THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF INDUSTRY AND TRADE
TANZANIA BUREAU OF STANDARDS (TBS)

REVISED STRATEGIC PLAN FOR THE PERIOD OF 2021/22 – 2025/26

JANUARY 2024

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LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
BoD	Board of Directors
BoT	Bank of Tanzania
BRELA	Business Registration and Licensing Agency
DCE	Directorate of Compliance and Enforcement
DG	Director General
DHRA	Directorate of Human Resource and Administration
DQM	Directorate of Quality Management
DSD	Directorate of Standards Development
DTM	Directorate of Testing and Metrology
EAC	East African Community
FY	Financial Year
FYDP	Five Year Development Plan
GHP	Good Hygiene Practice
GMP	Good Manufacturing Practice
GCLA	Government Chemist Laboratory Authority
HIV	Human Immunodeficiency Virus
IAU	Internal Audit Unit
ICT	Information and Communication Technology
ICTU	Information and Communication Technology Unit
ISO	International Organization for Standardization
MoU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
NACSAP	National Anti-Corruption Strategy and Action Plan
NCDs	Non-Communicable Diseases
NEMC	National Environment Management Council
NSB	National Standards Body
OPRAS	Open Performance Review and Appraisal System
OSHA	Occupational Safety and Health Authority
PMU	Procurement Management Unit
PVoC	Pre-shipment Verification of Conformity to Standards

QI	Quality Infrastructure
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SIDO	Small Industries Development Organization
SMEs	Small and Medium Enterprises
SPS	Sanitary and Phytosanitary Measures
SQMT	Standardization, Quality Assurance, Metrology and Testing
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TBS	Tanzania Bureau of Standards
TDV	Tanzania Development Vision
TFDA	Tanzania Food and Drugs Authority
TFS	Tanzania Forest Service Agency
TIRDO	Tanzania Industrial Research and Development Organization
TMDA	Tanzania Medicines & Medical Devices Authority
TRA	Tanzania Revenue Authority
WMA	Weights and Measures Agency
WTO	World Trade Organization
ZFDA	Zanzibar Food and Drug Agency

STATEMENT FROM THE CHAIRPERSON OF THE BOARD

The revised 2021/22 to 2025/26 Strategic Plan is anchored on the success and lessons of the previous Strategic Plan (2015/16-2019/20). The Plan sets out outcome-oriented goals and objectives which the Bureau will endeavour to achieve and puts greater emphasis on delivering effective standardization and quality assurance services for the development of industry and commerce in Tanzania.

The revised Strategic Plan has taken into account different adjustments that were made throughout the course of implementation of the current SP including approval of a new organization structure by the President of the United Republic of Tanzania in December 2021, implementation of the Government directive of conducting inspection of general goods and used motor vehicles under Pre-Shipment Verification of Conformity (PVoC) and undertaking fuel marking activities which were previously implemented by the Energy and Water Utilities Regulatory Authority (EWURA).

This Strategic Plan portrays the Vision, Mission and Core Values of Tanzania Bureau of Standards (TBS) and the five (5) major objectives that the Bureau will strive to achieve within the next five (5) years. It also sets strategies towards attainment of the objectives that need to be entrenched to achieve the set objectives, namely HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved; Effective Implementation of National Anti-Corruption Strategy enhanced and sustained; Standardization for development of industry and commerce enhanced; Assurance of safety and quality of products and services enhanced; and Institutional capacity to deliver its mandated functions enhanced. Key performance indicators will be used to track progress towards achievement of the Bureau's objectives thus contributing to the national efforts towards nurturing industrialization by the year 2025.

This Plan provides the systematic implementation of the Bureau's mandate while taking into account Sustainable Development Goals (SDGs), National Vision 2025, Government Blueprint for Regulatory Reform to Improve Business Environment, Tanzania Five Year Development Plan II (2016/2017 – 2020/2021), sector related policies, Integrated Industrial Development Strategy (IIDS), the Ruling Party Manifesto of 2020 – 2025 (Chapter 2, Article 46-49), and the Standards Act Cap. 130 and its Regulations. 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 with the sector expectations.

On behalf of the TBS Board of Directors, I express deep appreciation of vibrant contribution of all who participated in one way or another in the groundwork and preparation of this Plan, including combined efforts of TBS Management, Workers Council and all staff, technical facilitation from the President's Office Public Service Management and Good Governance (PO-PSM-GG) and contribution from our esteemed stakeholders.

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Prof. Othman Chande Othman
CHAIRPERSON OF THE BOARD OF DIRECTORS

STATEMENT FROM THE DIRECTOR GENERAL

The Tanzania Vision 2025 is aimed at transforming Tanzania into a middle-income country by formulating “a strong and resilient economy that can effectively withstand global competition”. This will be grasped by transforming the country’s economy from depending predominantly on agriculture to a semi-industrialized economy with substantial industrial sector comparable to typical middle-income countries.

To contribute towards realization of the vision, Tanzania Bureau of Standards will enhance capacity for competitive production through standards development and conformity assessment of products and services; thereby enhancing production in major sectors such as agriculture, manufacturing, oil and gas and social services sectors such as construction, health and education as well as service industries such as transport, finance and communication.

Standardization is relevant in every aspect of the society as it provides an engine for economic growth and development. Therefore, for economic transformation to occur, an enabling quality and standards infrastructure is a pre-requisite. Standards not only help to measure but also guarantee the quality of products and services. These enabling services (infrastructures) are essential for increased production, competitiveness of products and services, and the wellbeing of the society.

Tanzania must build capacity for competitive production through the application of Standardization, Quality Assurance, Metrology and Testing (SQMT) with a focus on not only domestic markets but also regional and international markets. In this respect, the Ministry of Industry and Trade through TBS will endeavour to lay the foundation for a sustainable quality and standards infrastructure. This is essential in the promotion and regulation of products and services to enhance competitiveness and consumer protection. This Strategic Plan is therefore expected to direct and drive the momentum for quality innovation and production and marketing of standardized products and services for economic transformation. TBS is committed to building a responsive management system to partner with complementary institutions in creating impact and value addition for the long-term development of the country.

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Ngenya, A. Y. (PhD)

DIRECTOR GENERAL

EXECUTIVE SUMMARY

The preparation of this Strategic Plan is based on TBS's mandate provided under the Standards Act Cap. 130. The Bureau is mandated to prepare and promote standardization and undertake measures for quality control of the products of all description in industry and commerce. The Bureau is further mandated by the Finance Act No. 8 of 2019 to regulate the safety and quality of food and cosmetic products. By and large, the Bureau is the custodian and overseer of the observance and implementation of standards in Tanzania.

The revised Strategic Plan has taken into account approval of the new TBS organization structure by the President of the United Republic of Tanzania in December 2021 which formed new directorates, sections and zones, different directives received from the Government, and two and a half years of implementation of the 2021/2022 to 2025/2026 Strategic Plan. It has also considered the Sustainable Development Goals (SDGS), the Tanzania Development Vision 2025, the Five-Year Development Plan (FYDP III), the Ruling Party Manifesto of 2020 – 2025, and key Government sector policies and strategies having bearing on the Bureau's roles and responsibilities.

The Strategic Plan is organized into four (4) chapters. The first chapter covers the TBS organization structure and how the Bureau was established. The second chapter presents a situational analysis describing performance review of the implementation of the previous Strategic Plan (2016/2017 to 2020/2021) and 30 months' review of the 2021/2022 to 2025/2026 SP. Chapter Three presents the actual plan covering key aspects such as mission, vision, core values, objectives, strategies, targets and key performance indicators. Chapter Four covers result framework and monitoring and evaluation plan.

This Strategic Plan, which covers the period of 2021/2022 to 2025/2026 guides the Bureau in management and effective utilization of resources in pursuit of standardization, quality assurance and metrology. The Plan describes Mission, Vision, Core Values, Mandate, Objectives, Strategies, Targets and Key Performance Indicators that have been derived from the results of situation analysis which provide the reality of the TBS operating environment. (The mission and vision statements of 2016/2017 to 2020/2021 Strategic Plan have been improved in this Plan to incorporate issues of safety of food and cosmetics for the purpose of accommodating changes made by the Finance Act No. 8 of 2019).

The corporate objectives in this Plan have been arranged by starting with crosscutting ones as follows: -

i) HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved;

ii) Effective Implementation of National Anti-Corruption Strategy enhanced and sustained;

iii) Standardization for development of industry and commerce enhanced;

iv) Assurance of safety and quality of products and services enhanced; and

v) Institutional capacity to deliver its mandated functions enhanced.

Rationale, strategies, targets, milestones and key performance indicators (both immediate output and outcome indicators) have been developed for each objective. Specific, Measurable, Achievable, Realistic and Time-bound (SMART) targets and indicators have also been crafted for each objective so as to facilitate monitoring and evaluation and easy measurement of performance.

The monitoring and evaluation plan, a results framework matrix and reporting plan have been developed to bring about responsibility and accountability in the implementation of this Plan.

CHAPTER ONE

1. INTRODUCTION

This chapter gives a short description of the Bureau's historical background, mandate, roles and functions, purpose of the Plan, approach adopted, layout and structure of the document.

1.1. 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. On 20th March 2009, the Standards Act No. 3 of 1975 was repealed and replaced by the Standards Act No. 2 of 2009, aimed at giving TBS more powers to oversee the implementation of standards.

Tanzania Bureau of Standards is a Parastatal Organization under the Ministry responsible for Industry and Trade. Specifically, the Bureau is mandated to prepare standards, to promote standardization and to undertake measures for quality control of products of all description in industry and commerce. In 2019, the Standards Act No. 2 of 2009, was further amended through Part VII of the Finance Act No. 8 of 2019 through which TBS was tasked with additional mandate of regulating the safety and quality of food and cosmetic products in order to protect public health, the functions which were formerly executed by the now defunct Tanzania Food and Drugs Authority (TFDA).

1.2. TBS Mandate

According to the Standards Act Cap. 130, TBS is the custodian and overseer of the observance and implementation of standards in Tanzania. Specifically, the Bureau is mandated to prepare standards, promote standardization and undertake measures for quality control of products of all description in industry and commerce.

1.3. Roles and Functions

Pursuant to Section 4 (1) (a-v) of the Standards Act Cap. 130, TBS has the following major functions:

a) To undertake measures for quality control of commodities, services and environment of all descriptions and to promote standardization in industry and trade;

b) To 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 responsible for Industry and Trade on the recommendation of the Board of Directors of the Bureau, and for the issued of certificates in regard to them;

c) To 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) To approve, register and control the use of standards marks in accordance with the provisions of this Act;

e) To grant, renew, suspend, vary or cancel any license issued for the use of any standards mark;

f) To assist industries in setting up and enforcing quality assurance and environmental management systems procedures;

g) To prepare, frame, modify or amend National Standards;

h) To encourage or undertake educational work in connection with standardization quality assurance, metrology, testing and environment;

i) To assist the Government or any other person in the preparation and framing of standards;

j) To 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) To 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) To inspect and register premises in accordance with the provisions of this Act;

m) To certify and register food, food products and cosmetics regulated under this Act;

n) To 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;

o) To be the signatory of the mutual recognition arrangement with other national metrology institutes;

p) To 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;

q) To carry-out, promote or assist in research on standardization and related subjects;

r) To participate in, or to make arrangements for conferences, workshops, seminars and discussions on matters connected with the activities of the Bureau;

s) To co-operate with regional and international organizations in all matters related to standardization and quality assurance and represent the country in such matters;

t) To 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;

u) To undertake Pre-Shipment Verification of Conformity (PVoC) to standards; and

v) To 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 of the body established by or under any written law and having functions similar or relating to industrial or commercial standards generally.

1.4. Purpose of the Plan

This Strategic Plan aims at improving the Bureau's performance and service delivery by facilitating establishment of a more relevant institutional structure. Also, the Plan aims at increasing levels of institutional, departmental and individual accountability through improved transparency and communication between management, employees, clients and other stakeholders. It establishes priorities for efficient and effective resource allocation.

