mandate and priorities in the National Development Vision 2025, Ruling Part (Chama cha Mapinduzi) 2020 Election Manifesto, Five Years Development Plan III, Agricultural Sector Development Programme (ASDP) II and Sustainable Development Goals (SDG) and those in TanTrade, Trade Development Programme.

- i. In achieving Vision 2025, TanTrade contributes toward building strong and competitive economy through providing sustainable market solutions for productive sectors including industries and agricultural produce. This will be achieved by promoting Tanzania products in domestic and international markets and enhancing international trade negotiations for markets expansion. Major focus will be to improve regional and trans-border trade facilitation;
- ii. Under CCM Election Manifesto, TanTrade contribute on improving and enhancing market accessibility of agriculture, industrial, livestock, forest, fisheries and minerals for domestic, regional and international markets. This will happen by creating and providing enabling environment for trade related policies and strategies reforms through implementation of Blueprint for Regulatory Reforms to Improve the Business Environment, development of strategic market infrastructures and creating enabling conditions for increased growth and productivity of micro-, small- and medium-scale enterprises (SMEs) by implementing program that promote entrepreneurship, creativity, innovation, and access to markets and financial services;

- iii. Under Agricultural Sector Development Programme (ASDP) II, TanTrade major focus is to promote access to market of value-added agricultural products and diversification of traditional products exports.
- iv. Under Five-Years Development Plan-III, TanTrade contributes toward realization of competitiveness and industrialization for human development. Major focus is to implement strategies which promote competitive trading culture and international trade relations.
- v. Under the sustainable development goals, TanTrade contributes to no poverty (Goal 1), Zero hunger (goal 2), Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (Goal 8) and build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation (Goal 9). Major focus is to promote formalization of informal sector, build capacity of producers to meet market demand and integration of gender, environment and crossing cutting issues on trade development and promotion.

2.2 Stakeholders Analysis

The 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 and have maintained cordial cooperation. Over the years TanTrade has established strong network, strategic alliance and working relationship with various trade facilitating agencies such as TBS, TRA, EPZA, TIC, TANAPA, TTB, LATRA, TASAC, EWURA, ZIPA, TPA, SIDO, Tanzania Bankers Association (TBA), CTI, TCCIA, TPSF, ZEXA, TANEXA, WMA, WRRB, TMX, ZCCIA, NBC, CRDB, NMB, Azania Bank , TCB Bank, Agricultural Council of Tanzania (ACT), Rice Council of Tanzania (RCT), Techno Serve-Business Solutions, Ministry of Agriculture, Crop Boards, TACAPPA and various Sectoral Associations.

At international and regional levels, TanTrade has good working relationship with international institutions which support her activities. The major partners include: UNCTAD, ITC, TMEA, CBI, UNIDO, UNDP, JICA, EAC Secretariat, Commonwealth Secretariat, JETRO, WTPF and GIZ among others. TanTrade also has a close working relationship with various national trade development institutions in a number of countries such as UEPB-Uganda, Kenya Export Promotion Council (EPC) and Branding Agency, Ghana Export Promotion Authority, Zambia Development Agency, Nigeria Export Council, Zimbabwe Trade Authority (ZimTrade), IPEX-Mozambique, UCCIA of Comoro, Sudan Export Processing Zone, and Malawi Investment and Export Promotion Authority. The working relationships with these partners assure exchange of information and expertise. Thus, the matrix below identifies key stakeholders, services offered and their expectations.

Table 3: TanTrade Stakeholders Analysis

No	Stakeholder	TanTrade Expectations	Stakeholders Expectations
1.	MIIT and MTID (ZNZ)	<ul style="list-style-type: none"> Budgetary support; Conducive business and regulatory environment; Guidance on implementation of trade policies; and Develop trade related strategies. 	<ul style="list-style-type: none"> Implementation and review of National Trade Policy and other trade related policies, strategies and actions; Ensure reliable markets (domestic and external) for Tanzania goods and services; and Establish and monitor trading systems in Tanzania.
2.	Ministry of Finance and Planning	<ul style="list-style-type: none"> Budgetary Support on Personal Emolument and Development; and Compliance with Directives related to supervision and management of Public Finance and Budget. 	<ul style="list-style-type: none"> Contribution to the Government Consolidated Fund; Increase contribution of trade sector in economic development; Agency of tax collection, and Enabling and facilitate widening of tax payer base.
3.	MDAs (Facilitative Ministries & Departmental Agencies)	<ul style="list-style-type: none"> Information sharing and policy guidelines; Linkage to foreign markets through diplomatic missions; and Collaborate in establishment of commercial attachees. 	<ul style="list-style-type: none"> Sustainable markets for local produce; Share trade and market information, and National focal point on issues related to trade.
4.	Sectoral Ministries (Agriculture, Livestock, Fisheries, Natural Resources)	<ul style="list-style-type: none"> Information sharing on policy guidelines and other Government directives; Collaboration on ensuring quality products availability for local and foreign markets; Developing sector value chains with high market potentials; Ensure sufficient quantity of products available for supply in the markets 	<ul style="list-style-type: none"> Sustainable markets for produce of key sub sectors products, Increased sectors contribution to the GDP, Increased sector growth and employment, and Timely distribution of trade information, market opportunities and procedures to key stakeholders in sector value chain actors.
5.	Tanzania Crop Boards (CBT, TPB, TTb, CPB, TCB, WRRB, ZCT).	<ul style="list-style-type: none"> Production stock and supply capacity information; Technical Support on productive sectors; and Sharing implementation of the activities. 	<ul style="list-style-type: none"> Market opportunities and linkage; Market Information and advisory; Collaborate in resolving challenges; and Support on markets access and entry.

No	Stakeholder	TanTrade Expectations	Stakeholders Expectations
6.	Private sector and producers' associations	<ul style="list-style-type: none"> • Collaborate in offering trade information; • Improvement of quality products for local and foreign markets; • Sharing of information and experiences; • Collaboration in strategic sectors development plan; • Collaboration in resolving business challenges; and • Support business community in attaining their business mission goals 	<ul style="list-style-type: none"> • Market linkage; • Coordination of trade issues; • Branding of the locally produced goods; • Current information about the market trend; • Provide linkage to the government; • Policy advocacy; • Provide platforms and fora to discuss challenges for better services; • Support in market linkage; • Collaboration in business supporting services; and • Participate in the business platforms and share challenges.
7.	Parliament	<ul style="list-style-type: none"> • Support legislative mechanism; • Approve Budget allocation; and • Monitoring the implementation of Budget and plan. 	<ul style="list-style-type: none"> • Implementation of TanTrade mandate; and • Accurate and reliable information of the implementation results.
8.	Development partners (UNCTAD, ITC, TMEA, CBI, UNIDO, UNDP, JICA, JETRO, WTPF and GIZ)	<ul style="list-style-type: none"> • Technical assistance to develop sub-sectors; • Custodians of trade information; and • Foster market access of Tanzania produce. 	<ul style="list-style-type: none"> • Proposals of viable projects; • Execution and implementation of projects; and • Key linkage agent between government and private sectors.
9.	Business community and Producers (Exporters and Producers)	<ul style="list-style-type: none"> • Conduct business with high level of creditability and trust; • Use of availed export opportunities; • Producers with creditability, trust and quality produce; and • Improved post harvest handling; 	<ul style="list-style-type: none"> • Provide timely and sufficient trade and market information; • Register and recognise the function of the brokers; • Increased trade flows in markets. • Market information; • Export-Import facilitation and support services; • Trade Promotion services; • Linking producers with potential markets; and • Business training and advisory.

No	Stakeholder	TanTrade Expectations	Stakeholders Expectations
10.	Trade Facilitation Institutions (TIS) TBS, TRA, TTB, LATRA, TASAC, TPA, SIDO, TBA, TCCIA, TPSF, ZEXA, TAFFA, TANEXA, WRRB, TMX and ZCCIA	<ul style="list-style-type: none"> • Assist traders to comply with regulatory requirements; and • Provide platforms that support service providers to meet with clients in resolving challenges, share experiences in friendly environment. 	<ul style="list-style-type: none"> • Coordinate platforms that share common understanding of the country trade focus in developing the markets economy; • Monitor and share progressive success and challenges in trade facilitation issues; and • Coordination and monitoring of trade facilitation services to exporters.
11.	TanTrade Board of Directors and Staff	<ul style="list-style-type: none"> • Human resource support to increase productivity; • Manage institutional resources; and • Creativity & innovation. 	<ul style="list-style-type: none"> • Good working environment; • Career development; and • Workers' welfare improved.
12.	General Public	Accurate, reliable and timely trade information;	<ul style="list-style-type: none"> • National trade performance report; • Employment opportunities; and • Dissemination of trade information.
13.	Media	<ul style="list-style-type: none"> • Coverage of TanTrade functions; and • Dissemination of updated trade related information to the public nationally and internationally. 	<ul style="list-style-type: none"> • Receive timely trade related information; • Collaborate in creating public awareness;
14.	Training and research institutions	<ul style="list-style-type: none"> • Access to research findings; and • Collaborate in research activities. 	<ul style="list-style-type: none"> • Engaged in business technical expertise; and • Share trade relate information.
15.	Service providers (Utilities, insurance, fire, finance)	<ul style="list-style-type: none"> • Support office work; • Disaster recovery; and • Funding support. 	<ul style="list-style-type: none"> • Good work relation; and • Linkage with business community.

2.3 SWOC Analysis

Strength, Weakness, Opportunities and Challenges (SWOC) analysis provides an appreciation of the capabilities of the TanTrade's operational environment and the external factors that affect its operations. This analysis results into the identification of key issues related to strength, weakness, opportunities and threats (SWOC) and provide a good indication of what the future strategies will be. The results of the SWOC analysis are outlined below: -

Table 4: TanTrade SWOC Analysis

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; A strong committed Management team; 	<ul style="list-style-type: none"> Inadequate human resources; Inadequate attempt to influence government decisions on implementing various development projects; Inadequate lobbying strategy to ensure financial sustainability. 	<p>Availability of training programme to revitalize management and leadership vision;</p>	<p>Delays in approval of Board members once Board Tenure expires</p>
Administrative Issues	<ul style="list-style-type: none"> Presence of experienced administrative personnel; Well defined organization structure; Maintained asset register; 	<ul style="list-style-type: none"> Inadequate working space and facilities; Insufficient professional personnel in some field such as ICT-programmers, system security analyst, Laws and Agribusinesses experts; 	<ul style="list-style-type: none"> Availability of competent and skilled personnel in the labour market; Availability of relevant training programme; 	<ul style="list-style-type: none"> High expenses of career development; Employees transfer affects competence skills utilization.
Human Resource Management	<ul style="list-style-type: none"> Capable, skilled, committed, exposed, proactive, energetic and dynamic staff; Presence of section responsible for Human Resources Development/Management; 	<ul style="list-style-type: none"> Inadequate succession plan due to seniority (few senior staff); 	<ul style="list-style-type: none"> Availability of training opportunities from Government and Development partners; Presence of government directives, Labour 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; Costly outsourcing of services experts of the rare professionals; Delay in recruitment permit of new staff;

Critical Areas	Strengths	Weaknesses	Opportunities	Challenges
Working Environment and Facilities	<ul style="list-style-type: none"> Timely availability of financial resources to procure facilities and modernize working environment 	<ul style="list-style-type: none"> Lack of modern office facilities 	<ul style="list-style-type: none"> Re-ownership of BIT Assets Ability to invest in zones (office & trade fairs facilities) 	<ul style="list-style-type: none"> Inadequate reliable flow of funds as per action plan
Coordination and Linkage Issues	<ul style="list-style-type: none"> Statutory mandate to link Public and Private sector Existing linkage between Public and Private Sectors 	Uncoordinated vision with other institutions	<ul style="list-style-type: none"> Growth of national demand; Improving System Automation such as ICT network and skilled people; 	Overlapping of institutions' responsibilities (SIDO, TIC, NEEC, Crop Boards, TCCIA, TPSF, CTI, EPZA, Government Ministries (MIIT, MA, MLF))
Financial Resources	<ul style="list-style-type: none"> Ownership of Mwl. J.K Nyerere Trade Fair Ground with potential for generating up to 60 per cent of revenues Newly acquired godowns and housing facilities; 	<ul style="list-style-type: none"> Out-dated Trade fair, exhibition and Conference Hall facilities; Un-diversified sources of generating revenue; Unexploited building facilities. 	<ul style="list-style-type: none"> Renovated Mwl. J.K Nyerere Trade Fair Ground Ability to strengthen available and planned alternative sources of revenue from services/activities offered to the public, To Acquire land for Trade Fair facilities in different zones, Ability to charge fee on services offered 	<ul style="list-style-type: none"> Delays of approval procedures of TanTrade Regulations. Pending ownership cases inhibit development of inherited assets including housing facilities.

Critical Areas	Strengths	Weaknesses	Opportunities	Challenges
Automation of Business processes	<ul style="list-style-type: none"> • Presence of ICT Unit • Mandated by law to be a custodian of Trade information in the country, • Membership to global networks of information such World Trade Point Federation, ITC, CBI • Aligned to Government supported ICT Systems (Accounting, Human Capital Management Information System - LAWSON) 	<ul style="list-style-type: none"> • Insufficient and outdated ICT facilities, • Absence of established data base and trade information systems, • Un-automated services and trade data base, 	<ul style="list-style-type: none"> • Availability of ICT Training Programmes, • Increased demand for ICT in Businesses accompanied with digitization, • Growth of ICT Sub Sector. 	<ul style="list-style-type: none"> • Continuous and rapid changing in Technology Sector, • High cost of acquiring and keeping pace with changes in technology, • Stakeholders are not compelled by any legislation to submit collected trade related data.
Corporate Social Engagement	<ul style="list-style-type: none"> • More than 40 years' experience, • Good reputation on Trade promotion, • Strong client base 	Shortage of mechanism to track customers feedback	Vibrant economy with entrepreneurial culture	Sustainable engagement with partners and funders to support our operations
Cross Cutting Issues (Gender, Corruption, Disabilities, HIV AIDS)	High collaboration with other institutions that support trade related cross cutting issues	Inadequate financial resources to address critical cross cutting issues (eg. Women informal traders)	Existing national guidelines to address cross cutting issues;	Sustainable engagement with partners and funders to support our operations

2.4 Performance Review of the Previous Strategic Plan Implementation

In the previous Strategic Plan (2016/17-2020/2021), eight (8) strategic Objectives were identified for actions. These were:

- a. National Anti-Corruption Strategy and good governance enhanced, sustained and implemented;
- b. National HIV / AIDS infections and non-communicable diseases policy implemented;
- c. Micro, Small and Medium Enterprises (MSMEs) Competitiveness Enhanced;
- d. Trade of goods and services developed and enhanced;
- e. Access to domestic, regional and international markets enhanced;
- f. Trade Fairs exhibition environment in Tanzania enhanced;
- g. TanTrade's performance in managing and carrying out mandated functions improved; and
- h. Delivery of quality trade services improved.

