

TBS/SP/2016-2021



**TANZANIA BUREAU OF STANDARDS
(TBS)**

**STRATEGIC PLAN FOR THE PERIOD OF
2016/2017 - 2020/2021**

(APPROVED)

November 2018

ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ARSO	African Organization for Standardization
BoD	Board of Directors
CNCD	Chronic Non-Communicable Diseases
DANIDA	Danish International Development Assistance
DCS	Director of Corporate Services
DG	Director General
DQM	Director of Quality Management
DSD	Director of Standards Development
DTC	Director of Testing, Calibration and Packaging Services
EAC	East African Community
EDF	European Union Development Fund
EWURA	Energy and Water Utilities Regulatory Authority
FCC	Fair Competition Commission
FYDP	Five Year Development Plan
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
HPMU	Head of Procurement Management Unit
HQ	Headquarters
HRM	Human Resource Management
ICT	Information and Communication Technology
IEC	International Electro Technical Commission
IIDS	Integrated Industrial Development Strategy
ISO	International Organization for Standardization
JNIA	Julius Nyerere International Airport
KIA	Kilimanjaro International Airport
KPIs	Key Performance Indicators
LPG	Liquefied Petroleum Gas
M&E	Monitoring and Evaluation
MITI	Ministry of Industry, Trade and Investment
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NACSAP	National Anti-Corruption Strategy and Action Plan
NEP	National Enquiry Point
NIT	National Institute of Transport
OECD	Organization for Economic Cooperation and Development
OPRAS	Open Performance Review and Appraisal System
OSBP	One Stop Border Post
PCCB	Prevention and Combating of Corruption Bureau
PPRA	Public Procurement Regulatory Authority
PTC	Packaging Technology Centre
PVoC	Pre-shipment Verification of Conformity to Standards
QMS	Quality Management Systems
QUALIMIS	Quality Management Information System
SADC	South African Development Community
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SMEs	Small and Medium Enterprises

SP	Strategic Plan
SQMT	Standardization, Quality Assurance, Metrology and Testing
SWOC	Strengths, Weakness, Opportunity and Challenges
TBS	Tanzania Bureau of Standards
TC	Technical Committee
TCRA	Tanzania Communications Regulatory Authority
TDV	Tanzania Development Vision
TFDA	Tanzania Food and Drugs Authority
ZBS	Zanzibar Bureau of Standards

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PREFACE

The Draft Strategic Plan (SP) for the period of 2016/2017 to 2020/2021 was improved in the financial year 2017/2018 to encompass new developments and set a new strategic development direction for improving standardization, metrology and quality assurance services as well as improving service delivery. The reviewed plan has improved the Vision, Mission, and Core Values of the Bureau and sets five (5) strategic objectives instead of the original 11 objectives to be achieved in the next three years. The revised SP entails a clear direction towards supporting industrialization drive and provides for implementation of the National Anti-Corruption and HIV/AIDS policies. The plan further focuses on improving revenue collection which will enable implementation and achievement of the planned objectives through effective and efficient utilization of resources that are within the control of the Bureau.

The Plan provides a systematic implementation of the Bureau's mandate while considering the National Vision 2025, Tanzania Five Year Development Plan II (2015 – 2020), Ruling Party Manifesto 2015 – 2020, Integrated Industrial Development Strategy (IIDS), Sustainable Development Goals (SDGs) and Sector related policies. It also provides the basis for developing the Bureau's Annual Medium-Term Expenditure Frameworks (MTEF) for the sake of linking the Bureau's performance at the sector expectations.

On behalf of the Board of Directors and TBS community at large, it gives me a great pleasure to present a revised strategic plan to our stakeholders. I express my sincere appreciation and call upon all stakeholders of the Bureau and standardization in Tanzania and beyond to collaborate and be part in the successful implementation of this plan.

I thank you in advance for your cooperation and participation.



.....

Chairperson
TBS BOARD OF DIRECTORS
Tanzania Bureau of Standards
Dar es Salaam
TANZANIA

November 2018

EXECUTIVE SUMMARY

This Strategic Plan which covers the period of 2016/2017 to 2020/2021 has been reviewed to bring in a new strategic direction towards advancing Tanzania Bureau of Standards (TBS)'s efficiency in service delivery for improved customer/client satisfaction. The plan also ensures improved conformity to standards and effective mobilization and utilization of resources in pursuit of standardization, quality assurance and metrology. The plan therefore provides new Vision, Mission, Core Values, Objectives, Targets and Key Performance Indicators (KPIs), while maintaining the original Quality Policy. The Strategic Planning process was participatory and was informed by results of TBS situation analysis including a review of the implementation of previous strategic plans up to June, 2018. This new strategic direction is guided by TBS legal mandate as well as the relevant laws and policies of the land. Guided by the Government's *Medium-Term Strategic Planning and Budgeting Manual* of 2008, preparation of this plan took into consideration the Tanzania Development Vision (Vision 2025) and all other relevant national and sector development plans and policies. The plan now shows a clear direction towards supporting the industrialization drive, and provides for implementation of the National Anti-Corruption and HIV/AIDS policies.

The new Vision, Mission and original Quality Policy of the Bureau are as stipulated hereunder: -

Vision statement

“To be a centre of excellence in standardization, quality assurance and metrology services in Africa”.

Mission statement

“To provide and promote standardization, quality assurance and metrology services for sustainable socio-economic development”.

Quality Policy

“Tanzania Bureau of Standards (TBS) endeavours, as mandated, to deliver quality products that include standards and quality assurance services by meeting and even exceeding customers' requirements so as to retain their loyalty. TBS provides resources and continually improves her processes to ensure that employees are capable of consistently producing quality products at the right time”.

The revised Objectives are:

A. HIV/AIDS, Infection Reduced and Supportive Services Improved;

B. Effective Implementation of National Anti-Corruption Strategy;

C. Enhanced Standardization;

D. Improved Conformity to Standards; and

E. Improved Efficiency in Service Delivery.

The Strategic objectives are geared towards specifying the results expected in the pursuit of TBS Vision and Mission. Key performance indicators are also established for measuring performance of the implementation of the plan. Effective implementation of this plan will contribute towards four important national key performance indicators: (i) improved trade facilitation and performance, (ii) improved business environment /easy of doing business ranking; (iii) improved customer satisfaction of the services offered and, (iv) improved compliance to standards.

Revision of the Strategic Plan (SP) started by overall performance review of the SP for the period 2011/2012 – 2015/2016), and the 24 months performance review of the current SP covering the period from July 2016 to June 2018.

Assessment of the Strategic Plan covering the period from 2011/2012 – 2015/2016 and July 2016 to June, 2018

Overall assessment of the 2011/2012 – 2015/2016 Strategic Plan (SP) showed that the plan did not have overall performance indicators against which it could have been assessed in terms of its performance and achievements. Most of the performance indicators were set at the activity level; hence the overall outcome and impact of the SP could not be assessed. Furthermore, not all objectives had measurable key performance indicators, as a result the assessment in the next section is based on the planned activities and targets. In the revised SP performance indicators are at all levels, i.e. institutional, objective, strategy and activities levels.

The SP also reviewed the performance of actual implementation for the period of July 2016 – June 2018 against the targets set for two financial years (2016/2017 and 2017/2018) by evaluating achievements and constraints.

Based on the review and the situational analysis of both the internal and external environment, the revised SP has three (3) core objectives and two cross cutting objectives. Each strategic objective has key performance indicator (KPI), strategies, outputs, main activities, main activity KPIs, sub-activities and sub-activity KPIs. The SP contains a detailed results framework and implementation framework.

Below is the summary of the revised strategic objectives of the plan, its KPIs and strategies for implementation. The details of each strategy, main activities and sub-activities are presented in **Appendix 2: Results Framework**.

Objective A: HIV/AIDS Infection Reduced and Supportive Services Improved;

Key Performance Indicator: % of HIV/AIDS related issues

Strategies:

- i) Enhance care and support services
- ii) Enhance prevention of new HIV infections

Main Activities:

- a) Provide care and support on HIV/AIDS matters
- b) Create awareness on HIV/AIDS matters

Objective B: Effective Implementation of National Anti-Corruption Strategy

Key Performance Indicator: Number of occurrences of corruption incidences

Strategies:

- i) Strengthen anti-corruption mechanism

Main Activities:

- a) Implement anti-corruption national intervention policies

Objective C: Enhanced Standardization;

Key Performance Indicator: % contribution to trade facilitation

Strategies:

- i) Strengthen International cooperation on standardization, quality assurance and metrology services,
- ii) Improve development of demand-driven national standards,
- iii) Improve National Enquiry Point (NEP) and Technical Assistance to Exporters (TAE),
- iv) Support MSMEs access to domestic and international markets through standardization.

Main Activities:

- a) Participation in the regional and international standardization, quality assurance and metrology activities
- b) Engagement of stakeholders in regional and international cooperation
- c) Development of demand-driven National standards
- d) Promotion for uptake and utilization of standards
- e) Promotion of Technical Assistance to Exporters (TAE)
- f) Promotion of the National Enquiry Point (NEP)

- g) Mapping of MSMEs in domestic and international markets
- h) Capacity building of MSMEs in domestic and international markets on standards

Objective D: Improved Conformity to Standards;

Key Performance Indicator: % level of substandard products in the market

Strategies:

- i) Promote standards, quality assurance and metrology services;
- ii) Improve implementation of conformity assessment and metrology services.

Main Activities:

- a) Public awareness and education on conformity to standards
- b) Promote systems certifications
- c) Expand quality assurance and metrology activities

Objective E: Improved Efficiency in Service Delivery

Key Performance Indicator: % of processes, equipment, facilities and systems strengthened

Strategies

- i) Strengthen institutional processes
- ii) Strengthening M&E system
- iii) Strengthen institution equipment and facilities
- iv) Improve Standardization, Metrology and Conformity Assessment Systems to International Recognition.
- v) Expand accessibility and reach of services
- vi) Improve Human Resources Management
- vii) Improve financial resource mobilisation
- viii) Improve financial management

Main Activities:

- a) Improve Management Information System (MIS)
- b) Capacitate M&E processes
- c) Acquire Testing and Calibration equipment
- d) Acquire facilities
- e) Accredite CAS -Product certification (ISO/IEC 17065)
- f) Accredite CAS - System certification (ISO/IEC 17021)
- g) Accredite CAS - inspection (ISO/IEC 17020)
- h) Accredite CAS - Laboratories (ISO/IEC 17025)
- i) Aligning of TBS standardization services with international best practices
- j) Construction of zonal offices and installation of laboratories
- k) Review and implement staff development plan
- l) Develop and implement recruitment and succession plan
- m) Review and operationalised Staff Appraisal System

- n) Develop and implement staff incentive scheme
- o) Implement Risk Management policy and Framework
- p) Operationalization of Client Service Charter (CSC)
- q) Resource mobilization
- r) Rationalization of activities
- s) Strengthen debt collection system
- t) Capacitate Internal Control Systems
- u) Review budgeting process

For the remaining three years, total financial requirements for implementation of the Strategic Plan is estimated at **TZS 100 Billion**. Specifically, the estimated financial requirements for Objective A: *HIV/AIDS infection reduced and supportive services improved* is **TZS 69 Million**, Objective B: *Effective implementation of National Anti-Corruption Strategy* is **TZS 94 Million**, Objective C: *Enhanced standardization* is **TZS 5.351 Billion**, Objective D: *Improved conformity to standards* is **TZS 8.493 Billion** and Objective E: *Improved efficiency in service delivery* is **TZS 85.993 Billion**. See **Appendix 4** for a detailed financial requirement to implement the plan.

1.0 CHAPTER ONE: INTRODUCTION

1.1. Introduction

This chapter presents the historical background, roles and functions, mandate, current mission and vision, quality policy, performance review and recent initiatives undertaken within the period of January 2016 – June 2018.

1.2. Historical Background

Tanzania Bureau of Standards (TBS) is the national standards body established by the government as part of the efforts to strengthen the supportive infrastructure for industry and commerce sectors across the economy within the country. The Bureau was established by Parliamentary Act No. 3 of 1975 as the National Standards Institute and became operational on 16th April 1976. Subsequently, it was renamed Tanzania Bureau of Standards under Act No. 1 of 1977. On 20th March 2009, the Standards Act No. 3 of 1975 was repealed and replaced by the Standards Act No. 2 of 2009.

1.3. TBS' Mandate

According to the Act No. 2 of 2009, TBS is the custodian and overseer of the observance and implementation of standards in Tanzania. Specifically, the Bureau is mandated to prepare and promote standardization, undertake measures for quality control of products of all description in industry and commerce.

1.4. Roles and Functions

Pursuant to *Section 4 (1) of the Standards Act No. 2 of 2009*, TBS has the following major functions:

- a) undertake measures for quality control of commodities, services and environment of all descriptions and to promote standardization in industry and trade;
- b) make arrangements or provide facilities for the testing and calibration of precision instruments, gauges and scientific apparatus, for the determination of their degree of accuracy and traceability by comparison with standards approved by the Minister on the recommendation of the Board, and for the issued of certificates in regard to them;
- c) make arrangements or provide facilities for the examination and testing of commodities and any material or substance from or with which, and the manner in which, they may be manufactured, produced, processed or treated;
- d) approve, register and control the use of standard marks in accordance with the provisions of this Act;
- e) grant, renew, suspend, vary or cancel any license issued for the use of any standards mark;
- f) assist industries in setting up and enforcing quality assurance and environmental management systems procedures;
- g) prepare, frame, modify or amend National Standards;
- h) encourage or undertake educational work in connection with standardization quality assurance, metrology, testing and environment; Functions of the Bureau
- i) assist the Government or any other person in the preparation and framing of standards;

- j)* co-operate with other Government agencies, representatives of any industry or any other statutory corporation or person with a view to securing the adoption and practical application of standards;
- k)* provide for the inspection, sampling and testing of locally manufactured and imported commodities with a view to determining whether the commodities comply with the provisions of this Act or any other law dealing with standards relevant to those commodities;
- l)* act as the custodian of the National Measurement Standards of weights and measures and from time to time adjust, replace or cancel any standards where the adjustment, replacement or cancellation is necessary for the maintenance of conformity to the international standards;
- m)* be the signatory of the mutual recognition arrangement with other national metrology institutes;
- n)* collect, publish and disseminate literature and other materials on standardization and other related subjects and to provide facilities for the members of the public to have access to the materials;
- o)* carry-out, promote or assist in research or standardization and related subjects;
- p)* participate in, or to make arrangements for conferences, workshops, seminars and discussions on matters connected with the activities of the Bureau;
- q)* co-operate with regional and international organizations in all matters related to standardization and quality assurance and represent the country in such matters;
- r)* publish from time to time an updated version of a National Standard for the quantities and units of measurement to be used, which shall be in conformity with the latest version of the International System of Units;
- s)* undertake pre-shipment verification conformity (PVoC) to standards; and
- t)* Do all other acts and things, and enter into any transactions, which are, in the opinion of the Board, expedient or necessary for the proper and efficient discharge of the functions of the Bureau.

In the performance of its functions the Bureau has infrastructure to promote trade, health, safety, environment and general welfare of the people of the United Republic; and maintains, as far as may be practicable, a system of consultation and co-operation with any, body established by or under any written law and having functions similar or relating to industrial or commercial standards generally.

1.5. National Standardization Framework

Standardization in Tanzania is guided by the Standards Act No. 2 of 2009 which establishes Tanzania Bureau of Standards. However, standardization and quality assurance in Tanzania are implemented by various public and private stakeholders. Currently, Tanzania is in the process of developing a National Quality Policy which will provide for a national framework on all quality issues in the country.

1.6. Tanzania under Regional and International Standardization Framework

Tanzania participates in Regional and International standardization work. Therefore, this SP has been aligned to East African Standardization Strategy, ISO strategic plan, ISO Action Plan for developing countries 2016-2020, ARSO strategic plan 2017-2021, SADC and Sustainable Development Goals (SDGs) and considers World Bank's Doing Business Reports.

1.7. Beneficiaries of TBS' Services

TBS comprises of two levels of beneficiaries of services. The first level (primary group) consists of direct beneficiaries of the services offered by TBS i.e. Bureau staff and other stakeholders. The second level (secondary group) involves the general public which benefits from the Bureau's services as a result of various measures taken in order to reduce substandard products in the market.

1.8. The Improved Strategic Plan 2016/2017 – 2020/2021

The 2016/2017 - 2020/2021 Strategic Plan was improved according to the directives of the TBS Board of Directors. The directives were given during the first special meeting of the Finance and Planning Committee of the Board (FPC-BoD) on Thursday 16th November 2017. Therefore, the changes observed in this plan address the directives of the Board. The Plan maps out the strategic direction for enhancing TBS responsibility in promoting standardization and quality assurance in industry and commerce.

This Plan transforms TBS' way of serving both domestic and international communities in accordance with its regulatory mandates. The Plan describes the Bureau's Vision, Mission, Core Values, Mandate, Objectives, Targets, Key Performance Indicators and the process used to derive them. The formulation of the Strategic Plan is aimed at setting the Bureau's direction and priorities.

1.9. The Planning Approach

TBS Strategic Plan has been developed in line with National Five-Year Development Plan (FYDP II) of 2016/2017 – 2020/2021, where references were made from chapters one and four. From chapter one (page 2), objectives of FYDP II have been referred as they explain industrialization as one of the pillars of transformation. Chapter four (page 82) also explains strategic interventions for industrialization and human development. The plan is also aligned with Medium Term Strategic Planning and Budgeting procedures, Sector Policies, Programmes and other National Development Frameworks which include Tanzania Development Vision 2025, Integrated Industrial Development Strategy (IIDS), Standards Act No. 2 of 2009, National Trade Policy, SMEs Policy, National Anti-Corruption Policy (NACP), National Policy on HIV/AIDS, Ministry of Industry Trade and Investment (MITI) Strategic Plan of 2016/2017 to 2020/2021, and the Ruling Party Manifesto of 2015 - 2020. Internationally the plan conforms to and considers Sustainable Development Goals (SDGs), World Bank's Doing Business Reports, East Africa Standards Bodies strategy, ISO strategic plan, ARSO and SADC. **(See endnotes for reference citationsⁱ).**

The Plan has been reviewed and improved in a participatory approach involving TBS officers and a facilitator from the University of Dar es Salaam Business School (UDBS). The facilitator offered capacity building on strategic planning to about 30 TBS officers including top management. During the facilitation, participants themselves were able to raise issues and make strategic direction of the institution through group presentations and plenary sessions.

The review started by conducting a situational analysis which involved carrying out performance review of the current SP, SWOC analysis, stakeholders' analysis and identifying critical issues. The identified critical issues were the basis for reviewing TBS vision, mission, objectives and core values and coming up with the revised strategic objectives. Strategies,

targets and key performance indicators at all levels were also developed. For effective implementation of the SP, a Results Framework (RF) was developed and cascaded to the sub-activity/ directorate level with Key Performance Indicators (KPIs), baseline data, targets and timeline. The Plan also includes institutional arrangements for implementation.

1.10. Purpose of the Plan

The main purpose of this Strategic Plan is to guide TBS to implement its mandate and achieve its vision and mission. The plan focuses on resource mobilization and allocation, improvement of TBS performance and contribution to Tanzania Development Vision 2025, FYDP II (2016/2017 – 2020/2021), SDGs and industrialization policy. The plan also intends to monitor and evaluate TBS performance through Key Performance Indicators (KPIs) as illustrated herein. The RF and KPIs help to inform TBS stakeholders what is planned and serve as a basis for accountability.

The Plan encompasses improvement of TBS service delivery through expansion of standardization, quality assurance and metrology services and extending accessibility of the services by establishing five zonal offices throughout the country i.e. Lake Zone, Northern Zone, Southern Zone, Central Zone and Southern Highlands Zone. This will significantly reduce customers' time and costs for accessing TBS services. It will also provide for improved standardization and conformity to standards. Furthermore, the Plan takes into account Good Governance and HIV/AIDS as crosscutting issues.

1.11. Layout of the Plan

This document starts with the *Executive Summary* followed by *Chapter One* which entails the introduction, TBS mandate, roles and functions. The chapter also contains TBS beneficiaries and brief note on the improved Strategic Plan 2016/2017 – 2020/2021. *Chapter Two* details TBS situational analysis including the Bureau's performance review. This includes review of the implementation of the 2011/2012 – 2015/2016 Strategic Plan, result of service delivery surveys and self-assessment and performance from July 2016 to June 2018. The chapter also looks at the SWOC analysis, stakeholders' analysis and critical issues raised which informs the revised Strategic Plan. *Chapter Three* contains the revised mission, vision, strategic objectives and core values, original quality policy statement and TBS motto. The chapter also gives the rationales for each strategic objective. *Chapter Four* details strategies and targets as *Chapter Five* provides for the result framework including the results framework matrix and monitoring and evaluation arrangements. *Chapter Six* details TBS institutional arrangement for implementing the Plan. This includes financial requirements/implications of the Plan and other resources available/ required for implementation of the Plan.

2.0 CHAPTER TWO: SITUATION ANALYSIS

2.1. TBS Performance Review

This part is a review of performance after the implementation of the Strategic Plans covering the period from 2011/2012 – 2015/2016 and part of 2016/2017 – 2020/2021 (i.e. July 2016 – June 2018). It also analyses the results of the organization's service delivery and self-assessment as assessed by the recently conducted performance review.

2.1.1. Review of the implementation of the 2011/2012 – 2015/2016 Strategic Plan

Review of the Strategic Plan implementation performance for the period July 2011 – June 2016 focused on evaluating the planned objectives and targets *vis-a-vis* the achievements and constraints in the implementation of the SP and proposes ways to improve the Plan.

2.1.1.1. Review of the Vision, Mission and Quality Policy of the 2011/2012 – 2015/2016 Strategic Plan

Vision statement

“A model of excellence in standardization and quality assurance services by 2025”.