1.5. Approach

This TBS Strategic Plan was developed in participatory working sessions involving facilitators from the President's Office, Public Service and Good Governance as well as making use of performance results from the previous Strategic Plan.

This exercise also involved review of the Strategic Plan of 2016/2017 to 2020/2021 with reference to the Sustainable Development Goals (SDGS), the Tanzania Development Vision 2025, the Five Year Development Plan (FYDP III) of 2021/2022- 2025/2026, Sustainable Industrial Development Policy (SIDP) 1996-2020, Small and Medium Enterprise Development Policy 2003, National Trade Policy 2003, Government Blueprint for Regulatory Reform to Improve Business Environment, the Integrated Industrial Development Strategy (IIDS), the Ruling Party Manifesto of 2020 – 2025, and the Standards Act Cap. 130

The Plan also took into consideration the situational analysis which involved carrying out performance review of the previous SP, SWOC analysis, stakeholders' analysis and identification of critical issues. The identified critical issues were the basis for reviewing the Strategic Plan whereby strategies, targets and key performance indicators at all levels were also revised.

1.6. Layout of the Plan

This document is organized into four chapters. Chapter One entails the historical background, mandate, roles and functions; the chapter also contains the purpose, approach and layout of the Plan. Chapter Two looks at the situational analysis and provides revised vision, mission and core values. The chapter also outlines the review of relevant information, best practices and benchmark, performance review, stakeholders' analysis, SWOC analysis, recent initiatives and critical issues.

Chapter Three presents the Plan, whereby the chapter provides objectives, strategies, targets and performance indicators. Chapter Four presents in details the results framework. Hence it provides the purpose and structure, the development objective, beneficiaries of TBS services, monitoring and planned reviews, rapid appraisals and reporting plan.

CHAPTER TWO

2. SITUATIONAL ANALYSIS

This chapter presents analysis of the implementation of the 2016/2017 to 2020/2021 Strategic Plan and the 2021/2022 to 2025/2026 Strategic Plan for the period of two and half years (July 2021 – December 2023), concentrating on the objectives that fall under the mandate of TBS. It also highlights on analysis of current vision and mission, review of relevant national planning frameworks, sector and cross cutting policies, stakeholders' analysis, SWOC analysis, recent initiatives and critical issues undertaken by the Bureau.

2.1. Analysis of Current Vision, Mission and Core Values

Current Vision

'To be a centre of excellence in standardization, quality assurance and metrology services in Africa'

The analysis of this Vision depicts the following: -

i) The mandate has changed by adding the safety issue for food and cosmetics that needs adoption.

ii) The mandate orders TBS to be the custodian and overseer of the observance and implementation of standards in Tanzania not Africa as it is in the current Vision.

iii) The uptake of reference in the Tanzania Development Vision 2025 is missing.

Current Mission

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

The analysis shows that the mission has the following shortcomings:

i) The Mission lacks the strategic means to deliver the core business of TBS.

ii) The Mission lacks information on to whom TBS provides its service that according to the mandate is industry and commerce.

2.2. Review of Relevant Information

Review was made on different national frameworks, plans and policies to identify relevant issues that assisted in preparation of TBS Strategic Plan. The review made included the following: -

a) Sustainable Industrial Development Policy (SIDP) 1996-2020

SIDP 1996 – 2020 recognizes the importance of TBS in development of industries in the country. The policy, among others, provides for promotion of standards and quality assurance in order to improve competitiveness of industrial products both in the domestic and export markets. In doing so, the Government will: -

i) Strengthen the implementation of national standards and quality assurance as well as weights and measures (metrology) by provision of sufficient legal framework), adequate facilities and equipment and manpower;

ii) Promote the formulation of new standards;

iii) Allow qualified quality assurance units through ways of accreditation in areas of specialization; and

iv) Develop the packaging technology.

b) Small and Medium Enterprise Development Policy 2003

This policy recognizes the Bureau as one of the institutions which play an important role in promoting SMEs development. The policy provides that *"various institutions were established to support enterprise development in Tanzania. These institutions cater for the whole enterprise sector including SMEs. They include the Tanzania Bureau of Standards (TBS) mandated to promote standards"*.

c) National Trade Policy 2003

The National Trade Policy 2003 recognizes that Tanzania Bureau of Standard as a public institution, which assists the Ministry responsible for Industry and Trade in regulating trade related issues in the country. The policy provides that "Technical Barriers to Trade (TBTs) and Sanitary and Phyto-sanitary (SPS) measures and other standards, are used as instruments of trade policy to authenticate the quality and specification of imports and exports in conformity with international safety requirements and regulations that largely aim at consumer protection. Tanzania has developed a combination of mandatory and voluntary standards, some of which have been adopted from International Standards Organizations (ISO)" to support competitiveness and market-led economy. The policy further provides that measures will be undertaken to protect the consumers against sub-standard and harmful products.

d) The Standards Act Cap. 130

Tanzania Bureau of Standards mandate and functions are drawn from the Standards Act Cap. 130 which gives the Bureau powers to perform its duties. Part II of the Standards Act stipulates the establishment and functions of the Bureau. It also stipulates 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 to include that of regulating safety and quality of food and cosmetic products.

e) Government Blueprint for Regulatory Reform to Improve Business Environment

The Blueprint for Regulatory Reforms to Improve the Business Environment issued in January 2018 is 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 in order to provide for a more business-friendly environment.

The key findings and recommendations of the Blueprint emphasize the principal 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 in a 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. The Bureau 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), Fair Competition Commission (FCC), National Institute of Transport (NIT), Tanzania Communications Regulatory Authority (TCRA), Zanzibar Bureau of Standards (ZBS), Tanzania Meat Board (TMB), Tanzania Dairy Board (TDB), College of Business Education (CBE) and Security Codes (GS1).

f) The Ruling Party Manifesto of 2020 – 2025 (Chapter 2, Article 46-49)

The Ruling Party Manifesto of the year 2020 – 2025 recognizes that business environment is a drive towards industrialization and development of other economic and social sectors. The manifesto requires the Government to assist, nurture and create friendly environment for industries and investors by reducing the cost of doing business in Tanzania and prioritizing regional trade, i.e., trade within the East African Community (EAC), the Southern African Development Community (SADC) etc. through implementation of the Blueprint for Regulatory Reforms to Improve the Business Environment.

TBS will comply with all directives given towards improvement of business environment in the country. Moreover, the Bureau will continue abiding by the government initiatives on removing/reducing unnecessary fees and charges imposed during service provision, hence providing support in the implementation of Business Environment Action Plan (BAP).

g) Tanzania Development Vision 2025

Tanzania Development Vision 2025 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 technology-driven development. Hence, the vision is aimed at transforming Tanzania into a middle-income country by formulating a "strong and resilient economy that can effectively withstand global competition" and transforming the country's economy from depending predominantly on agriculture to a semi-industrialized economy with substantial industrial sector comparable to typical middle-income countries (Chapter 3, page 13).

h) Five Year Development Plan (FYDP III) of 2021/2022 – 2025/2026

The Five-Year Development Plan (FYDP III) of 2021/2022- 2025/2026 aims at "Realising Competitiveness and Industrialisation for Human Development" and has several key notes that have been reflected in this Strategic Plan for implementation. They include the following: -

i. Promoting private sector and non-state actors' participation in economic development (Chapter Three)

Under regulatory and policy limitations impacting development of private sector and non-state actors, the plan directs in adjusting the responsibilities of the Tanzania Bureau of Standards (TBS) and the Medicines and Medical Equipment Authority (TMDA) to eliminate overlap of responsibilities. The directive is taken into consideration by this strategic plan and the Bureau will abide with this responsibility adjustment.

ii. Strategic positioning for implementation of FYDP III (Chapter Four)

In enhancing competitiveness, among the key actions are lowering costs and increasing output and standards (quality). In addition, the plan cites that "while it is correct to demand fair application of Technical Barriers to Trade (TBT) and the Sanitary Phytosanitary (SPS) and other health and environmental standards, it is important for Tanzania to devote attention and resources to build local technical capacity especially amongst entrepreneurs including women, youth and people with disabilities so as to meet some of these quality standards".

iii. Strategic interventions for competitiveness, industrialization and human development (Chapter Five)

Leveraging Institutions for Competitiveness and interventions for deepening industrialization and service provision: key interventions include promoting and ensuring compliance to products quality, safety and standards. This covers both local and international (imported) products. The Bureau will facilitate trade by promoting standards compliance through building capacities to MSMEs.

i) Sustainable Development Goals (SDGs)

Sustainable Development Goals (SDGs) are a universal set of goals, targets and indicators that, as a 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 an 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 III and TDV 2025. The Bureau 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 development.

j) Integrated Industrial Development Strategy (IIDS)

Integrated Industrial Development Strategy (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 acknowledges 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. It further 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 on an average of 15% per annum and attain a gross manufacturing value of 16 billion US Dollars and 23% share in GDP composition by 2025 (Chapter 1, page 1).

k) 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 implementation of various improvements in the Public Sector, such as Public Service, Public Finance Management, Legal Sector and Local Governments.

One of the instruments to ensure 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 capacity for fighting against corruption; and having effective political leadership in the fight against corruption. The Bureau recognizes that it must be a corruption-free area, hence, it will continue strengthening anti-corruption mechanism.

I) HIV/AIDS and Non-Communicable Diseases Guideline of 2014

HIV/AIDS was announced a national calamity in the year 1999. To date, several initiatives have been taken by the Government in reducing infection rate through provision of care and support as well as creation of awareness to the general public.

Furthermore, non-communicable diseases have been earmarked as a threat to social economic development in the country. Hence, as a means of protecting public health the Government through its public institutions is supposed to provide care and support in fighting against non-communicable diseases at the workplace.

TBS as a Government institution abides by the requirements provided under Chapter 3 of the guideline. In doing so, the Bureau sets funds for provision of care and support as well as creating awareness to its staff in fighting against HIV/AIDS and non-communicable diseases.

2.3. Best Practices and Benchmark

The Quality Infrastructure (QI) composed of Standards, Metrology, Accreditation and Conformity Assessment (inspection, certification and laboratory testing) enables the enhancement of the competitiveness of local industries, promotion of fair trade and protection of health and safety of the consumers, including prevention of trade in sub-standard goods. The QI is important to an economy in a number of interdependent ways which support economic development through the production of competitive products and also enhance the quality of life through the promotion of safety, quality, health and environmental protection. The coordination of the provision of standards, metrology and conformity assessment services in Tanzania is mandated to Tanzania Bureau of Standards (TBS) through the Standards Act Cap. 130.

The World Trade Organization (WTO) agreement on Technical Barriers to Trade (TBT) recognizes that standards and conformity assessment systems improve efficiency of production and facilitate the conduct of international trade and therefore encourages the development of such systems nationally. The EAC Region through the SQMT Act provides for flexibilities in implementation of Quality Infrastructure (QI) and points out that objectives of QIs must be fulfilled

by the National Standards Bodies (NSB) and practices of quality systems. The national standards can be designated in such a way as a single institution combining a number of responsibilities or two or more institutions each with its own designated responsibilities.

For this case, Tanzania adopted the model for a single institution, that is TBS, to carry out standards, conformity assessment and metrology. In addition, TBS handles matters on WTO Sanitary and Phyto-sanitary (SPS) Measures for food safety, animal health and plant health. The consolidated model of the QI is also practiced in Uganda, Rwanda, Mozambique, Botswana and Kenya, to mention but a few. However, there is a slight difference on how the functions are managed in the country's NSB and other countries combine legal and industrial metrology within one institution. Moreover, unlike Tanzania, other countries handle matters related to WTO SPS and WTO TBT in separate institutions.