The eight (8) strategic objectives have served the corporation over the last five years, strengthening it in the key areas of its operations by enabling several achievements. Despite the achievements, however, there were various challenges encountered while implementing the strategic Plan. Some of the notable achievements, challenges encountered and key lessons learnt over the last strategic period have been presented in Chapter.

2.4.1 Achievements

Several strategies and targets were identified were to be carried to address each of the strategic objective. There were significant milestones which came from achievement on the activities and programmes during the planned period. Notable achievements in Five -Year Plan 2015- 2020 includes the following summary and key achievement is attached: -

2.4.1.1 Establishment of Trade Intelligence Services

With support of International Trade Center, TanTrade established Trade Intelligence and Research Services which has strengthened capacity of the institution to analyse and disseminate trade information, maintain trade database of commodities, traders, producers, exporters and importers. Services offered include managing business inquiries, providing price and trade trends and markets requirements. These services are accessible both physically at TanTrade offices in Dar es Salaam, Dodoma and Zanzibar and virtually through TanTrade website www.tantrade.go.tz, and Tanzania trade portal trade.tanzania.go.tz. The information obtained guides the stakeholders to make informed business decisions as the result trade information users have increased from an average of 4,500 in 2015 to 39,142 in 2020.

2.4.1.2 Promotion of Tanzania Products in Foreign Markets

TanTrade managed to facilitate 332 companies to participate into international trade fairs and trade missions in China, Germany, France, UEA, South Africa, Kenya, Mozambique, Eswatin, Zambia, Malawi, DRC and Burundi. The companies were able to promote and establish sustainable exports orders for their products such as gemstones, minerals, cotton,

tobacco, cashew nuts, cassava, fruits, vegetables and meat.

i) The Dar es Salaam International Trade Fair (DITF)

The improvement of coordination aspect of the Dar es Salaam International Trade has increased the number of companies from 2,302 in 2015 to 3,002 in 2021. Similarly, the number of foreign countries has increase from average of 25 in 2015 to 35 in 2019 and following years declined to 16 in 2021 as a result of COVID1-19 pandemic. DITF is one of the recognized and approved Trade Fair by the Global Association of the Exhibition Industry (UFI), which is giving the DITF the high status to be considered as the best event in the Eastern and Central African regions.

Table 5: Summary of DITF from 2015- 2021

No	Participation	2015 (39 th DITF)	2016 (40 th DITF)	2017 (41 st DITF)	2018 (42 nd DITF)	2019 (43 rd DITF)	2020 (44 rd DITF)	2021 (45 th DITF)
1	Tanzanian Companies	1,811	1,999	2,005	2,956	3,250	2,837	2,863
2	Foreign Companies &MNCs	491	501	515	508	520	43	76
3	Ministries	7	6	6	6	8	7	10
4	Government Institutions	78	37	54	102	47	31	53
5	Participating Countries	25	30	30	33	35	6	16
6	Business Contract Deals (TZS. Bil)	17.25	19.46	21.23	23.21	25.61	35.44	35.83
7	Visitors	201,320	204,441	188,893	253,949	257,848	156,202	250,135
8	Temporary Employment (volunteers)	5,650	7,111	11,134	14,803	15,812	9,114	9,783
9	Total Exhibitors	2,387	2,543	2,580	3,572	3,825	2,918	3,002

Source: TanTrade.

The trend shows that the performance improvement on the number of exhibitors, visitors and value of business generated. Improvement is attributed by effective use of Information and Communication Technology (ICT) in coordinating trade fairs and other related events.

Table 6: Trends in DITF from 2015- 2021

No	Trends	2015 (39 th DITF)	2016 (40 th DITF)	2017 (41 st DITF)	2018 (42 nd DITF)	2019 (43 rd DITF)	2020 (44 rd DITF)	2021 (45 th DITF)
1	Exhibitors	0.0%	5.2%	6.5%	39.8%	48.3%	17.8%	20.7%
2	Visitors	0.0%	1.2%	-4.9%	20.8%	22.4%	-17.9%	19.3%
3	Business deals generated	0.0%	7.8%	14.0%	21.0%	29.4%	64.0%	65.3%

Source: TanTrade.

ii) Promotion of Tanzanian Industrial Products

In order to promote National Industrilization Agenda, in 2017 TanTrade launched Tanzania Industrial Product Exhibition as annual event. The main objective of the exhibition is to promote the industrial sector towards building a semi industrialized country by 2025 through creating a sustainable domestic market for Tanzanian products. The theme of the Exhibition is “Tanzania Sasa Tunajenga Viwanda” with the strategic focus of sensitizing

Tanzanians to buy domestic manufactured products. This specialised fair has attracted an average of 500 companies and more than 20,000 visitors every year. Through this fair, TanTrade is creating market linkages between companies with capacity to supply raw materials for the industries and buyers for finished industrial products. Similarly, the fair is unique platform for sharing experience, technologies and show case the best Tanzanian produced products.

2.4.1.3 Launching of Tanzania Business Clinic

Tanzania Business Clinic was launched on 4th July 2018 and is coordinated by TanTrade in collaboration with multi-disciplinary experts from more than 25 Public and Private Business Support and Trade Facilitations and Agencies in the country. The pool of experts identifies the challenges and then appropriate treatment plan is advised to address the problem, fix the symptom or provide treatment.

Since its inception, the Clinic has proven to be a very powerful tool to address challenges facing business communities in the country. Business Clinic service has been offered on various events including trade fairs organised in six (6) regions. More than 1,603 enterprises have accessed the services and 1,583 business challenges were presented and among those 967 challenges have been addressed and long-term plans are designed to address other challenges which require policy and structural changes. Also, enterprises have been trained by pool of experts to enhance their skills on business competitiveness.

2.4.1.4 Capacity Building to SMEs Competitiveness

For the last five years, more than 3,281 SMEs dealing with honey, sunflower, leather, textile, spices and food processing have been trained on business management skills. The trainings improved their capacity to produce quality products and market them. More than 32 trainings programs were organised in Dar es Salaam, Geita, Shinyanga, Simiyu, Arusha, Manyara, Morogoro, Mara and Zanzibar. As results of trainings, some SMEs have managed to register their business, improve packaging and branding, certify their products with TBS marks and increase production and sales volumes.

Table 7: MSMEs participated in training program from 2016-2020

	2016	2017	2018	2019	2020	Total
Training programs	5	9	5	13	5	37
Regions	5	13	11	9	6	44
Trained SMEs	321	1,272	691	997	664	3,945

Source: TanTrade.

2.4.1.5 Regulating the Trade Promotion Events in the Country

Since 2016, TanTrade has started regulating all foreign trade fairs organised in the country. Total of 23 permits have been issued to various trade fairs organisers. The authorized events managed to observe standards, maintained professionalism and code of ethics of the exhibition industry in the country.

2.4.1.6 Establish System to handle cross border trade complaints

TanTrade in collaboration with the Ministry of Investment, Trade and Industry and other Border Agencies have established system to deal with cross-border complaints in an effective way. The holistic approach and established network aim to ensure cross-border complaints are resolved in real time. The introduced credible complaint mechanism is based on the use of toll-free lines 0800110133/ 0800110134 and strong emphasis is on maximum transparency at borders where names and telephone numbers of border officials have been placed on the board. This system has enhanced transparency and accountability of border officials in assisting cross border traders.

2.4.1.7 Strengthening of farmer-producer associations

In order to ensure produce of Tanzania fetches sustainable markets, TanTrade embarked on strengthening farmer producer associations with overall objective of addressing value chain challenges facing key players in the specific sector. Through the associations the farmer producer organizations help smallholder enterprises to mitigate risk, consolidate production efforts and improve market access. For the last four years, TanTrade has engaged on the following association: -

- i. Tanzania Cassava Producers and Processors Association (TACAPPA) with more than 300 members from cassava growing regions. The major focus of the association is to commercialize the cassava sub sector by addressing challenges along the value chain and increase exports of cassava related products.
- ii. Tanzania Spices Association (TASPA) with more than 250 spices stakeholders farmers, processors and packers. The association objective is to increase production capacity, quality improvement and exports of spices.
- iii. Tanzania Leather Products Processors (TALEPPA) with more than 165 aims to increase production capacity and quality improvement of leather product and assist enterprises to export to neighbouring countries such as Rwanda, Kenya, Uganda, Eswatin and South Africa.
- iv. Tanzania Mango Growers Association (AMAGRO) with more than 150 members aims to increase mango production and address challenges facing the mango growers in the country.
- v. Establishing Special Tailoring School for 30 vision impaired youth. The training school is supervised by Abdallah Nyangalilo and supported by various generous people including Rotary *Club of Dar es Salaam*

2.4.2 Challenges

As TanTrade continues developing and promoting trade, it has faced various challenges. These have to be addressed to assure continued success. Among the notable challenges that the Authority faces are:

- i. Inadequate digitalized system to facilitate timely flow of trade information to different segments of companies and enterprises to

- access market opportunities; and
- ii. Inadequate office buildings and working facilities to support and respond to the needs of our clients in modern business era;
- iii. Inadequate resources to promote Tanzania's products and services both at local and international markets;
- iv. Inadequate skills in entrepreneurship, negotiation, marketing and export business management in general;
- v. Lack of appropriate systems to monitor and control domestic markets; and, facilitate online based trade promotion services;
- vi. Limited market research has limited capacity of institution to support enterprises to develop and promote trade; and conflicting mandate with other institutions on trade related promotions;
- vii. Low quality production and productivity of agricultural produce that led to low competition to the International Market;
- viii. Interaction of roles and functions of TanTrade with other Institutions affects implementations of some responsibilities as stipulates in TanTrade Act;
- ix. Out-dated trade fair facilities as the results participation of MNEs is declining hence slow the pace of linking them with Tanzanian Companies and ability to generate income from exhibition spaces and other services; and
- x. Unreliability of financial resources to implement planned activities.

2.4.3 Lessons Learnt

Several lessons have been drawn from the lapsed SP. Among the key lessons learnt that were identified are:

- i. The Strategic Plan, Vision, Mission, Core Values, Objective, strategies and actions require to be aligned to TanTrade's Mandate as spelt in the TanTrade Act;
- ii. There is a need to implement the Strategic Plan fully and extract the measurement parameters for assessing the performance out of it. This includes the Performance Contract (PC) with the National Government, The Institutional Annual Work Plans (AWP);
- iii. There is a need for regular periodic reviews of the Implementation plans within the Strategic Plan and developing a strong and robust Monitoring and Evaluation Plan to support this activity; and
- iv. Strategic themes, objectives and activities need to be SMART and even go beyond by ensuring that Strategic Plan ownership is achieved within the Authority.

2.4.4 Recent Initiatives

As an effort to achieving its Goals and Objectives, TanTrade has created some other initiatives which if well implemented will contribute to fulfillment of its mandated functions, these are: -

- i. Procurement process of preparing master plan for upgrading and modernizing the Mwl. J. K. Nyerere Trade Fair Ground;

- ii. Identification and initiation of process to acquire land for constructing Offices, Business and Exhibition Centers facilities in Kilimanjaro, Dodoma and Mwanza;
- iii. Initiation of stabling Branding procedure to guide for the Tanzanian products in collaboration with private and public stakeholders;
- iv. Facilitate establishment of Women desk in doing business in Tanzania to support formalization;
- v. Collaboration with private sector and Regional offices to organize trade promotion events such as trade missions to enhance markets for Tanzanian products;

2.4.5 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.

- i. Prioritization on TanTrade investment projects which aim to build business related infrastructures in major cities so as increase TanTrade outreach and also generate income to support TanTrade activities. These projects includes Mwl. J. K. Nyerere, Dodoma Business Center, Gairo Grains Trading Centre, Kurasini Export House and Kilimanjaro Business Park (Siha District);
- ii. Strengthen Trade and Market Intelligence in order to enhance capacity of institutions to offer real time and integrated trade information to the stakeholders;
- iii. Speed up the process of designing digitalized trade support system and acquisition of soft and hard infrastructures in order to improve services provision;
- iv. Strengthening working relations with key stakeholders in trade development and promotion activities such as Embassies, private sector associations, sectoral ministries, TAMISEMI, development partners and business communities;
- v. Entrepreneurship and business management skills development to SMEs and coming;
- vi. Fast tracking the process to initiate the Tanzania Branding Mark; and
- vii. Mainstreaming of gender, youth, health, climate change and other cross cutting issues in TanTrade activities.

CHAPTER THREE

THE PLAN

3.0 Overview

This chapter further focuses on functional analysis by presenting the strategic themes, strategic objectives, strategies (key initiatives) and activities that define the strategic Plan of the Authority.

3.1 Strategic Themes

The strategic themes (strategic issues) are the focal points of strategic planning process. They are derived out of the key opportunities and challenges that face an organization.

The themes address both the core and support business of an organization and are very critical for the success of the organization. It is around the strategic themes that the objectives and corresponding strategies have been set. After conducting a comprehensive strategic analysis for TanTrade, the concept of Sustainability Balanced Scorecard (SBSC) was applied in the development of the strategic themes and objectives (People Management, Customer Service, Good Governance and Control, Core function of the Institution and Financial Performance) in order align up with performance measurement administered by the Treasurer Register. Three (3) strategic themes were identified as follows:

i. Innovation, Learning and Growth

The focus in the next five years will be digitization of operations and equipping human resource with necessary knowledge and skills to support operations expansion and delight customers. Our goal is to have digital operations carried out by highly innovative, motivated, technological know-how, productive and ethical employees who choose TanTrade as the employer of choice.

ii. Customer delight

The focus of the Authority will therefore be directed towards improving responsiveness to customer's enquiries, developing customer service infrastructure, creating awareness through business development services, marketing research and intelligence.

iii. Operational Expansion and Sustainability

The Authority will continue to expand her operations by investing in projects which *promotes trade development* and **generate income as well as streamlining processes to improve efficiency and reduce operational costs**. The goal is to have friendly, efficient and effective operations that deliver services to satisfied customers and stakeholders.

3.2 The Objectives

To achieve TanTrade's Vision, Mission and address critical issues identified in Chapter Two, the following seven (7) objectives were developed and rationale and strategy have been described underneath for each objective. These objectives are set around the strategic themes of the organization. By achieving these objectives, the projected performance will be achieved.