Mission statement

“To promote standardization and quality assurance culture in industry and commerce through standards development, quality assurance, metrology and testing services for sustainable socio-economic development”.

Quality Policy

“Tanzania Bureau of Standards (TBS) endeavours, as mandated, to deliver quality products that include standards and quality assurance services by meeting and even exceeding customers' requirements so as to retain their loyalty. TBS provides resources and continually improves her processes to ensure that employees are capable of consistently producing quality products at the right time”

A review of the Vision and Mission showed that it lacked focus and not specific. This led to drafting a revised Vision and Mission. There was no change to the quality policy.

General Assessment of the 2011/2012 – 2015/2016

Overall assessment of the 2011/2012 – 2015/2016 Strategic Plan showed that the Plan did not have overall performance indicators which the Plan could have been assessed in terms of its performance and achievements. Most of the performance indicators were set at the activity

level, hence the overall outcome and impact of the SP could not be assessed. Furthermore, not all objectives had measurable key performance indicators, as a result in the assessment in the next section is based on the planned activities and targets. In the revised SP performance indicators are at all levels i.e. institutional, objective, strategy and activities levels.

2.1.1.2. Assessment of OBJECTIVE 1: Formulation of national standards for use in industry and commerce to meet customer needs

Achievements of the Objective against planned targets

- i)* 1,120 out of targeted 850 National standards were developed (131.8%).
- ii)* 185 out of targeted 235 engineering standards were formulated (78.7 %).
- iii)* 935 out of targeted 615 process technology (food, agriculture, chemical, textile and service) standards were formulated (152.0 %).
- iv)* Almost two third of national standards were harmonized to East African Standards.
- v)* Mining Section was established and staff recruited.

Constraints for non-achievement of the Objective

- i)* Inadequate human resources
- ii)* Limited spaces for offices and technical committee meeting rooms.

Proposed Way Forward

- i)* Harmonization of EAC standards.
- ii)* Formulate national standards in mining sector.
- iii)* Initiate standardization work in electronic equipment.
- iv)* Initiate horizontal standards for new local products
- v)* Recruitment of human resources; and
- vi)* Improvement of physical infrastructure.

2.1.1.3. Assessment of OBJECTIVE 2: Active participation in international standards work including co-operation with national, regional, and international standardization bodies to foster national and regional interests

Achievements of the Objective against planned targets

- i)* Reasonable numbers of Technical Committee meetings were attended.
- ii)* Membership to ISO, IEC, CAC, ARSO, SADC, and EAC were maintained by June, 2016.

Constraints for non-achievement of the Objective

Inadequate funds to attend Technical meetings

Proposed Way Forward

Mobilise funds to enable participation in international standards

2.1.1.4. Assessment of OBJECTIVE 3: Promoting use of standards through training of industrial and other relevant personnel in standardization and quality assurance

Achievements of the Objective against planned targets

- i)* 99 out of targeted 110 trainings on standardization and quality assurance were conducted to SMEs and manufacturers (90.0%).
- ii)* 203 out of 235 targeted licences were granted as Technical Assistance to Exporters -TAE (86.4%)
- iii)* 83 licences and 1 certificate were issued to SMEs

Constraints for non-achievement of the Objective

- i)* Inadequate human resources to facilitate trainings
- ii)* Inadequate fund to perform inspections to SMEs.

Proposed Way Forward

- i)* Recruitment of required staff
- ii)* Mobilize funds to enable inspections and trainings.
- iii)* Continue training of SMEs groups, industrialist, etc.
- iv)* Adopt relevant models/ best practices.
- v)* Increase awareness.

2.1.1.5. Assessment of OBJECTIVE 4: Implementation of standards in industry and commerce through the existing certification schemes

Achievements of the Objective against planned targets

- i)* 839 out of targeted 840 new standard mark licenses were granted (99.9 %).
- ii)* 109,608 out of targeted 115,000 Certificates of Conformity (CoCs) were granted (95.3%).
- iii)* 174,751 out of targeted 200,000 vehicles were inspected before imported (87.4 %).
- iv)* Eight out of targeted 12 new firms for management system certification issued (66.7%).

Constraints for non-achievement of the Objective

- i)* Inadequate human resources to facilitate inspection and certification services.
- ii)* Financial constraints to perform inspection and certification services.

Proposed Way Forward

- i)* Strengthen inspection and certification services.
- ii)* Recruitment of required staff.

2.1.1.6. Assessment of OBJECTIVE 5: Testing of Product samples for conformity to standards

Achievements of the Objective against planned targets

- i)* Food laboratory: 8,836 out of targeted 9,500 samples were tested (93.0%).
- ii)* Material Testing Laboratories (MTL – Electrical, Mechanical and Building & Construction): 9,733 out of targeted 9,700 samples were tested 100.3%).
- iii)* Chemistry Laboratory: 4,719 out of targeted 6,500 samples were tested (72.6%).
- iv)* Textile Laboratory: 5,105 out of targeted 5,000 samples were tested (102.1%).
- v)* Textile laboratory targeted equipment - shoe lasts, digital twist tester and fabric sample carter procured (100%).
- vi)* Chemistry laboratory targeted equipment – LPG testing, Grease worker and Grease dropping tester procured (100%).
- vii)* Six out of targeted six packaging prototypes established (100%).
- viii)* Four (4) fuel test methods (Density, Flash Point, Viscosity & Distillation recoveries) were accredited (100%).
- ix)* Non-destructive test targeted equipment – ultrasonic phased array and ultrasonic flaw detector procured (100%).
- x)* Two food test methods (Chemistry & Microbiology) accredited (100%).
- xi)* Leak test method for condoms accredited (100%).

Constraints for non-achievement of the Objective

- i)* Deficit of 40 Quality Assurance officers and 40 other staff to all laboratories.
- ii)* Shortage of testing equipment to minimize turnaround time.
- iii)* Inadequate testing space/ outdated laboratories,
- iv)* Limited laboratory and office space,
- v)* Inability to cope with the new technology,
- vi)* Inadequate testing equipment,
- vii)* Financial resource constraints,
- viii)* Shortage of human resources,
- ix)* Limitation of PPRA Act.

Proposed Way Forward

- i)* Recruitment of required staff
- ii)* Procurement of testing equipment
- iii)* Construct new test house,
- iv)* Strengthen inspection and certification services.
- v)* Expansion of TBS laboratory and office infrastructure.
- vi)* Accredited more laboratories and expand scope of accreditation.

2.1.1.7. Assessment of OBJECTIVE 6: Offering Calibration Services

Achievements of the Objective against planned targets

- i)* 22,115 out of targeted 22,600 calibrations were performed (97.9%).
- ii)* 27 out of targeted 40 metrology laboratory equipment upgraded (67.5%).

Constraints for non-achievement of the Objective

- i)* Inadequate Human Resources to offer calibration services.
- ii)* Inadequate calibration equipment
- iii)* Inadequate calibration space.
- iv)* Limitation of PPRA Act.

Proposed Way Forward

- i)* Increase number of staff
- ii)* Purchase of new calibration equipment
- iii)* Intensify awareness campaign
- iv)* Open zonal offices.

2.1.1.8. Assessment of OBJECTIVE 7: Assisting manufacturers to improve the quality of packages through training and provide facilities for testing of packages and packaging material

Achievements of the Objective against planned targets

Packaging Technology Centre (PTC) is in operation, this has been triggered after capacitating the centre through staff and more equipment.

Constraints for non-achievement of the Objective

- i)* Shortage of staff
- ii)* Questionable sustainability

Proposed Way Forward

- i)* Mobilise funds for promotion of packaging
- ii)* Recruit more staff

2.1.1.9. Assessment of OBJECTIVE 8: Building Human Resources Capacity

Achievements of the Objective against planned targets

- i)* 208 out of targeted 300 staff were recruited (67.7%).
- ii)* 40 staff undergone master's degree courses.
- iii)* All staff were trained on Open Performance Appraisal System (OPRAS),
- iv)* About 90% of all staff undergone short course training to build their capacity in executing their duties.
- v)* Employee's social welfare plans and policies are implemented.
- vi)* OPRAS training conducted.
- vii)* Human Resources policies (staff and administrative regulations, schemes of service and salary structure) were reviewed and submitted to treasury registrar for approval.
- viii)* TBS Training Program for long and short courses reviewed and implemented.

- ix)* TBS Integrity Committee established through implementation of National Anti-Corruption Strategy.

Constraints for non-achievement of the Objective

- i)* Inadequate human resources.
- ii)* Non-availability of local training experts for specialized skills.
- iii)* Financial resources constraints.

Proposed Way Forward

- i)* Solicit permit for recruitment of required staff
- ii)* OPRAS to be operationalized
- iii)* Client service charter to be approved and operationalized
- iv)* Review and effectively Implement training program,
- v)* Automation of TBS processes.

2.1.1.10.Assessment of OBJECTIVE 9: Modernization and development of Physical and ICT infrastructure

Achievements of the Objective against planned targets

- i)* ICT policy reviewed and approved by BoD.
- ii)* New office was secured at Dar city centre to carter for inspection services.
- iii)* QUALMIS was extended to cover directorate of Testing, Calibration and Packaging Services (DTC).
- iv)* Active Directory was established
- v)* ICT Backup system was developed

Constraints for non-achievement of the Objective

Inadequate number of staff for ICT section.

Proposed Way Forward

- i)* Promote online sale of standards
- ii)* Review ICT policy
- iii)* Join National Optic Fibre (NOF)
- iv)* Extend QUALMIS
- v)* Automate library
- vi)* Promote web-based management system
- vii)* Automation of TBS processes.

2.1.1.11.Assessment of OBJECTIVE 10: Enhancing the effectiveness and efficiency of the Bureau

Achievements of the Objective against planned targets

- i)* Land for building one out of five zonal offices acquired in Dodoma (Central zone),
- ii)* Tunduma, Kasumulo, Rusumo, Kabanga and Mutukula border posts and JNIA, KIA and Mwanza port entry point established,
- iii)* Adhered to ISO 9001,
- iv)* TBS legal services provided,
- v)* Annual procurement plans prepared and implemented,
- vi)* Preventive maintenance schedule prepared and implemented.
- vii)* Internal audit activities were successfully conducted and reported on quarterly basis,
- viii)* Financial Regulations (2010) were reviewed and submitted to the Treasury Registrar for approval,
- ix)* Accounting Manual (2005) was reviewed and implemented,
- x)* Resource mobilization plan established and implemented,
- xi)* M&E system under EDF 10 Project developed and implemented,
- xii)* Client service charter developed.

Constraints for non-achievement of the Objective

- i)* Shortage of human resources
- ii)* Lack of local expertise for maintenance of laboratory equipment
- iii)* Limitation of PPRA Act.

Proposed Way Forward

- i)* Implement client service charter,
- ii)* Expand M&E System to cover TBS operations,
- iii)* Improve complaints handling mechanism,
- iv)* Operationalize OPRAS,
- v)* Procurement of testing equipment,
- vi)* Strengthen inspection and certification services,
- vii)* Recruitment of required staff,
- viii)* Participate in reviewing of PPRA Act,
- ix)* Client service charter to be approved and operationalized,
- x)* Communication and marketing strategies to be developed,
- xi)* Capacitate TBS staff through training and attachment,
- xii)* Improvement of physical infrastructure.

2.1.1.12. Assessment of OBJECTIVE 11: Increase internally generate income rate from 15% in year 2010/2011 to annual rate of 20%

Achievements of the Objective against planned targets

- i)* TZS 75,497,873,000 out of targeted TZS 70,000,000,000 were collected as revenues from internal sources (107.9%),
- ii)* Internal audit activities were successfully conducted and reported on quarterly basis,
- iii)* Financial Regulations (2010) were reviewed and submitted to the Treasury Registrar for approval,

- iv)* Accounting Manual (2005) was reviewed.

Constraints for non-achievement of the Objective

HR constraints

Proposed Way Forward

- i)* Strengthening certification and surveillance inspection,
- ii)* Operationalise zonal offices,
- iii)* Opening more border offices,
- iv)* Recruitment of required staff,
- v)* Efficient Resource mobilization plan to be maintained.

2.1.2. Assessment of Performance of July 2016 – June 2018 of 2016/2017 – 2020/2021 Strategic Plan

This section reviews the performance of actual implementation for the period of July 2016 – June 2018 against the targets set for two financial years (2016/2017 and 2017/2018) by evaluating achievements and constraints. However, the implemented plan was later improved and completed as directed by the Board of Directors. Therefore, the review below is presented according to the objectives of the implemented plan.

2.1.2.1. Assessment of Objective A: HIV/AIDS infection reduced and supportive services improved

Achievements of the Objective against planned targets

- i)* Awareness training was conducted to all staff,
- ii)* Staff attended voluntary testing,
- iii)* Care and supportive services provided to staff living with HIV/AIDS.

Constraints for non-achievement of the Objective

- i)* Fewer staff attending voluntary testing,
- ii)* Fewer staff declaring their HIV status.

Proposed Way Forward

- i)* Increase awareness on HIV/AIDS among staff,
- ii)* Encourage staff to attend voluntary testing,
- iii)* Continue providing care and supportive services to staff living with HIV/ AIDS and CNCD.

2.1.2.2. Assessment of Objective B: Effective implementation of National Anti-Corruption Strategy

Achievements of the Objective against planned targets

- i)* Awareness training on corruption conducted to all staff.

Constraints for non-achievement of the Objective

- i)* Public perception to TBS on corruption

Proposed Way Forward

- ii)* Increase awareness on corruption among staff,
- iii)* Continue capacitating Ethics and Integrity committee.

2.1.2.3. Assessment of Objective C: Standardization Management Strengthened

Achievements of the Objective against planned targets

- i)* 824 out of 650 targeted national standards for the period of July 2016 to June 2018 were formulated which is about 126.8%.
- ii)* 325 out of targeted 270 engineering standards were formulated (120.4%).
- iii)* 499 out of targeted 380 process technology standards were formulated (131.3%).
- iv)* National standards were harmonized to East African Standards.
- v)* Reasonable numbers of Technical Committee meetings were attended.
- vi)* Membership to ISO, IEC, CAC, ARSO, SADC, and EAC were maintained.

Constraints for non-achievement of the Objective

- i)* Inadequate Human Resources to facilitate standards formulation processes.
- ii)* Inadequate travel permits to attend standardization activities at regional and international.

Proposed Way Forward

- i)* Recruitment of required staff,
- ii)* Special request to Treasury Registrar Office for travel permits to attend standardization meetings.

2.1.2.4. Assessment of Objective D: Institutional Conformity Assessment Services Improved

Achievements of the Objective against planned targets

- i)* 573 out of targeted 520 new standard mark licenses were granted (110.2 %).
- ii)* 65,663 out of targeted 66,000 Certificates of Conformity (CoCs) were granted (99.5%).
- iii)* 69,241 out of targeted 72,000 vehicles were inspected before imported (96.2 %).
- iv)* 75 out of targeted 65 trainings on standardization and quality assurance conducted to SMEs and manufacturers (115.4%);
- v)* Food laboratory: 7,688 out of targeted 7,200 samples were tested (106.8%);

- vi) Building and Construction laboratory: 2,263 out of targeted 2,200 samples were tested (102.9%);
- vii) Electrical laboratory: 5,271 out of targeted 5,000 samples were tested (105.4%);
- viii) Mechanical laboratory: 6,456 out of targeted 5,500 samples were tested (117.4%);
- ix) Chemistry laboratory: 5,948 out of targeted 5,500 samples were tested (108.1%);
- x) Textile and Cotton laboratory: 7,101 out of targeted 6,500 samples were tested (109.2%);
- xi) Packaging (PTC) laboratory: 1,115 out of targeted 1,100 samples were tested (101.4%).
- xii) Metrology laboratory: 11,402 out of targeted 12,500 equipment/items were calibrated 91.2%).

Constraints for non-achievement of the Objective

- i) Inadequate human resources to facilitate inspection and certification services.
- ii) Financial constraints to perform inspection and certification services.
- iii) Financial constraints to perform accreditation of laboratories and purchase of equipment.

Proposed Way Forward

- i) Strengthen inspection and certification services.
- ii) Recruitment of required staff.
- iii) Soliciting funds from development partners for purchase of equipment and accreditation of laboratories.

2.1.2.5. Assessment of Objective E: Resources Management Strengthened

Achievements of the Objective against planned targets

- i) Land for building two out of remaining four zonal offices acquired in (Mbeya – Southern Highland zone and Mtwara – Southern zone),
- ii) All five zone offices operationalized through providing office facilities and allocating staff,
- iii) 89 new staff joined TBS, out of these six staff (6) have been transferred from different organization,
- iv) A total of TZS 80.911 billion has been generated internally out of targeted TZS 62.438 billion expected which is 129.6% of the total amount to be generated in the period of July 2016 to June 2018.
- v) Preventive maintenance schedule prepared and implemented,
- vi) Internal audit activities were successfully conducted and reported on quarterly basis,
- vii) MTEF was prepared and submitted to TRO, MITI and MoFP,
- viii) M&E system implemented,
- ix) Client service charter developed,
- x) All staff were trained on Open Performance Appraisal System (OPRAS),
- xi) About 90% of all staff undergone short course training to build their capacity in executing their duties,
- xii) Employee's social welfare plans and policies are maintained.

Constraints for non-achievement of the Objective

- i)* Shortage of human resources
- ii)* Lack of local expertise for maintenance of laboratory equipment
- iii)* Limitation of PPRA Act.

Proposed Way Forward

- i)* Implement client service charter, M&E,
- ii)* Improve complaints handling mechanism
- iii)* Operationalize OPRAS
- iv)* Procurement of testing equipment
- v)* Strengthen inspection and certification services.
- vi)* Recruitment of required staff
- vii)* Participation in Review of PPRA Act.

2.1.2.6. Assessment of Objective F: TBS Capacity to deliver services improved

Achievements of the Objective against planned targets

- i)* ICT policy reviewed and approved by BoD;
- ii)* Online payment system for TBS services operationalized,
- iii)* Join National Optic Fibre (NOF)
- iv)* New office was secured at Dar city centre to cater for inspection services
- v)* QUALMIS was extended to cover zonal and border offices
- vi)* ICT Backup system was developed
- vii)* Adhered to ISO 9001 of 2015,
- viii)* TBS legal services provided'
- ix)* Annual procurement plans prepared and implemented
- x)* Performance contract between Treasury Registrar and BoD was prepared

Constraints for non-achievement of the Objective

Inadequate human resource.

Proposed Way Forward

- i)* Extend QUALMIS to cover other areas
- ii)* Automate library
- iii)* Promote web-based management system
- iv)* Automation of TBS processes

2.1.3. Result of Service Delivery Surveys and Self-Assessment

Tanzania Bureau of Standards (TBS) outsourced to Tanzania Industrial Research Development Organization (TIRDO) to conduct Customer Satisfaction Survey as per the requirement of ISO 9001:2008. The survey aimed at examining the customer satisfaction level on TBS's internal and external customers as well as the general public. It addressed the factors that contribute or hinder effective and efficient customer service delivery for service

offered by TBS where nine regions were covered. The survey was guided by the following specific objectives;

1. To examine the level of satisfaction of TBS services to its customers.
2. To compare the overall service delivery with other competitive/comparable organizations
3. To identify area of focus to improve on TBS service delivery.
4. To identify opportunities for TBS.
5. To analyses the awareness level of TBS and its services to general public.
6. To analyze the image of TBS and perception of the general public.
7. To identify public opinion on substandard goods and way forward.

The data was collected from a sample of stakeholders through a structured questionnaire, face-to-face interview and focus group discussions. Total sample included: TBS employees (97); TBS external customers (98); and general public (462). The research findings revealed the following:

- a) External customer satisfaction was 81% while employee's level of satisfaction was 58.6 (+/- 32.72).
- b) The Bureau was viewed as being better compared with other comparable organizations for turnaround time (38%), customer service (49%), professionalism (57%) and staff integrity (56%). The results showed that there is need for regulatory organizations to harmonize their regulations and service in a view to enhance service delivery and reduce cost.
- c) Areas of improvement were awareness creation and information to customers, turnaround time for analysis, effective communication and feedback, train staff on customer care.
- d) Opportunities earmarked include establishment of offices in all regions, harmonization of regulations and services among regulatory organizations, creation of more awareness to the public, initiation of special program for SMEs.
- e) The public awareness of the existence and the role of TBS is high across surveyed regions.
- f) Image of the Bureau to the general public was good and viewed as an organization very relevant to producers and the general public having role of supporting business and protecting consumers. However, blamed to be confined in Dar es Salaam and being unfair to SMEs.
- g) TBS was viewed as making reasonable efforts to combat substandard goods, but lacked capacity considering the vastness of the country. This led to the proposal to increase manpower, create more awareness to public, effective communication with producers and establishment of offices in all regions.

The study concluded that TBS services to its customers in surveyed regions are satisfactory; the image of the Bureau to the general public is good; and awareness is high in urban areas but low in rural areas. TBS employees' responses in career development and benefits were below 50%; hence there is a need to raise TBS workers morale and motivation which will automatically have positive impact on the Bureau's activities and performance. Moreover,

although TBS services are highly demanded by SMEs, TBS has limited capacity to reach and service all SMEs who are increasing and spread all over the country.

The study, therefore, recommended that there is a need to train workers on customer care; effective communication to customers; public awareness in rural and urban areas; and devise special way of dealing with SMEs. The survey also recommended on increasing the sampling schedule; increasing inspection/market surveillance; understanding business challenges; improving mechanism for tracking and punishing defaulters; and establishing a database of certified goods. It further insisted on timely reply of enquiries; employment of competent workers; enforcement of standards for food products; and reducing turnaround time for analysis service. Moreover, it also recommended on establishing offices in all regions; recruiting more employees; launching an education programme starting from primary schools with teaching language being Swahili; improving technology; enhancing employees' integrity; reducing bureaucracy; establishing laboratories in zonal offices and being more innovative in service delivery.