The international best practice is to isolate standards, conformity assessment, metrology and accreditation in order to avoid conflict of interest. This model is expensive to implement for less developed countries although some countries are trying to migrate to the international best practice such as South Africa, Egypt, Ethiopia and Nigeria as examples.

2.4. Results of Service Delivery Surveys and Appraisal

2.4.1. Customer Satisfaction Survey

Tanzania Bureau of Standards (TBS) engaged Tanzania Industrial Research Development Organization (TIRDO) to conduct Customer Satisfaction Survey as per the requirement of ISO 9001:2015. 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 services offered by the Bureau and also highlighted priority issues that need to be addressed in order to make the Bureau more customer-centric.

The survey was conducted in 9 regions for two (2) consecutive years (2016/2017 and 2017/2018) namely Mara, Dar es Salaam, Mbeya, Arusha, Iringa, Mwanza, Tanga, Tabora and Morogoro. Moreover, in the Financial Year 2019/2020 the study was conducted in 9 other regions namely Coast, Manyara, Kilimanjaro, Singida, Dodoma, Simiyu, Kagera, Katavi and Ruvuma, wherein internal and external customers and the general public were interviewed on their satisfaction on services delivered by TBS.

The survey was guided by the following specific objectives;

i) To examine the level of satisfaction of TBS services to its customers;

ii) To compare the overall service delivery with related organizations;

iii) To identify areas of focus to improve on TBS service delivery;

iv) To identify opportunities for TBS;

v) To analyze the awareness level of TBS and its services to the general public;

vi) To analyze the image of TBS and perception of the general public; and

vii) To identify public opinion on substandard goods and way forward.

The data was collected through questionnaires, face to face interviews and focus group discussions. Questionnaires were used to collect both qualitative and quantitative data while the focus group discussions were used to collect only qualitative data.

The sample size covered in the survey for the financial years 2016/2017, 2017/2018 and 2019/2020 was: TBS employees (454); TBS external customers (305); and general public (2004). The research findings revealed the following:

a) External customer satisfaction on average for the surveyed years was 88.9% while employees' level of satisfaction was 70.3%.

b) The overall service delivery of TBS compared to other institutions which perform related activities or work closely/in collaboration with the Bureau such as TFDA, OSHA, NEMC, GCLA, BRELA, GS1, ZFDA, TMDA, TFS, BoT, WMA, TRA, SIDO, with respect to timely service delivery, customer care, professionalism and workers' integrity, is comparable to the aforementioned institutions. Nevertheless, timely delivery of services and awareness creation were highly recommended for improvement for good performance.

c) Areas of focus for improvement were to increase number of human resources, improve remuneration, effective communication and feedback, customer care training, reinforcement of regulations and by-laws, improve work environment, create more opportunities for career development, provide more opportunities on training and skill development, create awareness on TBS services to internal and external customers, and the general public, develop standards for products with no standards, expand laboratory services to zonal offices and improve service delivery system so as to shorten turnaround time.

d) The identified opportunities include establishment of communication system between TBS and the public, opening of regional offices and laboratories, raising awareness to the public, providing export permit to all exported goods, introducing quality and standardization courses in school curriculum, providing standards mark for all goods (domestic and imported) and recognizing enterprises with high quality products.

e) The public awareness on TBS services was examined on whether the public has ever heard of TBS, was aware of TBS responsibilities, and the ability to differentiate between the TBS logo and the standards mark. More than 90% of respondents seemed to be aware (heard) of TBS existence, whereby more than 60% were informed through media. The findings further showed that, about 47% of respondents are aware of services offered by TBS (responsibilities) although some still confuse TBS responsibilities with other institutions' responsibilities and above 60% could differentiate the TBS logo from the standards mark.

f) The image of the Bureau to the general public is perceived good by the majority of the respondents (67.2%) and viewed as an organization very relevant to producers and the general public having a role of supporting business and protecting consumers.

g) General public seemed to confuse between substandard and counterfeit (fake) goods, though findings revealed 44.1% of respondents to be aware of substandard goods and suggested TBS to perform effective inspection, reinforce regulations and by-laws, strengthen control at points of entry and educate the general public to shun substandard goods.

The studies concluded that overall TBS customers were satisfied with the services offered by the Bureau, TBS services are reliable and accessible, the image of the Bureau to the general public is good, the quality of services provided by TBS is comparable to the quality of services provided by related institutions and the general public's awareness about TBS is high, although some confuse the Bureau's responsibilities/services with those of other institutions. However, very few respondents were aware of substandard goods and confused them with fake goods. Generally, the performance of TBS is satisfactory.

It was recommended that TBS should expand laboratory services to zonal offices, raise awareness on its services to internal, external and general public, improve system of service delivery to shorten turnaround time, reinforce regulations and by-laws, launch an educational programme starting from primary school, enforce standards for food products produced by SMEs, train staff on customer care, improve staff remuneration and working environment and increase the number of human resources.

2.4.2. Impact of Standards on Industrial Products

Tanzania Bureau of Standards (TBS) conducted an evaluation for the Five Years Strategic Plan (2016/2017 – 2020/2021) on Impact of Standards on Industrial Products.

The study was conducted in 7 regions of Tanzania namely Dar es Salaam, Coast, Arusha, Dodoma, Tanga, Mbeya and Mwanza and reached 271 industries.

The study was guided by three specific objectives, namely:

i) Analyzing if standards are used in production;

ii) Examining whether there are changes in sales after application of standards; and

iii) Examining whether the products are exported or sold in local markets.

The survey employed a quantitative approach in which purposive sampling was done using a guiding list of industries and regions shared by TBS. The questionnaires were physically and virtually administered and results later analyzed using the STATA program.

The study findings are discussed in two major categories namely background findings and key findings. In the background findings, the study reveals that there were more small and large industries than were medium scale industries. The majority of the industries (62%) were certified.

The Coast region had more small industries while Dar es Salaam dominated the medium and large industries categories in the key findings. The study reveals that there is a wide use of product standards by the industries. However, the majority do not use system standards. Generally, 100 industries had at least one of the 3 system standards (ISO 22000, ISO 9001:2015 and HACCP) while 171 had none of the three system standards investigated by the study. For the product standards, 62% were seen to be using the standards.

The main reasons for not using the standards were given as lack of awareness, non-existence of the required standards and the process of acquiring the standards. The study also established that 87% of the respondents who use TBS standards purchase them physically from the TBS offices while only 7% purchase them online.

In the five years of the Strategic Plan for 2016/17 – 2020/21, TBS developed 1,608 standards. However, the study established that only 150 standards were being used by the industries out of which only 30 standards were part of the 1,608 developed in the Strategic Plan period.

In examining the impact of standards on the sales and markets of the industries, the study established that it was a bit difficult to quantify monetary impact of conformity to standards in the industries' sales. However, the industries listed the main impact of using standards as winning customer confidence and trust followed by ease of market access. For all categories, the local market is still a dominant destination. For the small industries category, 79.6% sell their products in the local market only while for the large industries 54.4% sell their products in both local and export markets.

In conclusion, the survey confirms that the standards are used by the industries and that there is an impact of the standards on the sales and market access by the industries. However, there is a general need for awareness sensitization and facilitation of increased access to standards by the industries. The study also revealed

that, there lies a potential in using standards for the export market, a potential that has not been tapped, hence, the small number of industries in this market.

It was recommended that;

i) TBS should increase its sensitization and awareness campaigns on standards;

ii) TBS should play a more facilitating role to enhance standards compliance by industries;

iii) TBS should regularly review standards to ensure that they are compatible with the current market and technological changes; and

iv) The TBS database on standards and industries should be made more user-friendly and be consistent in presentation.

2.4.3. Level of Awareness on Product Quality

Tanzania Bureau of Standards conducted an evaluation for the Five Years Strategic Plan (2016/2017 – 2020/2021). The purpose of the evaluation was to provide inputs for the development of a new Strategic Plan (2021/22- 2022- 2025/26). One among the items that were expected to feed the new Strategic Plan was the understanding of the level of awareness on product quality among consumers.

In order to gather data on the same, TBS arranged for a countrywide survey that took place in ten administrative regions of Dar es Salaam, Mtwara, Iringa, Manyara, Kilimanjaro, Mara, Mwanza, Kagera, Kigoma and Tabora.

The study was guided by three specific objectives, namely:

i) Examining whether consumers are quality conscious when purchasing products;

ii) Determining what consumers perceive as quality products; and

iii) Examine the consumer preference and consideration when purchasing a product.

A total of 1028 consumers were interviewed using a developed questionnaire that captured the level of awareness on product quality.

The analysis was done by constructing attributes that capture the specific objectives of the study to obtain their relative importance across regions. Out of the ten regions studied, nine (90%) were found to be conscious with expiring dates, except for Iringa region where it is the unique features of a product that arouse their suspicion.

Further, regarding consumer perception of quality products, two results were predominant. For Tabora, Kigoma, Kagera, Mara and Iringa regions, consumers consider “products that fit their specifications” as being quality products, whereas results from Mwanza, Dar es Salaam, Mtwara, Manyara and Kilimanjaro revealed that “products with standards marks” are the ones that are of good quality.

With regard to consumers' considerations when purchasing a product, there were varied opinions among the given options. The regions of Tabora, Kigoma, Kagera, Mwanza, Dar es Salaam and Kilimanjaro reported "value for money" as being a consideration for purchasing a product while quantity consideration was reported for Iringa and Manyara regions. Brand and packaging considerations were predominant in the regions of Mara and Mtwara respectively.

It was recommended that;

i) The Tanzania Bureau of Standards (TBS) should open offices/branches in all regions in Tanzania to facilitate inspection and monitoring of products quality. Currently, TBS has got offices in a few selected regions;

ii) TBS should improve enforcement and surveillance inspections especially at borders;

iii) TBS should make sure that label information on products is visible and readable (use big letters and/or coloured labels/standards mark);

iv) TBS should make sure that all products approved by TBS and bearing the standards mark comply with respective requirements and are in good quality;

v) TBS should come up with strategies on how to reach Micro, Small and Medium Enterprises (MSMEs) whose products do not bear the TBS standards mark of quality but are in the market; and

vi) TBS should improve reporting system particularly on how to receive complaints or feedback from consumers. Currently people are unable to report as they do not know where to report on such matters.

2.4.4. Rapid Appraisal Study

TBS conducted appraisal of its 2021/2022 – 2025/2026 Strategic Plan after two years of implementation. Evaluation was carried in order to find out validity of current strategic plan, whether the plan can be improved, how can it be improved and getting the general view on its worthiness. The study was conducted by using questionnaire as a tool for data collection and interview guide whereby data was collected in Dar es Salaam, Dodoma, Arusha, Kilimanjaro, Tanga, Mbeya and Rukwa regions.

The general objective of this review exercise was to assess practicability of the existing TBS strategic plan. Specifically, the exercise focused to assess viability of the key aspects of the Bureau's strategic plan, conduct a mini survey on appraisal issues as stipulated in the strategic plan, analyze the findings from institutional self-assessment and service delivery for recommendations, and carry out document analysis regarding Medium Term Strategic Planning and Budget Manual. This process was conducted by using two approaches which included document review and survey on appraisal issues whereby document review was done by assessing the validity of the plan with regard to the mandate and the functions of the Bureau.

The appraisal revealed that manufacturing facilities and businesses are inspected before commencement of their operations. This means that the Bureau places significant importance in ensuring that businesses meet the required standards prior to starting production. It was also observed that routine inspections are conducted to all manufacturing industries and businesses that have the Bureau certificates standard marks to ensure that standards are consistently met. Additionally, the destination and pre-shipment inspections indicates commitment to quality control of the imported goods. Overall, the Bureau plays a crucial role in safeguarding consumer safety and maintaining the quality and compliance of products within Tanzania's manufacturing sector.