- A. HIV/AIDS Infections and Non-Communicable Diseases reduced and supportive services provided;
- B. National Anti-Corruption and Good Governance Strategy Implemented;
- C. Competitiveness of Tanzanian enterprises achieved
- D. Marketing systems integrated, monitored and regulated
- E. Market opportunities for Tanzania products exploited;
- F. Operational and Business processes improved;
- G. TanTrade's Performance improved;

3.3 Strategic Objectives Descriptions

3.3.1 Objective A: National HIV / AIDS Infections and Non-Communicable Diseases Implemented

Rationale:

TanTrade is committed to protect and maintain Employees' good health status and improve staff efficiency at work places by supporting staff living with HIV/AIDS and NCDs. TanTrade adopted this generic objective for the MDAs' in order to support Government campaigning of reducing and preventing new infection among staff, increasing awareness on HIV/AIDS, non-communicable and other epidemic diseases.

Service output

- i. Access, participation, equity and equality services for PLHIV improved; and
- ii. Reduced HIV infection.

Strategy

- i. Sensitization program on HIV/NCD; and
- ii. Prepare and Implement preventive measure and supportive program.

Proposed Strategic Activities

- i. Prepare TANTRADE Policy to protect employees against HIV/AIDS and non-communicable diseases,
- ii. Provide support to staff to reduce and prevent HIV/AIDS and NCDs, and
- iii. Coordinate awareness seminars on HIV/AIDS and non-communicable diseases.

Key Performance Indicators to Measure Expected Outcomes.

- i. Number of new reported cases HIV/AIDS and NCDs;
- ii. Percentage of Staff LHIV and non-communicable diseases provided with care and support; and
- iii. Perception of staff on quality of supportive services.

3.3.2 Objective B: National Anti-Corruption and Good Governance Strategy Implemented.

Rationale:

TanTrade observes good governance and promote accountability and transparency in all her operations. TanTrade has adopted this generic objective to adhere with Government directives to implement National Anti-Corruption and Good Governance among staff for effective operations.

Service output

- i. Improved accountability and transparency; and
- ii. Improved good governance.

Strategy

- i. Strengthen Anti-corruption campaign and measures; and
- ii. Adhere to Core Values.

Proposed Strategic Activities

- i. Prepare TanTrade Anti-Corruption Policy to guide the process to combat corruption behavior within business Societies, and
- ii. Coordinate awareness campaign and implement program to promote good governance amongst staff, Business operators, Supporters and regulators.

Key Performance Indicators to Measure Expected Outcomes

- i. Corruption likelihood index as per PPRA;

- ii. Number of staff sensitized on ethical and anti-corruption issues; and

3.3.3 Objective C: Competitiveness of Tanzanian enterprises achieved

Rationale:

In the next five years, TanTrade intends to enhance competitiveness of Tanzanian enterprises ranging from farmers, individual firms, associations, groups, agroprocessors, corporate companies and MNEs by providing business related support services and facilitate their access and entry to target markets both locally, regionally and internationally. However, major focus will be paid to sector associations/groups and companies. The aim is to increase their capacity to trade competitively both domestically and internationally and hence to stimulate their business growth which will in turn contribute to GDP, broaden tax base, stimulate employment creation and promote industrial development.

Service output

- i. Competitiveness of Tanzanian enterprises in domestic and export markets enhanced;
- ii. Supply capacities and product quality improved;
- iii. Increase of exports of exportable goods and services; and
- iv. Reduce importation of basic goods.

Strategy

- i. Strengthen services to support enterprises growth;
- ii. Strengthen integrated trade research and market intelligence and collaboration with key stakeholders; and
- iii. Initiation of National Brand to promote locally produced goods both in local and international markets.

Proposed Strategic Activities

- i. Conduct capacity building programs to support enterprise growth and competencies developed,
- ii. Strengthen Business and producers' associations,
- iii. Create linkage of local producers with international buyers and services providers, and
- iv. Promote locally produced goods in foreign and local markets.

Key Performance Indicators to Measure Expected Outcomes

- i. Number of new enterprises managed to export for the first time;
- ii. Number of companies and enterprises trained on business and export skills and/linked to TSIs;
- iii. Number of enterprises assisted to export;
- iv. Increase on number of companies and enterprise accessing trade and marketing information and trade portal
- v. Number of MoU have been established with Trade Support Institutions (TSIs), International Institutions, Embassies, TPOs;
- vi. Number of companies with national brand mark and or sectorial marks.

3.3.4 Objective D: Market opportunities for Tanzania products exploited

Rationale:

The the country's export performance in global trade is minimal with a negative balance of trade resulted from low export quantity and value with less competitiveness in markets due to 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.

Similarly, to take advantage of opportunities available in the domestic, regional and multilateral arrangements, TanTrade will embark on rigorous promotion strategies with the aim to strategically taking advantages and opportunities realized under AfCFTA position Tanzanian

products in the global, regional markets and domestic 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 of value-added products and with EAC, SADC, BRICS and unexplored potential markets. Initiatives will be taken to develop the border markets to simplify and formalize trade across the borders. Thus, this objective intends to improve general business environment, enhance market access and facilitate expansion of trade and industries. Besides that, TanTrade for the same purpose will promote economic diplomacy and strengthen cooperation with international organizations, development agencies such as ITC, TMEA, World Bank, CBI, KOTRA, UNDP and UNCTAD among others.

Service output

- i. Improved trade performance in local markets;
- ii. Increased export share of goods and services in global markets;
- iii. Reduced trade imbalance.

Strategies

- i. Strengthen trade promotion services locally and internationally, establish collaboration with key stakeholders and trade partners;
- ii. Facilitate market access in bilateral, regional and multilateral;
- iii. Strengthen marketing research and intelligence;
- iv. Provide policy advice to improve business environment;
- v. Strengthening cross border trade with neighbouring countries and strategic trading partners;
- vi. Develop and implement programs that broaden domestic and export base of goods and services.

Proposed Strategic Activities

- i. Coordinate Trade promotion events in and outside the country,
- ii. Conduct trainings on the export readiness to local enterprises,
- iii. Conduct and coordinate meetings and business missions so as to promote local produced goods, and
- iv. Coordinate programs on regional markets awareness to local producers.

Key Performance Indicators to Measure Expected Outcomes

- i. Percentage increase in share of exports in world markets;
- ii. Increase number of promotion programs organized locally and internationally;
- iii. Increase value of business generated as results of trade promotion events organized;
- iv. Increase number of enterprises participated in promotion events organized;
- v. Increase number of enterprises facilitated and managed to export in the various markets (EAC, SADC, AfCFTA, EU, USA, Middle East and others);
- vi. Increase number of women and youth accessing TanTrade services such as training, trade fairs, B2B, trade information; and

3.3.5 Objective E: Market systems integrated, monitored and regulated

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.

TanTrade in the next five years 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 by ensuring domestic market system are well integrated, monitored and regulated TanTrade will use the following strategies:

Service output

- i. Monitor domestic market operation systems;
- ii. Disseminate market information of various productive sub sectors;
- iii. Compiled market data and progress performance.

Strategies

- i. Develop system to monitor domestic trade;
- ii. Develop standard guidelines to regulate and monitor trade promotion events; and
- iii. Promote best practices on internal market operations.

Proposed Strategic Activities

- i. Coordinate programs on regional markets awareness to enable local producers to access such markets,
- ii. Design and develop digital marketing systems and operationalize, and
- iii. Facilitate formalization of informal traders.

Key Performance Indicators to Measure Expected Outcomes

- i. Value of business transaction captured in systems developed and or monitored;
- ii. Percentage decline of basic goods imports;
- iii. Value of business deals generated or transacted out of trade promotion events authorized;

3.3.6 Objective F: Operational and Business Processes 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 mobilization strategy, limited outreach of TanTrade services, lack of Monitoring and Evaluation (M&E) framework, insufficient internal capacity to generate funds among the challenges that inhibit effective service delivery.

To curb this situation, TanTrade will focus 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.

Service output

- i. Improved business development services;
- ii. Improved customers' services;
- iii. Improved trade integrated data and information systems.

Strategies

- i. Initiate, design and develop investment projects;
- ii. Acquire and rehabilitate all assets of the BIT for revenue generation;
- iii. Automation of the Corporation's key processes to improve efficiency;

- iv. Improve efficiency of internal processes and procedures;
- v. Promote communication with customers/clients;
- vi. Strengthen ability to generate resources;
- vii. Prudential Financial practices and sustainability;
- viii. Enhance Corporate Governance.

Proposed Strategic Activities

- i. Design and develop investment projects,
- ii. Regulate trade promotion events within and outgoing trade missions,
- iii. Coordinate trade promotion events including trade fairs, Expo, business missions,
- iv. Design program to promote TanTrade's Image to the public and retain customers,
- v. Design and implement revenue collection policy,

Key Performance Indicators to Measure Expected Outcomes

- i. Increase number of investment projects designed and developed per year from average of one to two;
- ii. Number of BIT asset acquired and rehabilitated;
- iii. Ultra-modern facilities of Mwl. J. K. Nyerere Trade Fair Ground and TanTrade Office designed and developed;
- iv. Percentage of cost recovery ratio;
- v. Percentage of remittance to the CF;
- vi. Revenue growth rate by 30% per year; and
- vii. Full automation of all revenue collection streams completed such as ultra-modern facilities of Mwl. J. K. Nyerere Trade Fair Ground.

3.3.7 Objective G: TanTrade's Performance 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; inadequate skill mix, inadequate staff retention scheme, and supporting working environment to support modern business practice.

To achieve this objective, TanTrade will embark strengthen corporate governance; improve human resource management, operation, and performance management system. This objective intends to improve performance of the organisation.

Service output

- i. Increased effectiveness and performance of staff/employees;
- ii. Increased coverage of service delivery in the business community; and
- iii. Improved networking.

Strategies

- i. Strengthen human resources capacity and working environment;
- ii. Strengthen operations and performance management systems;
- iii. Design and implement change management programs;
- iv. Acquired BIT assets are productive generation sufficient revenues; and
- v. Investment projects for revenue generation are sustainably maintained.

Proposed Strategic Activities

- i. Procure working equipment to ensure a good working environment to employees,
- ii. Facilitate training and welfare programs for employees,
- iii. Provide administrative facilities, and
- iv. Revise and amend internal Human Resource Policies and Procedures

**Key Performance Indicators
to Measure Expected Outcomes**

- i. Percentage of customer perception survey
- ii. Number of people made aware of TanTrade services
- iii. Increase the number of customers complaints received and resolved
- iv. Percentage of customer service satisfaction and retention rate
- v. Compliance with procurement process, court orders, and other statutory requirements
- vi. Clean Overall Compliance Ratings by Regulators and Standards Organisations
- vii. Percentage of audit findings resolved by the deadline
- viii. Percentage of staff trained
- ix. Percentage of employee satisfaction rate
 - x. Percentage of employees receiving regular and grievance resolved
 - xi. Percentage of employee retention rate.
- xii. Gender and people with disability inclusivity adhered

CHAPTER FOUR

RESULT FRAMEWORK

4.0 Introduction

This Chapter shows how the results envisaged in this Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. It also shows how various interventions will be undertaken during the five years of strategic planning, how the interventions will be monitored, what kind of reviews that will be done over the period and what type of evidence-based evaluation studies and analytical work to be undertaken. The remainder of this chapter shows the overall Development Objective which is in line with National goals as stipulated in FYDP III and CCM Election Manifesto, TanTrade's Trade Development Programme, and other planning tools. The chapter also shows the Result Chain; the Result Framework Matrix, the Planned Reviews, and finally the Reporting Plan.

4.1 The Overarching Objective

The Overarching Objective of TanTrade is to develop, promote, and supervise export and domestic trade in the country and this will be achieved through proposed objectives. The development objective represents the highest level of results in the TanTrade result chain, through other law enforcement organs, Public Institutions, Private Institutions, nonstate actors and private individuals will also contribute significantly towards the achievement of this objective.

4.2 Beneficiaries of the TanTrade Services

The beneficiaries of the services offered by TanTrade include: individual citizens, companies, traders, enterprises, investors, residents, public and private sector institutions, and non-governmental organizations. TanTrade intends to implement government policies, strategies, and other trade development and promotion initiatives that will create an environment where all beneficiaries will access services without bribing service providers in public, private and non-governmental organisations. The services offered include; trade and market information; export import procedures; trade linkages; business development services; research and survey; promotion platforms; facilitating access to technical and financial supports; creation of a nation branding, maintaining an online data base and online directory of exporters.

4.3 Linkage with National Planning Frameworks

This strategic plan has 7 specific objectives which contribute significantly in attaining the Vision 2025, Five Year Development Plan and other National Planning Frameworks as follows: -

- i. Vision 2025, TanTrade contributes to building strong and competitive economy through providing sustainable market solutions to industrial products so as envisage in the vision to diversify the semi-industrialized economy and achieve a higher level of middle-income countries status.
- ii. Under CCM Election Manifesto, TanTrade manifesto recognize the role of trade as a source of income employment, and welfare of the community. Therefore, for the next five years will improve and enhance market accessibility of agriculture, industrial, livestock, forest, fisheries and minerals

for domestic, regional, and international markets. This will happen by creating and providing enabling environment for trade, trade-related policies, and strategies reforms through implementation of Blueprint for Regulatory Reforms to Improve the Business Environment. This will be achieved by integrating the regulatory process with the Information and Communication Technology (ICT), developing of strategic market infrastructure and linking them with major production areas. This will also be achieved by promoting consumption of domestically produced industrial products, improved regional and international trade negotiations for market expansion of domestically produced goods and services and enhancement of strategies for improvement of digital trading and trade financing.

iii. Under Five-Years Development Plan, TanTrade contributes to trade development. The plan spells out trade promotion as one of the strategic innervations for the realization of competitiveness and industrialization for human development. It also stipulates that a competitive trading system relies on the efficacy of hard infrastructure including rail ways, roads, ports and energy. Further, systems institutional arrangements policy and regulatory frameworks also play a central role in trade facilitation. To achieve higher levels of trade performance and competitiveness, FYDP III, is directing efforts at increasing the trade sector's contribution to GDP, streamlining and strengthening trading systems, trade support institutions, infrastructure as well as regional and international trade relations.

iv. Under the sustainable development goals, TanTrade contributes to no poverty (Goal 1), Zero hunger (goal 2), Promotes sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all (Goal 8) and builds resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation (Goal 9) Interventions set in this strategy will provide effective mechanisms to develop supervise and promote trade in Tanzania.