2.1.4. Other Recent Initiatives and Achievements

Other than the planned activities, below are some of initiatives and achievements were attained during the implementation of Strategic Plan 2016/2017 – 2020/2021 (July 2016 – June 2018) The initiatives and achievements were attracted by the increased demand and needs for TBS and other stakeholders' effective and efficient service delivery. These are:

- i)* Scheme of service and Staff and administrative regulations reviewed.
- ii)* New TBS Test House construction commenced in the financial year 2017/2018,
- iii)* Conference room upgraded: wider screen Computer/TV screen for presentation,
- iv)* Review of TBS Organization Structure;
- v)* Implementation of TBS – TMEA Quality Infrastructure Project,
- vi)* System Management accreditation (ISO/IEC 17021) initiated.
- vii)* Petroleum testing equipment received from EWURA.
- viii)* Memorandum of Understanding between TBS and ZBS to enable the organisations to work cooperatively and effectively in seven areas of collaboration to control the importation of substandard goods into the country especially through unofficial 'panya' routes and promote industrial development.
- ix)* Memorandum of Understanding between TBS and SIDO to align activities on standards and quality assurance to MSMEs.
- x)* Memorandum of Understanding between TBS and TFDA for the purpose of resolving overlapping and duplication of functions between the two institutions.
- xi)* Memorandum of Understanding between TBS and FCC for cooperation on preventing substandard and counterfeit products in Tanzania.
- xii)* Memorandum of Understanding between TBS and Turkish Standards Institution (TSE) to strengthen bilateral cooperation between the parties in the fields of standardization, metrology and conformity assessment, (inspection, testing/calibration and certification)

management systems, and other related activities, with the common aim of learning from each other's experience for mutual benefit and facilitating mutual trade.

- xiii) Cooperation Agreement between TBS and China Certification & Inspection Group Inspection Co. Ltd (CCIC) to assist the PVoC partners to do pre-shipment inspection for all regulated products shipped from China, Taiwan, Hong Kong and Macau.

2.2. Situational Analysis of the Strengths, Weaknesses, Opportunities and Challenges (SWOC)

This section provides a summary of overall internal and external assessment of TBS. The section provides the major analysis of the Strengths, Weaknesses, Opportunities and Challenges and the strategic issues derived; which will need to be addressed by the revised Strategic Plan that covers the period of 2016/17 to 2020/21. The external environment analysis was guided by Political/Policy, Economic, Social, Technological, Environment and Legal (PESTEL).

The strengths, weaknesses, opportunities and challenges below are outlined according to the main organizational functional areas and the PESTEL criteria which include Human Resources, Finance, Systems/ Processes, Physical resources, Product and service, Political, Economic, Social, Technology, Environment; and Policy and Legal Framework, as follows: -

i. Analysis of the Human Resources

Strengths

- i) Existence of skilled and competent personnel
- ii) Existence of team spirit
- iii) Existence of HR policies and plans
- iv) Existence of strong labor relations
- v) Existence of Staff and Administrative regulations

Weaknesses

- i) Absence of succession plan
- ii) Outdated Organization Structure
- iii) Absence of Incentives Scheme
- iv) Inadequate staff development plan

Opportunities

- i) Effective and efficient service delivery to customers
- ii) Customer confidence.

Challenges

- i) Inefficient services delivered due to Low morale of staff
- ii) Can lead to labor turn over
- iii) Can lead to corruption

ii. Analysis of the Finance

Strengths

- i) Existence of internal control mechanism, (Activity Based Budget adhered, internal audit unit, internal financial regulations).
- ii) Existence of financial system (Navision)

Weaknesses

- i) Inadequate debts collection system
- ii) Inadequate resource mobilization
- iii) Insufficient financial management

Opportunities

- i) Fast and Easy Payment System for customers

Challenges

- i) Low operationalization of zonal/border offices

iii. Analysis of the Systems/ Processes

Strengths

- i) ISO 9001: Quality Management System certified institution
- ii) Four laboratories are internationally recognized against ISO/IEC 17025: General requirements for the competence of testing and calibration system.
- iii) Microsoft NAVISION Business Solution customized.
- iv) Availability and use of electronic payment system (EPS)
- v) Availability and use of Biometric system
- vi) Availability of documented processes and procedures for standardization, quality assurance and metrology
- vii) Availability and use of Quality Management Information System (QUALIMIS).

Weaknesses

- i) Low commitment and ownership on accreditation of conformity assessment systems;
 - Four laboratories are yet to be accredited
 - Inspection, and product and management system certification systems are yet to be accredited
- ii) Underutilization of Microsoft NAVISION Business Solution scope to include HR and procurement processes.
- iii) Underutilization of Biometric system
- iv) Lack of integration of Quality Management Information System (QUALIMIS) with other systems
- v) Inadequate M&E system.

Opportunities

- i) Inadequate trade facilitation through Importation and Exportation of quality products nationally, regionally and internationally recognized institution on standardization.

Challenges

- i) Failure to impart trust and confidence in industry and trade
- ii) Failure to meet customer satisfaction
- i) Inadequate use of Export market opportunities Underutilization of Microsoft NAVISION Business Solution scope to include HR and procurement processes.
- ii) Underutilization of Biometric system.

- iii) Lack of integration of Quality Management Information System (QUALIMIS) with other systems
- iv) Underutilization of electronic communication system. ICT
- v) Inadequate M&E system,
- vi) Low awareness on the use of TBS NEP, TAIE and library/ information Centre.

iv. Analysis of the Physical resources

Strengths

- i) Availability of testing and calibration laboratories and state-of-the-art equipment
- ii) Availability of buildings at TBS HQ
- iii) Availability of land for offices
- iv) Availability of working tools at TBS HQ

Weaknesses

- i) Limited scope for testing
- ii) Lack of testing laboratories and equipment and building for office spaces at TBS zone offices

Opportunities

Smooth operation of TBS mandates

Challenges

- i) Delay of issuance of test results
- ii) Inadequacy of discharging mandated roles.

v. Analysis of the Product and service

Strengths

- i) Availability of National Standards in different economic sectors.
- ii) Existence of accredited Testing and Calibration Laboratories to cover different economic sectors
- iii) Availability of Online Standards Catalogue.
- iv) Existence of product and system certification services
- v) Availability of training services

Weaknesses

- i) Unavailability of National standards for some products and services
- ii) Centralized TBS services in Dar es Salaam.
- iii) Low awareness on the use of TBS NEP, TAE and library/ information Centre, testing and metrology services

Opportunities

- i) Continuous harmonization of regional and international standards
- ii) The move of having designated testing laboratory in accordance with SQMT Act of EAC in which the exclusive right of the test report of TBS will no longer apply thus other laboratory test results will be recognized
- iii) Personnel certification e.g. welders etc.
- iv) Need for competency building in the areas of standardization and quality assurance
- v) Increasing societal quality consciousness

- vi) Existence of stakeholders in implementing standards.
- vii) Increase adaptability of new technologies by the public

Challenges

- i) Market demand on the compliance to the international best practices
- ii) Absence of national accreditation system.

vi. Analysis of the Political

Strengths

- i) Smooth operations and cooperation with regional and other international bodies.

Opportunities

- i) National industrialization drive
- ii) Improvement of Public Service.
- iii) Controlled Government expenditure

vii. Analysis of the Economic

Strengths

- i) Willingness to operationalize Single Window System
- ii) National Standardization Strategy
- iii) Promotion of Industrialization

Weaknesses

- i) Absence of TBS officers at countries operating Single Custom Territories

Opportunities

- i) National Revenue collection
- ii) Existence of one Stop Border Post (OSBP).
- iii) Presence of single custom territory that will help to control imports
- iv) Implementation of East African Crude Oil Pipeline (EACOP) Project
- v) Development partners who support various projects implemented by TBS (SADC, TMEA)
- vi) Continental Free Trade Area (CTFA)

Challenges

- i) Inflation trends with direct impact upon TBS budget estimations
- ii) Existence of unofficial routes for importation of products
- iii) Informal production
- iv) Existence of Technical Barriers to Trade
- v) Elements of corruption leading to importation of substandard products

viii. Analysis of the Social

Strengths

- i. Introduction of SQMT curriculum to education institutions

Opportunities

- i. Availability of information channels (media and social networks) to transmit SQMT matters to the community

Challenges

- i) Low level of quality culture consciousness among producers and consumers
- ii) Weak national consumer advocacy council
- iii) Ineffective consumer cooperation with consumer associations.

ix. Analysis of the Technology

Weaknesses

- i) Slow uptake of new technologies to enhance efficiency of service delivery

Opportunities

- i) Availability of state-of-the-art Testing and Calibration equipment in the Market.
- ii) Availability of National Optic Fiber to facilitate communication.

Challenges

- i) Rapid changing of technology
- ii) Capacity constraints to acquire new technology.
- iii) Hacking of systems

x. Analysis of the Environment

Challenges

- i) Disposal of substandard products

xi. Analysis of the Policy and Legal Framework

Strengths

- i) Improved performance on standardization and quality assurance
- ii) Enhanced regional standardization and conformity assessment activities by the established SACA Bill and Metrology Bill within East African Region (EAC).
- iii) Enhanced coordination and streamlined activities among the regulators.
- iv) Improved efficiency on payment for TBS services by customers.
- v) Improved service delivery to customers.
- vi) Improved service delivery to customers.

Weaknesses

- i) The Act did not address critical issues i.e. Performance deficiency in Scientific and Industrial Metrology activities, lack of mandatory certification on locally produced products/goods, absence of TBS objectives, mandatory requirement on recall of substandard products both certified and non-certified products/goods by manufacturers through their own costs.
- ii) Inefficiency of service delivery to customers.
- iii) Low participation of local experts and service providers to the national projects. Establishment of more and new industries of different nature. Increase of more and new products and services in the market.

Opportunities

- i) Availability of the Standards Act no. 2 of 2009.
- ii) Availability of the SQMT Act
- iii) Availability of the Financial Act of 2017.
- iv) Availability of the Electronic Transaction Act of 2015.

- v) Availability of the National Single Window System Act.
- vi) Availability of National laws, regulations, standing orders and circulars, which influence standardization and quality assurance activities (i.e. Local content policy, Integrated Industrial Development Strategy and National Industrial Policy).
- vii) Demand for 1) development of national standards. 2) Inspection, testing and certification services. 4) Product and system certifications services.

Challenges

- i) Lack of approximation (ratification) of legal operations in order to minimize deference among partner states. Also, there was no emphasizing of establishment of the technical regulations by partner states.
- ii) Lack of coordination activities among regulators.

See **Appendix 1, Table 4** for summarised SWOC analysis.

2.3. Stakeholders' Analysis

TBS's domestic and international services involve a number of stakeholders including individuals, relevant groups, MDAs, development partners, industry and commerce stakeholders and the general public who have vested interests in the Bureau's services. TBS is a service delivery entity with a wide range of stakeholders as follows: -

- a) Ministry of Industry, Trade and Investment
- b) Treasury Registrar Office
- c) TBS employees
- d) Regulatory bodies
- e) Zanzibar Bureau of Standards (ZBS)
- f) Testing laboratories.
- g) Higher Learning & Research Institutions
- h) Private sector and Business associations
- i) Foreign, Regional and International Standards Bodies
- j) Small and medium Enterprises (SMEs)
- k) Ministries, independent Departments, agencies and Local Government Authorities
- l) Manufacturers
- m) Development Partners
- n) Suppliers
- o) Media
- p) General public.

The following are the summary of TBS's services offered and stake holder's expectations.

Table 1 shows details on the analysis.

Table 1: Stakeholders Analysis Matrix

S/N	Stakeholders	Services Offered By TBS	Stakeholder's Expectation
1.	Ministry of Industry, Trade and Investment	<ul style="list-style-type: none"> i) Performance reports ii) Audited accounts iii) Annual budget and plans iv) Technical advice on SQMT matters. 	<ul style="list-style-type: none"> i) Accurate and timely reports. ii) Informed, professional and timely advice iii) Compliant budgets and plans.

S/N	Stakeholders	Services Offered By TBS	Stakeholder's Expectation
2.	Treasury Registrar Office	<i>i)</i> Provide necessary information about the Bureau. <i>ii)</i> Performance reports (contract) <i>iii)</i> Audited accounts <i>iv)</i> Annual budget and plans.	<i>i)</i> Accurate and timely reports. <i>ii)</i> Informed, professional and timely advice <i>ii)</i> Compliant budgets and plans. <i>iv)</i> Adhering with Government guidelines.
3.	TBS employees	<i>i)</i> Remuneration <i>ii)</i> Infrastructure and working tools <i>iii)</i> Information <i>iv)</i> Career development	<i>i)</i> Timely payment of remuneration. <i>ii)</i> Appropriate and quality working tools. <i>iii)</i> Timely and accurate HR and other work-related information. <i>iv)</i> training, promotion and information <i>v)</i> Good industrial relations.
4.	Regulatory bodies	<i>i)</i> Provision of standards <i>ii)</i> Provision of technical advice <i>iii)</i> Provision of testing services <i>iv)</i> Provision of calibration services	<i>i)</i> Relevant standards <i>ii)</i> Accurate and timely technical advice <i>ii)</i> Accurate, reliable and timely test results <i>iv)</i> Accurate, reliable and timely calibration results
5.	Zanzibar Bureau of Standards (ZBS)	<i>i)</i> Cooperation in standards development <i>ii)</i> Capacity building to ZBS staff through attachments on SQMT activities. <i>iii)</i> Provision of standards for quality assurance services to Zanzibar. <i>iv)</i> Provision of information on important SQMT matters.	<i>i)</i> Timely and reliable SQMT services. <i>ii)</i> Relevant national standards, <i>iii)</i> Timely and reliable information on SQMT matters.
6.	Testing laboratory	<i>i)</i> Provision of standards <i>ii)</i> Provision of proficiency testing sample <i>iii)</i> Provision of Calibration services <i>iv)</i> Provision of training services	<i>i)</i> Relevant standards <i>ii)</i> Quality samples <i>iii)</i> Timely and reliable service
7.	Higher Learning & Research Institutions	<i>i)</i> Provision of standards <i>ii)</i> Provision of testing services <i>iii)</i> Provision of practical training <i>iv)</i> Provision of SQMT data	<i>i)</i> Relevant standards <i>ii)</i> Accurate, reliable and timely test results <i>iii)</i> Reliable and timely training <i>iv)</i> Accurate and reliable data
8.	Private sector and Business associations	<i>i)</i> Certification services <i>ii)</i> Provision of standards <i>iii)</i> Provision of training on standardization and quality assurance activities <i>iv)</i> Provision of Technical advice <i>v)</i> Provision of calibration services	<i>i)</i> Timely certification <i>ii)</i> Relevant standards <i>iii)</i> Reliable and timely training <i>iv)</i> Timely and reliable advice. <i>v)</i> Accurate, reliable and timely calibration results
9.	Foreign, Regional and International Standards Bodies	<i>i)</i> Provision of Technical inputs on SQMT activities <i>ii)</i> Provision of standards	<i>i)</i> Timely and reliable inputs on harmonization. <i>ii)</i> Relevant standards
10.	SMEs	<i>i)</i> Provision of product certification <i>ii)</i> Provision of training on SQMT matters. <i>iii)</i> Provision of technical advice	<i>i)</i> Timely certification <i>ii)</i> Quality training <i>iii)</i> Timely and reliable advice
11.	Ministries, independent Departments, agencies and Local Government Authorities	<i>i)</i> Information on accreditation <i>ii)</i> Provision of technical advice <i>iii)</i> Provision of standards <i>iv)</i> Provision of SQMT data <i>v)</i> Provision of testing services	<i>i)</i> Timely dissemination of information <i>ii)</i> Accurate and timely technical advice <i>iii)</i> Relevant standards. <i>iv)</i> Accurate and timely test reports.

S/N	Stakeholders	Services Offered By TBS	Stakeholder's Expectation
12.	Manufacturers	<i>i)</i> Provision of Standards <i>ii)</i> Certification services <i>iii)</i> Trainings on SQMT matters <i>iv)</i> Technical advice on importation and exportation of goods <i>v)</i> Provision of testing services <i>vi)</i> Provision of calibration services	<i>i)</i> Relevant standards <i>ii)</i> Timely certification <i>iii)</i> Quality training <i>iv)</i> Accurate and timely technical advice <i>v)</i> Accurate and timely test reports <i>vi)</i> Accurate, reliable and timely calibration results
13.	Development Partners	<i>i)</i> Provision of reports <i>ii)</i> Provision of information	<i>i)</i> Accurate and timely reports and information
14.	Suppliers	<i>i)</i> Information on required services or goods	<i>i)</i> Accurate information <i>ii)</i> Prompt payment
15.	Media	<i>i)</i> Provision of information regarding TBS operations	<i>i)</i> Accurate and timely information
16.	General public	<i>ii)</i> Provision of Information on SQMT <i>iii)</i> Awareness creation.	<i>i)</i> Timely information

2.4. Government Blueprint for Regulatory Reform to Improve Business Environment

The 'Blueprint for Regulatory Reforms to Improve the Business Environment – Jan 2018' provides the Government's main framework for enabling a holistic review of business-enabling environment (BEE) in order to improve the business climate in Tanzania. It presents key challenges affecting the business environment in Tanzania along with a set of recommendations for reform to put in place a more business-friendly environment.

The key findings and recommendations of the Blueprint emphasize the principle reforms towards separation of revenue motives from the regulatory rationale of regulatory agencies, thus consolidating similar regulations and removing overlaps as well as treating regulations as an integral part of trade policy, competitiveness, protection of consumers and safeguarding the public goods.

TBS considers the Blueprint document in positive direction because the Bureau supports the Government's intention to improve business environment in the country by reducing multiple regulatory procedures to be followed by the business community. TBS has entered into Memorandums of Understanding (MoUs) with other regulatory organizations to ensure that business environment is improved. The institutions with which TBS has entered into MoU include Small Industries Development Organization (SIDO), Tanzania Food and Drugs Authority (TFDA), Fair Competition Commission (FCC), National Institute of Transport (NIT), Tanzania Communications Regulatory Authority (TCRA) and Zanzibar Bureau of Standards (ZBS).

2.5. Critical Issues

A review of the situation analysis of TBS has raised a number of critical issues that require interventions as summarized below:

- a) Low level of compliance.
- b) Existence of non-revised standards.
- c) Unavailability of standards for some products.
- d) Low awareness level of the general public on the concept and importance of SQMT

- e) Slow infrastructure development.
- f) Limited testing and calibration capabilities.
- g) Four Laboratories are yet to be accredited.
- h) Inadequate automation of TBS operations.
- i) Inadequate ICT System and integration with other relevant institutions
- j) Inadequate institutional performance M&E system.
- k) Inadequate power supply.
- l) Inadequate level of service delivery.
- m) Inadequate Human Resources appraisal system.

3.0 CHAPTER THREE: MISSION, VISION, AND OBJECTIVES

3.1. Introduction

This Chapter presents the improved mission, vision and objectives of Strategic Plan to be implemented and realized in the remaining three of five years period (2016/2017–2020/2021). The chapter also states the Quality Policy, Core Values and TBS motto.

3.2. Vision, Mission and Quality Policy

Vision Statement

“To be a centre of excellence in standardization, quality assurance and metrology services in Africa”.

Mission Statement

“To provide and promote standardization, quality assurance and metrology services for sustainable socio-economic development”.

Quality Policy

“Tanzania Bureau of Standards (TBS) endeavours, as mandated, to deliver quality products that include standards and quality assurance services by meeting and even exceeding customers’ requirements so as to retain their loyalty. TBS provides resources and continually improves her processes to ensure that employees are capable of consistently producing quality products at the right time”.

3.3. Core Values

Towards achieving its vision and fulfilling the mission, the Bureau will operate based on the following core values;

- a) **Accountable** for quality of service and efficient resource utilization
- b) Dedicated to **working together** towards achieving strategic goals
- c) Committed to demonstrating **transparency** and **integrity**
- d) Focused to meeting **customer needs** and expectations

For simplicity in communicating the core values, they are summarized by the word **TACTIC** as interpreted below;

T	-	Transparency
A	-	Accountability
C	-	Customer focused
T	-	Team work
Ic	-	Integrity to customers

3.4. *TBS motto*

“TBS the home of standards”.