It was observed that, although TBS has several stakeholders, manufacturers, regulators, and academicians are more active in the overall process of standards development. The reason is that these categories are directly impacted by standards implementation and have more experienced expertise with high level of awareness regarding standards. It was further revealed that there exist some challenges related to engagement of stakeholders in standards development processes. These challenges include low level of stakeholders' awareness on standards development process; Low level of stakeholders' awareness on the benefits of standards; and Shortage of experienced expertise to some subjects. The Bureau strives to improve stakeholders' engagement in standards development through different measures such as: strengthening awareness programs to stakeholders on standards development process and benefits of standards; expanded scope of potential stakeholders (MSMEs, importers, manufacturers, and consumer groups); enhancing capacity of stakeholders in initiation and preparation of standard documents; and promoting self-initiative of stakeholders in participation to standards development.

Some of the recommendations of the study include: -

i) TBS Vision and Mission in the Strategic Plan are relevant and should be maintained;

ii) The current objectives should be maintained because they have potential to guide the organization towards realizing its vision;

iii) There should be mechanisms for gathering information and maintaining records of ownership of the consignments that are under conditional release for easy traceability of such consignments. The improved traceability of consignments can significantly increase chances of the Bureau to identify the owners and hold them accountable for any violations;

iv) State-of-the-art testing and calibration equipment and laboratory personnel should be increased in order to minimize turnaround time of testing samples;

v) Efforts should be put to ensure that all categories of stakeholders participate in the process of developing standards;

vi) Testing and calibration laboratories should be opened in TBS zones in order to enhance efficiency of testing and calibration processes;

vii) Sensitization and awareness campaigns on standards should be increased; and

viii) Strategy to reach Micro, Small and Medium Enterprises (MSMEs) whose products do not bear the Bureau's standards mark of quality but are in the market should be developed.

2.5. Performance Reviews

2.5.1. Performance Review for the Period of 2016/2017 to 2020/2021

The activities related to regulatory services as per the previous Strategic Plan 2016/2017 to 2020/2021 were evaluated to determine their achievement, performance, challenges and way forward as follows:

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

Achievements

i) The Bureau has incentive support for HIV positive staff by providing them with monthly special allowance.

ii) Internal HIV/AIDS Policy was prepared and operationalised as a tool for preparing and implementing HIV and AIDS preventive programme.

iii) A total number of 403 staff attended Voluntary Counselling and Testing on HIV. The screening revealed that, three (3) members of staff which is 1% of the total staff were HIV positive. Besides that, in 2016/2017 to 2020/2021 a total of eight (8) HIV/AIDS awareness seminars were conducted whereby 5 were held at the Bureau's headquarter, and the remaining three seminars were conducted in Dodoma, Mtwara and Mbeya regions.

iv) Staff participated in the World HIV/AIDS Day on 1st December each year to build awareness.

Constraints

i) Limited financial resources have led to inadequate HIV/AIDS seminars to be conducted to the zonal and border offices

Way forward

i) Sustainable awareness programme in voluntary HIV testing to staff.

ii) Review of HIV/AIDS Internal Policy.

iii) Create awareness on non-communicable diseases to staff.

OBJECTIVE B: Effective Implementation of National Anti-Corruption Strategy

Achievements

i) Regular awareness programmes on corruption issues and implementation of internal Anti-Corruption Action Plan and National Anti-Corruption Strategy, Action Plan (NASCAP III 2017 – 2022) and other governing laws and regulations were given to 232 Staff.

ii) A total number of 626 staff took oath. The process alerts staff on the importance of defending the Public Service and declaring commitment against corrupt practices.

Constraints

i) Absence of Internal Policy regarding Code of Ethics and Integrity

Way forward

i) Development of Internal Policy regarding Code of Ethics and Integrity

ii) Increase awareness on Anti-Corruption to Staff

iii) Establishment of whistle blowing mechanism

OBJECTIVE C: Enhanced Standardization

Achievements

i) Increased number of national standards developed from 1500 to 2675 from 2016/2017 to 2020/2021 which is 78% increase. Among those developed standards 514 are harmonized standards and 350 are adopted standards. The increase of harmonised standards has strengthened international cooperation on standardisation, quality assurance and metrology services which has improved access across borders market and strengthened the national economy. The achievement has also ensured protection of human health and safety.

ii) Increased quality products to consumers as an impact of uptake of standards by MSMEs.

iii) 159 training seminars were conducted to MSMEs where 12,395 MSMEs were trained for the purpose of capacity building in order to access domestic and international markets through standardization. The number of MSMEs trained increased from 4,712 to 7,683 which supported the level of stakeholders to access domestic and international markets.

Constraints

i) Inadequate expertise in particular economic subsector

ii) Low participation of targeted trainee groups

Way forward

i) Training to available standards officers to improve their expertise

ii) Improve expert participation in standards development process

iii) Enhancement of stakeholders' participation in standards development process (public review)

iv) Improve collaboration with other relevant authorities in conducting training

v) Translation of developed standards into Swahili language for easy understanding and acceptance to all groups

OBJECTIVE D: Improved Conformity to Standards

Achievements

i) 25 awareness programmes through various methods such as advertisements and special media programs in different media including social media platforms, community awareness campaigns in 27 districts, documentaries, community radios and 290 awareness training were conducted to the public for promotion of standards, quality assurance and metrology services to build quality culture to stakeholders and the general public.

ii) 1,367 certificates were issued to local manufacturers; this increases the level of compliance for locally manufactured products and protects consumers' safety, health and the environment and ensures value for money as far as economy is concerned. Also, certification build confidence in implementing conformity assessment and metrology services.

iii) The number of samples tested to assess conformity of products to national, regional or international standards has increased from 22,909 in FY 2016/2017 to 34,464 in FY 2020/2021, which is equivalent to 50% increase. This achievement promoted quality products in the market for consumers and the general public.

iv) The number of measurement instruments calibrated against national standards for conformity assessment has increased from 5,774 in FY 2016/2017 to 9,125 in FY 2020/2021 which is equivalent to 58% increase of measurement instruments calibrated. These enabled industries to control quality of products and service to be consumed by stakeholders.

v) The number of accredited laboratories has increased from 4 in FY 2016/2017 to 7 in FY 2020/2021 which is equivalent to 75%. This has gained trust to national and international community therefore paving way for access to the international market.

vi) The number of proficiency testing/inter-laboratory comparisons has increased from 22 in FY 2016/2017 to 46 in FY 2020/2021 which is equivalent to 209%. This has increased trust to foreign and international laboratories.

vii) The number of equipment procured has increased from 49 in FY 2016/2017 to 112 in FY 2020/2021 which is equivalent to 129%. This improved service delivery by reducing turnaround time.

viii) The number of standards mark licenses issued has increased from 851 for five previous years (2011/12 – 2015/16) as compared to 1,657 licences issued from 2016/17 – 2020/21 which is equivalent to 94.7%. Standards mark licences facilitate trade and build confidence among customers.

ix) The number of exporters who were supported through technical assistance to exporters (TAE) has increased from 20 in FY 2016/2017 to 58 in FY 2020/2021 which is equivalent to 190%. This enhanced the market penetration to regional and international markets which improved the wellbeing and recognition of the MSMEs in international market.

x) The number of applications for management system certification received has increased from 2 in FY 2016/2017 to 10 in FY 2020/2021. System certification facilitates trade and builds confidence among customers.

Constraints

i) Existence of porous borders (unofficial entry points) which leads to illegal importation of substandard products.

ii) Failure of manufacturers to produce goods which are not in compliance with standards requirements due to lack of skills, technology and equipment.

iii) Poor participation of stakeholders in formulation and implementation of standards.

iv) Inadequate number of staff to carry out training and certification for Quality Management Systems.

Way forward

i) Improve coverage and intensity of conformity to standards

ii) Improve service delivery through decentralization of laboratory services

iii) Opening of more border offices

iv) Signing of MoU with other authorities for easy execution of TBS services and minimization of costs to clients

OBJECTIVE E: Improved Efficiency in Service Delivery

Achievements

i) Automated Management Information System which has eased Standardization, Quality Assurance, Metrology and Testing services e.g.:

- Online Application System which is used for application of import clearance permits, food and cosmetics premise registration as well as food and cosmetics products registration;
- Electronic Payment System (ePS) which is used for generating debit advice; and
- ISQMT which is used for online standards development processes, sample registration, generating and sending test reports to customers as well as issuance of batch certificates.

ii) Strengthened standardization, quality assurance, testing and metrology services influenced increasing of own source revenue, e.g., in Financial Year 2016/2017 Tsh 40,109,197,000/= was collected and in Financial Year 2019/2020 Tsh 46,580,988,467/= was collected (increased collected amount was Tsh 6,471,791,467 equivalent to 16.1%).

iii) Rewarded for unmodified audit opinion on annual external audit report (Audit Report from CAG) in the Financial Years 2016/2017, 2017/2018 and 2018/2019 as a result of strict internal control systems.

iv) Capacity building through various training programmes to staff that influence performance improvement of the Bureau, such as, in the Financial Years 2017/2018, 2018/2019 and 2019/2020 a total number of 37 long courses and 205 short courses training were provided.

v) Strengthened human resources through recruitment and transfer, from the Financial Year 2017/2018 – 2019/2020, a total number of 127 staff were recruited and 160 staff were transferred into the Bureau.

vi) Promotion of awareness to the general public and business community, where awareness campaigns reached a total of 54,394 different groups of stakeholders in 27 districts including Kakonko, Kondoa, Urambo, Mpanda, Ludewa and Rungwe.

vii) Construction and operationalization of New Test House building as part of strengthening employees' working environment and welfare that influence staff performance.

viii) Reviewed and operationalized the organization structure which enables establishment and full operation of Zonal Offices for easy accessibility of the Bureau's services.

Constraints

i) Absence of Zonal Laboratories

ii) Absence of Succession Plan

iii) Absence of Risk Management Policy and Framework

Way forward

i) Strengthen coverage and intensity of conformity to standards

ii) Strengthen automation of Management Information System

iii) Development of Succession Plan

iv) Development of Risk Management Policy and Framework

2.5.1. Performance Review for the Period of 2021/2022 – 2023/2024

The Strategic Plan for the period of 2021/2022 to 2025/2026 was evaluated to determine its achievement, challenges, and way forward for the period of two and half years (July 2021 – December 2023) as follows: -

OBJECTIVE A: **HIV/AIDS infections and non-communicable diseases reduced and supportive services improved**

Achievements

i) The Bureau's staff who declared their HIV/AIDS and NCDs status are supported with monthly special allowance.

ii) 374 staff out of 625 attended Voluntary Counselling and Testing on HIV/AIDS and Non-Communicable diseases which is 59.8%.

iii) 385 out of 667 staff attended Voluntary Counselling and Testing on HIV/AIDS and Non-Communicable diseases in the year 2022/2023 equivalent to 57.7%.

iv) 204 out of 712 staff attended Voluntary Counselling and Testing on HIV/AIDS and Non-Communicable diseases between July to December,2023 which is 28.7%.

v) **Three (3)** awareness programmes on HIV/AIDS infections and non-communicable diseases conducted to TBS staff which is 30.0% of the targeted 10 awareness programmes. Subsequently to that, staff participated in the World HIV/AIDS Day on 1st December each year to build awareness. Moreover, condom dispensers were installed, and condoms were distributed in all TBS offices.

Constraints

i) Stigma and discrimination among staff in attending voluntary testing and declaring their HIV/AIDS status.

Way forward

i) Sustainable awareness and prevention programme in voluntary HIV testing to staff.

ii) Create awareness on non-communicable diseases to staff.

OBJECTIVE B: Effective Implementation of National Anti-Corruption Strategy sustained

Achievements

i) Institutional Fraud and Anti-Corruption Policy has been developed.

ii) Two (2) intervention programmes on preventing and combating corruption have been conducted.

Constraints

i) Some business processes and services used by our customers in different application processes are yet to be automated thus create bureaucracy that attract corruption.

ii) Perception of corruption environment by some customers when required to adjust their product standards to meet the requirements.