4.4 Result Chain

TanTrade's result chain consists of outcomes, outputs, activities and inputs which broadly contribute to Vision 2025 and FYDP as indicated above. A combination of the objectives and targets in the strategic plan and activities and inputs in the business plan forms TanTrade's result chain. The inputs that are utilization of resources will lead to achievement of the activities, which in turn will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives which will lead to the realization of TanTrade's development objective. This results chain will justify TanTrade's use of the tax payer's money into various interventions and thus contribute to trade development and promotion in the country.

4.5 The Result Framework Matrix

This matrix contains TanTrade's Overarching Objective, Objective Code, Objectives, planned outcomes and outcome indicators. It envisions how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress toward achievement of planned outcomes and objectives. It should be noted that the achievement of TanTrade's overall objective will be contributed by several other players, and may not be solely attributed to interventions under this strategic plan.

Table 8: Results Framework Matrix

Overarching Objective	Objective Code	Objective Name & Description	Planned Outcome	Indicators
To increase share of exports in GDP from average of 16.1 per cent in 2020 to 28 per cent in 2026	A.	HIV / AIDS Infections and NCDs reduced and supportive services provided;	<ul style="list-style-type: none"> • Morbidity rate reduced • Supportive services provided 	<ul style="list-style-type: none"> • HIV/ AIDS and NCDs prevalence rate • Staff LHIV and non-communicable diseases provided with care and support • Perception of Staff on quality of supportive services
	B.	Corruption practices eradicated and good governance strengthened	<ul style="list-style-type: none"> • Positive behaviour changes of TanTrade Staff • Zero tolerance to corruption 	<ul style="list-style-type: none"> • Percentage of Corruption likelihood index • Number of staff sensitized on ethical and ant-corruption issues
	C.	Competitiveness of Tanzanian enterprises achieved	Enterprises growth and their ability to export	<ul style="list-style-type: none"> • Number of Enterprises managed to export for the first time and their business value transacted; • Number of New Enterprises trained and linked to BDS/ Finance/ technology
			Improved flow of trade information and quality of intelligence information gathered	<ul style="list-style-type: none"> • Increase number of companies and enterprises accessing trade information (trade portal, trade info, TanTrade App) • Number of MoU/working relations with other Trade Support Institutions (TSIs), international institutions, Embassies, TPOs • Value of business generated from opportunities shared
Nation product brand mark introduced			<ul style="list-style-type: none"> • Nation brand mark system developed, and operationalized; • Number of companies with national brand mark or sectorial marks; 	
D.	Market opportunities for Tanzania products explored	Increase of exports	<ul style="list-style-type: none"> • Percentage increase of export value of products promoted; • Number of trade promotion programs organized locally and internationally; • Number enterprises and companies participated in trade promotion events locally and internationally; • Value of business generated as results of trade promotion events participated or organised; • Increase of companies participating DTIF and value business transaction generated out of it; 	

Overarching Objective	Objective Code	Objective Name & Description	Planned Outcome	Indicators
			Increased cross border trade flow	<ul style="list-style-type: none"> Value of priority products facilitated to secure export deals; Percentage increase of Tanzania Share of regional markets; Number of women and youth accessing regional markets (AfCFTA)
			Predictable and stable business environment	<ul style="list-style-type: none"> Increase number of trade related policy recommendations prepared and submitted to the Government; Increase participation to the trade policy negotiation meetings;
	E.	Market systems integrated, monitored and regulated	Improved domestic market operations	Value of business transaction captured in the systems developed or monitored
			Production value chains and market systems are integrated	Percentage decrease of value of basic imported goods
			Trade promotion events identified, registered and regulated by June, 2026.	Value of business deals generated or transacted out of trade promotion event authorized
	F.	Operational and Business processes improved;	Investment Projects initiated and implemented	<ul style="list-style-type: none"> Number of investment projects of trade, business centres and trade fair facilities (Gairo, Tunduma, Dodoma, and Siha) designed and developed Number of assets of the Board of Internal Trade (BIT) acquired and rehabilitated Ultra-modern facilities of Mwl. J. K. Nyerere Trade Fair Ground designed and developed.
			TanTrade service delivery improved	<ul style="list-style-type: none"> Number of services automated Percentage of customers' perception survey Percentage of customers retention Number of people made aware of TanTrade services Percentage of customers' complaints resolved Percentage of business continuity plan in place and operational
			Increase appreciation of corporate services	<ul style="list-style-type: none"> Clean Audit report Compliance on Court orders Clean Overall Compliance Ratings by Regulators and Standards Organisations Percentage of audit findings resolved by the deadline

Overarching Objective	Objective Code	Objective Name & Description	Planned Outcome	Indicators
			Corporate image built and maintained	<ul style="list-style-type: none"> • Percentage of customer service satisfaction • Percentage of customer retention • Percentage of customers complaints received and resolved • Percentage of TanTrade services promoted and publicized
	G.	TanTrade's performance improved;	Improved staff working competence and staff welfare	<ul style="list-style-type: none"> • Percentage of staff trained • Percentage of automation of HR functions • Percentage of employees receiving regular performance feedback • Percentage of employee retention rate • Staff satisfaction rate • Percentage of audit findings resolved by the deadline;
			Financial stability	<ul style="list-style-type: none"> • Percentage increase of revenue generated from services offered by TanTrade per year; • Percentage of cost recovery ratio; • Percentage of revenue remitted as CF
			Increased efficiency and effectiveness in service delivery	<ul style="list-style-type: none"> • Percentage of level of automation of TanTrade services • Percentage improvement on response time to service client as result of automation • Permanent Office building designed and developed

4.6 Requirements of implementing Strategic Plan

Based on the past performance and experience of the third strategic plan (SP3), the total financial requirements for the Strategic Plan for the five years are estimated at TZS 91 billion as shown in the Table below: -

Table 9: TanTrade Strategic Plan Budget 2021/2022 - 2025/2026

CODE	OBJECTIVE	Estimated Budget Per Year 2020/2021-2025/2026					TOTAL
		2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	
A	Corruption practices eradicated and good governance strengthened;	12,770,000	111,490,000	167,235,000	334,470,000	1,003,410,000	1,505,115,000
B	HIV / AIDS Infections and Non-Communicable Diseases reduced and supportive services provided;	32,350,000	45,650,000	91,300,000	136,950,000	273,900,000	410,850,000
C	Competitiveness of Tanzanian enterprises achieved;	325,932,500	240,850,000	488,898,750	1,466,696,250	4,400,088,750	6,600,133,125
D	Market opportunities for Tanzania products exploited;	2,197,311,703	1,646,005,000	2,469,007,500	4,938,015,000	14,814,045,000	22,221,067,500
E	Market systems integrated, monitored and regulated;	506,510,000	409,900,000	1,013,020,000	2,026,040,000	6,078,120,000	9,117,180,000
F	Operational and Business processes improved; and	1,990,086,279	1,857,250,500	2,785,875,750	5,014,576,350	15,043,729,050	22,565,593,575
G	TanTrade's Performance improved.	4,552,526,507	5,747,186,050	8,620,779,075	12,931,168,613	19,396,752,919	29,095,129,378
TOTAL		9,617,486,989	10,058,331,550	15,636,116,075	26,847,916,213	61,010,045,719	91,515,068,578

4.6.1 Source of Revenue

It is anticipated that financial resource for the Corporate Strategic Plan shall be secured from three main sources. These are: -

Table 10: Source of Revenue for the Strategic Plan 2021/22 to 2025/26

No	Category	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	TOTAL
1 Government Subvention							
1.1	Personal Emoluments (Pi	2,762,070,508	3,159,661,550	4,739,492,325	7,109,238,488	10,663,857,731	28,434,320,602
1.2	Development (DEV)	1,400,000,000	1,000,000,000	1,400,000,000	1,540,000,000	2,310,000,000	7,650,000,000
1.3	Expo Supports	2,049,676,320	0	200,000,000	200,000,000	3,074,514,480	5,524,190,800
SUB-TOTAL		6,211,746,828	4,159,661,550	6,339,492,325	8,849,238,488	16,048,372,211	41,608,511,402
2 Income From Internal Sources							
2.1	DITF Space Rent	2,824,827,716	3,382,982,584	5,074,473,876	5,581,921,264	6,307,571,028	25,178,637,653
2.2	DITF Gate collection & Car parking	801,648,681	881,813,549	1,146,357,614	1,260,993,375	1,387,092,713	5,477,905,932
2.3	Sectoral & Trade Fairs	130,000,000	195,000,000	292,500,000	438,750,000	658,125,000	987,187,500
2.4	Regulation fees of Trade Fairs & Exhibitions	190,000,000	285,000,000	427,500,000	641,250,000	961,875,000	1,442,812,500
2.5	Off Fair and functional Halls Rentals	450,000,000	675,000,000	1,012,500,000	1,518,750,000	2,278,125,000	3,417,187,500
2.6	BSB service & Trade Information	1,500,000	2,250,000	3,375,000	5,062,500	7,593,750	11,390,625
2.7	DITF Sponsorship and Other Incomes	700,000,000	1,050,000,000	1,575,000,000	1,732,500,000	1,905,750,000	1,924,807,500
SUB TOTAL		5,097,976,397	6,472,046,133	9,531,706,490	11,179,227,139	13,506,132,491	47,915,036,156
Donor Support and Other Sources							
	Donor Support and Other Sources	0	0	400,000,000	600,000,000	780,000,000.00	1,780,000,000
SUB TOTAL		0	0	400,000,000	600,000,000	780,000,000	1,780,000,000
GRAND TOTAL		11,309,723,225	10,631,707,683	16,271,198,815	20,628,465,626	30,334,504,702	91,515,068,587

(a) **Government Subventions-**

The Government will continue to finance remuneration of TanTrade's staff workforce as well as some of the trade development programmes and finance Expo 2025 by 42 percent.

(b) **Internally Generated Revenues**

It is expected that some of TanTrade's activities will be financed by revenue from day-to-day operations, particularly revenues from DITF, Sector Exhibitions, Hall rental fees, Offseason rentals, Training, Consultancy Services and other sources of revenue by 56 percent.

(c) **Development Partners**

It is expected that development partners will continue to play a key role in co-financing some of TanTrade activities such as capacity building training program. TanTrade will continue to prepare proposals and involve development partners and other agencies in co-funding the implementation of various trade development projects by 2 percent.

4.6.2 Human Resources

Generally, TanTrade has a reasonable human capital to implement this Strategic Plan albeit the shortage. Currently, TanTrade has 110 employees who make 73 per cent of the estimated 150 number of employees who are required for the Authority to operate at its full capacity.

According to recruitment trend over the years, the 135 number of employees may be attained by the end of financial year 2025/2026. That is the reason as to why this Plan entails improvement of human resource as one of the strategic issues. This will include increasing the number of employees and improving technical capacity of existing employees. Sixty eight percent (76 per cent) of the existing staff hold higher education degrees (40 have Master's degrees, 5 have post graduate diploma and 39 have Bachelor degrees) of different disciplines, while 34 percent have lower levels of education (Diploma - 10, certificates - 8 and secondary/ primary - 8).

Similarly, the strategic direction of HRM for the period 2021-2026 shall focus on recruiting and retaining qualified staff, and ensuring that the manpower retention scheme is in place. This will aim at minimizing staff turnover, and increasing productivity as well as and maintaining the integrity and credibility of the Authority. Steady staff development shall also entail the recruitment and capacity building of young professionals for which short-term training and exchange programmes and partnerships will be established worldwide with other research institutions and centres of excellence.

4.6.3 Physical Resources Requirements

TanTrade headquarters office is located on plot no 436 Block A, at Mwl. J. K. Nyerere Trade Fair Ground, Kilwa Road in Dar es Salaam, Zanzibar Office is located at Malindi Street and Dodoma Office located in Kilimo IV Building. Thus, TanTrade strategically positioned in the country's commercial capital within easy reach of Central Government and other key stakeholders and partners. Plans are underway to establish zonal office in Arusha, Mwanza and Mbeya in order to bring services closer to the people. This geographical proximity to the key stakeholders helps TanTrade to fulfill more efficiently its responsibilities. The long-term plan is to equip all offices with appropriate working facilities including fleet of vehicles for operations

4.7 Risk Plan and Assumptions

Implementation of the Plan is based on the assumption that, the government, private sector and development partners would provide concrete support to TanTrade and the business community it serves. The support will strengthen TanTrade's capacity to effectively develop internal and external trade. It is also hoped that the political and economic framework will produce sufficient economic opportunities for trade development in the country. This is a key aspect that will contribute to TanTrade's success will be the ability to accomplish planned activities within an agreed timeframe and ensuring outputs are translated to effectively develop and promote trade in Tanzania.

It is also assumed that TanTrade will secure sufficient financial resources from the government, development partners and from her own sources to finance planned activities. Furthermore, TanTrade will have the capacity to equip its staff with the required skills to handle multiple responsibilities in order to deliver the best quality of services to the community. Similarly, the Board of Directors will provide technical and moral support for the organization to achieve its objectives. Furthermore, it is assumed that TanTrade will direct its financial and human resources to achieve the desired outputs.

Noticing that the risks in the operating environment are substantive, this Plan has designed a broad risk management/ mitigation plan will be prepared and any subsequent operational plans deriving from this plan will have a detailed risk mitigation plan. The table below shows the broad plan:

Table 11: Risk Assessment and Mitigation

Risk	Priority	Mitigation measure
Poor plan implementation	High	Close monitoring and tie performance to agreed performance outcome
Lack of Political goodwill	High	Strong lobbying for political goodwill and issue-based decisions
Inadequate	High	Envisaged independent status of TanTrade to

management systems		institute proper management system
Poor communication	Medium	Prepare and implement a communication strategy to ensure effective information flow
Lack of ownership	Low	Consultation and involvement of stakeholders at all stages of strategy formulation and implementation

4.8 Key Success Factors

TanTrade through her predecessor BET has worked diligently over the years to provide service to the business community and has managed to establish a reputation as a credible and customer-focused organization. This is partly the result of the TanTrade Management and dedicated staff in fulfilling their responsibilities. One of our outstanding key successes is Clean Certificate of Dar es Salaam International Trade Fair by UFI as one of the best trade fair organizers in the world.