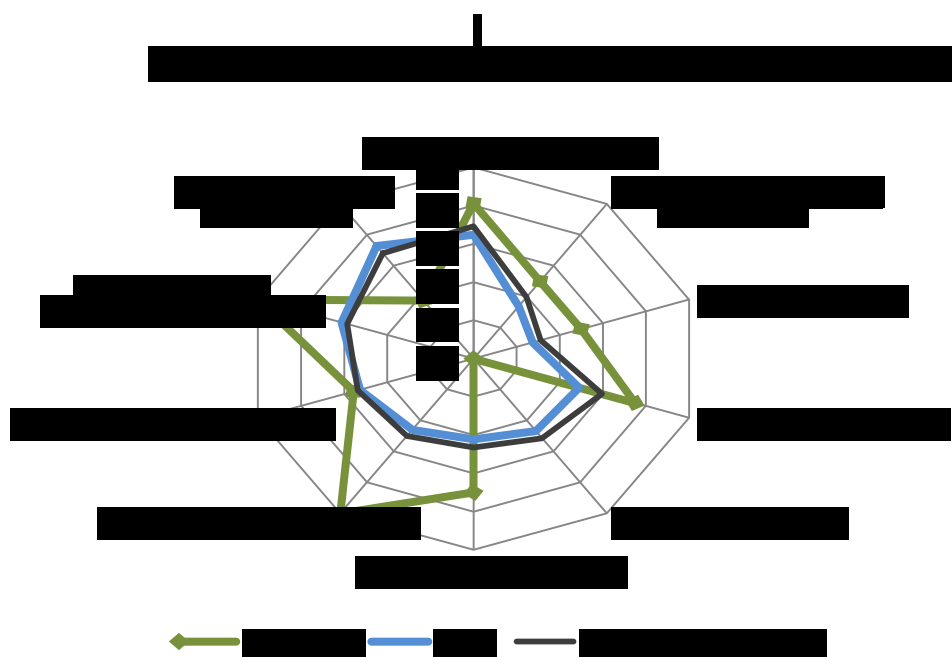
3.5. *Overall TBS Key Performance Indicators*

In implementing the revised SP, TBS expects to contribute to four important national key performance indicators: (i) improved trade facilitation, (ii) improved business environment /ease of doing business ranking; (iii) improved customer satisfaction of the services offered and; (iv) improved compliance to standards.

i. Improved Trade facilitation:

According to OECD trade facilitation indicators, Tanzania performs better¹ than the averages of Sub-Saharan African and low-income countries in the areas of information availability, involvement of the trade community, advance rulings, appeal procedures, harmonization and simplification of documents, automation and internal border agency co-operation. However, Tanzania’s performance for fees and charges, and governance and impartiality are below the averages of Sub-Saharan African and low-income countries. OECD set of trade facilitation indicators for Tanzania include information availability, involvement of trade community, advance rulings, appeal procedures, fees and charges, formalities (documents, automation, procedures), border agency cooperation (internal) and governance and impartiality. **Figure 1** shows a summary of the country’s performance in trade facilitation.

Figure 1: Trade Facilitation Performance in Tanzania



Source: OECD 2013

¹http://www.oecd.org/tad/facilitation/Tanzania_OECD-Trade-Facilitation-Indicators.pdf

The implementation of this Strategic Plan will enable TBS to better contribute to the national trade facilitation and improve border procedures, reduce trade costs, boost trade flows and reap greater benefits from international trade.

ii. Improved Business Environment/Ease of doing business

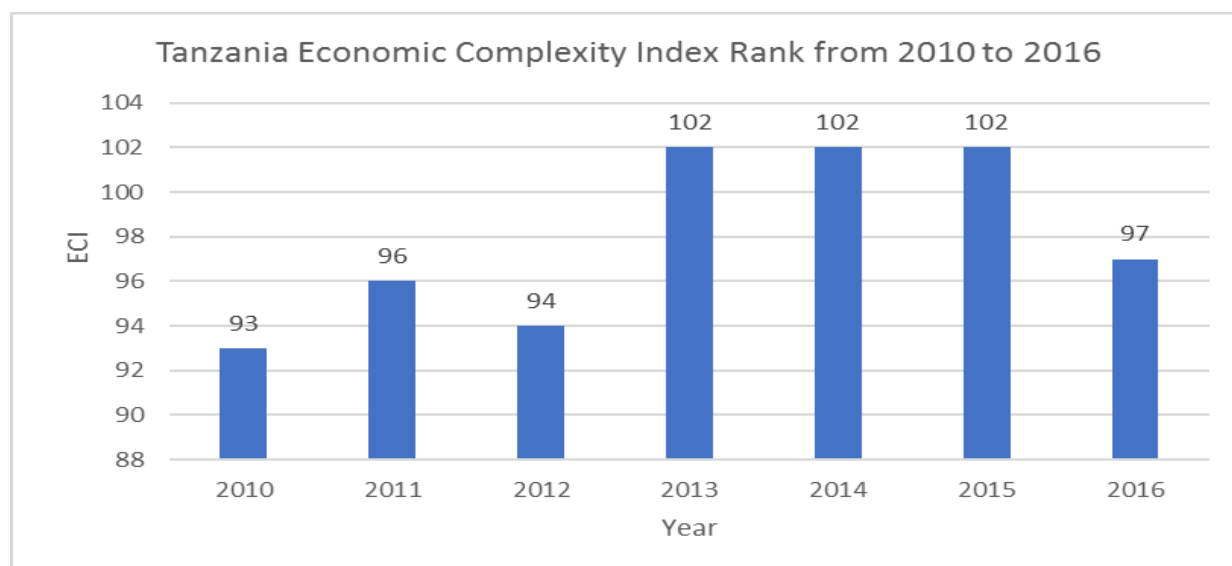
Trend in the World Bank's Doing Business Ranking

Tanzania has fallen further in the rankings of the Doing Business 2018 report raising concerns over the efficacy and results of the ongoing reforms. The country was ranked at 137th position globally in the World Bank's Doing Business (DB2018) report from 132nd position in the DB2017 report. In the survey that involved 190 countries and was published by the World Bank, Tanzania's overall scores in the rankings were 54.04 points being a slight improvement of 0.11 points compared to the DB2017. This means that the country's speed in implementing business reforms was not as fast as other countries that have overtaken it.

Trend in global Economic Complexity Index (ECI)² ranking

The Economic Complexity Index (ECI) measures the relative knowledge intensity of an economy. ECI measures the knowledge intensity of an economy by considering the knowledge intensity of the products it exports. ECI has been validated as a relevant economic measure by showing its ability to predict future economic growth (see [Hidalgo and Hausmann 2009](#)), and explain international variations in income inequality (see [Hartmann et al. 2017](#)). Figure 2 shows the trend of Tanzania ECI rankings.

Figure 2: Tanzania's global Economic Complexity Index (ECI) ranking



Source: <http://atlas.cid.harvard.edu/rankings/2010?country=tanzania>

iii. Improved compliance to standards

The influx of substandard goods and services in Tanzania's market has been exacerbated by trade liberalization policies over the last few decades. This allowed the movement of goods and services within the region and beyond. However, there are other factors, such as insufficient quality infrastructure, lack of consciousness on product quality and poor technology, which also contribute to the presence of locally produced substandard products.

According to the assessment by the U.S. Department of Commerce³, TBS seven laboratories are maintained at the highest possible operating level, but conformity challenges persist. Implementation of this Plan will therefore include improvement of conformity to standards by promoting standards, quality assurance and metrology services; and improving implementation of conformity assessment and metrology services. This will reduce the number of substandard products in Tanzania and increase exports of TBS certified products.

iv. Improved customer satisfaction

As per customer survey assessment, overall TBS customer satisfaction rate is increasing. There is also an increasing rate of uptake of Tanzania standards. While TBS is a not-profit public entity, an increased number of referrals from the satisfied customers will prove customer satisfaction. TBS is also targeting reducing the rate of customer complaints. Furthermore, TBS through the revised plan expects to improve stakeholder communication. Hence, maintenances of good communication and engagement between TBS and the business community will be necessary. TBS will also work on improved public image. Hence, satisfied customers will transmit their enthusiasm for TBS to others. Overall, TBS expects to increase its cash flow through internally generated revenues, thus enabling the expansion of its service delivery.

3.6. Strategic Objectives

In pursuit of the revised vision, mission quality policy, core values and addressing the identified critical issues in the remaining three years, TBS reviewed its strategic objectives from the previous eleven (11) objectives from the 2011/2012 -2015/2016 SP to five (5) objectives for the 2016/17 – 2020/21 SP. Objectives A and B are cross cutting and emanate from the overall government objectives. The revised objectives are as follows: -

- A. HIV/AIDS, Infection Reduced and Supportive Services Improved;*
- B. Effective Implementation of National Anti-Corruption Strategy;*
- C. Enhanced Standardization;*
- D. Improved Conformity to Standards; and*
- E. Improved Efficiency in Service Delivery.*

Section 3.6.1 below presents the detailed rationale for each objective and their expected outcomes.

3.6.1. Rationales of Objectives:

OBJECTIVE A: HIV/AIDS Infection Reduced and Supportive Services Improved

³As assisted by <http://export.gov> to help U.S. companies sell their products and services worldwide.

The HIV/AIDS pandemic and Chronic Non-Communicable Diseases (CNCD) have been affecting human resource in the country. A large part of the competent workforce has disappeared due to the incurable diseases. TBS has been facing a number of challenges in handling HIV/AIDS, among the challenges include a number of staff who do not declare their HIV status and therefore fail to access care and supportive services as would be required.

The above problem will be addressed by developing and implementing intensive HIV/AIDS workplace programmes. Under the programme, issues of behavioural change and stigma will be addressed. TBS is adhering to the government efforts of curbing HIV/AIDS and related challenges at workplace. Therefore, TBS will continue to implement interventions according to the National HIV/AIDS policy. Specifically, the objective focuses on increasing awareness on HIV/AIDS and CNCDs. TBS will therefore continue to provide care and support to staff living with HIV/AIDS and CNCDs, encouraging voluntary testing and conducting peer education through campaigns on behaviour change.

The expected outcome will be increased productivity; behavioural change; and reduced new cases.

OBJECTIVE B: Effective Implementation of National Anti-Corruption Strategy

Corruption is a major threat to national development; according to PCCB statistics of 2015 about 30% of total GDP is lost in corruption incidences. At TBS, the prevalence of corruption threatens the ability of the institution to deliver satisfactory services to its customers.

This objective aims at strengthening anti-corruption mechanism by adopting National Anti-Corruption Strategy and Action Plan phase III (NACSAP III). This will be achieved by ensuring adherence to codes of ethics and national laws and regulations.

The expected outcome will be reduced reported corruption incidents; integrity; and increased awareness on corruption.

OBJECTIVE C: Enhanced Standardization;

The drive for industrial economy, regional and international trade facilitation and growing innovative MSMEs is attracting increased demand for TBS services including standards. However, the pace of standards development does not match with the market demand. This necessitates enhancement of standardization in Tanzania and gives the Bureau a clear reason to employ possible means to improve standardization management systems.

The expected outcomes of this objective will include increased number of National Standards harmonized at regional level, level of engagement, increased uptake and utilization of national standards, increased demand for NEP and TAE services and increased number of MSMEs facilitated.

OBJECTIVE D: Improved Conformity to Standards;

Trade liberalization has contributed to the movement of goods and services within the region and beyond. This has contributed to the influx of substandard goods and services in our market. On the other hand, insufficient quality infrastructure, lack of consciousness on product quality and poor technology has resulted to the presence of locally produced substandard products. Due to the observed challenges, conformity assessment services need to be improved. Therefore, TBS will improve conformity to standards by promoting standards, quality assurance and metrology services; and improving implementation of conformity assessment and metrology services.

The expected outcomes include increased level of conformity to standards, increased number of certified firms for quality management systems; and increased quality assurance and metrology services.

OBJECTIVE E: Improved Efficiency in Service Delivery

For the smooth running of organizational activities, the Bureau needs to continuously improve its capacity for service delivery. TBS is currently experiencing a number of challenges in service delivery including inadequate physical infrastructure, insufficient working tools, un-automated procedures and low-quality culture among the general public; which affect efficiency and effectiveness of service delivery. To address these challenges, TBS will improve efficiency in service delivery by strengthening institutional processes, M&E system, institution equipment and facilities. The Bureau will also improve standardization, metrology and conformity assessment systems to international recognition, expand accessibility and reach of services, and improve human resources management, financial resource mobilisation and management.

The expected outcomes include automated and integrated organizational processes, improved M&E system, acquiring state-of-the-art equipment and facilities, accredited product certification, system certification, inspection and laboratory systems; and alignment of TBS standardization services with international best practices. The outcomes will also include improved accessibility and reach of services, increased human resource productivity, increased employees' satisfaction index, increased revenues; and unqualified audit reports.

4.0 CHAPTER FOUR: STRATEGIES AND TARGETS

This chapter explains strategies and targets of the Plan. The content of each section was raised and agreed during the planning plenary sessions. The chapter also summarises how the strategies and activities will be implemented. **Table 2** below presents objectives, performance indicators, strategies and outputs/targets to be achieved under each objective. The SP implementation plan and scheduling are shown in **Table 3**, with the detailed one presented in **Appendix 3**.

Table 2: Strategic Objectives, Key Performance Indicators, Strategies, Outputs and Main Activities

Strategic Objective	Strategies	Main Activities	Performance Indicators	Time Frame			Responsibility
				2018/2019	2019/2020	2020/2021	
HIV/AIDS Infections Reduced and Supportive Services Improved	Enhance care and support services	Provide care and support on HIV/AIDS matters	% decrease in HIV/AIDS infections rate from 1.74 to 1.0 by June 2021	1.74	1.5	1.0	HRM
	Enhance prevention of new HIV infections	Create awareness on HIV/AIDS matters	Increased number of awareness training on HIV/AIDS from 2 to 4 per year by June 2021	2	2	4	HRM
Effective Implementation of National Anti-Corruption Strategy	Strengthen anti-corruption mechanism	Implement anti-corruption national intervention policies	Increased number of awareness training on corruption from 1 to 7 per year by June 2021	3	5	7	HRM
Enhanced standardization	Strengthen International cooperation on standardization, quality assurance and metrology services	Participation in the regional and international standardization, quality assurance and metrology activities.	Increased number of national standards harmonized at regional level from 150 to 375 by June 2021	200	275	375	DSD
			Increased number of regional and international standards adopted at national level from 220 to 520 by June 2021	300	420	520	DSD
			Increased number of PT schemes/ inter comparisons provided and participated from 24 to 56 by June 2021	33	42	56	DTC

Strategic Objective	Strategies	Main Activities	Performance Indicators	Time Frame			Responsibility
				2018/2019	2019/2020	2020/2021	
		Engagement of stakeholders in regional and international cooperation.	% increase in the level of stakeholders' engagement in standards development from 60 to 90 by June 2021	70	83	90	DSD
	Improve development of demand-driven national standards	Development of demand-driven National standards	Increased number of developed demand-driven national standards from 2,300 to 3,200 by June 2021	2,550	2,900	3,200	DSD
		Promotion for uptake and utilization of standards	% increase in the uptake of national standards from 70 to 90 by June, 2021	78	85	90	DSD
	Improve National Enquiry Point (NEP) and Technical Assistance to Exporters (TAE).	Promotion of Technical Assistance to Exporters (TAE).	Increased number of Quality Ascertainment Reports issued from 12 to 30 per year by June 2021.	17	22	30	DCS & DQM
		Promotion of the National Enquiry Point (NEP)	100% increase in technical enquiries received by June 2021.	50	70	100	DSD, DQM & DCS
		Notification of standards and conformity assessment procedures					
	Support MSMEs access to domestic and international markets through standardization	Capacity building of MSMEs in domestic and international markets on standards	Increased number of training manuals prepared for MSMEs from 4 to 15 by June 2021	7	10	15	DSD
			Number of MSMEs facilitated trained from 1,000 to 4,000 by June 2021	1,800	2,700	4,000	DSD, DQM & DCS
			Increased number of training conducted to MSMEs from 20 to 80 by June 2021	35	55	80	DSD, DQM
			Increased number of MSMEs certified from 250 to 400 by June 2021	300	350	400	DQM
Improved Conformity to	Promote standards,	Public awareness and education on conformity	Nine (9) awareness programmes conducted to the public by June 2021	2	5	9	DCS, DSD & DQM

Strategic Objective	Strategies	Main Activities	Performance Indicators	Time Frame			Responsibility
				2018/2019	2019/2020	2020/2021	
Standards	quality assurance and metrology services.	to standards	Three (3) public quality culture consciousness survey conducted by June 2021	1	2	3	DCS
	Improve implementation of conformity assessment and metrology services	Promote systems certifications	Increased number of applications for system certification from 5 to 30 by June 2021	8	17	30	DQM
		Expand quality assurance and metrology activities	Increased number of samples tested from 18,807 to 25,000 per year by June 2021	20,000	22,000	25,000	DQM, DCS & DTC
			Increased number of calibration certificates issued from 5,628 to 8,000 per year by June 2021	7,000	7,500	8,000	DCS & DTC
Improved Efficiency in Service Delivery	Strengthen institutional processes	Improve Management Information System (MIS)	100% completion of development of Management Information System by June 2021	40	100		ICT Section
	Strengthening M&E system	Capacitate M&E processes	100% completion of development and operationalization of Monitoring and Evaluation Framework by June	40	75	100	DCS
	Strengthen institution equipment and facilities	Acquire Testing and Calibration equipment	100% increase in state-of-the-art equipment / prototype SI Units acquired by June 2021	65	80	100	DTC
		Acquire facilities	Test House construction completed by June 2021	100			DCS
	Improve Standardization, Metrology and Conformity Assessment Systems to International Recognition.	Accredit CAS -Product certification (ISO/IEC 17065)	100% implementation of requirements for product certification system towards accreditation by June 2021	65	80	100	DQM
		Accredit CAS - System certification (ISO/IEC 17021)	100% implementation of requirements for system certification towards accreditation by June 2021	65	80	100	DQM

Strategic Objective	Strategies	Main Activities	Performance Indicators	Time Frame			Responsibility
				2018/2019	2019/2020	2020/2021	
		Accredit CAS - inspection (ISO/IEC 17020)	100% implementation of requirements for inspection certification towards accreditation by June 2021	65	80	100	DQM
		Accredit CAS - Laboratories (ISO/IEC 17025)	100% implementation of requirements for electrical, mechanical and packaging laboratories towards accreditation by June 2021	40	80	100	DTC
		Aligning of TBS standardization services with international best practices	100% reviewed standardization procedure by June 2021		100		DSD
	Expand accessibility and reach of services	Construction of zonal offices and installation of laboratories	100% completion of construction of TBS offices in Dodoma by June 2021		50	100	DCS
	Improve Human Resources Management	Review and operationalize Organisation structure	Organizational structure implemented by June 2021			100	DCS
		Review and implement staff development plan	Development plan reviewed and fully implemented by June 2021			100	DCS
		Develop and implement recruitment and succession plan	Recruitment and succession plan implemented by June 2021	40	80	100	DCS
		Review and operationalized Staff Appraisal System	Appraisal System reviewed and operationalized by June 2021	50	70	100	DCS
		Develop and implement staff incentive scheme	One (1) staff incentive scheme document developed and implemented by June 2021		1		DCS
		Implement Risk Management policy and Framework	Increased level of awareness on Risk Management at the Bureau from 'risk naïve' to "risk enabled" status by June 2021	Risk naïve, aware and define	Risk managed	Risk enabled	DCS

Strategic Objective	Strategies	Main Activities	Performance Indicators	Time Frame			Responsibility
				2018/2019	2019/2020	2020/2021	
		Operationalization of Client Service Charter (CSC)	Award of Quality Management System (QMS) annual audit certificate by June 2021	Award	Award	Award	DCS
		Strengthen employees' working environment and welfare	% increase in the level of employees' satisfaction from 72 to 90 by June 2021	75	82	90	DCS
	Improve financial resource mobilization and management	Strengthen debt collection system	Debt collection and mitigation strategy document developed and implemented	1			DCS
		Capacitate Internal Control Systems	Achievement of 'unqualified' annual external audit report by June 2021	unqualified	unqualified	unqualified	DCS
			% increase of annual procurement audit report from 78 to 90 by June 2021	80	84	90	HPMU

Table 3: Implementation Plan Summary

Strategic Objective	KPIs	Strategies	Output	Main Activity	Timeline											
					2018/2019				2019/2020				2020/2021			
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
HIV/AIDS Infections Reduced and Supportive Services Improved	% of HIV/AIDS related issues	Enhance care and support services	Improved health status to 100% by June 2020/2021.	Provide care and support on HIV/AIDS matters												
		Enhance prevention of new HIV infections	Reduced new HIV infections from 1.7% to 1.0% by 2020/2021	Create awareness on HIV/AIDS matters												
Effective Implementation of National Anti-Corruption Strategy	Number of occurrences of corruption incidences	Strengthen anti-corruption mechanism	Improved anti-corruption interventions from 1 to 7 by 2020/2021	Implement anti-corruption national intervention policies												
Enhanced standardization	% contribution to trade facilitation	Strengthen International cooperation on standardization, quality assurance and metrology services	Increased number of National standards harmonized at regional level from 220 to 520 by 2020/2021	Participation in the regional and international standardization, quality assurance and metrology activities												
			Increased level of engagement from 0 to 100% by 2020/2021	Engagement of stakeholders in regional and international cooperation												
		Improve development of demand-driven national standards	Increased uptake and utilization of national standards from 75% to 100% by 2020/2021	Development of demand-driven National standards												
				Promotion for uptake and utilization of standards												
		Improve National Enquiry Point (NEP) and Technical Assistance to Exporters (TAE).	Increased demand for NEP and TAE services from 50% to 100% by 2020/2021	Promotion of Technical Assistance to Exporters (TAE).												
				Promotion of the National Enquiry Point (NEP)												
				Notification of standards and conformity assessment procedures												
		Support MSMEs access to domestic and international markets through standardization	Increased number of MSMEs facilitated from 250 to 400 by 2020/2021	Mapping of MSMEs in domestic and international markets												
				Capacity building of MSMEs in domestic and international markets on standards												

Strategic Objective	KPIs	Strategies	Output	Main Activity	Timeline											
					2018/2019				2019/2020				2020/2021			
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Improved conformity to standards	% level of substandard products in the market	Promote standards, quality assurance and metrology services	Increased level of conformity to standards ⁴	Public awareness and education on conformity to standards												
		Improve implementation of conformity assessment and metrology services	Increased number of certified firms for quality management systems from 5 to 30 by 2020/2021	Promote systems certifications												
			Increased quality assurance and metrology services by 2020/2021 ⁵	Expand quality assurance and metrology activities												
Improved efficiency in service delivery	% of processes, equipment, facilities and systems strengthened	Strengthen institutional processes	Automated and integrated organizational processes by 2020/2021 ⁶	Improve Management Information System (MIS)												
		Strengthening M&E system	Improved M&E system by 2020/2021 ⁷	Capacitate M&E processes												
		Strengthen institution equipment and facilities	State of the art equipment acquired by 2020/2021 ⁸	Acquire Testing and Calibration equipment												
			Facilities acquired by	Acquire facilities												
		Improve Standardization, Metrology and Conformity Assessment Systems to International Recognition.	Accredited Product certification, System certification, inspection and laboratory systems by 2020/2021	Accredit CAS -Product certification (ISO/IEC 17065)												
				Accredit CAS - System certification (ISO/IEC 17021)												
				Accredit CAS - inspection (ISO/IEC 17020)												
				Accredit CAS - Laboratories (ISO/IEC 17025)												
			Aligned TBS standardization services with international best	Aligning of TBS standardization services with												

⁴Proxy Indicators provided in the detailed Results Framework (RF)

⁵Proxy Indicators provided in the detailed RF

⁶Proxy Indicators provided in the detailed RF

⁷Proxy Indicators provided in the detailed RF

⁸Proxy Indicators provided in the detailed RF

⁹Proxy Indicators provided in the detailed RF

Strategic Objective	KPIs	Strategies	Output	Main Activity	Timeline											
					2018/2019				2019/2020				2020/2021			
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
			practices by 2020/2021	international best practices												
		Expand accessibility and reach of services	Improved accessibility and reach of services by 2020/2021 ¹⁰	Construction of zonal offices and installation of laboratories												
	% of employees' productivity	Improve Human Resources Management	i. Increased human resource productivity by 2020/2021 ¹¹ ii. Increased employees' satisfaction index from below 50% to 80% by 2020/2021	Review and operationalize Organisation structure												
				Review and implement staff development plan												
				Develop and implement recruitment and succession plan												
				Review and operationalized Staff Appraisal System												
				Develop and implement staff incentive scheme												
				Implement Risk Management policy and Framework												
				Operationalization of Client Service Charter (CSC)												
				Strengthen employees' working environment and welfare												
	% of financial Performance	Improve financial resource mobilization	Increased revenues from TZS 49 billion to TZS 55 billion by 2020/2021	Rationalization of activities												
				Strengthen debt collection system												
		Improve financial management	Unqualified Audit reports by 2020/2021	Capacitate Internal Control Systems												
				Review budgeting process												

¹⁰ Through construction of 5 zonal offices etc. as detailed in the RF

¹¹ Proxy Indicators provided in the detailed RF

5.0 CHAPTER FIVE: RESULTS FRAMEWORK

5.1 Purpose and Structure

The Results Framework shows the overall impact assessment framework of TBS's activities. To attain that, effective monitoring and evaluation will be conducted to track progress and identify gaps to be addressed in different levels of implementation. In this context, this chapter provides details on monitoring and evaluation. The results framework matrix, monitoring plan, planned reviews matrix, evaluation plan and rapid appraisal for the period covering three-year cycle are presented hereunder.