Way forward

i) Continue automation of Business Processes.

ii) Sensitization of Bureau operations to the Public.

OBJECTIVE C: Standardization for development of industry and commerce enhanced;

Achievements

i) 1,252 national standards were developed which is 80.3% compared to the target of developing 1,560 standards.

ii) 171 regional standards were harmonized which is 92.4% compared to the target of harmonizing 185 standards.

iii) Institutional Research Policy and its strategy on SQMT developed.

iv) One research on production of fuel marker initiated.

v) 3,454 stakeholders from ten (10) subsectors that is edible cooking oil, dairy and dairy products, cashewnuts and cashewnuts products, rice, cassava, spices, legumes and pulses, fruits and vegetables, bakery and confectionaries,

and honey were capacitated on Standards, Quality Assurance, Metrology and Testing (SQMT) trained. This is 119.1% of the targeted 2,900 stakeholders.

vi) 36 trainings in the area of Standardization, Quality Control, Quality Assurance and Laboratory techniques provided to the Bureaus' stakeholders.

vii) 7,547 international, regional, and national enquiries on standards and standards related information processed.

viii) 4,707 copies of standards were sold.

ix) 893 notifications on standards, technical regulations and related issues prepared.

Constraints

i) Physical meetings for standards development during early stage of implementation of this Strategic Plan were limited as a measure to Combat Covid -19 pandemic outbreak.

ii) Low pace of regional standards harmonization and adoption because the process depends on participation of all Partner States.

iii) Some Standardization projects took longer period to completion due various reasons such as unavailability of data.

iv) Inadequate stakeholders attending the announced courses as the training depends on application of stakeholders.

Way forward

i) Operationalization of National Standardization Strategy.

ii) Development and Operationalization of EAC Regional Standardization Plan.

iii) Taking the leadership roles in regional Standardization work in order to speed up the standards harmonization process.

iv) Conducting in house trainings and attachments on standardization.

v) Intensive implementation of designed program of creating awareness (sensitization and dialogues) to public and private institutions (service providers, manufacturers and processors) and other relevant stakeholders on benefits of implementation of standards, quality control and quality assurance system.

OBJECTIVE D: **Assurance of safety and quality of products and services enhanced;**

Achievements

i) 1,868 products were certified from various sectors including SMEs products which is 116.8% of 1,600 targeted.

ii) 4,233 food and cosmetic products were registered which is 61.3% of the targeted 6,900 products.

iii) 21,809 premises were registered which is 183.3% of the targeted 11,900 premises.

iv) 29 management systems were certified which is 93.5% of the targeted 31 management systems.

v) 274,594 certificates of conformity (CoCs) under the batch programme for imported products issued which is 101.7% compared to the set target of 270,000 certificates of conformity. Among these, 88,732 certificates were under PVoC and 185,862 certificates were under DI.

vi) 116,463 certificates of road worthiness (CoRs) for used motor vehicles were issued which is 92.4% when compared to 126,000 certificates.

vii) Four (4) food risk assessment reports prepared which is 80.0% of the targeted five (5) reports.

viii) 80,430 samples of different products tested which is 46.6% of the targeted 172,500 samples.

ix) 25,667 items/ equipment calibrated which is 102.7% of the targeted 25,000 items/equipment.

x) 689 consignments for exportation were facilitated.

Constraints

i) Absence of Laboratory Management System (LIMS) for laboratory data processing.

Way forward

i) Development of Laboratory Management System to improve quality of results.

OBJECTIVE E: **Institutional Capacity to Deliver Mandated Functions enhanced**

Achievements

i) Rewarded for unqualified audit opinion on annual external audit report (Audit Report from CAG) in the Financial Years 2021/2022 and 2022/2023 because of improved internal control systems.

ii) Capacity building through various training programmes to staff that influence performance improvement of the Bureau, whereby a total number of **30** long courses and **328** short courses training were provided for the period from July 2021 to December 2023.

iii) Commencement of construction of zonal laboratory and office (Viwango House) in Dodoma. The overall performance of the construction is **51%**.

iv) The Bureau has developed internal ICT policy which ensures that organizational IT resources are secured, and information sharing is controlled.

v) The Bureau has developed and implemented Risk Management Framework.

Constraints

i) Backlog of deliveries from suppliers particularly those who are sourcing from oversees due to global pandemic of COVID-19 and war in Ukraine.

ii) Training budget often limit

Way forward

i) Initiation of early procurements of key items.

ii) Increase of training budget.

2.6. Stakeholders Analysis

The development of this Strategic Plan involved analysis of stakeholders on various areas relevant to the mandated functions of the Bureau. The TBS stakeholders' analysis is presented in Table 1.

Table 1: Stakeholders Analysis Matrix

SN	Stakeholder	Service Offered	Expectations
1.	Ministry of Industry and Trade	i) Performance reports ii) Audited accounts iii) Annual budget and plans iv) Technical advice on SQMT matters	i) Accurate and timely reports ii) Informed, professional and timely advice iii) Compliant budgets and plans iv) Compliance with Government policies/guidelines v) Cooperation within the ministry and other Government related institutions
2.	TBS employees	i) Remuneration ii) Incentive package iii) Working environment iv) Infrastructure and working tools v) Provision of information vi) Career development	i) Timely payment of remuneration ii) Good incentive package iii) Conducive working environment iv) Good infrastructure and quality working tools v) Accurate and timely information vi) Good industrial relations vii) Transparency and accountability viii) Participation in decision making process ix) Career development x) Promotion
3.	Treasury Registrar's Office	i) Provision of performance reports ii) Annual budget and plans	i) Accurate and timely reports ii) Adhering to Government policies, guidelines and directives

SN	Stakeholder	Service Offered	Expectations
4.	Micro, Small and Medium Enterprises (MSMEs)	i) Provision of SQMT ii) Provision of training and technical advice on SQMT, GHP and GMP matters iii) Subsidized service	i) Appropriate training ii) Timely and reliable advice iii) Good customer care
5.	Regulatory Bodies	i) Provision of SQMT ii) Provision of technical advice	i) Updated standards ii) Accurate and timely technical advice iii) Accurate, reliable and timely testing and calibration results iv) Timely certification v) Good customer care
6.	General public	i) Provision of information on SQMT ii) Awareness creation on SQMT issues	i) Timely and accurate information
7.	Zanzibar Bureau of Standards (ZBS)	i) Provision of training and technical advice on SQMT matters ii) Provision of information on SQMT matters iii) Provision of SQMT	i) Timely and reliable information on SQMT matters ii) Timely and reliable SQMT training and technical advice iii) Good cooperation in SQMT issues
8.	Zanzibar Food and Drug Agency	Provision of information on safety of food and cosmetic products	Timely and reliable information on safety matters
9.	Practitioners in testing and calibration	i) Provision of standards ii) Provision of proficiency testing iii) Provision of testing and calibration iv) Capacity building on testing and calibration	i) Up to date standards ii) Accurate, reliable and timely testing and calibration results iii) Accurate and timely proficiency testing results iv) Appropriate training
10.	Higher Learning & Research Institutions	i) Provision of SQMT ii) Supporting practical training iii) Supporting research work related to SQMT	i) Accurate, reliable and timely, certification, testing and calibration results ii) Reliable and timely training iii) Credible data

SN	Stakeholder	Service Offered	Expectations
11.	Associations (Private sector and business community)	i) Provision of information on SQMT ii) Provision of technical advice on SQMT iii) Provision of Management System Certification (MSC)	i) Timely Management System Certification (MSC) ii) Timely and reliable information and technical advice
12.	Standards Bodies (Foreign, Regional and International)	i) Provision of technical inputs in standardization activities ii) Active participation in development and harmonization of standards	i) Timely and reliable inputs for development and harmonization of standards ii) Timely submission of reports and sharing of information
13.	Regional and international bodies on Metrology, Quality Assurance and Testing	i) Provision of information on metrology, testing and quality assurance matters ii) Active participation in quality assurance issues iii) Provision of training and technical advice (attachments)	i) Timely dissemination of information ii) Proper handling of artefacts (PT samples) iii) Accurate and timely technical advice and appropriate training
14.	Ministries, Independent Departments, Agencies and Local Government Authorities	i) Provision of information on SQMT matters ii) Provision of technical advice on SQMT iii) Provision of Management System Certification (MSC)	i) Timely dissemination of information ii) Accurate and timely technical advice
15.	Manufacturers, Importers and Exporters	i) Technical advice on importation and exportation of goods ii) Provision of SQMT iii) Provision of training and technical advice on SQMT, GHP and GMP matters	i) Updated standards ii) Accurate and timely test results iii) Accurate, reliable and timely calibration results iv) Good customer care v) Appropriate training vi) Timely and reliable advice

SN	Stakeholder	Service Offered	Expectations
16.	Development Partners	i) Submission of project proposals ii) Provision of accountability reports	i) Accurate and timely submission of reports ii) Viable and feasible proposals
17.	Economic operators (goods, works, consultancy and non-consultancy providers)	i) Provision of procurement information	i) Accurate information ii) Prompt payment iii) Fair procurement processes
18.	Media	i) Provision of public related information	i) Accurate and timely information

2.7. SWOC Analysis

Analysis was made to identify strengths, weaknesses, opportunities and challenges with respect to regulatory environment of TBS as follows: -

STRENGTHS

i) Availability of skilled and competent personnel

The Bureau has highly skilled and competent staff for executing its mandate. This competency has been a result of the institutional culture that encourages innovation and skill development by using internal and external resources.

ii) Availability of human resource development working tools

The Bureau ensures team-work culture and provision of working tools, good working environment and staff development welfare. Other supporting tools are developed and reviewed timely; such tools include Human Resources Procedures, Training Programme, HIV/AIDS and NCDs Policy, Housing Policy, Training Policy, Insurance Policy and Internship Guideline.

iii) Existence of Performance Management Systems like OPRAS, performance reports and meetings

Since the Government of Tanzania initiated a process of Open Performance Review and Appraisal System (OPRAS), the Bureau adopted it as a tool to evaluate performance of its staff.

iv) Existence of the Standards Act Cap. 130 and its Regulations

Since the Bureau's establishment under the Standards Act Cap. 130 and the enactment of the Financial Act of 2019 and its Regulations, the Bureau continues to perform its mandate with the aim of protecting public health and facilitating trade.

v) ISO 9001:2015 Certified Organization

The Bureau continues to be the custodian and an overseer of observance of standards in Tanzania. The Bureau develops national standards and implements them through conformity assessment. Furthermore, the institution participates in regional and international standards development and harmonization. Moreover, the Bureau is ISO 9001:2015 certified and most of its laboratories are accredited against ISO/IEC 17025:2017.

vi) Management Information Systems

The existence of improved working environment and automated processes at the Bureau has resulted into reduced bureaucratic and unethical practices. Management information systems available currently are i-SQMT, electronic Payment System (e-PS), Online Application System (OAS), e-learning portal, Navision, Webstore, QualiMIS, Government Mailing System and Biometric fingerprint.

vii) Collaboration with other regulatory authorities

The Bureau implements the Government initiatives of reducing overlapping practices among the regulatory authorities. As part of the efforts to eliminate overlaps and duplications, the Bureau has signed Memorandums of Understanding (MoU) with other regulatory authorities to create smooth operation.

viii) Internal control of Financial Management

TBS has built mechanisms of internal financial control and availability of related working tools together with implementation of Strategic Plan, budgets, annual operation plans and Government directives.

ix) Customer care and sharing of information

TBS has created an environment for customers to know their rights. The Bureau's staff are committed in handling customers with high integrity and are customer focused. Various mechanisms of handling customer complaints have been established and are operating. Furthermore, the Bureau shares public information and provides feedback in accurate and timely manner to its customers and the general public via the existence of mechanisms such as the National Enquiry Point (NEP), Library services, stakeholders' engagement and others.

x) Existence of infrastructure

Since its establishment, TBS has continued to make significant improvements on infrastructure and facilities at its working stations for the purpose of providing a conducive operating environment for the Bureau to carry out its mandate. These efforts have contributed to the sustainable socio-economic development.

xi) Presence of up-to-date financial management tools

The Bureau uses up to date financial management tools in revenue collections, expenditure and reporting. The tools facilitate working environment to staff and even the customers who can make payments while at the distant areas.

xii) Availability of budgeting and payment systems (MUSE and PlanRep)

The existence of budgeting and payment systems **(MUSE and PlanRep)** managed to reduce turnaround time, human error, and uneasiness in work implementation and reporting.