TanTrade Board of Directors and partners have tirelessly worked to provide strategic directions to meet the challenging and changing needs of business community while respecting and maintaining the TanTrade Core values. Every person at TanTrade has a high stake in TanTrade success. The expectations of the business community and entire nation are very high based on the fact that TanTrade is center of excellence for trade development. It is in this context; TanTrade has identified the following as key factors for the success;

i. High-quality Service

TanTrade will maintain total commitment to high-quality services;

ii. Maintain a sharp Focus of Trade Development

TanTrade as a centre for excellence for Trade Development in Tanzania will maintain its credibility;

iii. Remain Relevant

TanTrade will strive to remain relevant to the services offered to the business community and respond on time to their emerging challenges;

iv. Financial Strength

TanTrade will ensure programs; operation and activities are adhered to the best financial management practices, rules, regulations and policies.

v. Governance and Management

TanTrade believes in teamwork, mutual respect, innovation, excellence and commitment to quality service delivery. TanTrade will pursue a clear organization vision and ensure it is shared by staff, board, and partners and adhere to core values, best management and governance practices and an effective and an efficient organizational structure.

vi. Talented and Experienced Team

TanTrade is recognizing that staff is the number one asset and most important resources. Is therefore, committed to attract, retaining and motivate qualified staff members through our compensation strategy and policies, a positive work atmosphere, staff development opportunities and effective human resources management policies and procedures.

4.9 Monitoring, Reviews, and Evaluation Plan

4.9.1 Monitoring Plan

The Monitoring Plan matrix consists of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and the Directorate/Unit responsible for data collection, analysis, and reporting. This Plan comprises 96 indicators which will be tracked quarterly and reported on an annual basis. The monitoring and evaluation plan is detailed below;

Table 12: Monitoring Plan Matrix

Objective	S N	Indicator and its Description	Baseline Year 2020	Indicator Target Value					Data Collection Instruments, Methods of Analysis and Means of Verification				Frequency of reporting	Responsibility
			Value	Y1	Y2	Y3	Y4	Y5	Data Source	Instrumen t &methods	Frequency of data collection	Means of verificatio n		
HIV/AIDS &NCD	1.	HIV/AIDS and NCDs prevalence rate	0	-ve	-ve	-ve	-ve	-ve	Staff	Survey	Annually	Report	Once	DCS
	2.	Percentage of Staff LHIV and non-communicable diseases provided with care and support	0	70%	80%	90%	100%	100%	Staff	Survey	Annually	Report	Once	DCS
	3.	Perception of staff on quality of supportive services	0	70%	80%	90%	100%	100%	Staff	Survey	Annually	Report	Once	DCS
Ant Corruptio n	4.	Percentage of corruption likelihood index	100%	100%	100%	100%	100%	100%	Staff	Survey	Annually	Report	Once	DCS
	5.	Number of reported corruption cases and compliance incidences	0	0	0	0	0	0	Staff	Survey	Annually	Report	Once	DCS
Competitiveness of Tanzania Enterprises achieved	6.	Number of companies/ enterprises trained on business export skills and linked to Business Development Services (BDS) / Finance/ technology	850	1,000	1,200	1,500	1,700	2,000	Trainees	Survey	Quarterly	Reports	Once	DTD
	7.	Number of new enterprises managed to export for the first time;	10	20	30	40	50	60	S/Holde rs	Survey	Quarterly	Reports	Once	DTD
	8.	Increase on companies / enterprise accessing trade and marketing information and trade portal	49,500	55,000	56,500	70,900	85,500	100,000	S/Holde rs	Survey	Quarterly	Reports	Once	DTSS
	9.	MoU have been established and signed with Trade Support Institutions (TSIs), of local and International (Embassies, TPOs, etc)	2	3	6	9	12	15	S/Holde rs	Survey	Quarterly	Reports	Once	DTSS
	10.	Enterprises/company with nation brand mark.	NA	10	10	10	10	10	S/Hold ers	Survey	Quarterly	Reports	Once	DTD
Mar ket Opp ortu nities	11.	Increase Number of trade promotion events organized locally and international per year	5	10	10	10	10	10	S/Hold ers	Survey	Quarterly	Reports	Once	DTP
	12.	Number of enterprises / companies	15,533	25,000	35,300	46,500	53,900	61,500	S/Hold	Survey	Quarterly	Reports	Once	DTP

Objective	S N	Indicator and its Description	Baseline Year 2020	Indicator Target Value					Data Collection Instruments, Methods of Analysis and Means of Verification				Frequency of reporting	Responsibility
			Value	Y1	Y2	Y3	Y4	Y5	Data Source	Instrumen t &methods	Frequency of data collection	Means of verificatio n		
		participated trade promotion events							ers					
	13.	Increase number of enterprises/companies participating DIFT by 20);	3002	20%	40%	60%	80%	100%	S/Holder s	Survey	Quarterly	Reports	Once	DTP
	14.	Increase value of business deals generated as results of trade promotion events organized (30% every year);	13bn	6%	12%	18%	24%	30%	S/Holder s	Survey	Quarterly	Reports	Once	DTP
	15.	Increase number of enterprises facilitated and managed to export in the regional markets of EAC, SADC, AfCFTA, EU, USA, Middle East and other markets	350	420	490	560	630	700	S/Holder s	Survey	Quarterly	Reports	Once	DTP
	16.	Increase number of women and youth accessing TanTrade services such as training, trade fairs, B2B, trade info	1,000	2,000	4,000	6,000	8,000	10,000	S/Holder s	Survey	Quarterly	Reports	Once	DTD
	17.	Percentage increase in share of exports in world markets	0.1%	0.11%	0.12%	0.13%	0.14%	0.15%	BOT reports	Surveys	Annually	Reports	Once	DTP
	18.	Increase number of trade related policy recommendations prepared and submitted to the Government from average of two to 3 per year	2	3	3	3	3	3	S/Holder s	Survey	Quarterly	Reports	Once	DTSS
	19.	Increase participation to the Trade Policy Negotiation meetings from average of 3 to 5 per year	3	5	5	5	5	5	S/Holder s	Survey	Quarterly	Reports	Once	DTSS
Market systems integrated, monitored and regulated	20.	Percentage increase of Business transaction value captured in the system developed and monitored	0	5%	20%	40%	60%	80%	S/Holder s	Survey	Quarterly	Reports	Once	DTP
	21.	Percentage decline of basic goods imports	17.9%	17%	16%	15%	14%	13%	S/Holder s	Survey	Quarterly			
	22.	Value of business deals generated in Trade promotion events organized increased by 20%	510bn	20%	40%	60%	80%	100%	S/Holder s	Survey	Quarterly	Reports	Once	DTP

Objective	S N	Indicator and its Description	Baseline Year 2020	Indicator Target Value					Data Collection Instruments, Methods of Analysis and Means of Verification				Frequency of reporting	Responsibility
			Value	Y1	Y2	Y3	Y4	Y5	Data Source	Instrumen t &methods	Frequency of data collection	Means of verificatio n		
Operational and business process improved	23.	Increase number of investment projects designed and developed per year from average of one to two	1	2	2	2	2	2	S/Holders	Survey	Quarterly	Reports	Once	DTSS
	24.	Number of BIT asset acquired and rehabilitated	9	20%	40%	60%	80%	100%	S/Holders	Survey	Quarterly	Reports	Once	DTSS
	25.	Ultra-modern facilities of Mwl. J. K. Nyerere Trade Fair Ground and TanTrade Office designed and developed.	0	0	0	1	1	1	S/Holders	Survey	Quarterly	Reports	Once	DTSS
	26.	Percentage of cost recovery ratio	50%	55	60%	65%	70%	75%	S/Holders	Survey	Quarterly	Reports	Once	DCS
	27.	Percentage of remittance to the CF	15%	100%	100%	100%	100%	100%	S/Holders	Survey	Quarterly	Reports	Once	DCS
	28.	Revenue growth rate by 20% per year	9bn	20%	40%	60%	80%	100%	S/Holders	Survey	Quarterly	Reports	Once	DCS
	29.	Full automation of all revenue collection streams	100%	20%	40%	100%	100%	100%	S/Holders	Survey	Quarterly	Reports	Once	DCS
	30.	Clean Overall Compliance Ratings by Regulators and Standards Organisations	100%	100%	100%	100%	100%	100%	S/Holders	Survey	Quarterly	Reports	Once	CIA, PMU, LU
Performance TanTrade Improved	31.	Percentage of customer perception survey	100%	100%	100%	100%	100%	100%	S/Holders	Survey	Quarterly	Reports	Once	PAC
	32.	Number of people made aware of TanTrade services	100%	100%	100%	100%	100%	100%	S/Holders	Survey	Quarterly	Reports	Once	PAC
	33.	Increase number customers complaints received and resolved	100%	100%	100%	100%	100%	100%	S/Holders	Survey	Quarterly	Reports	Once	PAC
	34.	Percentage of audit findings resolved by the deadline	100%	100%	100%	100%	100%	100%	S/Holders	Survey	Quarterly	Reports	Once	CIA
	35.	Percentage of staff trained professional skills	104	20%	40%	60%	80%	100%	S/Holders	Survey	Quarterly	Reports	Once	DCS
	36.	Percentage of employee satisfaction rate	100%	100%	100%	100%	100%	100%	S/Holders	Survey	Quarterly	Reports	Once	DCS

Objective	S N	Indicator and its Description	Baseline Year 2020	Indicator Target Value					Data Collection Instruments, Methods of Analysis and Means of Verification				Frequency of reporting	Responsibility
			Value	Y1	Y2	Y3	Y4	Y5	Data Source	Instrumen t &methods	Frequency of data collection	Means of verificatio n		
	37.	Percentage of employees receiving regular and grievance resolved	100%	80%	100%	100%	100%	100%	S/Hold ers	Survey	Quarterly	Reports	Once	DCS
	38.	Percentage of employee retention rate.	100%	100%	100%	100%	100%	100%	S/Hold ers	Survey	Quarterly	Reports	Once	DCS
	39.	Gender and people with disability inclusivity adhered	100%	100%	100%	100%	100%	100%	S/Hold ers	Survey	Quarterly	Reports	Once	DCS

4.9.2Planned Reviews

In the course of implementing this Strategic Plan, it is planned to carry out ten (10) formal reviews, that is (5) midyear reviews and five (5) annual reviews. The reviews which will be based on total 29 pre-planned milestones will focus on determining whether the planned activities are implemented towards achieving the annual targets. In addition, the review will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt during the year and assess to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective directors will take a lead in the review process. The specific planned reviews, milestones timeframes and the responsible Directorates/Units are annexed.

4.9.3Evaluation Plan

Evaluation Plan consists evaluation studies to be conducted during the Strategic Planning Cycle, description of each study, evaluation questions, methodology, timeframe, and the responsible Directorate/Unit. TanTrade intends to conduct four (4) evaluation studies over the period of two years with a total of 21 evaluation questions. The evaluation studies intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the strategic plan's outputs. The Evaluation Plan matrix is detailed below:

Table 13. Evaluation Plan

No	Evaluation Study	Description	Evaluation Study Questions	Methodology	Timeframe	Resp. Person
1.	Study on effectiveness of strategies used to develop and promote strategies	This study intends to measure the impact of TanTrade strategies used to develop and promote in the country	(i) What is the scope of the intervention? (ii) What types of strategies used to develop and promote strategies to private sector? (iii) What are the challenges facing implementation of trade promotion strategies programs? (iv) What need to be done to improve these programs? (v) Are the programs cost effective? (vi) How do stakeholders perceive the quality of strategic interventions being carried out? (vii) Are the interventions achieving the intended outcome?	Survey	2023/2024	DTSS
2.	Service delivery survey	This study intends to indicate the perception of external stakeholders on quality of services delivered by TanTrade	(i) Are the stakeholders satisfied with the quality of services? (ii) Are the services delivery strategically effective? (iii) Are the mechanisms for engaging TanTrade stakeholders effective? (iv) What are the areas for improvement?	Survey	2023/2024	PAC
3.	Study on the effectiveness of HIV/AIDS supportive services	This study intends to measure the effectiveness of HIV/AIDS supportive services provided by TanTrade	(i) Is the HIV/AIDS infection rate reduced? (ii) Are HIV/AIDS supportive services improved	Survey	2023/2024	DCS
4.	Self-assessment	This study intends to indicate the perception of staff on capacity and performance of TanTrade.	(i) Is the TanTrade leadership capable? (ii) What is the management style? (iii) How is the quality of organizational policies and strategies? (iv) How are organizational resources managed? (v) Are the staff satisfied with the HR practices? (vi) Are the business processes effective? (vii) Is the mechanism for engaging TanTrade stakeholders effective? (viii) What are the areas for improvement?	Survey	2023/2024	DTSS

4.9.4 Reporting Plan

Reporting Plan covers the internal and external reporting systems. The reporting plan is in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time.

4.9.4.1 Internal Reporting Plan

This plan will involve preparation of various reports. These reports will be prepared on weekly, monthly, quarterly, annually or on demand basis as may be required from time to time by Zones, Sections, Units and Departments. The Reporting Plan is detailed below:

Table 14: Internal Reporting

No	Type of Report	Recipient	Frequency	Responsible Person
•	Section Reports	MIT &TR	Quarterly/Semi-annual	DG
•	Directorate/Unit Report	CAG	Annually	DG
•	Annual Reports	MIT&TR	Annually	DG
•	Quarter Report	Development Partners	Quarter & annually	DG
•	Annual Report	MIT &TR	Annually	DG

4.9.4.2 External Reporting Plan

This plan will involve preparation of five types of reports namely; Performance Reports, Financial Reports, Annual Reports, Project Reports and two years Outcome Report. All the reports will be submitted to the Ministry of Industry and Trade from which the reports will be directed to various external stakeholders such as The Ministry of Finance, Prime Minister's Office, Treasurer Registrar, Controller and Auditor General, Development Partners, the Parliament and the General Public. The reports will be prepared on quarterly, Semi - annually and annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed from time to time, as well as the Government Performance reporting requirements as stipulated in the Medium-Term Strategic Planning and Budgeting Manual.

Table 15: External Reporting Plan

No	Type of Report	Recipient	Frequency	Responsible Person
1.	Performance Reports	MIT &TR	Quarterly/Semi-annual	DG
2.	Financial Statements	CAG	Annually	DG
3.	Annual Reports	MIT&TR	Annually	DG
4.	Project Reports	Development Partners	Quarterly & annually	DG
5.	Outcome Report	MIT &TR	annually	DG

4.10 Relationship between Results Framework and Reporting Arrangements

4.10.1 Level 1- Inputs

The first level of the Results Framework tracks the allocation and use of resources on various activities. Resources availability will be reviewed on monthly basis and will be reported on respective implementation reports. At this level, indicators will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff, information flow between various levels, time spent on resolving problems, quality and timeliness of decisions making, predictability of resource flows and the alignment of resource flow between activities and outputs.