5.2 Results Chain

Tanzania Bureau of Standards Results Framework Matrix consists of strategic objectives, Key Performance Indicator (KPI), strategies, outputs, main activities, main activity KPIs, sub – activities, sub-activity KPIs, definition of sub-activity the KPIs, unit of measure, baseline data, targets for 2018/2019-2020/2021, frequency of reporting, source of data and a column for remarks. Achievement of outputs will lead to achievement of objectives. Achievement of Tanzania Bureau of Standards development objective in the medium term will contribute to the achievement of the second Five Year Development Plan (FYDP II 2016/17 – 2020/21) and Sector Policies, Strategies and Targets.

The Results Framework Matrix entails five parts representing five strategic objectives. The objectives are placed above the relevant result framework. See **Annex 2** for a detailed Results Framework Matrix for each strategic objective.

5.3 Monitoring, Reviews and Evaluation Plan

The Monitoring Plan, Planned Reviews and Evaluation Plan will cover the remaining three years of the Plan, i.e. from 2018/19 to 2020/21.

5.3.1 Review Meetings

This involves various meetings that will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives. The plan shows type of meetings, frequency, designation of the chairpersons of the meetings and members in each meeting. See **Table 12** for detailed planned review meetings.

5.3.2 Planned Milestone Reviews

The planned milestone reviews will provide the necessary information for TBS Board and Management to act on in case a particular milestone is off track or at risk. For each target TBS has set a milestone which will be monitored and reported on.

The review will also assess as to what extent the achieved targets have contributed towards achievement of three years outcomes as well as raising issues, challenges and lessons learnt.

Heads of Directorates/Departments and Units will take a lead in the review process on completion of Strategic Plan Cycle.

5.3.3 Rapid Appraisals

This subsection includes description of rapid appraisals to be implemented within a specified timeframe of the plan, appraisal questions, methodology and responsible person. Each rapid appraisal aims to describe various techniques and practices which will be useful to assess whether the stated targets will help to achieve the desired outcomes. See **Table 13** for detailed planned rapid appraisals.

5.3.4 Evaluation Plan

There will be two evaluations, the internal and external. The internal evaluation will be conducted at the end of the 2.5 years of implementation of the Plan and external evaluation will be performed at the end of the third year. This intends to obtain evidence as to whether the objectives, interventions and outputs achieved have led to the achievement of the outcomes and impacts as envisioned in the Strategic Plan. See **Table 14** for detailed Evaluation Plan.

5.4 Reporting Plan

Reporting plan describes the procedures and types of reports that will be produced for proper monitoring. It is comprised of internal and external reporting. In this context, this section provides details of the reporting plan for the remaining period of three years of implementation.

5.4.1 Internal Reporting Plan

Internal reporting plan clearly defines individual's roles and responsibilities for implementing and maintaining the planned targets. It aims at minimizing the time spent in preparing and submission of reports to allow more time for implementation. For effective implementation of the Strategic Plan, several reports will be prepared and shared internally to the Director General, Directors, Managers and to the heads of sections/units) so as to track progress and challenges during implementation. These reports include monthly sectional reports and quarterly and annual progress reports. See **Table 15** for detailed internal reporting plan.

5.4.2 External Reporting Plan

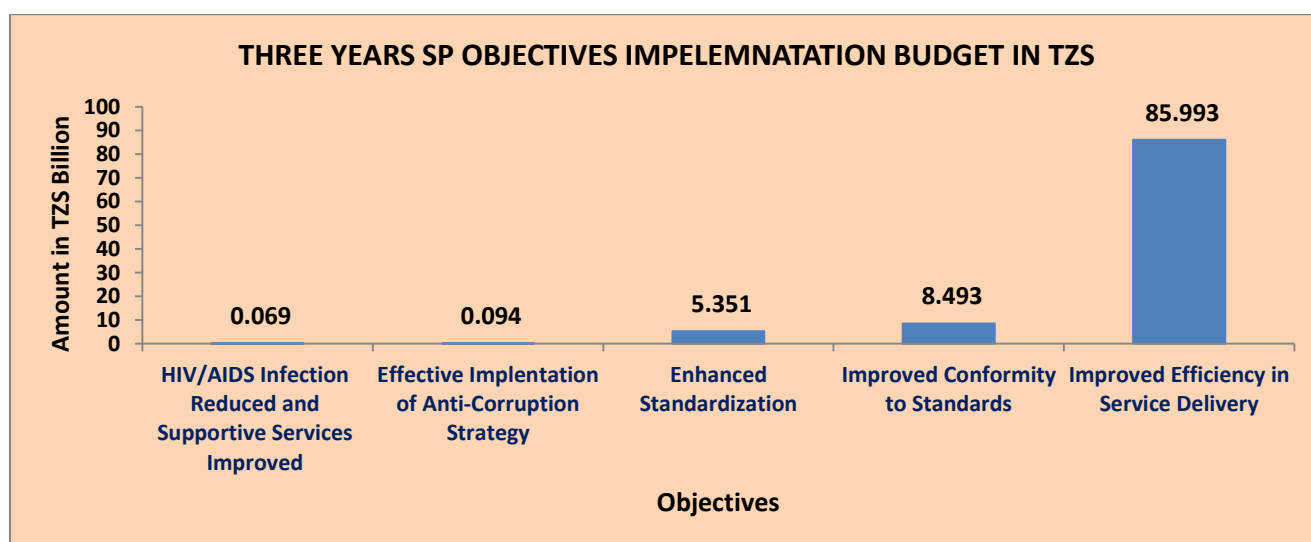
This type of reporting involves different categories of reports submitted at various levels. The reports which are submitted to external users include the following; quarterly and annual performance reports, financial reports as well as projects implementations reports. See **Table 16** for detailed external reporting plan.

6.0 CHAPTER SIX: INSTITUTIONAL ARRANGEMENT FOR IMPLEMENTING THE PLAN AND CONCLUSION

6.1. Financial Requirements/ Cost implication of the Strategic Plan

The total financial requirements for the Strategic Plan for the remaining three years is estimated at **TZS 100 billion**. Specifically, the estimated financial requirements for Objective A: *HIV/AIDS infection reduced and supportive services improved* is **TZS 69 Million**, Objective B: *Effective implementation of National Anti-Corruption Strategy* is **TZS 94 Million**, Objective C: *Enhanced standardization* is **TZS 5,351Million**, Objective D: *Improved conformity to standards* is **TZS 8,493 Million** and Objective E: *Improved efficiency in service delivery* is **TZS 85,993Million**. Figure3below shows the Plan's financial requirements per objective.

Figure 3: Strategic Plan Financial Requirements



The planned budget for *Objective E: Improved Efficiency in Service Delivery* exceeds other objectives by far because it provides for infrastructure development, among others. For instance, under strategy “*Expand accessibility and reach of services*”, activity “*Construction of zonal offices and installation of laboratories*”, one sub-activity, “*To construct zonal office in Northern, Lake and Southern Highland zones*” is estimated to cost **TZS 55 billion**, which is more than half of the estimated budget for the entire objective.

6.2. Resources

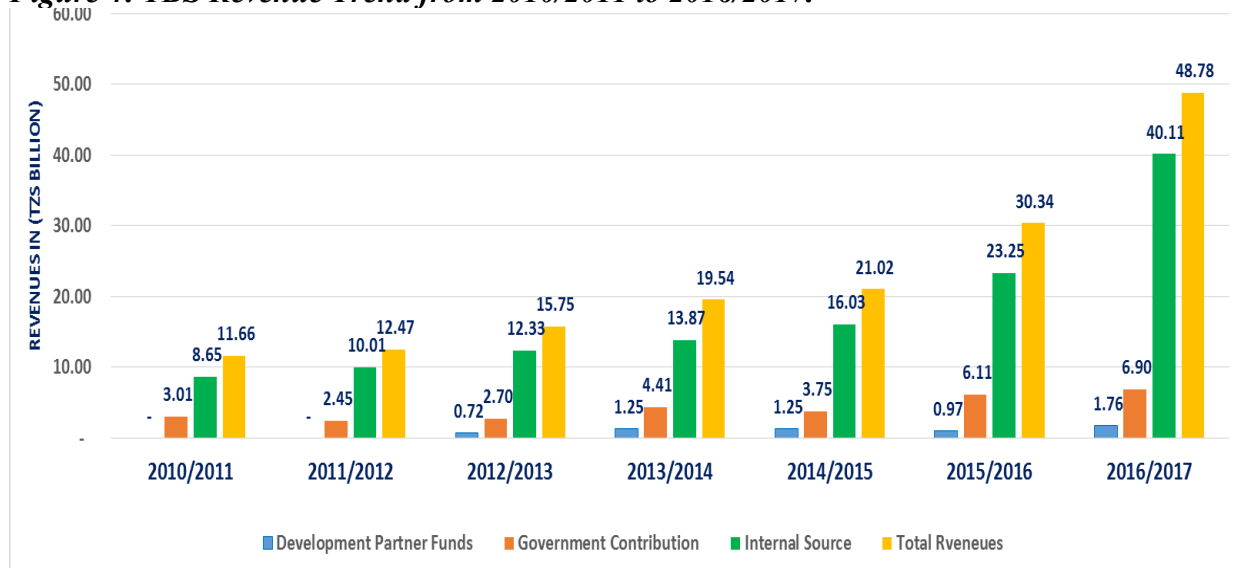
6.2.1. Financial Resources

TBS is a Government entity and therefore runs its day to day operations under government funding. However, the Bureau has other sources of fund such as own revenues which are generated internally through sales of standards, import certification, product certification, used vehicles inspection, testing services, calibration services, quality control training and management

systems certification. Furthermore, TBS collaborates with various development partners such as the World Bank, the European Union, DANIDA, SIDA, SADC and Trade Mark East Africa. The Central Government's support to the Bureau ranges between 14% and 26% mainly for personnel emoluments and development expenditure. Internally generated revenue ranges between 71% and 82% while development partners support ranges between 0 and 6%.

Although financial resources have never been enough for TBS to operate at its full capacity, the current financial capability is improving yearly. For instance, annual growth rate of internally generated revenues has been ranging between 12.5% and 72.5% from financial year 2010/2011 to 2016/2017. The total annual revenues, including internally generated revenues, central government contributions and development partners' support grew from **TZS 11.663** billion in 2010/2011 to **TZS 48.777** billion in 2016/2017. Therefore, the Bureau will be able to implement the Plan in the next three years. **Figure 4** below shows revenue trend from 2010/2011 to 2016/2017.

Figure 4: TBS Revenue Trend from 2010/2011 to 2016/2017.



6.2.2. Human Resources

Generally, TBS has a reasonable human capital to implement this Strategic Plan albeit the shortage. Currently, TBS has 462 employees who make 62% of the estimated 750 number of employees who are required for the Bureau to operate at its full capacity. According to recruitment trend over the years, the 750 number of employees may be attained by the end of financial year 2020/2021. 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 (68%) of the existing staff hold higher education degrees (46 have Master's degrees while 269 have Bachelor degrees) of different disciplines, while thirty two percent (32%) have lower levels of education (Diploma – 73, certificates – 16, and secondary/ primary - 58).

6.2.3. Physical Resources

TBS has eight laboratories with state-of-the-art equipment at the Bureau's headquarters in Dar es Salaam. The laboratories include food, chemistry, cotton/textile, building & construction, mechanical, electrical, packaging and metrology. Four laboratories (food, chemistry, cotton/textile and metrology) are accredited hence internationally recognized. The Bureau has nine border offices (Sirari, Namanga, Holili, Horohoro, Mutukula, Rusumo, Kabanga, Tunduma and Kasumulo). However, TBS offers services to other border posts and ports where there are no permanent offices such as Mtwara port, Mtambaswala and Tarakea.

The Bureau also has officers at other entry points which include airports (Julius Nyerere International Airport, Kilimanjaro International Airport and Mwanza Airport) and ports (Dar es Salaam, Tanga and Mwanza ports). The Bureau has started establishing offices in five zones (Northern Zone – Arusha, Lake Zone – Mwanza, Southern Highland Zone – Mbeya, Southern Zone – Mtwara and Central Zone – Dodoma). The long-term plan is to equip all zonal offices with state-of-the-art laboratories and expand their operations to all entry points. Already three plots of land have been acquired for construction of new offices in three zones (Dodoma – Central, Mbeya – Southern Highlands and Mtwara – South). Furthermore, TBS has 51 staff houses in Dar es Salaam and fleet of vehicles for operations.

6.3. Conclusion

The Strategic Plan (SP for the period of 2016/2017 to 2020/2021) if well implemented will provide a major transformation to overall TBS performance as an institution, as well as contribute to improved economic performance of the country. Internally, efficient and effective implementation of the Strategic Plan will lead to:

- Improved service delivery in compliance with international standards and increase its scope to the entire country, including all entry points
- Provision of improved quality of goods produced, and hence reduced sub-standard products in the market.
- Improved financial management and institution of proper internal controls and systems which will enable TBS to attract more resources.
- Improved staff moral and staff satisfaction.

At the national level, effective implementation of this plan will contribute towards four important national key performance indicators: (i) improved trade facilitation and performance, (ii) improved business environment /ease of doing business ranking; (iii) improved customer satisfaction of the services offered and (iv) improved compliance to standards.

APPENDIX 1: SWOC ANALYSIS MATRIX

Table 4: *SWOC Analysis Matrix*

Criteria	Strengths	Weaknesses	Opportunities	Challenges
Human Resources	<ul style="list-style-type: none"> i) Existence of skilled and competent personnel ii) Existence of team spirit iii) Existence of HR policies and plans iv) Existence of strong labour relations v) Existence of Staff and Administrative regulations 	<ul style="list-style-type: none"> i) Absence of succession plan ii) Outdated Organization Structure iii) Absence of Incentives Scheme iv) Inadequate staff development plan 	<ul style="list-style-type: none"> i) Effective and efficient service delivery to customers ii) Customer confidence 	<ul style="list-style-type: none"> i) Inefficient services delivered due to Low morale of staff ii) Can lead to labour turn over Can lead to corruption
Finance	<ul style="list-style-type: none"> i) Existence of internal control mechanism, (Activity Based Budget adhered, internal audit unit, internal financial regulations). ii) Existence of financial system (Navision) 	<ul style="list-style-type: none"> i) Inadequate debts collection system ii) Inadequate resource mobilization iii) Insufficient financial management 	Fast and Easy Payment System for customers	Low operationalization of zonal/border offices
Systems/ Processes	<ul style="list-style-type: none"> i) ISO 9001: Quality Management System certified institution ii) Four laboratories are internationally recognized against ISO/IEC 17025: General requirements for the competence of testing and calibration system. iii) Microsoft NAVISION Business Solution customized. iv) Availability and use of electronic payment system (EPS) v) Availability and use of Biometric 	<ul style="list-style-type: none"> i) Low commitment and ownership on accreditation of conformity assessment systems; <ul style="list-style-type: none"> - Four laboratories are yet to be accredited - Inspection, and product and management system certification systems are yet to be accredited ii) Underutilization of Microsoft NAVISION Business Solution scope to include HR and 	<ul style="list-style-type: none"> i) Inadequate trade facilitation through Importation and Exportation of quality products ii) Nationally, Regionally and Internationally recognized institution on standardization 	<ul style="list-style-type: none"> i) Failure to impart trust and confidence in industry and trade ii) Failure to meet customer satisfaction iii) Inadequate use of Export market opportunities Underutilization of Microsoft NAVISION Business Solution scope to include HR and procurement processes. iv) Underutilization of Biometric system.

Criteria	Strengths	Weaknesses	Opportunities	Challenges
	<p>system</p> <p>vi) Availability of documented processes and procedures for standardization, quality assurance and metrology</p> <p>vii) Availability and use of Quality Management Information System (QUALIMIS)</p>	<p>procurement processes.</p> <p>ii) Underutilization of Biometric system</p> <p>iv) Lack of integration of Quality Management Information System (QUALIMIS) with other systems</p> <p>v) Inadequate M&E system</p>		<p>v) Lack of integration of Quality Management Information System (QUALIMIS) with other systems</p> <p>ii) Underutilization of electronic communication system. ICT</p> <p>ii) Inadequate M&E system</p> <p>Low awareness on the use of TBS NEP, TAIE and library/information Centre.</p>
Physical resources	<p>i) Availability of testing and calibration laboratories and state-of-the-art equipment</p> <p>ii) Availability of buildings at TBS HQ</p> <p>iii) Availability of land for offices</p> <p>iv) Availability of working tools at TBS HQ</p>	<p>ii) Limited scope for testing</p> <p>iv) Lack of testing laboratories and equipment and building for office spaces at TBS zone offices</p>	Smooth operation of TBS mandates	<p>i. Delay of issuance of test results</p> <p>ii. Inadequacy of discharging mandated roles</p>
Product and service	<p>i) Availability of National Standards in different economic sectors.</p> <p>ii) Existence of accredited Testing and Calibration Laboratories to cover different economic sectors</p> <p>iii) Availability of Online Standards Catalogue.</p> <p>iv) Existence of product and system certification services</p> <p>v) Availability of training services</p>	<p>i) Unavailability of National standards for some products and services</p> <p>ii) Centralized TBS services in Dar es Salaam</p> <p>iii) Low awareness on the use of TBS NEP, TAE and library/information Centre, testing and metrology services</p>	<p>i) Continuous harmonization of regional and international standards</p> <p>ii) The move of having designated testing laboratory in accordance with SQMT Act of EAC in which the exclusive right of the test report of TBS will no longer apply thus other laboratory test results will be recognized</p> <p>iii) Personnel certification e.g. welders etc.</p> <p>iv) Need for competency building in the areas of standardization and quality assurance</p> <p>v) Increasing societal quality consciousness.</p>	<p>i) Market demand on the compliance to the international best practices</p> <p>ii) Absence of national accreditation system.</p>

Criteria	Strengths	Weaknesses	Opportunities	Challenges
			<i>vi)</i> Existence of stakeholders in implementing standards. <i>vii)</i> Increase adaptability of new technologies by the public	
Political	<i>i)</i> Smooth operations and cooperation with regional and other international bodies.		<i>i)</i> National industrialization drive <i>ii)</i> Improvement of Public Service. <i>iii)</i> Controlled Government expenditure	
Economic	<i>i)</i> Willingness to operationalize Single Window System <i>ii)</i> National Standardization Strategy <i>iii)</i> Promotion of Industrialization	<i>i)</i> Absence of TBS officers at countries operating Single Custom Territories	<i>i)</i> National Revenue collection <i>ii)</i> Existence of one Stop Border Post (OSBP). <i>iii)</i> Presence of single custom territory that will help to control imports <i>iv)</i> Implementation of East African Crude Oil Pipeline (EACOP) Project <i>v)</i> Development partners who support various projects implemented by TBS (SADC, TMEA) <i>vi)</i> Continental Free Trade Area (CTFA)	<i>i)</i> Inflation trends with direct impact upon TBS budget estimations <i>ii)</i> Existence of unofficial routes for importation of products <i>iii)</i> Informal production <i>iv)</i> Existence of Technical Barriers to Trade <i>v)</i> Elements of corruption leading to importation of substandard products
Social	i. Introduction of SQMT curriculum to education institutions		Availability of information channels (media and social networks) to transmit SQMT matters to the community	<i>i)</i> Low level of quality culture consciousness among producers and consumers <i>ii)</i> Weak national consumer advocacy council <i>iii)</i> Ineffective consumer cooperation with consumer associations.
Technology		i. Slow uptake of new technologies to enhance efficiency of service delivery	<i>i)</i> Availability of state-of-the-art Testing and Calibration equipment in the Market. <i>ii)</i> Availability of National Optic Fiber to facilitate communication.	<i>i)</i> Rapid changing of technology <i>ii)</i> Capacity constraints to acquire new technology. <i>iii)</i> Hacking of systems