WEAKNESSES

i) Inadequate human resource

The Bureau has inadequate human resource which contributes to failure in meeting customer expectations and commitments declared under the institutional Client Service Charter.

ii) Inadequate capacity and infrastructure

The Bureau has inadequate infrastructure for handling disabled people, waste water management, inspection samples and testing and transport facilities, thus hindering effective and efficient standardization process.

OPPORTUNITIES

i) Existence of skilled labour in the market
Academic institutions and Industrial Sector in Tanzania produce skilled personnel that can contribute expertise if hired by the Bureau.

ii) Good labour relations with Government and its institutions and private sector
Support on staffing, budgeting and working environment gives the Bureau suitable platform to implement its mandated functions.

iii) Existence of Government Staff Loan Policy
TBS staff have a room to improve their lives through access to Government staff loan facility, thus boosting morale at work places.

iv) Availability of training programme
Work efficiency can be increased through training; thus, helping the Bureau to accomplish its corporate objectives.

v) Presence of e-Government Authority to support Bureau's ICT matters
TBS has a room to develop and maintain management information systems under supervision and support from the Government.

vi) Availability of consumers of Bureau's services
This builds trust to consumers on the services offered by the Bureau.

vii) Availability of Government financial controls systems
TBS shall effectively use financial resources when performing its mandated functions.

viii) Presence of online collection and payment systems (GePG)
TBS shall collect payments from the offered services through electronic systems in order to serve many customers at a time, thus facilitating trade.

ix) **Operationalization of Tanzania Electronic Single Window System (TeSWS)**
Importers and exporters will be offered services from all the respective Government departments/institutions through a single system, thus facilitating trade.

x) **Stakeholders' trust on TBS**
TBS will achieve its ambition of preventing substandard products in Tanzania, due to the fact that the society will only consume quality products and services.

xi) **Stakeholders' demand for TBS activities**
This shows the importance of the Bureau in industry and commerce on delivering standardization, quality assurance, metrology and testing services.

xii) **Collaboration of TBS with other stakeholders**
Good collaboration between the Bureau and stakeholders provides better environment for describing and clarifying acts, regulations and procedures for compliance purposes.

xiii) **Modern technology to support TBS activities**
Modern technology enables the Bureau to reduce its operational costs and timely deliver services to industry, commerce and the general public.

xiv) **Availability of buildings for rent**
Existence of office space for rent provides a room to the Bureau to open new offices when need arises.

xv) **Existence of testing facilities from other stakeholders**
The Bureau has room to subcontract testing activities to competent laboratories when lacking internal capacity.

xvi) **Existence of other transport facilities**
The Bureau has room to use other transport facilities in the market in the performance of its mandated functions.

xvii) **Existence of municipal waste management facilities**
The Bureau has room to destruct and/or dump wastes at the recognized facilities in Tanzania.

xviii) **Existence of suppliers and infrastructure maintenance service providers**
The existence of suppliers of maintenance and repair services in the market gives the Bureau a chance of acquiring competent firms when need arises.

xix) **Government support on implementation of Organization Structure**
Support on staffing, budgeting, remuneration and working environment gives the Bureau suitable platform to implement its mandated functions.

xx) **Availability of competence in leadership outside the organization**
Existence of competent leaders in the market allows the Bureau to hire expertise when need arises.

xxi) **Political stability**
The Bureau will have a room to deliver its mandated functions in a politically stable society due to the fact that there will be existence of industry and commerce because of good environment for investment.

xxii) **Existence of Ruling Party Manifesto for 2020 election**
The Bureau shall get matters to work on during the lifetime of the manifesto specifically when reviewing the intended policies**.**

xxiii) **High demand for SQMT services for industrialization and trade**
The Bureau will have room to execute its mandated functions since there is higher demand of services in the market.

xxiv) **Existence of Industrialization Policy and FYDP (II) and (III)**
The Bureau will have room for performing its mandated functions in the presence of Industrialization Policy and FYDP (II) and (III).

xxv) **Existence of reforms to create good business environment (Blueprint)**
The existence of reforms like the Blueprint gives the Bureau room to perform its mandated functions without confusing the business community, thus facilitating trade.

xxvi) **Existence of economic cooperation and integration**
The existence of economic cooperation and integration gives the Bureau room of using regional harmonized standards and eases movement of recognized certified goods across the borders.

xxvii) **Existence of MSMEs Policy of 2003**
The Bureau will have room for performing its mandated functions in the presence of the MSMEs Policy of 2003.

xxviii) **Existence of good relationship with general public**
Good relationship with the general public provides better environment for describing and clarifying the acts, regulations and procedures for compliance purposes. Also, the good relations with the general public will increase uptake of standards.

xxix) **Existence of social media**
The existence of social media provides room to the Bureau on promoting offered services and disseminating the intended information to the public.

xxx) **Good relationship with relevant authorities dealing with environmental issues**

The Bureau will have a good platform of performing its mandated functions by entering Memorandums of Understanding (MoU) with other Government Departments for attaining a smooth business environment.

xxxi) **Presence of the Standards Act No.2 of 2009 and its Regulations**

Standards Act Cap 130 gives the Bureau room of developing regulations under the said Act and implementing the mandated functions.

xxxii) **Existence of good governance**

Existence of good governance gives the Bureau room for delivering its mandated functions in a professional manner, i.e., equal treatment of its customers.

xxxiii) **Existence of signed Memorandums of Understanding (MoU) with other regulatory authorities**

Entered Memorandums of Understanding (MoU) with other regulatory authorities give the Bureau a smooth environment of performing its mandated functions in Tanzania**.**

xxxiv) **Existence of active judicial organs**

The existence of judicial organs provides room for taking legal measures against defaulters of the offered services under the Standards Act Cap. 130.

CHALLENGES

i) **Delays of recruitment permit**

The Management has been requesting for recruitment permits to fill the gap of shortage of staff. However, the process of permit approval takes long thus hinders the Bureau to implement its mandated functions effectively and efficiently.

ii) **Labour turnover of skilled and competent staff**

Some skilled and competent staff have left the Bureau to join other organizations due to low remuneration.

i) **Narrow scope of NHIF scheme coverage**

The Bureau's staff get medical treatment under NHIF scheme, currently NHIF has narrowed the scope of medical coverage which causes challenges among staff.

ii) **High cost and risk of Information and Communication Technology systems**

The Bureau has been facing the rapid technology advancement that requires urgent update or review of conformity assessment procedures. However, state-of-the-art ICT systems require more financing and are associated with high risk i.e., existence of cybercrime, viruses etc.

iii) **Existence of bad debts and shortage of accountants**

Some of the Bureau's customers do not pay debts. This results in accumulation of long outstanding debts that hinder financing of operations. Also, the Bureau has a shortage of accountants therefore some of its zonal offices lack the service of accountants.

iv) **Inadequate/unreliable infrastructure**

The Bureau has been facing a challenge of inadequate/unreliable infrastructure which hinders the provision of services to its customers. These challenges include inadequate water supply, inadequate fund for infrastructure development, unreliable water, unreliable internet services, unreliable maintenance facilities and lack of dedicated environment for disposal/destruction of high risk/restricted goods.

v) **High cost of infrastructure**

High cost of infrastructure is one of the challenges that face the Bureau. Infrastructure costs include maintenance costs, construction costs and rent charges on rented offices**.**

vi) **Challenge on legal issues**

Long procedure for approvals and process for approving and gazetting legal documents causes delays in starting using procedures, guidelines and standards.

vii) **Challenge on social issues**

The demand for substandard products by the community and the general public, misuse of social media and emergence of diseases and natural disasters cause challenges to the Bureau.

viii) **Challenge on economic issues**

The Bureau faces a challenge on economic issues including existence of informal sector, black markets, dumping of substandard products, lack of consumer activists and technical barriers to trade**.**

ix) **Challenge on technical issues**

The Bureau faces challenges on technical issues which affect provision of services to its customers. The issues include dynamism of technology, existence of cyber-crime, viruses, misuse of social media and redundant equipment and software.

x) **Challenges on environmental issues**

The Bureau is facing challenges on technical issues which affect provision of services to its customers. These challenges include lack of dedicated environment for disposal/destruction of high risk/restricted goods.

xi) **Failure of stakeholders to distinguish between TBS and other regulatory authorities' mandates**
The stakeholders are failing to distinguish the TBS mandate with other authorities' mandates, which sometimes damages the Bureau's image.

xii) **Unreliability of test reports from other laboratories**
The Bureau is taking risk in accepting test reports on samples subcontracted to external laboratories.

xiii) **Political interference**
The Bureau is affected by political interference that requires elimination of some of the Bureau's services or establishment of services that require more investment.

2.8. Recent Initiatives for Improving Performance

A number of recent initiatives have been undertaken in the year 2016/2017 through 2022/2023. The initiatives include the following:

i) The amendment done by the Finance Act No. 8 of 2019 to the Standards Act Cap. 130 to accommodate the activities of regulating safety of food and cosmetic products;

ii) Development of Online Application System (OAS) for product and premise registration;

iii) Receipt of 111 staff from the government upon being mandated to perform food safety roles;

iv) Establishment of Western Zone office;

v) Establishment of Bagamoyo and Mbweni port offices;

vi) Change from Destination Inspection (DI) to Pre-shipment Verification of Conformity (PVoC) to Standards;

vii) Supportive services for Non-Communicable Diseases (NCDs);

viii) Automation of premises and product registration;

ix) Establishment of call centre system;

x) Implementation of fuel marking activities;

xi) Implementation of organization structure of 2021; and

xii) Amendments of Regulations for premise registration to accommodate Local Government Authorities to issue premise registration permits

2.9. Critical Issues

Based on the situational analysis conducted, the following areas were identified as critical for improvement and thus must be addressed in the plan. They include but are not limited to: -

i) Strengthen enforcement and conformity to standards;
ii) Establish accreditation on inspection and certification systems;
iii) Strengthen accessibility to testing and metrology services;
iv) Facilitate accreditation on testing and metrology;
v) Enhance development and uptake of standards;
vi) Strengthen cooperation with ZBS and other related Authorities;
vii) Strengthen awareness on SQMT to the public;
viii) Improve working environment;
ix) Enhance the Bureau's good governance and risk management;
x) Enhance human resources management capacity; and
xi) Enhance financial resources management.

2.10. Risk Management

Managing risks and challenges is a key part of effective strategic planning. The Bureau undertakes risk management initiatives and mitigation measures as a way to ensure effective implementation of the strategic plan and smooth operation of the Bureau's activities, in order to achieve the planned objectives, mission and vision. The Bureau continues to closely monitor the current risks and acts proactively to ensure that the likelihood and impact of these risks are successfully managed.

CHAPTER THREE

3. THE PLAN

3.1. Introduction

This chapter presents the plan to be executed in the next five (5) years from 2021/22-2025/26. It outlines the vision, mission, core values and objectives to be achieved, strategies, targets and indicators. The Plan provides commitment of the Management and ensures that the resources are utilized in an efficient and effective manner to execute the mandated functions in order to meet the expectations of the stakeholders.