4.10.2 Level 2 - Activities

The second level of the Results Framework focuses on the realization of activities and the linkage between activities and outputs. At this level, indicators will focus on the processes, activities programming, and timeliness of implementation. Activities will be reviewed on monthly basis and will be reported in respective implementation reports. The reports will focus on the quality and timeliness of the activities implemented and will inform corrective action to be taken if the activities are not being implemented on time, of expected quality, and if activities are not contributing to the outputs.

4.10.3 Level 3 - Outputs

The third level of the Results Framework tracks the realization of the outputs that TanTrade produces and which are attributed solely to TanTrade. The outputs at this level will be measured by output indicators. The milestones and data collection and analysis will be done quarterly. Outputs or milestones which have a significant impact on the achievement of the objectives will be reviewed quarterly and will be reported quarterly reports. The reports will focus on how the outputs realized deliver the outcomes and will inform corrective action to be taken if the outputs are not being delivered effectively or are not contributing to projected outcomes.

4.10.4 Level 4 - Outcomes

The fourth level of the Results Framework tracks the realization of the planned outcomes specified for each objective, though achievement of these outcomes may not be attributed to TanTrade alone as there will be several players contributing to these outcomes. These planned outcomes will be measured by outcome indicators whose data collection and analysis will be done annually. The outcome indicators at this level are reported in the annual report or the Two-Year Outcome Report. The annual reports and the two-year outcome reports will be based on either sector or specific evidence established by the studies using national statistics. The reports focus on benefits delivered to TanTrade's clients and other stakeholders.

Annex 1- TanTrade Strategic Plan Matrix - 2021/22 - 2025/2026

CODE	OBJECTIVE	STRATEGY	TARGETS	ACTIVITY	OUTPUTS	OUTCOME	KPI	IMPACT	WHO
A.	HIV / AIDS infections and NCDs reduced and supportive services provided;	<ul style="list-style-type: none"> Prepare and implement preventive and supportive program Sensitization program on HIV/NCD 	Preventive and supportive programs developed and implemented by June,2026	<ul style="list-style-type: none"> Prepare TANTRADE Policy to protect employees against HIV/AIDS and non- communicable diseases, and Provide support to staff to reduce and prevent HIV/AIDS and NCDs, and Coordinate awareness seminars and workshop on HIV/AIDS and non-communicable diseases 	<p>Number of staff LHIV, NCD identified</p> <p>Types of support services provided</p> <p>Number of staff participated seminars</p>	<p>Morbidity rate reduced</p> <p>Supportive service provided</p> <p>Number of staff LHIV improved work performance</p>	<ul style="list-style-type: none"> Number of new reported cases on HIV/AIDS and NCDs Percentage of Staff LHIV and non-communicable diseases provided with care and support Perception of staff on quality of supportive services 	Active and Efficiency work force	DCS
B.	Corruption practices eradicated and good governance strengthened	<p>Strengthen Anti-corruption campaign and measures</p> <p>Adhere to the core values</p>	Anti-corruption and good governance interventions implemented by June 2026	<ul style="list-style-type: none"> Prepare Anti-Corruption Policy to guide the process to combat corruption behavior within business Societies; Coordinate awareness campaign and implement program to promote good governance amongst staff, Business operators, Supporters and regulators. 	<p>Number of staff sensitized on ethical and ant-corruption practices</p> <p>Number of staff participated in different programs of anti-corruption.</p>	<p>Positive behavior changes of TanTrade Staff</p> <p>Improved transparency and accountability</p>	<ul style="list-style-type: none"> Percentage of corruption likelihood index Number of reported corruption cases and non compliance incidences 	Zero tolerance to corruption	DCS

CODE	OBJECTIVE	STRATEGY	TARGETS	ACTIVITY	OUTPUTS	OUTCOME	KPI	IMPACT	WHO
C.	Competitiveness of Tanzanian enterprises achieved	Strengthen services to support enterprises growth;	Capacity Building to support enterprise growth Strengthened by June, 2026	Organize and coordinate programs that will strengthen enterprises growth and competencies (couching, mentoring, meetings, forum, trainings) Organize business clinic sessions to address business challenges	Number of producer clusters strengthened and formed Number of enterprises trained Number of training sessions organized Number of producer group formed	Enterprise's sales increased	<ul style="list-style-type: none"> Number of new enterprises managed to export for the first time and business value transacted; Number of companies and enterprises trained and/linked to TSI 	Contribution of trade to GDP improved	DTD
		Strengthen integrated trade research, market intelligence and collaboration with key stakeholders;	Flow of trade information and market intelligence improved by June 2026	<ul style="list-style-type: none"> Design program to collect, analyse and disseminate domestic market related information and disseminate; Conduct foreign market research and asses export markets potentials, Organize meetings to strengthen collaboration between TanTrade and exports promotion institutions (TPO) and LGAs for exchange of information, joint 	<ul style="list-style-type: none"> Number of Sources of trade information subscribed; Number Markets and products researches conducted Number of Market profiles prepared 	Improved flow of trade information and market intelligence	<ul style="list-style-type: none"> Increase number companies and enterprise accessing trade information Value of business generated from opportunities shared Number of MOU signed and operationalized 	Increased awareness on market opportunities and procedures	DTSS

CODE	OBJECTIVE	STRATEGY	TARGETS	ACTIVITY	OUTPUTS	OUTCOME	KPI	IMPACT	WHO
				intervention and other collaborations;					
		Initiation of National Brand to promote locally produced goods both in local and international markets	Nation product brand mark introduced by June 2026	<ul style="list-style-type: none"> Conduct programs promote locally produced goods in foreign and local markets (fairs, B2B). 	Brand mark designed Number of meeting held	Increased Consumption of internally produced goods stimulated and Market linkages between formal sector and informal sector created	Number of companies with nation brand mark and or sectorial marks .	Increased visibility of Tanzania products brand in local and international markets	DTD
D.	Market opportunities for Tanzania products exploited;	Strengthen market access and entry strategies;	Market promotion to broaden export base developed and strengthened by June 2026	<ul style="list-style-type: none"> Organize and coordinate program for Trade promotion events including trade fairs, Expo, tour, research, B2B, business missions, sectoral exhibitions within and outside the country. Coordinate and organize the Dar Es Salaam International Trade Fair (DITF); Participate in joint permanent Commissions (JPCs) with partner countries; 	Sustainable markets for Tanzanian products obtained	Percentage increase of exports	<ul style="list-style-type: none"> Percentage increase of export value of products promoted Number of trade promotion programs organized locally and international Number of enterprises and companies participated trade promotion events locally and internationally Increase number of enterprises and companies participating DTIF 	Increased Share of trade in GDP;	DTP
		Strengthening cross border trade with neighboring countries and	Cross Border Trade facilitation strengthened by June, 2026	<ul style="list-style-type: none"> Organize and coordinate programs to promote cross border and intra Africa regional trade; 	Number of JBC established, JBCs meetings	Increased cross border trade flow;	<ul style="list-style-type: none"> Percentage increase of Tanzania share of regional trade; Number of women and youth accessing regional 	Improved cross border compliance;	DTP

CODE	OBJECTIVE	STRATEGY	TARGETS	ACTIVITY	OUTPUTS	OUTCOME	KPI	IMPACT	WHO
		strategic trading partners;		<ul style="list-style-type: none"> Coordinate and organize program to promote Joint Border Committee (JBC); Design program to promote Women and youth Entrepreneurs into regional trade 	conducted;		markets (AfCFTA) <ul style="list-style-type: none"> Value of priority products facilitated to secure export deals 		
		Provide policy advice to improve business environment	Multilateral, regional, bilateral trading policies and negotiation meetings participated by June, 2026.	Organize and participate to Trade policy related meetings, conferences, fora, dialogues and sessions to discuss policy issues; Prepare policy briefs and reports;	Number of meetings organises to discuss specific sub sector policy related issue; Policy briefs prepared and submitted for change;	Predictable and stable business environment	<ul style="list-style-type: none"> Increase number of trade related policy recommendations prepared and submitted to the Government from average of two to 3 per year Increase participation to the Trade Policy Negotiation meetings from average of 3 to 5 per year; 	Improved doing business environment;	DTSS
E.	Market systems integrated, monitored and regulated	Enhance domestic market systems;	Domestic market operations systems developed and monitored by June, 2026	<ul style="list-style-type: none"> Design and develop digital marketing systems and operationalize, Coordinate activities which will facilitate formalization of informal traders (trainings, meetings). Organize and coordinate programs on regional markets awareness to enable local producers to access such markets (B2B, trade fairs, trade 	Number of tools developed to monitor market operations Number of traders (brokers at markets centers) registered and formalized; Number of	Production value chains and market systems are integrated;	Value of business truncation captured in system developed and or monitored	Sustainable market for Tanzanian products	DTP

CODE	OBJECTIVE	STRATEGY	TARGETS	ACTIVITY	OUTPUTS	OUTCOME	KPI	IMPACT	WHO
				missions and exposure tour);	System to monitor e-commerce platforms developed Number of participants in the workshop/seminar organised;				
		Promote best practices on internal market operations	Program to promote value addition and domestic productive capacity developed and implemented by June 2026	<ul style="list-style-type: none"> • Develop program to collaborate with RS and LGAs to promote market of their priority value chains; • Program to promote Buy Tanzania Build Tanzania Initiatives • Establish linkages with commodities exchange centers/markets • Design program to integrate trade and other sectors 	Number of RS and LGA engaged Number of companies benefited Number of value chains developed Number of System to monitor e-commerce platforms developed;	Domestic linkages across regions and value chains	Percentage decrease of value of basic imported goods	Strengthened domestic markets operations	DTD

CODE	OBJECTIVE	STRATEGY	TARGETS	ACTIVITY	OUTPUTS	OUTCOME	KPI	IMPACT	WHO
		Regulate and monitor trade promotion events;	Trade promotion events identified, registered and regulated by June, 2026.	<ul style="list-style-type: none"> Develop standard guidelines for trade promotion events; Prepare, approve and disseminate trade fair regulations and guidelines Register and monitor trade promotion events organized within the country and outgoing trade missions organized by Tanzanian companies, 	<p>Number events and organizers registered</p> <p>Exhibition calendar maintained</p> <p>Exhibitors database maintained</p>	Promote trade promotion events compliance with the law	Value of business deals generated or transacted out of Trade promotion events authorized	Improved quality of exhibition sector in the country.	DTP
F.	Operational and Business process improved	Initiate investment project	Investment Projects initiated and implemented by June 2026	Design, develop and manage investment projects,	<p>Number of Project designed,</p> <p>Number BIT assets acquired and rehabilitated</p>	Business centres and trade fair facilities Ultra-Modern Trade Fair Facilities of Mwl J. K. Nyerere Developed	<ul style="list-style-type: none"> Ultra-modern facilities of Mwl. J. K. Nyerere Trade Fair Ground developed and operational; TanTrade Office designed and developed. Number of BIT asset acquired, rehabilitated and operational 	Increased availability of trade support facilities for revenue generation;	DTSS
			Planning, Monitoring and Evaluation Facilitated by June, 2026	<p>Coordinate preparation of plans and reports</p> <p>Monitor and evaluate all projects and activities</p>	<p>Number of planned developed, monitored and evaluated</p>	Efficiency and effectiveness	Percentage completion of the planned activities and projects	Work efficiency and performance improved	DTSS
		Enhance efficiency in the organization	Compliance with laws, regulations, directives, and standards	Coordinate and advise oversee compliance of the law, regulations, directives, and standards	Compliance with Government laws and directives	Increased appreciation of corporate services	Clean Audit report		LU

CODE	OBJECTIVE	STRATEGY	TARGETS	ACTIVITY	OUTPUTS	OUTCOME	KPI	IMPACT	WHO
			enhanced by June, 2026						
			Procurement procedures adhered by June, 2026	Prepare procurement plan and manage the procurement process of the institution			Decrease of amount of noncompliance on procurement process Percentage audit findings resolved by the deadlines		PMU
			Assurance of the authenticity of operations provided by June, 2026	Conduct auditing activities and provide the advice to mitigate operational risks			Clean Overall Compliance Ratings by Regulators and Standards Organisations		CIA
			Corporate image built and maintained by June, 2026	Design and coordinate program to promote TanTrade image to the public and retain customers	Service delivery improvement	Increased appreciation of good corporate	Percentage increase of TanTrade customers Percentage of customer perception survey;		PAC
G.	TanTrade's performance improved	Provide quality services	Human Resource capacities developed, and administrative services enhanced by June, 2026	<ul style="list-style-type: none"> Design and improve HR instruments Design and coordinate program to enhance human resources capacities and welfare Provide administrative facilities, Procure working equipment's to ensure good working environment to employees, 	Effective and efficient human capacity	Improved staff working competence; Competitive service delivery	<ul style="list-style-type: none"> Percentage of staff trained; Percentage of employees receiving regular and grievance resolved Percentage of employee retention rate. Gender and people with disability inclusivity adhered; Percentage of audit findings resolved by the deadline; Staff satisfaction rate; 	Work efficiency and performance improved	DCS

CODE	OBJECTIVE	STRATEGY	TARGETS	ACTIVITY	OUTPUTS	OUTCOME	KPI	IMPACT	WHO
		Provide quality services	ICT services to support business operation strengthened by June, 2026.	<ul style="list-style-type: none"> Supervise programs to automate TanTrade services and update existing services Provide continuous ICT support TanTrade operation 	Improve service delivery	Increase efficiency in service delivery	<ul style="list-style-type: none"> Percentage of level of automation of TanTrade services Percentage improvement on response time to service client as result of automation 	Improve customer satisfaction	MIT
		Prudential Financial practices Strengthen ability to generate financial resources	Financial practice and sustainability maintained by June, 2026	<p>Oversee, implement and supervise TanTrade financial regulation</p> <p>Design and implement revenue collection strategies and techniques</p>	Improved financial management	Financial stability	<ul style="list-style-type: none"> Percentage of cost recovery ratio; Percentage increase in revenue earned per year against the expected revenue Proportion of employee costs to operating revenue Percentage of revenue collected remitted as CF 	Self sufficient	DCS

Annex 2: Performance achievement in five years of the SP3

Targets	Achievements	Not Accomplished	Constraints	Way Forwards
<p>Capacity Building to support MSMEs Competitiveness growth Strengthened by June 2021.</p>	<ul style="list-style-type: none"> Total of 7,239 MSMEs dealing with honey, sunflower, leather, textile, spices and food processing; honey, horticulture, minerals, sub-sectors were from Dar es Salaam, Geita, Mbeya, Kigoma, Kagera, Mara, Arusha, Kilimanjaro, Tanga, Shinyanga, Simiyu, Arusha, Manyara, Morogoro and Zanzibar trained on issues related to marketing, business management, quality, packaging, branding, the business management skills and compliances on business formalization. Additionally, need assessment to formalize and commercialize local brewing process of portable spirit in Karagwe District on which 172 brewers were assessed; 137 farmers (37 cassava leaves processors, 56 spices farmers and 44 Women in Cross border regions) were equipped with business and marketing skills. 	<p>Training on export readiness.</p>	<p>Insufficient financial resources.</p>	<p>Introduce programs with cost sharing models in order address issue of insufficient funding to run the programs</p>
<p>Business Formalization of informal trade for the SMEs development facilitated by June, 2021.</p>	<ul style="list-style-type: none"> <i>Tanzania Business Clinic</i> was launched on 4th July 2018 and is coordinated by TanTrade in collaboration with multi-disciplinary experts from more than 25 Public and Private Business Support and Trade Facilitations and Agencies in the country. The pool of experts identifies the challenges and then appropriate treatment plan is advised to address the problem, fix the symptom or provide treatment. Business Clinic service has been offered on various events including nine (9) trade fairs organised in six (6) regions. More than 1,603 enterprises have accessed the services and 1,583 business challenges were presented and among those 967 challenges have been addressed and long-term plans are designed to address other challenges which require policy and structural changes; whereas 173 SMEs succeeded to obtain TIN and loan from NBC Bank, quality label, open bank accounts, register business name and tax education; 	<p>Formalization training and compliance requirement were addresses to limited number of sub sector of the economy.</p>	<ul style="list-style-type: none"> Insufficient financial resources; and Training program were stopped due to threats posed by COVID-19. 	<ul style="list-style-type: none"> Allocate sufficient financial resources; Rescheduled in the next SP4; and Such program is endless as there are new entry in business.