Criteria	Strengths	Weaknesses	Opportunities	Challenges
Environment				<i>i)</i> Disposal of substandard products
Policy and Legal Framework	<p><i>i)</i> Improved performance on standardization and quality assurance</p> <p><i>ii)</i> Enhanced regional standardization and conformity assessment activities by the established SACA Bill and Metrology Bill within East African Region (EAC).</p> <p><i>iii)</i> Enhanced coordination and streamlined activities among the regulators.</p> <p><i>iv)</i> Improved efficiency on payment for TBS services by customers.</p> <p><i>v)</i> Improved service delivery to customers.</p> <p><i>vi)</i> Improved service delivery to customers.</p>	<p><i>i)</i> The Act did not address critical issues i.e. Performance deficiency in Scientific and Industrial Metrology activities, lack of mandatory certification on locally produced products/goods, Absence of TBS objectives, mandatory requirement on recall of substandard products both certified and non-certified products/goods by manufacturers through their own costs.</p> <p><i>ii)</i> Inefficiency of service delivery to customers.</p> <p>Low participation of local experts and service providers to the national projects. Establishment of more and new industries of different nature. Increase of more and new products and services in the market.</p>	<p><i>i)</i> Availability of the Standards Act no. 2 of 2009.</p> <p><i>ii)</i> Availability of the SQMT Act</p> <p><i>iii)</i> Availability of the Financial Act of 2017.</p> <p><i>iv)</i> Availability of the Electronic Transaction Act of 2015.</p> <p><i>v)</i> Availability of the National Single Window System Act.</p> <p><i>vii)</i> Availability of National laws, regulations, standing orders and circulars, which influence standardization and quality assurance activities (i.e. Local content policy, Integrated Industrial Development Strategy and National Industrial Policy).</p> <p><i>viii)</i> Demand for 1) development of national standards. 2) Inspection, testing and certification services. 4) Product and system certifications services.</p>	<p><i>i)</i> Lack of approximation (ratification) of legal operations in order to minimize deference among partner states. Also, there was no emphasizing of establishment of the technical regulations by partner states.</p> <p><i>ii)</i> Lack of coordination activities among regulators.</p>

APPENDIX 2: RESULTS FRAMEWORK MATRIX

Table 5: Results Framework for Strategic Objective A: *HIV/AIDS Infections Reduced and Supportive Services Improved*

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
% of HIV/AIDS related issues	Enhance care and support services	Improved health status to 100% by June 2020/2021	Provide care and support on HIV/AIDS matters	% of new HIV/AIDS infections	Provide care and supportive services to staff living with HIV/AIDS and CNCD	Staff provided with care and supportive services		%		100	100	100	Quarterly	HRM	
				Reduced stigma at work place	Promote VCT Services	Staff attended voluntary testing		%	1.74	1.74	1.74	1.00	Monthly	HRM	
	Enhance prevention of new HIV infections	Reduced new HIV infections from 1.7% to 1.0% by 2020/2021	Create awareness on HIV/AIDS matters	Increased awareness	Conduct awareness workshops	Level of awareness on HIV/AIDS		%	100	100	100	100	Monthly	HRM	

Table 6: Results Framework for Strategic Objective B: *Effective Implementation of National Anti-Corruption Strategy*

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
Number of occurrences of corruption incidences	Strengthen anti-corruption mechanism	Improved anti-corruption interventions from 1 to 7 by 2020/2021	Implement anti-corruption national intervention policies	Number of reported corruption incidences	Conduct anti-corruption campaigns to staff	Anti-corruption campaigns conducted		Number	1	3	5	7	Semi-annually	HRM	
					Capacitate ethics and integrity committee	Ethics and integrity committee capacitated		%	0		100		Once	HRM	

Table 7: Results Framework for Strategic Objective C: *Enhanced standardization*

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
% contribution to trade facilitation	Strengthen International cooperation on standardization, quality assurance and metrology services	Increased number of National standards harmonized at regional level from 220 to 520 by 2020/2021	Participation in the regional and international standardization, quality assurance and metrology activities	Number of National standards harmonized at regional level	Participation in standardization	Virtual meeting	WebEx and teleconference	%	N/A						
						Physical meeting	Refers to WG, SC, TC, Assembly (EAC, SADC, ARSO, ISO, CODE X)	%	70	80	90	100	Quarterly	DSD	Demand driven: thus, refers to attended out of total invited
						Voting/commenting	Voting/commenting/ballotting of regional and international documents/standards	%	65	75	85	100	Quarterly	DSD	Demand driven thus refers to voted/commented out of total floated

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
					Floating standards for harmonization	National standards floated for harmonization		Number	150	200	275	375	Quarterly	DSD	
				i) Number of regional and international standards adopted at national level (obligated to adopt EAC).	Adoption of standards	Regional (EAC) standards adopted	Standards	Number	220	320	420	520	Quarterly	DSD	Currently there are 350 EAS and required 100% adoption
				ii) % Uptake of regional adopted standards											
				Number of PT schemes/inter comparisons provided and participated	Participation in proficiency testing / inter comparisons	Proficiency Test		number	24	33	42	56	Quarterly	DTC	
					Run PT schemes / inter comparisons	PT/inter-comparison provided		Number	5	12	19	26	Quarterly	DTC	
		Increased level of engagement	Engagement of stakeholders	% level of engagement	Mapping of key stakeholders	Report completed		%	0	100	-	-	Quarterly	DSD	

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
		nt from 0 to 100% by 2020/2021	in regional and international cooperation		Promote stakeholders' engagement in standards development	Stakeholders' engagement		%		75	80	90	Quarterly	DSD	
	Improve development of demand-driven national standards	Increased uptake and utilization of national standards from 75% to 100% by 2020/2021	Development of demand-driven National Standards	Number of developed demand-driven national standards	Develop and implement National Standardization Strategy (NSS)	new standards developed		Number	2,300	2,600	2,900	3,200	Quarterly	DSD	
						revised standards		number	N/A	100	150	200	Quarterly	DSD	Baseline year for revision
						strategy completed		%	70	100			Quarterly	DSD	
			Promotion for uptake and utilization of standards	% uptake of national standards	Conduct standards uptake baseline survey	Report completed		Number	0	1	1	1	Annually	DSD	Survey will be conducted annually to reveal standards uptake
					Create awareness	Awareness programs and media outlet prepared		Number	0	1	1	1	Quarterly	DSD	
						awareness program conducted		Number	0	5	8	9	Quarterly	DSD	

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
					Conduct standards uptake post implementation survey	Report completed		Number	0	1	1	1	annually	DSD	
	Improve National Enquiry Point (NEP) and Technical Assistance to Exporters (TAE).	Increased demand for NEP and TAE services from 50% to 100% by 2020/2021	Promotion of Technical Assistance to Exporters (TAE).	Number of customers assisted for exports	Create awareness	Awareness program conducted		%	0	50	75	100		DCS	
					Facilitate exports through issuance of Quality Ascertainment Reports	Quality Ascertainment report		Number	12	20	25	30		DQM	
			Promotion of the National Enquiry Point (NEP)	Number of technical enquiries received	Create awareness	Awareness program conducted		%	N/A	50	75	100		DSD, DQM, DCS	
			Notification of standards and conformity assessment procedures	Number of notifications of standards and conformity assessment procedures	Prepare and notify Annual Work Programme (AWP)										
	Support MSMEs access to domestic	Increased number of MSMEs facilitated	Mapping of MSMEs in domestic and international	Number of MSMEs assisted and Mapping	Mapping MSMEs	Mapping MSMEs	Report completed		Number	0	1			Quarterly	DSD, DQM

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
	and international markets through standardization	from 250 to 400 by 2020/2021	markets	Report											
			Capacity building of MSMEs in domestic and international markets on standards	Number of MSMEs facilitated	Preparation of training manual	Manual prepared		Number	4	8	12	15	Annually	DSD	
					Training MSMEs	Training conducted		Number	20	40	60	80	Quarterly	DQM, DSD, DCS	
						Number of Trainees		Number	1000	2000	3000	4000	Quarterly	DSD, DQM	
				Number of MSMEs certified	Provide certification services to MSMEs	Certificates		number	250	300	350	400	Quarterly	DQM	

Table 8: Results Framework for Strategic Objective D: *Improved conformity to standards*

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
% level of substandard products in the market	Promote standards , quality assurance and metrology services	Increased level of conformity to standards by 2020/2021 ¹²	Public awareness and education on conformity to standards	Level of awareness	Prepare marketing strategy on conformity to standards	Marketing strategy document		Number	0	1			Quarterly	DCS	
					Implement marketing strategy on conformity to standards	Level of implementation		%	0	40	70	100	Quarterly	DCS	
						Awareness index	Survey report	Number					Quarterly	DCS	
					Scale up education on standards	Standardization education introduced in education institutions		%	0	50	75	100	Quarterly	DSD	
						Established <i>Viwango Academy</i>		%	0	50	75	100	Quarterly	DQM	
				Level of quality culture consciousness to the public	Conduct public Quality culture consciousness survey	Report		Number	0	1	2	3	Annually	DCS	

¹²See Proxy Indicators in the detailed Results Framework (RF)

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
	Improve implementation of conformity assessment and metrology services	Increased number of certified firms for quality management systems from 5 to 30 by 2020/20	Promote systems certifications	Number of certified firms	Conduct marketing and awareness	Awareness programs and media outlet prepared		Number	0	1	1	1	Quarterly	DQM	
						awareness program conducted		Number	0	5	8	9	Quarterly	DQM	
						Number of applications for system certification		number	5	10	20	30	Quarterly	DQM	
		Increased quality assurance and metrology services by 2020/2021 ¹³	Expand quality assurance and metrology activities	Level of demand for testing services	Products certification	Number of licenses issued		Number	2,477	2,797	3,147	3,537	Quarterly	DQM	
					Imports (Batch) certification - CoCs	Number of certificates issued		Number	34,381	36,000	38,000	39,000	Quarterly	DQM	
					Used vehicles certification	Number of vehicles inspected (certificates)		Number	36,296	39,000	41,000	43,000	Quarterly	DQM	
					Conduct sample testing (TT, TAE, QBA, QCL, QCA, QCLM).	Number of samples tested		Number	18,807	21,000	23,000	25,000	Quarterly	DTC	

¹³ See Proxy Indicators in the detailed Results Framework (RF)

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
				Increased demand for calibration services	Calibrate equipment	Calibration certificates		Number	5,628	7,000	7,500	8,000	Quarterly	DTC	

Table 9: Result Framework for Objective E: *Improved efficiency in service delivery*

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
% of processes, equipment, facilities and systems strengthened	Strengthen institutional processes	Automated and integrated organizational processes by 2020/2021 ¹⁴	Improve Management Information System (MIS)	% of processes automated	To conduct baseline study for MIS	Baseline study report		%	N/A	100			Once	ICT Section	
				Number of systems integrated with i-SQMT.	To develop MIS	Developed MIS		%	N/A	40	100		Once	ICT Section	
					To integrate MIS with other relevant stakeholders' systems	Systems integrated	Number of systems integrated / number of systems to be	%	20	40	60	100	Once	ICT Section	

¹⁴ See Proxy Indicators in the detailed Results Framework (RF)

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
							integrated x 100								
				% level of MIS utilization	To implement MIS	Systems utilized		%	30	40	50	100	Once	ICT Section	
	Strengthening M&E system	Improved M&E system by 2020/2021 ¹⁵	Capacitate M&E processes	M&E framework developed	Finalization of M&E strategy	M&E strategy developed	One M&E strategy to be completed	%	40	100			Once	DCS	
				% level of implementation	Operationalize M&E	Level of operationalization		%	40	75	85	100	Quarterly	DCS	
	Strengthen institution equipment and facilities	State of the art equipment acquired by 2020/2021 ¹⁶	Acquire Testing and Calibration equipment	Number of state of art equipment / prototype SI Units acquired	To conduct need analysis for equipment / prototype SI Units	Report	need analysis report in place	%	N/A	100			Once	DTC	
					to procure state of the art equipment / prototype SI Units	state of the art equipment / prototype SI Units procured	number of items to be procured minus procured items	%	40	60	80	100	quarterly	DTC	

¹⁵ See Proxy Indicators in the detailed Results Framework (RF)

¹⁶ See Proxy Indicators in the detailed Results Framework (RF)

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
		Facilities acquired by 2020/2021 ¹⁷	Acquire facilities	Number of facilities acquired	To conduct need analysis for facilities	need analysis conducted		%	N/A	100			Quarterly	DCS	
					To procure facilities	Facilities procured		%	60	70	85	100	Quarterly	DCS	
				Test House Constructed	To construct Test House	Test House		Number	N/A	1					
	Improve Standardization, Metrology and Conformity Assessment Systems to International Recognition.	Accredited Product certification, System certification, inspection and laboratory systems by 2020/2021	Accredit CAS - Product certification (ISO/IEC 17065)	Accreditation certificates	Initiate and implement requirements for product certification system towards accreditation	Accreditation certificate		%	30	50	75	100	Quarterly	DQM	i.e. documentation done, application and associated work in progress
					Initiate and implement requirements for product certification system towards accreditation	Accreditation certificate		Number	0		1		once	DQM	
					Build competence in product certification	% competent staff		%					Annually	DQM	

¹⁷ See Proxy Indicators in the detailed Results Framework (RF)

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
			Accredit CAS - System certification (ISO/IEC 17021)	Accreditation certificates	Initiate and implement requirements for system certification towards accreditation	Accreditation certificate		%	30	50	75	100	Once	DQM	i.e. documentation done, application and associated work in progress
					Build competence in system certification	% competent staff		%					Annually	DQM	
					Execute accreditation of system certification system	Accreditation certificate		number	0		1		once	DQM	
			Accredit CAS - inspection (ISO/IEC 17020)	Accreditation certificates	Initiate and implement requirements for inspection certification towards accreditation	Accreditation certificate		%	30	50	75	100	Once	DQM	i.e. documentation done, application and associated work in progress
					Build competence in inspection certification	Competent staff		%					Annually	DQM	
					Execute accreditation of inspection	Accreditation certificate		number	0		1		once	DQM	

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
					certification system										
			Accredit CAS - Laboratories (ISO/IEC 17025)	1. % accredited laboratories against ISO/IEC 17025,	Accreditation of electrical laboratory	Accreditation certificate		%	40	80	100		Quarterly	DTC	i.e. documentation done, application and associated work in progress
					Accreditation of mechanical laboratory	Accreditation certificate		%	40	80	100		Quarterly	DTC	i.e. documentation done, application and associated work in progress
				2. Number of methods and scopes accredited	Accreditation of packaging laboratory	Accreditation certificate		%	30	60	100		Quarterly	DTC	i.e. documentation done, application and associated work in progress
					Extend scope of accreditation of Building and Construction	Accreditation certificate in new scopes	Number of certificates in new	Number	0	1	1	1	Quarterly	DTC	

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
					laboratory		scopes								
					Extend scope of accreditation for metrology laboratory	Accreditation certificate in new scopes	Number of certificates in new scopes	Number	0	2	2	2	Quarterly	DTC	i.e. documentation done, application and associated work in progress
					Extend scope of accreditation for food laboratory	New scopes for food laboratory accredited	Number of certificates in new scopes	Number	0	2	2	2	Quarterly	DTC	
					Extend scope of accreditation for chemistry laboratory	New scopes for chemistry laboratory accredited	Number of certificates in new scopes	Number	0	2	2	2	Quarterly	DTC	
					Extend scope of accreditation for cotton and textile laboratory	New scopes for cotton and textile laboratory accredited	Number of certificates in new scopes	Number	0	2	2	2	Quarterly	DTC	
		Aligned TBS standardization	Aligning of TBS standardization services	Reviewed Standardization procedure in	Review of standard development procedure	Standards development procedure developed		Number	N/A	100			Quarterly	DSD	

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
		services with international best practices by 2020/21	with international best practices	place	Capacity building to standardization stakeholders	Training conducted		%	N/A	100			Quarterly	DSD	
	Expand accessibility and reach of services	Improved accessibility and reach of services by 2020/2021 ¹⁸	Construction of zonal offices and installation of laboratories	Number of zonal offices constructed and Laboratories installed	To acquire plots in Arusha and Mwanza	Acquired plots		Number	0		1	1	Quarterly	DCS	Plots for three out of five zones have already been acquired in Dodoma, Mtwara and Mbeya
					To construct zonal office	Zonal office constructed		Number	0		1		Quarterly	DCS	
% of employees' productivity	Improve Human Resources Management	i. Increased human resource productivity by 2020/2021 ¹⁹	Review and operationalize Organisation structure	Operationalized Organizational structure	Implementation of the structure	Structure implemented		%	0		100		Quarterly	DCS	
			Review and implement staff development plan	% of implementation of Development plan	To review staff development plan	Staff development plan reviewed		Number	0	1			Quarterly	DCS	

¹⁸ Through construction of 5 zonal offices etc as detailed in the RF

¹⁹ Proxy Indicators provided in the detailed RF

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
		ii. Increased employees' satisfaction index from below 50% to 80% by 2020/2021	Develop and implement recruitment and succession plan	% of implementation of Recruitment and succession plan	Develop succession plan	Succession plan developed		Number	0	1			Quarterly	DCS	
					Develop recruitment plan	Recruitment plan reviewed		Number	0	1			Quarterly	DCS	
			Review and operationalized Staff Appraisal System	Reviewed Appraisal System	Review and customize OPRAS	OPRAS customized		Number	0	1			Quarterly	DCS	
				Operationalization of Appraisal System											
			Develop and implement staff incentive scheme	% of implementation of incentive scheme	Develop incentive scheme	Incentive scheme developed		Number	0	1			Quarterly	DCS	
			Implement Risk Management policy and Framework	% of implementation of Risk Management Policy and Framework	Implement Risk Management Policy and Framework	Risk Management Policy and Framework implemented	N/A	%				100			
			Operationalization of Client Service Charter	i. % Level of compliance to Client Service	Develop and implement internal service level agreement	Internal service level agreement developed and implemented		Number	0		1		Quarterly	DCS	

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
			(CSC)	Charter ii. Turn-around time											
			Strengthen employees' working environment and welfare	i. Number of facilities acquired ii.% level of implementation of recommendations from Customer Satisfaction Survey	Conduct Customer Satisfaction Survey (CSS)	Report		Number	0	1	1	1	Annually	DCS	
				Implement recommendations from Customer Satisfaction Survey	Implement recommendations from Customer Satisfaction Survey (CSS)	Implementation report		Number	0	1	1	1	Quarterly	DCS	
				iii.% employees' complains	Conduct need analysis	Need analysis report		Number	0	1			Annually	DCS	
% of financial Performance	Improve financial resource mobilization	Increased revenues from TZS 49 billion to TZS 55 billion by 2020/2021	Rationalization of activities	% increase in asset utilization	Resource and utility utilization analysis	Report		Number	0	1			Quarterly	DCS	
				Cost effectiveness	Implementation of the findings from the analysis	Level of implementation		%	0		100		Quarterly	DCS	
			Strengthen debt collection system	% decrease in debt	Review accounts receivables policy	Reviewed accounts receivables policy		Number	0	1			Quarterly	DCS	

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
	Improve financial management	Unqualified Audit reports by 2020/2021	Capacitate Internal Control Systems	Level of compliance to internal control system	Develop and implement debt collection and mitigation strategy	Level of implementation		%	0	30	60	100	Quarterly		
						Debt collection and mitigation strategy developed		Number	0	1			Quarterly	DCS	
					Develop and implement internal audit plan	Internal audit plan developed and implemented		Number	0	1	1	1	Annually	DCS	
						Level of implementation		%	0	30	60	100			
					Capacitate internal audit unit	Internal audit unit capacitated		%	34%	60	80	100	Annually	DCS	
					Scale up TBS services	Increase in revenues									
					Engagement of Development Partners	Number of partners engaged		Number	1	3	3	3	Quarterly	DCS	
			Review budgeting process	% Level of Budget Implementation	Develop budgeting guidelines	budgeting guidelines developed		Number	0	1			Quarterly	DCS	
					Prepare and implement Annual Procurement	Annual Procurement Plan prepared and		Number	0	1	1	1	Annually	PMU	

Key Performance Indicator (KPI)	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Definition of the KPI	Unit of Measure	Baseline (2017/2018)	Targets			Frequency of Reporting	Source of Data	Remarks
										2018/2019	2019/2020	2020/2021			
					Plan	implemented									
						Level of implementation		%	0	30	60	100			
					Review the budget	Reviewed budget		number	0	1	1	1	biannually	DCS	
					Conduct training on budgeting	trained staff		number	0	1			quarterly	DCS	

APPENDIX 3: IMPLEMENTATION PLAN

Table 10: Detailed Implementation Plan

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HIV/AIDS Infections Reduced and Supportive Services Improved	% of HIV/AIDS related issues	Enhance care and support services	Improved health status to 100% by June 2020/2021	Provide care and support on HIV/AIDS matters	% of new HIV/AIDS infections	Provide care and supportive services to staff living with HIV/ AIDS and CNCD	Staff provided with care and supportive services												
					Reduced stigma at work place	Promote VCT Services	Staff attended voluntary testing												