3.2. Vision, Mission and Core Values

Vision

“Sustainable standardization for high quality livelihood society”

Mission

“To promote standardization, safety and quality assurance in industry and commerce through standards development, certification, registration, inspection, testing and metrology services for sustainable socio-economic development”

Core Values

Integrity

We ensure continuous and consistent provision of services with high degree of honesty and impartiality by adhering to moral and ethical principles and values.

Customer focused

We prioritize customers’ needs first, therefore committed to responding timely and proactively to their expectations.

Team Work

We work together by sharing experiences while respecting each other to realize institutional goals.

Accountability

We shall be responsible to our actions, decisions and outcomes in executing our functions.

Transparency

We ensure open sharing of information and proper provision of feedback to our stakeholders in equal treatment.

3.3. Objectives

In pursuit of its vision and addressing the identified critical issues, TBS is striving to achieve the following objectives:

A. HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services improved;

B. Effective Implementation of National Anti-Corruption Strategy enhanced and sustained;

C. Standardization for development of industry and commerce enhanced;

D. Assurance of safety and quality of products and services enhanced; and

E. Institutional capacity to deliver mandated functions enhanced.

3.3.1. OBJECTIVE A: HIV/AIDS infections and non-communicable diseases reduced and supportive services improved

Rationale

Since the first cases of HIV were reported more than three decades ago, 85.6 million people have become infected with HIV and 40.4 million have died from AIDS-related illnesses by 2022. The Tanzania HIV Impact Survey (THIS) of 2022/23 shows that HIV prevalence is 4.4 and higher among women than men, with 5.6 % and 3.1% prevalence rates, respectively. About 1.5 million people are still living with HIV in Tanzania, which makes it among five countries in Africa with the highest HIV burden.

Across continents, nations grapple with the increasing burden of Non- Communicable Diseases (NCD's) such as Diabetes and Hypertension, which were once considered lifestyle-related but are now a stark reality of our healthcare systems. The World Health Organization (WHO) indicates that NCDs are the leading cause of mortality worldwide, responsible for nearly 70% of all deaths. The challenges presented by NCDs have far-reaching consequences for global health and sustainable development Goals.

The disadvantages due to prevalence of HIV/AIDS and Non-Communicable Diseases include loss in productivity, loss of productive labour force and significant financial and time costs for care and treatment of people affected with HIV/AIDS.

Tanzania Bureau of Standards has been facing a number of challenges in handling HIV/AIDS and NCDs. The challenges include a number of staff who do not declare their HIV and NCDs status and therefore fail to access care and supportive services.

To address the challenges concerning HIV/AIDS and NCDs, the Bureau will strengthen awareness programs and provide care and support services to staff who declare their health status. The expected output for the strategies to address HIV/AIDS and NCDs is existence of healthy, educated and confident staff to perform the Bureau's functions. The key performance indicator for this objective is Percentage Change in the HIV/AIDS Infection and NCDs Rate.

Strategy

Strengthen implementation of mitigation measures against HIV/AIDS and NCDs

Targets

i) Internal Policy for HIV/AIDS and NCDs implemented by June 2026

ii) Five (5) HIV/AIDS and NCDs awareness and prevention programmes implemented by June 2026

iii) 60 care and support services for HIV/AIDS and NCDs provided by June 2026

Indicators

i) % of staff voluntarily tested for HIV/AIDS and NCDs

ii) % of staff covered by HIV/AIDS and NCDs awareness and prevention programmes

iii) % of staff aware of the HIV/AIDS and NCDs

3.3.2. OBJECTIVE B: Effective Implementation of National Anti-Corruption Strategy sustained

Rationale

This objective aims at strengthening anti-corruption mechanism by adopting National Anti-Corruption Strategy and Action Plan. TBS shall not tolerate prevalence of corruption since it threatens ability to deliver satisfactory services to its customers.

The Bureau will mitigate corruption practices by adhering to various laws, regulations, circulars and directives that advocate for good governance and accountability. The expected output will be reduced reported corruption incidences and increased awareness on corruption, hence good governance and accountability. The key performance indicator for this objective is number of trainings conducted on issues related to good governance and accountability.

Strategies

i) Strengthen adoption of NACSAP III

ii) Strengthen good governance and accountability

Targets

i) 5 Workplace intervention programmes on preventing and combating corruption implemented by June, 2026

ii) Institutional Fraud and Anti-Corruption Policy operationalized by June 2026

Indicators

i) Number of corruption cases reported

ii) Stakeholders' perception on corruption in TBS

3.3.3. OBJECTIVE C: Standardization for development of industry and commerce enhanced

Rationale

The Bureau has been implementing its mandate of developing and overseeing the implementation of standards in order to facilitate industrial economy and trade. However, there has been increased demand for standards due to advancements in industrialization as well as increased domestic, regional and international trade. In view of this, the current pace of development of standards does not match with the market demand.

It is expected that enhancement of standardization will result into increased number of national standards, harmonized regional standards, uptake and utilization and subsequently promote development of industrial economy and trade.

Strategies

i) Enhance development of standards
ii) Enhance uptake of standards
iii) Strengthen cooperation with other standardization, quality assurance and metrology bodies

Targets

i) 3,200 National Standards developed by June 2026
ii) 400 regional standards harmonized by June 2026
iii) 7,000 stakeholders from 20 subsectors capacitated on SQMT by June 2026
iv) Six (6) research projects on SQMT conducted by June 2026
v) Institutional Research Policy on SQMT operationalized by June 2026
vi) 85 trainings in the area of Standardization, Quality Control, Quality Assurance and Laboratory techniques provided to the Bureaus' stakeholders by June 2026
vii) Training Centre/Viwango Academy operationalized by June 2026
viii) Institutional consultancy policy operationalized by June 2026
ix) Six (6) consultancy assignments on standardization and Quality Assurance conducted by June 2026
x) 15,000 international, regional, and national enquiries on standards and standards related information processed by June 2026
xi) 10,000 copies of standards sold by June 2026
xii) 3,200 notifications on standards, technical regulations and related issues prepared by June 2026

Indicators

i) % uptake of developed standards

ii) Number of standards approved

iii) Number of standards harmonized

iv) Number of research projects accomplished

v) % of stakeholders capacitated

vi) Number of trainings conducted

3.3.4. OBJECTIVE D: Assurance of safety and quality of products and services enhanced

Rationale

Products and services that conform to safety and quality requirements are important for quality livelihood. Conversely, unsafe and substandard products and services negatively affect socio-economic development. Further to what the Bureau has been executing, it has been additionally mandated with a new task of regulating safety of food and cosmetics, which are vital components in human health.

Despite the fact that the Bureau has been working hard to ensure compliance of products to safety and quality requirements, still there is a challenge of substandard and unsafe products and services in the market. In view of this, the Bureau aims to enhance control of regulated products and services in order to assure their safety and quality.

Strategies

i) Strengthen enforcement and compliance with standards and regulations

ii) Strengthen systems for regulating products and services

iii) Improve accessibility to testing, metrology, registration and certification services

iv) Strengthen national and international recognition for conformity assessment systems

Targets

i) 190,000 Certificates of Conformity (C0Cs) for imported general goods under PVoC programme issued by June 2026

ii) 410,000 permits for imported general goods under Destination Inspection (DI) programme issued by June 2026

iii) 230,000 Certificates of Road worthiness (CoRs) for imported used motor vehicle issued by June 2026

iv) 1,200 Technical Assistance to Exporters (TAE) facilitated by June 2026

v) 100 Market surveillance inspections and enforcement programmes conducted by June 2026

vi) Inspection system accredited to ISO/IEC 17020 by June 2026

vii) 10 food risk assessment reports prepared by June 2026

viii) 4,000 products certified by June 2026

ix) 10,000 products registration permits issued by June 2026

x) 60,000 premise registration permits issued by June 2026

xi) 300 permits for promotion and advertisement of food and cosmetics issued by June 2026

xii) 70 Management systems certified by June 2026

xiii) Product certification system accredited to ISO/IEC 17065 by June 2026

xiv) 180,000 test reports prepared by June 2026

xv) 55,000 calibration certificates prepared by June 2026

xvi) Testing laboratories system accreditation to ISO/IEC 17025 maintained by June 2026

xvii) Metrology laboratories system accreditation to ISO/IEC 17025 maintained by June 2026

xviii) 4 Calibration Measurements Capabilities (CMC) published by June 2026

xix) 30 Proficiency Testing (PT)/Inter Laboratory Comparison (ILC) provided by June 2026

xx) 20 billion litres of fuel marked by June 2026

Indicators

i) % of substandard products in the market

ii) Number of management systems certified

iii) % of accredited TBS conformity assessment systems

iv) Number of registered products and premises

v) Number of certified products

3.3.5. OBJECTIVE E: Institutional Capacity to Deliver Mandated Functions enhanced

Rationale

Service Delivery Survey (SDS) report of the financial year 2019/2020 portrays that the Bureau has improved its capacity to deliver services. However, for the smooth operation of the institution, some areas need improvement such as infrastructure and state-of-the-art testing facilities, human resources, legal instruments and guidelines, communication and information systems and culture. The Bureau will deliver its services in line with the governing Laws and Regulations to meet or exceed stakeholders' expectations. The key performance indicator will be percentage change in customers' satisfaction index level.

Strategies

i) Strengthen public awareness on SQMT
ii) Enhance human resources management
iii) Improve internal control systems
iv) Improve management information systems
v) Enhance good governance
vi) Improve working environment
vii) Enhance resource mobilization

Targets

i) Communication and Marketing Strategy operationalized by June 2026
ii) Client Service Charter implemented by June 2026
iii) Maintenance and utility plans operationalized by June 2026
iv) Outsourced non-core services plans maintained by June 2026
v) Institutional infrastructure and equipment maintained by June 2026
vi) 712 TBS staff developed by June 2026
vii) Governance and accountability matters coordinated by June 2026
viii) Human resource policies and plans operationalized by June 2026
ix) Occupational health and safety issues mainstreamed by June 2026
x) Staff welfare plans operationalized by June 2026
xi) Institutional plans prepared by June 2026
xii) Risk Management Framework implemented by June 2026
xiii) Monitoring and evaluation plan operationalized by June 2026
xiv) Annual risk based internal audit plan executed by June 2026
xv) Accounting Procedure Manual reviewed by June 2026
xvi) Financial Regulations reviewed by June 2026
xvii) Financial statements prepared by September 30th annually
xviii) ICT security policy developed by June 2026
xix) ICT strategy operationalized by June 2026
xx) Procurements of goods, services and works management facilitated by June 2026
xxi) Institutional Board Charter operationalized by June 2026
xxii) Legal matters of the institution executed by June 2026

Indicators

i) Level of customers' satisfactions
ii) Level of staff performance
iii) Audit opinion

CHAPTER FOUR

4. RESULT FRAMEWORK

4.1. Purpose and Structure

This chapter outlines how the Bureau will track progress of intended results (outcomes) envisioned in this Plan. This chapter assesses the performance and realization of Institutional Objectives. It includes development objective, beneficiaries of services, result chain and result train matrix. Further, the chapter includes a monitoring plan; planned reviews; evaluation plan and reporting plan as part of the monitoring and evaluation arrangements.

4.2. Development Objective

The overriding objective of TBS is "*Better livelihood assured by safe and quality products coupled with friendly delivered services for sustainable socio-economic development.*"

The achievement of objectives in the Strategic Plan and other relate programmes may significantly contribute towards the achievement of this Development Objective. The achievement of this Development Objective among others will be influenced by the availability of resources including financial and human resources.

4.3. Beneficiaries of TBS Services

There are direct and indirect beneficiaries of TBS services. Direct beneficiaries include Industry and Commerce in the perspective of using standards and conformity assessment services. The indirect beneficiaries include the General Public in the perspective of using products and services that are regulated by conformity assessment systems.