Targets	Achievements	Not Accomplished	Constraints	Way Forwards
National Brand and consumption of domestically produced goods and services stimulated and promoted by June 2021.	<ul style="list-style-type: none"> • Training program on techniques of branding, marketing and packaging conducted to 250 artists including 100 musicians; • 54 producers of sunflower were able to label and brand their products at Mtwara and Lindi; • One label known as Zan-Anchovies logo - Class 29 registered to be used in the sardine's market; • Spice Brand Mark was initiated where all spices exported outside the country shall have specific brand; and • 18 SMEs of honey processors were improved their products packaging and branding. 	National branding framework and guidelines have not been prepared	<ul style="list-style-type: none"> • Insufficient financial resources; • Absence of National Branding Policy and branding expert; and 	<ul style="list-style-type: none"> • Preparation of National Branding Policy; • Strengthening coordination of other stakeholder's initiatives;
Market systems and best marketing practices enhanced and promoted by June 2021	Three marketing systems were identified and its operations were assessed	<ul style="list-style-type: none"> • No program was designed to monitor market operations 	Insufficient financial resources	<ul style="list-style-type: none"> • Design system to monitor market operations to ensure efficiency
Linkage with key stakeholders to promote value addition, processing and manufacturing established and strengthened by June 2021.	<ul style="list-style-type: none"> • 70 SMEs fruits, spices and grains industries were link to trade service providers for value addition; • Nine (9) consultative sectoral meetings, special seminar and the matchmaking were conducted and compliance issues were resolved; • 300 cassava farmers and processors were linked with seven (7) processing industries and 9 buyers of cassava products; • Market opportunities for 950 tons of raw cassava, 250 tons of dried cassava and 100 tons of cassava flour obtained; and • 20 cassava processing machines were distributed to 20 cassava farmers groups in Tanga and Coastal Regions by Darcanton Investment Ltd and Darlion Investment Co. Ltd. 	No sustainable foreign buyers were identified	Insufficient financial resources.	Work in collaboration with sector association and development partner of the sector.
Trade related market research and intelligence systems strengthened by June 2021	<ul style="list-style-type: none"> • 18 agricultural products market survey were conducted (peas and beans, honey, banana, cashew-nut, maize, rice, cassava, hides and leather, commercial crafts, textile garments and batiki, spices, coffee, tobacco, tea, fruits (avocado), sisal and products, sunflower and its market intelligence information were shared and disseminated to 	<ul style="list-style-type: none"> • Marketing survey for some crops of potential for value addition along value 	Timely availability of financial resources	<ul style="list-style-type: none"> • Allocation of enough Budget; and • Rescheduled in the next SP.

Targets	Achievements	Not Accomplished	Constraints	Way Forwards
	<ul style="list-style-type: none"> the stakeholder; and Foreign market; foreign buyers were identified of cashew nuts, cotton, pyrethrum, tea, coffee, maize, tobacco, trees, honey, spices, cocoa were conducted and results were shared with suppliers. 	<ul style="list-style-type: none"> chain need to be more studied. 		
Market promotion to broaden export base developed and strengthened by June 2021	<ul style="list-style-type: none"> TanTrade managed to facilitate 332 companies to participate into international trade fairs and trade missions for market entry in China, Germany, France, UEA, South Africa, Kenya, Mozambique, Rwanda, Uganda, Eswatin, Zambia, Malawi, DRC and Burundi. The companies were able to promote and establish sustainable exports orders for their products such as gemstones, minerals, cotton, tobacco, cashew nuts, cassava, fruits, vegetables and meat; beverages and other food processed products, construction materials, matrices, home appliance and plastics products. Likewise in strengthening domestic markets Five (5) Dar es Salaam International Trade Fair (DITF) events were organised where by 14,858 local companies, 2020 foreign companies from 2,578 countries participated to promote goods, services and technologies to more than 1,262,653 visitor majority from East and Central Africa in the period of four (5) years, Four (4) Tanzania Industrial Product Exhibition (TIPE) events organized where a total of 2033 companies participated to showcase industrial products and associated services to enhance domestic markets for Tanzanian goods and service; 21 outgoing trade missions were coordinated, where 120 companies participated and three (3) incoming trade missions were coordinated; and 35 sectoral exhibitions were coordinated and participated by 5345 companies as exhibitors 19 sectoral B2B meetings were coordinated whereby 70 non-binding contract worth of 51.76 billion were signed 79% of were executed. 	<ul style="list-style-type: none"> Cross border Trade Fairs/ Exhibition at Tanzania's borders were not conducted; and Display centres settings and mobilization of samples to be displayed in five (5) embassies not implemented. 	Insufficient financial resources.	<ul style="list-style-type: none"> Set sufficient Budget for products promotion platform; and Reorganise for joint intervention for other promotional events with private sector association to meet targets.
Cross border trade with neighbouring	TanTrade in collaboration with the Ministry of Investment, Industry and Trade, and other Border Agencies have	<ul style="list-style-type: none"> New Joint Border Committees in 	<ul style="list-style-type: none"> Insufficient financial 	<ul style="list-style-type: none"> Allocate sufficient

Targets	Achievements	Not Accomplished	Constraints	Way Forwards
<p>and strategic countries strengthened by June, 2021</p>	<p>established system to deal with cross-border complaints in an effective way. The holistic approach and established network aim to ensure cross-border complaints are resolved in real time. The introduced credible complaint mechanism is based on the use of toll-free lines 0800110133/ 0800110134 and strong emphasis is on maximum transparency at borders where names and telephone numbers of border officials have been placed on the board. This system has enhanced transparency and accountability of border officials in assisting cross border traders.</p> <p>Likewise in collaboration with International Organization (ITC, UNCTAD, FAO) have implemented a number of activities to cross border traders' men and women of the MSMEs with the Government officials in reflection of the regional trade integration as;</p> <ul style="list-style-type: none"> • One Regional meeting on Cross Border Forum conducted between Malawi, Tanzania and Zambia in Dar es Salaam to enhance policy in harmonised compliance in favour of small-scale cross border traders for regional markets of EAC, COMESA and SADC; • One Bilateral Trade forum were conducted between Malawi and Tanzania in Mbeya where by 600 SMEs and companies attended; • Three (3) cross border trade validation and information sharing workshop were conducted, in realization of the importance of cross border trade and how to improve their compliance to enhance regional cross border trading; and • Institutional Capacity Assessment to support Cross Border Trade Association (CBTA) were conducted and the results are continues implementing in phases by MSMEs in Kilimanjaro, Mbeya and Songwe through their border districts, JBCs and TanTrade. 	<p>Tarakea, Kasumulu, Manyovu (Mnanila) and Mtambaswala were not established;</p> <ul style="list-style-type: none"> • Annual National Joint Boarder Committee (JBC) & CBTAs forum were not conducted; and • Institutionalization of JBCs were not conducted. • CBTAs' cross border trade information hubs. 	<p>resources</p> <ul style="list-style-type: none"> • Donor support continuity 	<p>financial resources; and</p> <ul style="list-style-type: none"> • All activities will be carried forward to next SP4.
<p>Market access through bilateral,</p>	<ul style="list-style-type: none"> • 11 regional negotiation meetings and forum to reflect trade issues such as NTB's quarterly meeting, EAC 	<p>NIL</p>	<ul style="list-style-type: none"> • Limited funds to facilitate staff to 	<ul style="list-style-type: none"> • Continue to participate and

Targets	Achievements	Not Accomplished	Constraints	Way Forwards
regional and multilateral arrangements to take advantage of the opportunities available strengthened by June 2021	<p>Bilateral meetings were participated;</p> <ul style="list-style-type: none"> Two (2) trade meetings at Kigali, Rwanda and Nairobi, Kenya were participated to eliminate trade barriers and analyse business opportunities; and Companies and SMEs of Cross Border Trade has capacitated in compliance requirement for the Common list of goods and the STR. 		<p>attend all necessary meetings.</p>	<p>frequently follow ups on implementation of the members' state.</p>
<p>Collaboration with stakeholders and policy advice to the government to smoothen market environment strengthened by June 2021</p> <p>Strengthening of four (4) farmer-producer associations</p>	<p>In order to ensure produce of Tanzania fetches sustainable markets, TanTrade embarked on strengthening farmer producer associations with overall objective of addressing value chain challenges facing key players in the specific sector.</p> <p>Jointly collaborative activities with international institution such as ITC, UNCTAD, World Bank, TMEA, GIZ and Open Trade Gate contributed to preparation of areas for policy advisory area engaging policy makers. Likewise Sector Association such as TAHA, TACAPPA, TALEPPA, TASP, AMAGRO, ATAPE and Times FM Radio identified for awareness campaign to stimulate smooth supply of goods to the markets;</p> <p>Through the associations the farmer producer organizations help smallholder enterprises to mitigate risk, consolidate production efforts and improve market access. For the last four years, TanTrade has engaged on the following association: -</p> <p>vi. Tanzania Cassava Producers and Processors Association (TACAPPA) with more than 300 members from cassava growing regions. The major focus of the association is to commercialize the cassava sub sector by addressing challenges along the value chain and increase exports of cassava related products.</p> <p>vii. Tanzania Spices Association (TASPA) with more than 250 spices stakeholders farmers, processors and packers. The association objective is to increase production capacity, quality improvement and exports of spices.</p>	<ul style="list-style-type: none"> Annual Trade Stakeholders Conference was not launched as planned; and Trade policy meetings outside the country were not participated. 	<ul style="list-style-type: none"> Inadequate financial resources; and COVID-19 posed a threat on implementation of some activity which involves gathering of people and travelling outside the country due to border closure of many countries. 	<ul style="list-style-type: none"> Allocate sufficient financial resources; and Rescheduled in the next SP.

Targets	Achievements	Not Accomplished	Constraints	Way Forwards
	<p>viii. Tanzania Leather Products Processors (TALEPPA) with more than 165 aims to increase production capacity and quality improvement of leather product and assist enterprises to export to neighbouring countries such as Rwanda, Kenya, Uganda, Eswatin and South Africa.</p> <p>ix. Tanzania Mango Growers Association (AMAGRO) with more than 150 members aims to increase mango production and address challenges facing the mango growers in the country.</p> <p>x. Establishing Special Tailoring School for 30 vision impaired youth. The training school is supervised by Abdallah Nyangalilo and supported by various generous people including Rotary Club of Dar-es-Salaam</p>			
<p>Regulating the Trade Promotion Events in the Country strengthened by June, 2021</p>	<p>Since 2016, TanTrade has started regulating all foreign trade fairs organised in the country.</p> <ul style="list-style-type: none"> • A total of 39 permits have been issued to various trade fairs organisers. The authorized events managed to observe standards, maintained professionalism and code of ethics of the exhibition industry in the country. • Two (2) stakeholders meeting to reform Trade Fair regulations were conducted, and • Regulatory document for the International Exhibition governance in the country prepared and submitted to Ministry for approval. 	<p>Awareness campaign to stakeholders of trade promotional events organizers were not conducted;</p>	<ul style="list-style-type: none"> • Inadequate financial resources; • Insufficient awareness program for Trade promotional events; and • Delay of approval for the regulations. 	<ul style="list-style-type: none"> • Set sufficient Budget regulation of Trade fairs; and • Create awareness to stakeholders on TanTrade’s regulatory role.
<p>The Established Trade and Market Intelligence Services strengthened by June 2021</p>	<p>With support of International Trade Center (ITC), TanTrade established Trade Intelligence and Research Services which has strengthened capacity of the institution to analyse and disseminate trade information, maintain trade database of commodities, traders, producers, exporters and importers. Services offered include managing business inquiries, providing price and trade trends and markets requirements. These services are accessible both physically at TanTrade offices in Dar es Salaam, Dodoma and Zanzibar and virtually through TanTrade portal www.tantrade.go.tz, and Tanzania</p>	<p>Business Services Bureau were not in commercial operation, and Dar es Salaam Trade Point services were shortly operated Library and SMS alert systems were</p>	<p>Insufficient financial resources</p>	<p>All four services to be take on-board for the next SP</p> <p>Allocate sufficient financial resources</p>