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
		Enhance prevention of new HIV infections	Reduced new HIV infections from 1.7% to 1.0% by 2020/2021	Create awareness on HIV/AIDS matters	Increased awareness	Conduct awareness workshops	Level of awareness on HIV/AIDS												
Effective Implementation of National Anti-Corruption Strategy	Number of occurrences of corruption incidences	Strengthen anti-corruption mechanism	Improved anti-corruption interventions from 1 to 7 by 2020/2021	Implement anti-corruption national intervention policies	Number of reported corruption incidences	Conduct anti-corruption campaigns to staff	Anti-corruption campaigns conducted												
						Capacitate ethics and integrity committee	Ethics and integrity committee capacitated												
Enhanced standardization	% contribution to trade facilitation	Strengthen International cooperation on standardization, quality assurance and metrology services	Increased number of National standards harmonized at regional level from 220 to 520 by 2020/2021	Participation in the regional and international standardization, quality assurance and metrology activities	Number of National standards harmonized at regional level	Participation in standardization	Virtual meeting												
							Physical meeting												
							Voting/commenting												
						Floating standards for harmonization	National standards floated for harmonization												
					i. Number of regional and international standards adopted at national level (obligated to adopt EAC) ii.% Uptake of regional adopted standards	Adoption of standards	Regional (EAC) standards adopted												

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
					Number of PT schemes/inter comparisons provided and participated	Participation in proficiency testing / inter comparisons	Proficiency Test												
						Run PT schemes / inter comparisons	PT/inter-comparison provided												
			Increased level of engagement from 0 to 100% by 2020/2021	Engagement of stakeholders in regional and international cooperation	% level of engagement	Mapping of key stakeholders	Report completed												
						Promote stakeholders' engagement in standards development	Stakeholders' engagement												
						Develop and implement National Standardization Strategy (NSS)	new standards developed												
							revised standards												
							strategy completed												
	Improve development of demand-driven national standards	Increased uptake and utilization of national standards from 75% to 100% by 2020/2021	Development of demand-driven National standards	Number of developed demand-driven national standards		Conduct standards uptake baseline survey	Report completed												
						Create awareness	Awareness programs and media outlet prepared												
							awareness program conducted												
			Promotion for uptake and utilization of standards	% uptake of national standards		Conduct standards uptake post implementation survey	Report completed												
						Create awareness	Awareness program conducted												
	Improve National	Increased demand for	Promotion of Technical	Number of customers		Create awareness	Awareness program conducted												

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
		Enquiry Point (NEP) and Technical Assistance to Exporters (TAE).	NEP and TAE services from 50% to 100% by 2020/2021	Assistance to Exporters (TAE).	assisted for exports	Facilitate exports through issuance of Quality Ascertainment Reports	Quality Ascertainment report												
				Promotion of the National Enquiry Point (NEP)	Number of technical enquiries received	Create awareness	Awareness program conducted												
				Notification of standards and conformity assessment procedures	Number of notifications of standards and conformity assessment procedures	Prepare and notify Annual Work Programme (AWP)													
		Support MSMEs access to domestic and international markets through standardization	Increased number of MSMEs facilitated from 250 to 400 by 2020/2021	Mapping of MSMEs in domestic and international markets	Number of MSMEs assisted and Mapping Report	Mapping MSMEs	Mapping MSMEs												
				Capacity building of MSMEs in domestic and international markets on standards	Number of MSMEs facilitated	Preparation of training manual	Manual prepared												
						Training MSMEs	Training conducted												
					Number of MSMEs certified	Provide certification services to MSMEs	Number of Trainees												
							Certificates												
Improved conformity to standards	% level of substandard products	Promote standards, quality	Increased level of conformity	Public awareness and education	Level of awareness	Prepare marketing strategy on conformity to	Marketing strategy document												

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	in the market	assurance and metrology services	to standards ²⁰	on conformity to standards		standards													
						Implement marketing strategy on conformity to standards	Level of implementation												
							Awareness index												
						Scale up education on standards	Standardization education introduced in education institutions												
							Established <i>Viwango Academy</i>												
						Level of quality culture consciousness to the public	Conduct public Quality culture consciousness survey												
		Improve implementation of conformity assessment and metrology services	Increased number of certified firms for quality management systems from 5 to 30 by 2020/2021	Promote systems certifications	Number of certified firms	Conduct marketing and awareness	Awareness programs and media outlet prepared												
							awareness program conducted												
							Number of applications for system certification												
			Increased quality assurance and	Expand quality assurance and metrology	Level of demand for testing services	Products certification	Number of licenses issued												
						Imports certification	Number of certificates issued												

²⁰Proxy Indicators provided in the detailed Results Framework (RF)

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
			metrology services by 2020/2021 ²¹	activities		Conduct type tests	Number of conforming TT samples tested												
					Increased demand for calibration services	Calibrate equipment	Calibration certificates												
Improved efficiency in service delivery	% of processes, equipment, facilities and systems strengthened	Strengthen institutional processes	Automated and integrated organizational processes by 2020/2021 ²²	Improve Management Information System (MIS)	% of processes automated	To conduct baseline study for MIS	Baseline study report												
					Number of systems integrated with i-SQMT.	To develop MIS	Developed MIS												
						To integrate MIS with other relevant stakeholders' systems	Systems integrated												
					% level of MIS utilization	To implement MIS	Systems utilized												
		Strengthening M&E system	Improved M&E system by 2020/2021 ²³	Capacitate M&E processes	M&E framework developed	Finalization of M&E strategy	M&E strategy developed												
					% level of implementation	Operationalize M&E	Level of operationalization												
		Strengthen institution equipment and facilities	State of the art equipment acquired by 2020/2021 ²⁴	Acquire Testing and Calibration equipment	Number of state-of-the-art equipment / prototype SI Units acquired	To conduct need analysis for equipment / prototype SI Units	Report												
						to procure state of the art equipment /	state of the art equipment / prototype												

²¹Proxy Indicators provided in the detailed RF

²²Proxy Indicators provided in the detailed RF

²³Proxy Indicators provided in the detailed RF

²⁴Proxy Indicators provided in the detailed RF

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
			Facilities acquired by 2020/2021 ²⁵	Acquire facilities	Number of facilities acquired	prototype SI Units	SI Units procured												
						To conduct need analysis for facilities	need analysis conducted												
					Test House Constructed	To procure facilities	Facilities procured												
						To construct Test House	Test House												
	Improve Standardization, Metrology and Conformity Assessment Systems to International Recognition.	Accredited Product certification, System certification, inspection and laboratory systems by 2020/2021	Accredited Product certification (ISO/IEC 17065)	Accreditation certificates		Initiate and implement requirements for product certification system towards accreditation	Accreditation certificate												
						Initiate and implement requirements for product certification system towards accreditation	Accreditation certificate												
						Build competence in product certification	% competent staff												
				Accredit CAS - System certification (ISO/IEC 17021)	Accreditation certificates	Initiate and implement requirements for system certification towards accreditation	Accreditation certificate												
						Build competence in system certification	% competent staff												

²⁵ Proxy Indicators provided in the detailed RF

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
				Accredit CAS - inspection (ISO/IEC 17020)	Accreditation certificates	Execute accreditation of system certification system	Accreditation certificate												
						Initiate and implement requirements for inspection certification towards accreditation	Accreditation certificate												
						Build competence in inspection certification	Competent staff												
						Execute accreditation of inspection certification system	Accreditation certificate												
				Accredit CAS - Laboratories (ISO/IEC 17025)	1. % accredited laboratories against ISO/IEC 17025,	Accreditation of electrical laboratory	Accreditation certificate												
						Accreditation of mechanical laboratory	Accreditation certificate												
						Accreditation of packaging laboratory	Accreditation certificate												
					2. Number of methods and scopes accredited	Extend scope of accreditation of Building and Construction laboratory	Accreditation certificate in new scopes												
						Extend scope of accreditation for metrology laboratory	Accreditation certificate in new scopes												
						Extend scope of	New scopes for food												

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
						accreditation for food laboratory	laboratory accredited												
						Extend scope of accreditation for chemistry laboratory	New scopes for chemistry laboratory accredited												
						Extend scope of accreditation for cotton and textile laboratory	New scopes for cotton and textile laboratory accredited												
			Aligned TBS standardization services with international best practices by 2020/2021	Aligning of TBS standardization services with international best practices	Reviewed Standardization procedure in place	Review of standard development procedure	Standards development procedure developed												
						Capacity building to standardization stakeholders.	Training conducted												
	Expand accessibility and reach of services		Improved accessibility and reach of services by 2020/2021 ²⁶	Construction of zonal offices and installation of laboratories	Number of zonal offices constructed, and Laboratories installed	To acquire plots in Arusha and Mwanza	Acquired plots												
						To construct zonal office	Zonal office constructed												
	% of employees' productivity	Improve Human Resources Management	i. Increased human resource productivity	Review and operationalize Organisation structure	Operationalized Organizational structure	Implementation of the structure	Structure implemented												

²⁶ Through construction of 5 zonal offices etc as detailed in the RF

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
			by 2020/2021 ²⁷	Review and implement staff development plan	% of implementation of Development plan	To review staff development plan	Staff development plan reviewed												
			ii. Increased employees' satisfaction index from below 50% to 80% by 2020/2021	Develop and implement recruitment and succession plan	% of implementation of Recruitment and succession plan	Develop succession plan	Succession plan developed												
						Develop recruitment plan	Recruitment plan reviewed												
				Review and operationalized Staff Appraisal System	Reviewed Appraisal System	Review and customize OPRAS	OPRAS customized												
					Operationalization of Appraisal System														
				Develop and implement staff incentive scheme	% of implementation of incentive scheme	Develop incentive scheme	Incentive scheme developed												
				Implement Risk Management policy and Framework	% of implementation of Risk Management Policy and Framework	Implement Risk Management Policy and Framework	Risk Management Policy and Framework implemented												

²⁷ Proxy Indicators provided in the detailed RF

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
				Operationaliz ation of Client Service Charter (CSC)	i. % Level of compliance to Client Service Charter ii. Turn-around time	Develop and implement internal service level agreement	Internal service level agreement developed and implemented												
				Strengthen employees' working environment and welfare	i. Number of facilities acquired ii.% level of implementatio n of recommendatio ns from Customer Satisfaction Survey. iii.% employees’ complains	Conduct Customer Satisfaction Survey (CSS)	Report												
					Implement recommendations from Customer Satisfaction Survey (CSS)	Implementation report													
					Conduct need analysis	Need analysis report													
	% of financial Performan ce	Improve financial resource mobilization	Increased revenues from TZS 49 billion to TZS 55 billion by 2020/2021	Rationalizatio n of activities	% increase in asset utilization	Resource and utility utilization analysis	Report												
					Cost effectiveness	Implementation of the findings from the analysis	Level of implementation												
				Strengthen debt collection system	% decrease in debt	Review accounts receivables policy	Reviewed accounts receivables policy												
						Develop and implement debt collection and mitigation strategy	Level of implementation												
						Debt collection and mitigation strategy developed													

Strategic Objective	KPIs	Strategies	Output	Main Activity	KPIs	Sub - Activity	KPIs	Timeline											
								2018/2019				2019/2020				2020/2021			
								Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
		Improve financial management	Unqualified Audit reports by 2020/2021	Capacitate Internal Control Systems	Level of compliance to internal control system	Develop and implement internal audit plan	Internal audit plan developed and implemented												
							Level of implementation												
						Capacitate internal audit unit	Internal audit unit capacitated												
						Scale up TBS services	Increase in revenues												
						Engagement of Development Partners	Number of partners engaged												
			Review budgeting process		% Level of Budget Implementation	Develop budgeting guidelines	budgeting guidelines developed												
						Prepare and implement Annual Procurement Plan	Annual Procurement Plan prepared and implemented												
							Level of implementation												
						Review the budget	Reviewed budget												
						Conduct training on budgeting	trained staff												

APPENDIX 4: FINANCIAL REQUIREMENTS FOR TBS STRATEGIC PLAN 2018/19 -2020/2021

Table 11: Financial Requirements for TBS Strategic Plan 2018/19 -2020/2021

Strategic Objective	Strategy	Main Activity	Sub - Activity	Key Performance Indicators (KPIs)	Budget (TZS)			
					2018/2019	2019/2020	2020/2021	Total
A: HIV/AIDS Infections Reduced and Supportive Services Improved	Enhance care and support services	Provide care and support on HIV/AIDS matters	Provide care and supportive services to staff living with HIV/ AIDS and CNCD	Staff provided with care and supportive services	15,000,000	18,000,000	18,000,000	51,000,000
			Promote VCT Services	Staff attended voluntary testing	1,000,000	2,000,000	2,000,000.00	5,000,000
	Enhance prevention of new HIV infections	Create awareness on HIV/AIDS matters	Conduct awareness workshops	Level of awareness on HIV/AIDS	3,000,000	5,000,000	5,000,000	13,000,000
				Objective Total	19,000,000	25,000,000	25,000,000	69,000,000
B: Effective Implementation of National Anti-Corruption Strategy Enhanced and Sustained	Strengthen anti-corruption mechanism	Implement anti-corruption national intervention policies	Conduct anti-corruption campaigns to staff	Anti-corruption campaigns conducted	11,000,000	15,000,000	20,000,000	46,000,000
			Capacitate ethics and integrity committee	Ethics and integrity committee capacitated	13,000,000	15,000,000	20,000,000	48,000,000
				Objective Total	24,000,000	30,000,000	40,000,000	94,000,000
C: Enhanced standardization	Strengthen International cooperation on standardization, quality assurance and metrology services	Participation in the regional and international standardization, quality assurance and metrology activities	Participation in standardization	Virtual meeting	-	-	-	-
				Physical meeting	640,000,000	650,000,000	700,000,000	1,990,000,000
				Voting/commenting	80,000,000	80,000,000	80,000,000	240,000,000
			Floating standards for harmonization	National standards floated for harmonization	37,000,000	40,000,000	42,000,000	119,000,000
			Adoption of standards	Regional (EAC) standards adopted	60,000,000	65,000,000	70,000,000	195,000,000
			Participation in proficiency testing / inter comparisons	Proficiency test	180,000,000	180,000,000	200,000,000	560,000,000
			Run PT schemes / inter comparisons	PT/inter-comparison provided	70,000,000	90,000,000	90,000,000	250,000,000

Strategic Objective	Strategy	Main Activity	Sub - Activity	Key Performance Indicators (KPIs)	Budget (TZS)			
					2018/2019	2019/2020	2020/2021	Total
		Engagement of stakeholders in regional and international cooperation	Mapping of key stakeholders	Report completed	10,000,000	-	-	10,000,000
			Promote stakeholders' engagement in standards development	Stakeholders engagement	55,000,000	60,000,000	60,000,000	175,000,000
	Improve development of demand-driven national standards	Development of demand-driven National standards	Develop and implement National Standardization Strategy (NSS)	New standards developed	120,000,000	130,000,000	150,000,000	400,000,000
				Revised standards	50,000,000	70,000,000	90,000,000	210,000,000
				Strategy completed	30,000,000	-	-	30,000,000
		Promotion for uptake and utilization of standards	Conduct standards uptake baseline survey	Report completed	5,000,000	5,000,000	5,000,000	15,000,000
			Create awareness	Awareness programs and media outlet prepared	10,000,000	10,000,000	10,000,000	30,000,000
				Awareness program conducted	100,000,000	100,000,000	100,000,000	300,000,000
			Conduct standards uptake post implementation survey	Report completed	35,000,000	35,000,000	35,000,000	105,000,000
		Promotion of Technical Assistance to Exporters (TAE).	Create awareness	Awareness program conducted	53,000,000	55,000,000	55,000,000	163,000,000
			Facilitate exports through issuance of Quality Ascertainment Reports	Quality ascertainment report	67,000,000	70,000,000	70,000,000	207,000,000
	Improve National Enquiry Point (NEP) and Technical Assistance to Exporters (TAE).	Promotion of the National Enquiry Point (NEP)	Create awareness	Awareness program conducted	8,000,000	9,000,000	10,000,000	27,000,000
		Support MSMEs access to domestic and international markets through standardization	Mapping of MSMEs in domestic and international markets	Mapping MSMEs	1,000,000	2,000,000	2,000,000	5,000,000
			Capacity building of MSMEs in domestic and international markets on standards	Preparation of training manual	1,000,000	2,000,000	2,000,000	5,000,000
				Training MSMEs	63,000,000	70,000,000	70,000,000	203,000,000
				Provide certification services to MSMEs	35,000,000	37,000,000	40,000,000	112,000,000
				Objective Total	1,710,000,000	1,760,000,000	1,881,000,000	5,351,000,000

Strategic Objective	Strategy	Main Activity	Sub - Activity	Key Performance Indicators (KPIs)	Budget (TZS)			
					2018/2019	2019/2020	2020/2021	Total
D: Improved Conformity to Standards	Promote standards, quality assurance and metrology services	Public awareness and education on conformity to standards	Prepare marketing strategy on conformity to standards	Marketing strategy document	10,000,000	10,000,000	10,000,000	30,000,000
			Implement marketing strategy on conformity to standards	Level of implementation	750,000,000	750,000,000	750,000,000	2,250,000,000
				Awareness index	35,000,000	35,000,000	35,000,000	105,000,000
			Scale up education on standards	Standardization education introduced in education institutions	100,000,000	100,000,000	100,000,000	300,000,000
				Established <i>Viwango Academy</i>	500,000,000	550,000,000	600,000,000	1,650,000,000
			Conduct public Quality culture consciousness survey	Report	25,000,000	25,000,000	25,000,000	75,000,000
	Improve implementation of conformity assessment and metrology services	Promote systems certifications	Conduct marketing and awareness	Awareness programs and media outlet prepared	10,000,000	10,000,000	10,000,000	30,000,000
				Awareness program conducted	250,000,000	250,000,000	250,000,000	750,000,000
				Number of applications for system certification	5,000,000	5,000,000	5,000,000	15,000,000
		Expand quality assurance and metrology activities	Products certification	Number of licences issued	641,000,000	645,000,000	650,000,000	1,936,000,000
			Imports certification	Number of certificates issued	120,000,000	135,000,000	150,000,000	405,000,000
			Conduct type tests	Number of conforming TT samples tested	150,000,000	170,000,000	200,000,000	520,000,000
			Calibrate equipment	Calibration certificates	137,000,000	140,000,000	150,000,000	427,000,000
			Objective Total		2, 733,000,000	2,825,000,000	2,935,000,000	8,493,000,000
E: Improved efficiency in service delivery	Strengthen institutional processes	Improve Management Information System (MIS)	To conduct baseline study for MIS	Baseline study report	15,000,000	-	-	15,000,000
			To develop MIS	Developed MIS	240,000,000	300,000,000	-	540,000,000
			To implement MIS	Systems utilized	230,000,000	50,000,000	100,000,000	380,000,000
			To integrate MIS with other relevant stakeholders' systems	Systems integrated	55,000,000	40,000,000	60,000,000	155,000,000
	Strengthening M&E system	Capacitate M&E processes	Finalization of M&E strategy	M&E strategy developed	10,000,000	-	-	10,000,000
			Operationalize M&E	Level of operationalization	30,000,000	40,000,000	50,000,000	120,000,000
	Strengthen institution equipment and facilities	Acquire Testing and Calibration equipment	To conduct need analysis for equipment / prototype SI Units	Report	5,000,000	-	-	5,000,000
			to procure state of the art equipment / prototype SI Units	State of the art equipment/ prototype SI Units	2,355,000,000	2,500,000,000	3,000,000,000	7,855,000,000

Strategic Objective	Strategy	Main Activity	Sub - Activity	Key Performance Indicators (KPIs)	Budget (TZS)			
					2018/2019	2019/2020	2020/2021	Total
		Acquire facilities		procured				
			To conduct need analysis for facilities	Need analysis conducted	160,000,000	-	-	160,000,000
			To procure facilities	Facilities procured	1,100,000,000	1,400,000,000	1,600,000,000	4,100,000,000
			To construct Test House	Test House constructed	9,500,000,000	-	-	9,500,000,000
	Improve Standardization, Metrology and Conformity Assessment Systems to International Recognition.	Accredit CAS - Product certification (ISO/IEC 17065)	Initiate and implement requirements for product certification system towards accreditation	Accreditation certificate	20,000,000	15,000,000	10,000,000	45,000,000
		Accredit CAS - System certification (ISO/IEC 17021)	Initiate and implement requirements for system certification towards accreditation	Accreditation certificate	20,000,000	15,000,000	10,000,000	45,000,000
		Accredit CAS - inspection (ISO/IEC 17020)	Initiate and implement requirements for inspection certification towards accreditation	Accreditation certificate	20,000,000	15,000,000	10,000,000	45,000,000
		Accredit CAS - Laboratories (ISO/IEC 17025)	accreditation of electrical laboratory	Accreditation certificate	25,000,000	12,000,000	12,000,000	49,000,000
			accreditation of mechanical laboratory	Accreditation certificate	25,000,000	12,000,000	12,000,000	49,000,000
			accreditation of packaging laboratory	Accreditation certificate	25,000,000	12,000,000	12,000,000	49,000,000
			Extend scope of accreditation of Building and Construction laboratory	Accreditation certificate in new scopes	25,000,000	12,000,000	12,000,000	49,000,000
			extend scope of accreditation for metrology laboratory	Accreditation certificate in new scopes	60,000,000	12,000,000	12,000,000	84,000,000
			extend scope of accreditation for food laboratory	New scopes for food laboratory accredited	25,000,000	12,000,000	12,000,000	49,000,000
			extend scope of accreditation for chemistry laboratory	New scopes for chemistry laboratory accredited	25,000,000	12,000,000	12,000,000	49,000,000
			extend scope of accreditation for cotton and textile laboratory	New scopes for cotton and textile laboratory accredited	25,000,000	12,000,000	12,000,000	49,000,000
		Aligning of TBS standardization	Review of standard development procedure	Standards development procedure developed	20,000,000	-	-	20,000,000