Targets	Achievements	Not Accomplished	Constraints	Way Forwards
	<p>trade portal <i>trade.tanzania.go.tz</i>. The information obtained guides the stakeholders to make informed business decisions as the result trade information users have increased from an average of 4,500 in 2015 to 39,142 in 2020.</p> <ul style="list-style-type: none"> • Four (4) established linked of trade and market information sources on foreign markets and also networked with local institutions that generate data and information including TRA, NBS, Sectoral ministries as well as TanTrade technical officers with stakeholders in markets to collect, process analyse and provide rich analytical information to the public that facilitate decision making; • Furthermore, 1,110 SMEs were enrolled in Government Mobile Platform to access market information; 672 export inquiries were received and linked to producers, and 27 Information Sharing Seminar were organised and participated with more than 8,586 representatives of companies from Private Sector and Government officials. 	not strengthened;		
Planning, Monitoring and Evaluation Strengthened and Facilitated by June, 2021	<ul style="list-style-type: none"> • Four (4) MTEF Budget, Action plan & Cash flow for the financial years 2016/2017 to 2019/2020 were prepared; • 16 quarterly inter-directorate monitoring and evaluation reports were prepared; • Four (4) Budgetary preparatory sessions and three (3) Parliamentary Committee meetings were attended; and • Operation Manual was prepared. 	N/A	N/A	N/A
Mobilization of resources strengthened by June 2021	<ul style="list-style-type: none"> • One (1) resource mobilization strategy was prepared; • Donor mapping were conducted to identify potential partners; and • Five (5) concepts note to mobilize financial resource were prepared and submitted to the ITC and Ministry of Industry and Trade for further decisions 	Donor meetings were not conducted	Not conducted due to threats posed by COVID 19	Rescheduled in the next SP
A program to address eradication of HIV/AIDS at workplace	<ul style="list-style-type: none"> • Two (2) seminars to create awareness on HIV/AIDS infection, counselling sessions and voluntary testing were conducted and 85 staff participated, among them 50 staff tested voluntarily no staff declared to be infected by 	<ul style="list-style-type: none"> • Preparation of TanTrade HIV/AIDS policy at work 	Inadequate funds to coordinate sports and staff bonanza	<ul style="list-style-type: none"> • Preparation of TanTrade HIV/AIDS Policy; and

Targets	Achievements	Not Accomplished	Constraints	Way Forwards
implemented by June, 2021.	<ul style="list-style-type: none"> HIV/AIDS; 500 Condoms were distributed freely via public toilets; and HIV/AIDS Committee was appointed to create awareness to the staff and meetings were held. 	<ul style="list-style-type: none"> place; Physical activities were not conducted; and Provision vaccine to staff against Hepatitis B were not done. 		<ul style="list-style-type: none"> Conduct a sports bonanza for staff so as to create more awareness on HIV/AIDS and NCDs
Anti-Corruption Campaign and Good Governance Strengthened by June, 2021	<ul style="list-style-type: none"> Two (7) sessions to enhance public ethics, good governance and accountability at work place were conducted; Anti-corruption materials such as posters and leaflets were distributed to staff; Good Governance Committee was formulated and 2 meetings were conducted; and Induction course and vetting on general ethics of Public Servants was conducted to 42 Staff through Tanzania Public Service College and Government Security Office. 	N/A	<ul style="list-style-type: none"> Insufficient Financial resources to conduct the programs timely; and Lack of employment permits. 	<ul style="list-style-type: none"> Initiate new source of income; and Follow up with government on approval of employment permits.
Human Resources Capacity and staff Welfare maintained by June, 2021	<ul style="list-style-type: none"> 48 staff were trained in short courses program within and outside the country; 13 staff attended professional meetings and seminars; Statutory allowances and other fringe benefits were paid to the entitled staff as required; Breakfast and lunch were provided to 90 staff; 86 staff were facilitated in their annual leave as per requirement; 8 staff who lost their family members were facilitated with condolence allowance; and Incentive package were reviewed. 	N/A	Limited financial resource	<ul style="list-style-type: none"> Initiate new source of income; and Updating TanTrade training program.
Office accommodation, facilities, utilities and Working environment	<ul style="list-style-type: none"> Annual's membership subscription fees were paid; 4 Cars, 2 Tricycles, 1 Server, 1 Laptop, 16 desktop computers, 14 Printers, 30 mobile phones, 7 Radio calls, 1 CCTV System, 8 metal Detectors, 36 office furniture sets, 2 Cameras and 10 Air conditioners were purchased; 	TanTrade offices were not renovated.	Limited financial resources.	Initiate new source of income.

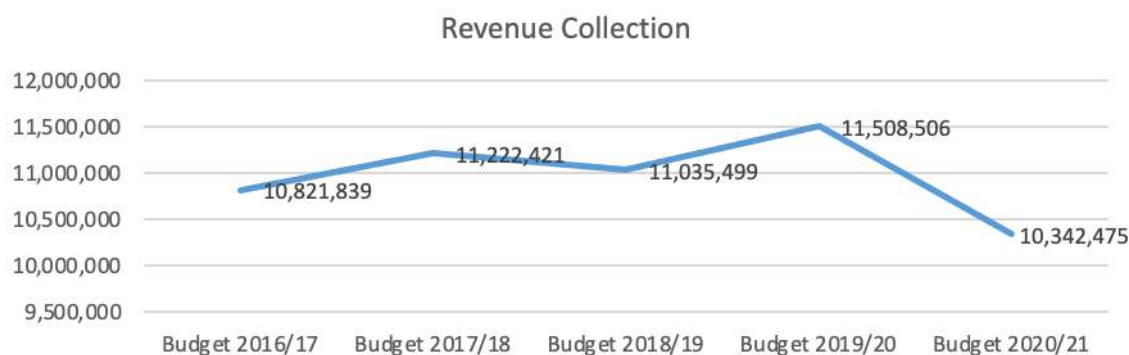
Targets	Achievements	Not Accomplished	Constraints	Way Forwards
maintained by June 2021	<ul style="list-style-type: none"> • TanTrade premises and fair grounds were maintained; • Trade fair buildings including public toilets were maintained; and • Properties, Vehicles and staff were insured. 			
Operations and Performance Management Systems Strengthened by June 2021	<ul style="list-style-type: none"> • 102 Statutory meetings were conducted; • NBAA Annual Membership and TLS fees for 3 staff were paid; • 16 quarterly Internal audits were conducted and recommendations were issued to the Management; • Two (2) risk management trainings were conducted; • Risk Policy and Framework were prepared; • Four (4) annual procurement plans were prepared; • Four (4) periodic spot check, annual stock taking and asset register maintenance were conducted; and • 32 tender board committee, evaluation and negotiation meetings were conducted. 	Records management section was not strengthened.	Limited sources of funds.	Initiate new source of income.
ICT support service, Integrated trade intelligence systems and database enhanced by June 2021	<ul style="list-style-type: none"> • ICT support service were provided, ICT equipment's such as computer system, LAN, Printers, Wi-Fi, Antivirus software and IDS were procured and maintained; • ICT Policy was prepared and submitted to EGA for review; and e-TAC system was installed and two (2) ICT trainings program on e-TAC system and database were conducted. 	Integrated Space allocation system was not installed.	Insufficient financial resources.	Initiate new source of income.
Financial Management Mechanism Enhanced by June 2021	<ul style="list-style-type: none"> • Institution observed Prudential Financial practices and books of accounts were properly kept and maintained • Clean Audit report was obtained 	NIL	Unsustainable cash flow throughout the year	Design strategies to increase revenue collection
Corporate image, stakeholder relations and legislative support enhanced by June 2021	<ul style="list-style-type: none"> • DGs Government Official assignment such as meetings, mission and in-kind services were facilitated; • 20 court sessions were attended; • Contracts and MOUs were prepared, vetted, reviewed and executed; and • 18000 promotional materials including brochures and banners were prepared and distributed to the public. 	Property search in the regions were not conducted;	Limited financial resources.	Initiate new source of income.

Annex 3: Performance budget achievement in five years of the SP3

TanTrade's Planned Budget for the Third Strategic Plan of June 2016/17 to June 2020/21 has been achieved at a different level depending on each year in progress situation versus previous performance as in the table below;

"000" TZS	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Revenue	10,821,839	11,222,421	11,035,499	11,508,506	10,342,475
Expenditure	10,821,839	11,222,421	11,035,499	11,508,506	10,342,475

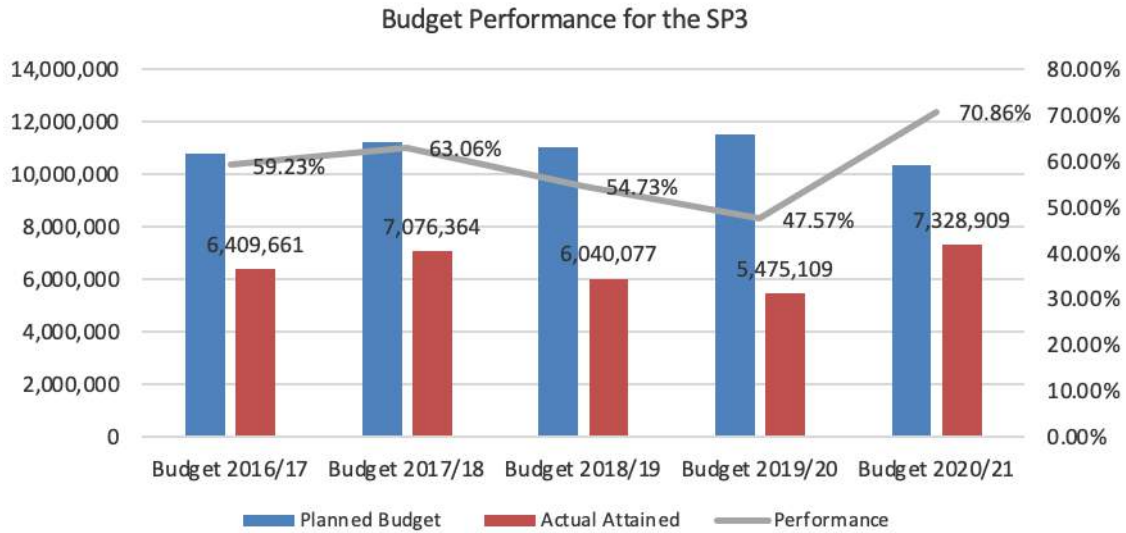
TanTrade Planned Budget for the Third Strategic Plan from June 2016 to June 2021



Planned Revenue collection trend "000" TZS

TanTrade Actual Budget for the Third Strategic Plan (SP3) from June 2016/17 to June 2020/21

"000" TZS	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Actual 2020/21
Revenue Collection	6,409,661	7,076,364	6,040,077	5,475,109	7,328,909
Expenditure	5,726,238	7,076,364	6,143,618	5,825,613	6,292,953



Actual budget in TZS

TanTrade Planned budget, Actual Attained, and Performance of SP3 June 2016/17 to June 2020/21

"000" TZS	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Planned Budget	10,821,839	11,222,421	11,035,499	11,508,506	10,342,475
Actual Attained	6,409,661	7,076,364	6,040,077	5,475,109	7,328,909
Performance	59.23%	63.06%	54.73%	47.57%	70.86%

SP3 Budget performance trend of 2016/17 to 2020/21

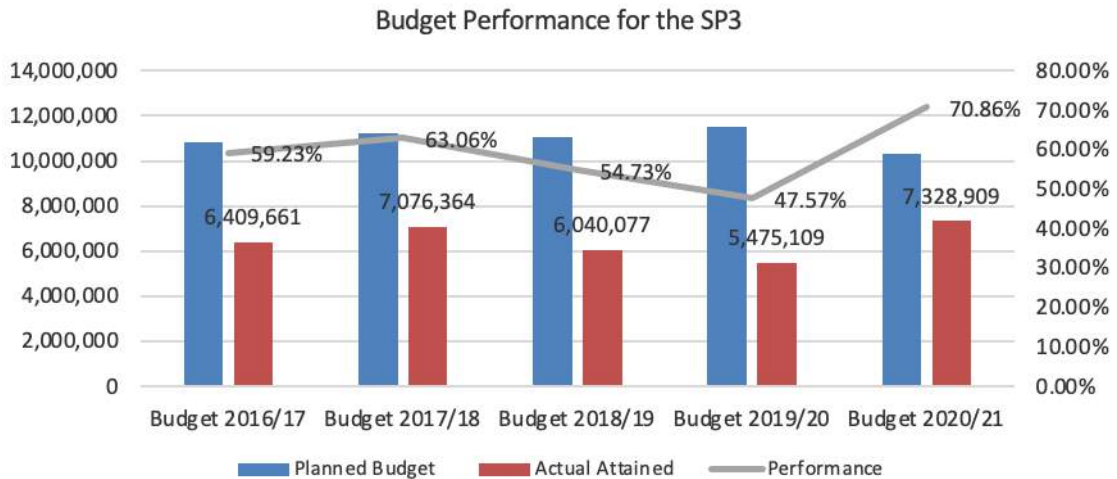


Figure Performance trend

Actual Implementation Performance of budget trend for SP3 of 2016/17 to 2020/2

"000" TZS	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Actual 2020/21
Revenue Collected	6,409,661	7,076,364	6,040,077	5,475,109	7,328,909
Revenue Used	5,726,238	7,076,364	6,143,618	5,825,613	6,292,953
Performance	89.34%	100.00%	101.71%	106.40%	85.86%

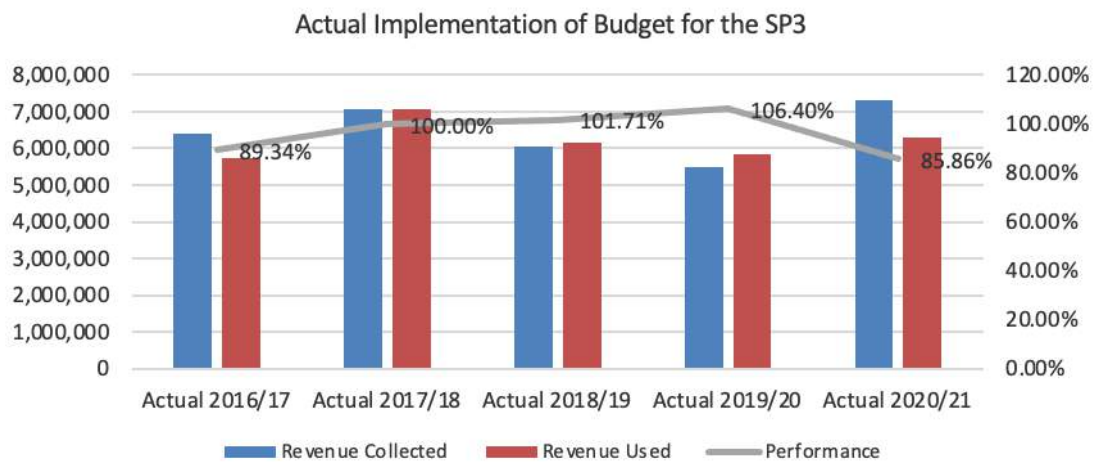


Figure showing budget implementation and performance