Strategic Objective	Strategy	Main Activity	Sub - Activity	Key Performance Indicators (KPIs)	Budget (TZS)			
					2018/2019	2019/2020	2020/2021	Total
		services with international best practices	Capacity building to standardization stakeholders	Training conducted	9,000,000	-	-	9,000,000
	Expand accessibility and reach of services	Construction of zonal offices and installation of laboratories	To acquire plots in Arusha and Mwanza	Acquired plots	-	1,600,000,000	-	1,600,000,000
			To construct zonal offices and laboratories in Northern, Lake and Southern Highlands zones	Zonal offices and laboratories constructed	11,000,000,000	25,500,000,000	8,500,000,000	45,000,000,000
			Construction of Dodoma Zonal Office and mini laboratory	Zonal office and mini lab constructed	-	5,000,000,000	5,000,000,000	10,000,000,000
	Improve Human Resources Management	Review and operationalize Organisation structure	Implementation of the structure	Structure implemented	-	15,000,000	-	15,000,000
		Review and implement staff development plan	To review and implement staff development plan	Staff development plan reviewed and implemented	1,200,000,000	1,500,000,000	1,800,000,000	4,500,000,000
		Develop and implement recruitment and succession plan	Develop succession plan	Succession plan developed	5,000,000	-	-	5,000,000
			Develop recruitment plan	Recruitment plan reviewed	150,000,000	-	-	150,000,000
		Review and operationalized Staff Appraisal System	Review and customize OPRAS	OPRAS customized	11,000,000	-	-	11,000,000
		Develop and implement staff incentive scheme	Develop and implement incentive scheme	Incentive scheme developed and implemented	7,000,000	-	-	7,000,000
		Implement Risk Management policy and Framework	Implement Risk Management Policy and Framework	% of implementation of Risk Management Policy and Framework	10,000,000	10,000,000	12,000,000	32,000,000
		Operationalization of Client Service Charter (CSC)	Develop and implement internal service level agreement	Internal service level agreement developed and implemented	-	10,000,000	-	10,000,000
			Conduct Customer Satisfaction Survey (CSS)	Turn-around time	-	100,000,000	-	100,000,000
			implement recommendations from Customer Satisfaction Survey (CSS)	Report	5,000,000	-	10,000,000	15,000,000

Strategic Objective	Strategy	Main Activity	Sub - Activity	Key Performance Indicators (KPIs)	Budget (TZS)			
					2018/2019	2019/2020	2020/2021	Total
	Improve financial resource mobilization	Rationalization of activities	Conduct need analysis	Implementation report	-	10,000,000	-	10,000,000
			Resource and utility utilization analysis	Report	12,000,000	-	-	12,000,000
			Implementation of the findings from the analysis	Level of implementation	-	7,000,000	-	7,000,000
			Review accounts receivables policy	Reviewed accounts receivables policy	8,000,000	-	-	8,000,000
		Strengthen debt collection system	Develop and implement debt collection and mitigation strategy	Debt collection and mitigation strategy developed	5,000,000	-	-	5,000,000
				Level of implementation	45,000,000	50,000,000	50,000,000	145,000,000
	Improve financial management	Capacitate Internal Control Systems	Develop and implement internal audit plan	Internal audit plan developed and implemented	10,000,000	10,000,000	10,000,000	30,000,000
				Level of implementation	100,000,000	100,000,000	100,000,000	300,000,000
			Capacitate internal audit unit	Internal audit unit capacitated	45,000,000	45,000,000	45,000,000	135,000,000
			Scale up TBS services	Increase in revenues	-	-	-	-
			Engage Development Partners	Number of partners engaged	6,000,000	9,000,000	12,000,000	27,000,000
		Review budgeting process	Develop budgeting guidelines	Budgeting guidelines developed	5,000,000	-	-	5,000,000
			Prepare and implement Annual Procurement Plan	Annual procurement plan prepared and implemented	4,000,000	6,000,000	7,000,000	17,000,000
				Level of implementation	60,000,000	60,000,000	60,000,000	180,000,000
			Review the budget	Reviewed budget	19,000,000	20,000,000	22,000,000	61,000,000
			Conduct training on budgeting	Trained staff	55,000,000	60,000,000	60,000,000	175,000,000
				Objective Total	26,786,000,000	38,583,000,000	20,624,000,000	85,993,000,000
				Strategic Plan Total	31,272,000,000	42,423,000,000	26,305,000,000	100,000,000,000

APPENDIX 5: REVIEW MEETINGS, APPRAISALS, MONITORING AND EVALUATION PLAN

Table 12: *Planned Review Meetings*

SN	Type of Meeting	Frequency	Designation of the chairperson	Participants
1.	Board of Directors Meeting	Quarterly	Chairperson of the Board	Board Members
2.	Management Meeting	Weekly	Director General	Directors and Managers
3.	Laboratory Quality System Management review meeting	Annually	Director General	Management and Laboratory staff
4.	Directorate Meeting	Quarterly	Directors	Managers and Heads of Sections/Staff
5.	Management Policy Group	Quarterly	Director General	Directors & Managers
6.	Workers Council	Quarterly	Director General	Workers Council Members
7.	Technical Staff Meeting	Monthly	Appointed Senior Officer	Directors, Managers, Head of Section
8.	Quality Management System review meeting	Annually	Director General	Management, Quality Committee and Auditors
9.	Departmental Meeting	Monthly	Departmental Manager	Heads of Section
10.	Sectional Meeting	Weekly	Head of Section/ Unit	Sectional Staff
11.	Audit Committee Meeting	Quarterly	Appointed Senior Officer	Directors, Internal Auditors, and External Financial Expert
12.	Training Committee Meeting	Quarterly	DCS	Managers, HRO and Nominated Departmental representatives
13.	Tender Board Meeting	As per procurement plan	Appointed Senior Officer	Members of Tender Board and HPMU
14.	HIV/AIDS committee	Quarterly	Appointed Senior Officer	Nominated Members
15.	Integrity Committee	Quarterly	Appointed Senior Officer	Nominated Members
16.	Appointment and Disciplinary Committee	Annually	Director General	DG, Directors, Managers, Trade Union representative and HRM
17.	Budget Committee	Monthly	Director General	Nominated Members

Table 13: Planned Rapid Appraisals

S/N	Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Timeframe	Responsible person
1.	Applicability of published National Standards on Construction Materials; SMEs products; Food and Agricultural products; Electrical equipment; Electronics & Telecommunications; Asphaltic products; Natural Gases; Lubricating oils;	This study intends to measure how the published standards are implemented by manufacturers	a) What is the level of awareness of national standards? b) What types of products are manufactured? c) Are standards applied during production? d) Are products certified? e) What is the certification authority? f) Are the products accepted in the local and international markets? g) Are manufacturers satisfied with standards?	i. Field visit ii. Questionnaire iii. Interview	June, 2018	DSD
2.	Availability of substandard products in the market	To determine the level of substandard products in the market	a) What is the level of understanding on substandard products? b) Are there substandard products in the market? c) What are the identification features of substandard products? d) How do substandard products enter in the market? e) What are the recommendations?	i. Focused group ii. Random sampling iii. Questionnaires, interviews	2017/2018 (2 nd Quarter)	DQM
3.	Awareness on certified products	Intends to measure the level of awareness of consumers on the use of products certified by TBS	a) What is the level of understanding on certified products? b) What is the extent to which certified products are used? c) What is the consumers' level of understanding on certification authority?	i. Random sampling, ii. Questionnaires, interviews	2017/2018 (3 rd Quarter)	DQM

S/N	Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Timeframe	Responsible person
4.	Labour turnover	This appraisal intends to determine the rate and reasons at which staff leave TBS	a) What is the staffing level at TBS? b) What are the reasons for staff leaving? c) What are the recommendations for staff retention at TBS?	i. Document review, ii. Questionnaire, interview	2016/2017	DCS
5.	Employees satisfaction	This appraisal intends to measure level of employees' satisfaction.	a) How many staff are satisfied with remuneration? b) How many staff are satisfied with working environments? c) How many staff would recommend others to work with TBS?	i. Document review, ii. Questionnaire, interview	Annually	DCS
6.	Customer complaints	This appraisal intends to measure the level of customer complaints filed.	a) How many complaints filed b) What are the areas of complaints c) What are the reasons for complaints d) How many complaints have been attended	i. Document review	Annually	DCS
7.	Conformity assessment on testing	This appraisal intends to measure the level of testing services provided by TBS laboratories.	a) How many complaints on testing filed? b) Is the turnaround time achieved? c) What is the average time taken for sample testing? d) How many complaints have been attended?	i. Document review ii. Questionnaires, interviews	Annually	DTC
8.	Customer complaints on Calibration Services	This appraisal intends to measure the level of calibration services provided by TBS laboratories.	a) How many complaints on calibrations filed? b) How many complaints have been attended? c) Is the turnaround time achieved? d) What is the average time (days) taken to respond on calibration request?	i. Document review ii. Questionnaires, interviews	Annually	DTC

Table 14: Evaluation Plan Matrix

S/N	Evaluations	Description	Evaluation Questions	Methodology	Time frame	Responsible person
1	Impact of standards in industrial products	This study intends to assess the impact of standards in industrial products	<i>a)</i> Are standards used in production? <i>b)</i> Is there any change in sales after application of standards? <i>c)</i> Are the products exported or sold in local markets?	<i>i.</i> Industrial survey/visit <i>ii.</i> Questionnaire <i>iii.</i> Interviews	June 2021	DCS
2	Level of awareness on product quality	To determine the level of awareness on product quality in Tanzania.	<i>a)</i> What does the consumer consider when purchasing a product? <i>b)</i> What is the level of consumer's preference on quality when purchasing a product? <i>c)</i> What do consumers perceive as quality product?	<i>i.</i> Survey – questionnaires <i>ii.</i> interview <i>iii.</i> document review	June 2021	DCS
3	Customer satisfaction on TBS service delivery	To assess the overall customers' satisfaction on TBS service delivery	<i>a)</i> Are the TBS services easily accessible? <i>b)</i> Are the customers satisfied with the TBS customer complaints handling procedure? <i>c)</i> Are the customers well informed about TBS services? <i>d)</i> What are the customers' recommendation on TBS services delivery? <i>e)</i> Are the TBS services reliable?	<i>i.</i> Survey – questionnaires, <i>ii.</i> interview, <i>iii.</i> document review	June 2021	DCS

APPENDIX 6: REPORTING PLAN

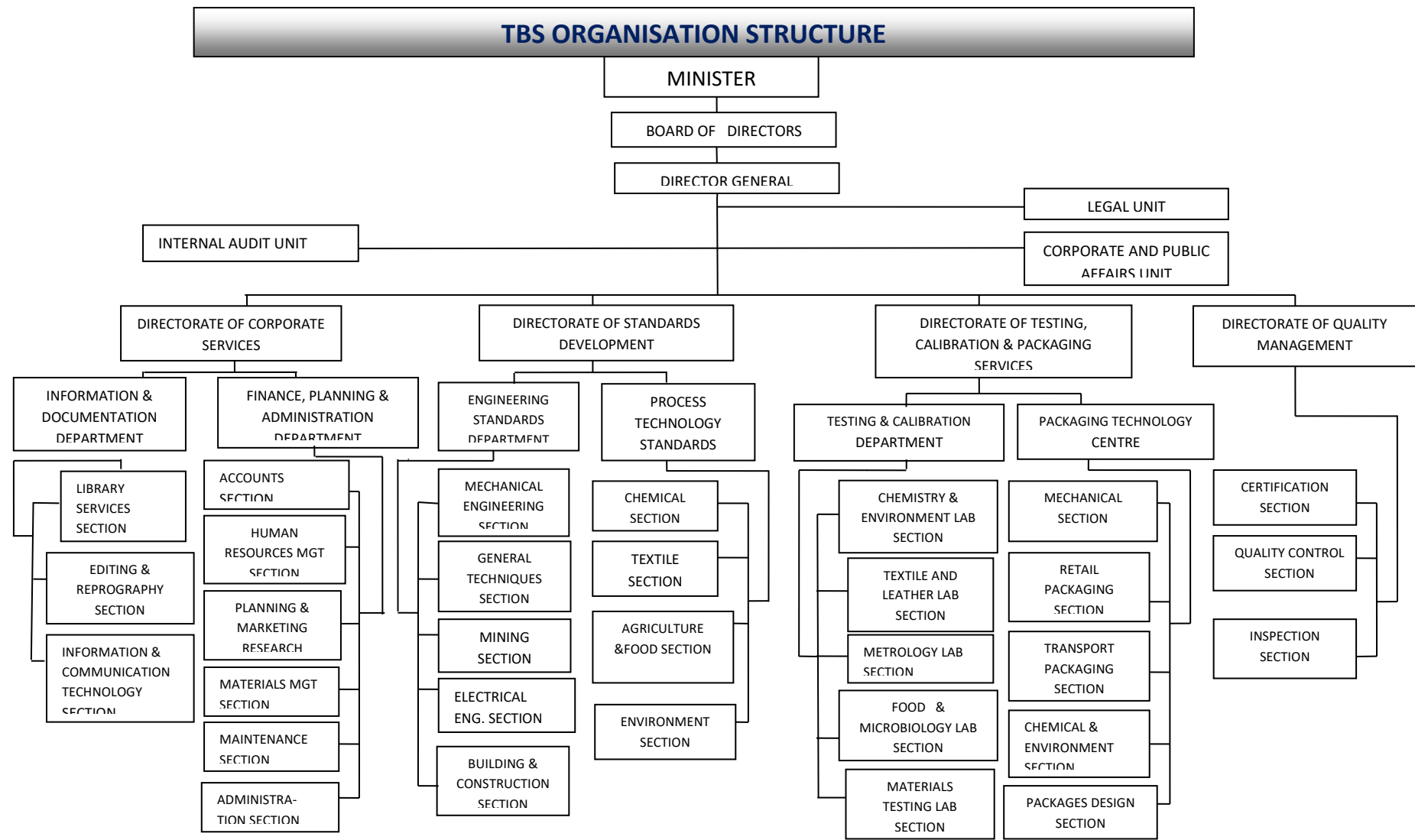
Table 15: *Internal Reporting Plan Matrix*

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Sectional Progress report	Managers	Monthly	Head of Section
2	Departmental Progress report	Directors	Monthly/ Quarterly	Managers
3	Directorate progress report	Director General	Monthly/ Quarterly	Directors
4	Internal Audit report	Director General	Quarterly	Audit Committee
5	Director General's progress report	Board of Directors	Quarterly	Director General

Table 16: *External Reporting Plans Matrix*

S/N	Type of Reports	Recipient	Frequency	Responsible Person
1	Audited Financial Statements	Permanent Secretary (MITI), Treasury Registrar	Annually	DG
2	Performance Contract between BoD and TRO	Treasury Registrar	Annually	DG/BoD
3	Performance reports (Progress Reports, Budget Memorandum, MTEF, Ruling Party Manifesto, Budget Speech)	Permanent Secretary (MITI), Treasury Registrar	Quarterly/ annually	DG
4	Annual Reports and Accounts	Minister (MITI)	Annually	DG
5	Project execution reports	Development Partners	As per plans	DG

Figure 5: TBS Organisation Structure



REFERENCE DOCUMENTS CITED DURING PLANNING

This Strategic Plan has made a number of references from Government policies, reports and initiatives in its completion in order for the Bureau to be in line with Government long term vision. Some of these documents are: -

1. Tanzania Development Vision 2025

TDV stemmed from social and economic reform measures taken in response to the economic crisis of the 1980s, which resulted from failure of earlier development policies and strategies which were not compatible with the principles of a market led economy and technological driven development. Hence the vision aimed into transforming Tanzania into a middle-income country by formulating “strong and resilient economy that can effectively withstand global competition” and transforming country economy from depending predominantly on agriculture to semi-industrialized economy with substantial industrial sector in comparable to typical middle-income countries. (Chapter 3 page 13).

2. Five Year Development Plan (FYDP II) of 2016/2017- 2020/2021

The Five-Year Development Plan (FYDP II) of 2016/2017- 2020/2021 aims to “Nurturing Industrialization for Economic Transformation and Human Development”, with the main objective adopted from vision 2025 of building a base for transforming Tanzania into a semi-industrialized, middle income country. This was viewed as only possible to be achieved through, among others, fostering economic growth. The Bureau has set itself a challenge to be one of key players in economy by facilitating trade through improving standardization and quality assurance services. (Chapter 1 pg 2 – objectives)

3. Sustainable Development Goals (SDGs)

SDGs are a universal set of goals, targets and indicators that as UN member state Tanzania is required / expected to use to frame its agendas and political policies over the next 15 years from 2015. They were developed by the United Nations Development Programme (UNDP) which is one of the leading organizations working to fulfil the SDGs by the year 2030. TBS has obligation through SDG number 9 which aims to help create economies with resilient infrastructure and promoting inclusive and sustainable industrialization in line with Tanzanian FYDP II and TDV 2025. TBS has a mandate to monitor innovation through technological progress and infrastructure while promoting sustainable industries, through its mandate of standardization and quality assurance to facilitate sustainable Tanzanian development.

4. National Trade Policy (Chapter 3 Page 16)

This calls for development of modern export-led economy with a main goal to facilitate smooth integration into the International Multilateral Trading System, by integrating Tanzanian economy into the global economy through trade. The implementation of the Policy helps to sustain an economic growth rate above the 7% necessary to achieve the set goals of National Development Vision 2025. Tanzania needs to transform the economy from a supply constrained one into a competitive export-led economy through enhanced domestic

integration and wider participation in the global trade liberalization which is a new force for trade expansion and rapid economic growth.

5. Doing Business Report (Ease of Doing Business 2018 ranking PG 4)

Doing Business Report measures aspects of business regulations and their implications for firm establishment and operations. This report created a new approach to policy reform – one informed by hard data and focusing on domestic companies. The objectives of the Doing Business Report are as clear as they are ambitious: to inform the design of reforms and motivate these reforms through country benchmarking.

Doing Business Report captures several important dimensions of the regulatory environment as it applies to local firms. It provides quantitative indicators on regulation for starting a business, dealing with various permits, getting utilities, property protecting minority investors, taxes, trading across borders, enforcing contracts and resolving insolvency.

6. The Ruling Party Manifesto of 2015 – 2020(Chapter 2, page 30)

The CCM's Ruling Party Manifesto of 2015 – 2020 aimed on implementation of Industrialization Policy of 2010 – 2020 to support Industrial Economy. This was categorized among many policies by construction of basic industries and supporting the existing ones. This aims to make industrial contribution to national income grow from 9 to 15 percent by 2020 and employ 40 percent of population. CCM manifesto wants the government to specialize in helping nurture and create friendly environment for industries and investors by reducing cost of doing business in Tanzania and prioritize regional trade, i.e. trade within EAC, SADC etc.

7. TBS Customer Satisfaction Survey

TBS conducts yearly customer satisfaction surveys being compliance to ISO 9001:2008. These surveys aimed at its internal and external customers are used to gauge customer satisfaction on services offered by TBS as well highlight priorities that the Bureau needs to be address to make it more customer-centric.

The 2016 survey conducted by Tanzania Industrial Research and Development Organization (TIRDO) drew samples from 9 regions (Dar es Salaam and Morogoro; Iringa and Mbeya; Arusha and Tanga; Mwanza, Mara, and Tabora) through questionnaire, face to face interviews and focus group discussions.

The survey concluded that TBS image to the general public is good, although there is a need for awareness campaign especially in rural areas; as well there is a high demand of TBS services to SMEs. The survey also noted low response on capacity building development for employees and recommended employees' capacity building especially in the area of customers services. The growing need of TBS awareness campaigns especially in primary and secondary schools as well in rural areas was also noted, hence need for the Bureau to outstretch itself to reach customers especially SMEs. (i.e. Establish Bureau's services in zones).

8. Integrated Industrial Development Strategy (IIDS) (Chapter 1 pg 1)

The Industrial Development Policy 1996-2020 (SIDP) phases the public sector out of productive activities and allows the private sector to become the principal vehicle for economic growth. IIDS has a vision to build an internationally competitive business environment through the formation of an industrial infrastructure and transformation of Tanzania into an industrial and logistics hub of East and Central Africa. The Strategy agreed that this could only be achieved through expansion and extension of existing development corridors and the creation of an export-import platform; and promotion of rural industrialization through an agriculture-development led industrialization. The Strategy emphasizes on growth opportunities for all growth-oriented Micro, Small and Medium Scale Enterprises and Entrepreneurs through provision of attentive supporting measures. IIDS target is for Tanzania manufacturing sector to grow by 15 % per annum on average, and attain a gross manufacturing value of 16 billion US Dollars and 23% share in GDP composition by 2025.

9. Standards Act No.2 of 2009,

This is where TBS mandate and functions are drawn from, which gives the Bureau the power to perform its duties. Part 2 of the Standards Act is where establishment and functions of the Bureau are outlined that the Bureau shall be the custodian and an overseer of observance of standards in Tanzania, by performing all necessary actions legal or otherwise to discharge its duties.

10. National Anti-Corruption Strategy

The Government of Tanzania has emphasized that Good Governance is a priority in achieving National Development Goals. Good governance will always be the factor in promoting and strengthening peace and stability, economic growth, social welfare and poverty reduction in the country; and generally, in the implementing of various improvements in the Public Sector, such as Public Service, Public Finance Management, Legal Sector, and Local Government.

One of the instruments to insure good governance is National Anti-Corruption Strategy. The Anti-Corruption Strategy mainly targets strengthening effectiveness, transparency and accountability of service delivery in the Public Sector; effective implementation strategies for the fight against corruption; building the capacity institutes for the fight against corruption; and having effective political leadership in the fight against corruption.