4.4. Results Chain

TBS result chain consists of outcomes, outputs, activities and inputs which broadly contribute to enhancing an endeavor to achieve delivery of effective standardization and quality assurance services for development of industry and commerce in Tanzania. A combination of the objectives and targets in the Strategic Plan and activities and inputs in Medium Term Expenditure forms the TBS result chain. The basic assumption is that a casual linkage in the various elements of TBS result chain shall be maintained, i.e., utilization of resources allocated for activities will lead to activities achievements; the achieved activities will contribute to delivery of outputs.

Likewise, delivery of outputs will lead to an objective being attained; whereas objective achievement will contribute to the TBS development objective. This chain of results will justify TBS existence and resource utilization in the course of various interventions.

4.5. Result framework matrix

This matrix contains TBS overall Development Objective, Objective Codes, Medium Term Objectives, Intermediate Outcomes and Outcome Indicators. It envisions how the Development Objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and objectives. The Results Framework Matrix is detailed in **Table 2.**

Table 2: Result Framework Matrix

Development Objective	Objective Codes	Objectives	Intermediate Outcomes	Outcome Indicators
Better livelihood assured by safe and quality products coupled with friendly delivered services for sustainable socio-economic development	**A**	HIV/AIDS Infections and Non-Communicable Diseases (NCDs) Reduced and Supportive Services Improved	i) Increased use of protective gears ii) Increased number of voluntary testing iii) Improved behavioral change towards mitigation measures against HIV/AIDS and NCDs iv) Reduced stigma and discrimination v) Increased supportive services vi) Increased number of staff declaring their status vii) Increased openness for discussion on HIV/AIDS issues among staff viii) Increased work productivity ix) Reduced absenteeism from work place x) Increased working morale xi) Decreased new cases for NCDs and HIV/AIDS infections	i) % of staff voluntarily tested for HIV/AIDS and NCDs ii) % of staff covered by HIV/AIDS and NCDs prevention programs
	B	Effective implementation of National Anti-Corruption Strategy enhanced and sustained	i) Increased awareness on corruption ii) Reduced number of corruption cases iii) Improved stakeholders' perceptions on TBS's integrity iv) Increased transparency v) Improved quality of services delivered vi) Improved business processes vii) Improved adherence to the Rule of Law viii) Increased customer satisfaction ix) Improved efficiency and effectiveness of Integrity Committee x) Improved adherence to standards operating procedures	i) Number of corruption cases reported ii) % increase of stakeholders with low perception on corruption in TBS

Development Objective	Objective Codes	Objectives	Intermediate Outcomes	Outcome Indicators
	C	Standardization for development of industry and commerce enhanced	i) Decreased number of tested product certificates ii) Increased number of formulated standards iii) Increased number of adopted standards iv) Increased demand for market driven standards v) Increased stakeholders' participation in training vi) Increased sale of standards vii) Increased number of stakeholders' comments viii) Increased training needs ix) Increased number of research projects conducted x) Strengthened trade facilitation	i) % uptake of developed standards ii) number of standards approved iii) number of standards harmonized iv) number of research projects accomplished v) % of stakeholders capacitated vi) number of training conducted
	D	Assurance of safety and quality of products and services enhanced	i) Increased number of registered products ii) Increased number of registered premises iii) Increased number of samples tested iv) Increased number of items calibrated v) Increased number certified products vi) Increased number of management systems certified vii) Improved testing capability viii) Increased number of batch certificates ix) Reduced turnaround time x) Improved accuracy of test results xi) Improved compliance to standards xii) Reduced food borne diseases xiii) Strengthened awareness on side effects of prohibited cosmetics xiv) Enhanced fairness in industry and commerce sectors xv) Improved facilitation for exports xvi) Improved credibility on food and cosmetics promotional adverts	i) % of substandard products in the market ii) number of certified management systems iii) % of accredited TBS conformity assessment systems iv) Number of registered products and premises v) Number of certified products

Development Objective	Objective Codes	Objectives	Intermediate Outcomes	Outcome Indicators
	E	Institutional Capacity to Deliver Mandated Functions Enhanced	i) Improved quality of service delivery ii) Improved team work iii) Improved compliance with policies and legislations iv) Improved work morale v) Reduced labour turnover vi) Improved visibility vii) Enhanced accessibility of Bureau's services viii) Improved work efficiency ix) Improved compliance to Client Service Charter x) Improved integration of Management Information Systems xi) Strengthened collaboration with other institutions	i) % level of customers' satisfactions ii) Audit Opinion iii) Level of staff performance

4.6. Monitoring, Reviews and Evaluation Plan

This section details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years of the strategic planning cycle from 2021/2022 to 2025/2026.

4.7. Monitoring Plan

The Monitoring Plan consists of indicators and their description, baseline for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequency and who will be responsible for data collection, analysis and reporting. The Monitoring Plan is detailed in the **Table 3.**

Table 3: Monitoring Plan

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
1.	**% of staff voluntarily tested for HIV/AIDS and NCDs** This indicator intends to measure effectiveness of awareness programmes conducted to staff on HIV/AIDS & NCDs. This will be attained by calculating the percentage of staff who had responded to voluntary testing after the awareness programme.	June 2021	30	40	50	60	70	80	Administrative data	Desk review	Quarterly	□ Awareness reports □ Medical test reports	Quarterly	DHRA
2.	**% of staff covered by NCDs prevention programmes** This indicator intends to measure the number of staff involved in various prevention programmes in relation to the total number of staff. An indicator will be attained by calculating percentage of staff involved in various NCDs preventive programmes divided by the total number of staff.	June 2021	30	40	50	60	70	80	Administrative data	Desk review	Quarterly	Preventive programmes report	Quarterly	DHRA

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
3.	**Number of corruption cases reported** This indicator intends to measure the increase or decrease in reporting corruption incidences. This indicator will be attained by conducting customer satisfaction survey.	June, 2021	5	3	2	1	1	1	Administrative data	Desk review	Quarterly	□ Integrity Committee reports □ Customer Satisfaction Survey reports □ Human resource reports	Quarterly	DHRA
4.	**% of stakeholders with low perception on corruption at TBS** This indicator intends to measure the stakeholders' perception on corruption practices at TBS. This indicator will be attained by calculating the percentage of those who perceived that there is no corruption against the number of respondents.	June 2021	90	94	95	96	97	98	Customer Satisfaction Survey	Questionnaire, Interview Focus group discussion	Annually	Survey report	Annually	DHRA, PMU
5.	**% uptake of developed standards** This indicator intends to measure the utilization of developed standards in industry and commerce. This indicator will be attained by calculating the % of standards taken versus standards developed.	October 2020	66	70	74	78	82	86	Library	Desk review	Quarterly	Progress report	Quarterly	DSD

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
6.	**Number of standards approved** This indicator intends to measure the number of standards developed. This indicator will be attained by calculating the cumulative number of finalized standards.	June 2021	568	540	1130	1770	2460	3200	Progress report National Standards Catalogue	Desk review	Quarterly	☐ Standards request form ☐ Progress report	Annually	DSD
7.	**Number of Standards harmonized** This indicator intends to measure the number of regional standards harmonized. This indicator will be attained by calculating the cumulative number of harmonized regional standards.	June 2021	69	70	145	225	310	400	Progress report	Desk review	Quarterly	Regional Standards Gazettes	Annually	DSD
8.	**Number of research projects accomplished** This indicator intends to measure number of research projects accomplished. This indicator will be attained by counting number of research projects completed	June 2021	0	0	0	2	2	2	Progress report	Desk review	Quarterly	Progress report	Annually	DSD

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
9.	**% of stakeholders capacitated** This indicator intends to measure number of capacitated stakeholders in economic Subsectors on SQMT. This indicator will be attained by calculating the cumulative percentage of conducted trainings	June 2021	-	14.3%	31.4%	51.4%	74.3%	100%	Progress report	Desk review	Quarterly	Progress report	Annually	DSD
10.	**Number of trainings conducted** This indicator intends to measure the extent SQMT training provision to the stakeholders. This indicator will be attained by counting the number of SQMT trainings provided.	June 2021	12	15	16	17	18	19	Progress report	Desk review	Quarterly	Progress report	Annually	DSD

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
11.	**% of substandard products in the market** This indicator intends to measure the level of compliance to standards by industry and commerce. This indicator will be attained by calculating the percentage of substandard products versus assessed products.	June 2020	30	28	25	23	21	20	Administrative data	Market surveillance inspection	Monthly	Market surveillance reports	Quarterly	DCE
12.	**Number of management systems certified** This indicator intends to measure the increase or decrease of certified management systems. This indicator will be attained by collecting data annually and relating to the set target.	June 2021	10	12	13	14	15	16	Administrative data	Desk review	Quarterly	Progress reports	Annually	DQM
13.	**Number of registered products** This indicator intends to measure the increase or decrease of registered products. This indicator will be attained by collecting data annually and relating the magnitude for the multiple periods.	June 2021	1,783	1,800	1,900	2,000	2,100	2,200	Administrative data	Desk review	Quarterly	Progress reports	Annually	DQM

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
14.	**Number of registered premises** This indicator intends to measure the increase or decrease of registered premises. This indicator will be attained by collecting data annually and relating the magnitude for the multiple periods.	June 2021	8,470	10,000	11,000	12,000	13,000	14,000	Administrative data	Desk review	Quarterly	Progress reports	Annually	DQM
15.	**Number of certified products** This indicator intends to measure the increase or decrease of certified products. This indicator will be attained by collecting data annually and relating the magnitude for the multiple periods.	June 2021	681	600	700	800	900	1,000	Administrative data	Desk review	Quarterly	Progress reports	Annually	DQM
16.	**% of accredited TBS conformity assessment systems** This indicator intends to measure credibility of the systems used by TBS in delivering conformity assessment services. This indicator will be attained by calculating the percentage of accredited conformity assessment systems versus number of systems in place.	June 2020	25	50	50	75	75	100	Administrative data	Accreditation schedule	Quarterly	☐ Progress reports ☐ Accreditation certificate	Annually	DTM, DQM and DCE

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
17.	**% level of customers' satisfactions** This indicator intends to measure ability of TBS to meet customers' needs and expectations in provision of services. This indicator will be attained by calculating the percentage of satisfied customers versus all respondents.	June 2021	87.4	82.2	83	84	85	88	Customer satisfaction survey	Questionnaire, Interview Focus group discussion	Annually	Survey report	Annually	PRMU
18.	**Audit opinion** This indicator intends to measure rating level of fair presentation of the operation results. This will be attained based on the audit reports conducted annually	June 2021	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Audit report	Risk based audit	Annually	CAG report	Annually	CA
19.	**Level of staff performance** This indicator intends to measure capacity of individual staff to pursue assigned duties. This will be attained by calculating average performance of all staff through PEPMIS.	June 2021	2	2	2	2	2	2	Administrative data	Desk review	Annually	PEPMIS	Annually	DHRA

4.8. Planned Reviews

There will be reviews that aim to obtain progress status on the implementation of the Strategic Plan. The planned reviews consist of review meetings, milestones and rapid appraisals.

a) Review Meetings

Various meetings will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives. Review meetings are shown in the **Table 4**:

Table 4: Review Meetings

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Board of Directors	Quarterly	Chairperson of the Board	Board Members
2.	Management meetings	Monthly	Director General	Directors and Managers
3.	Laboratory Quality System Management review meetings for Testing and Metrology sections	Annually	Director General	Management and Heads of Laboratories
4.	Laboratory Quality System review meetings for Testing and Metrology sections	Quarterly	Manager	Heads of Laboratories
5.	Management Systems certification review meetings (ISO/IEC 17021)	Annually	Director General	Management and system certification staff
6.	Management Systems certification technical review meetings (ISO/IEC 17021)	Quarterly	Manager	System certification staff
7.	Directorate meeting	Quarterly	Directors	Managers and Staff
8.	Workers Council	Semi annually	Director General	Workers Council members
9.	Technical Staff Meeting	Monthly	Appointed Staff	Directors Managers and Appointed staff
10.	Quality Management System review meeting	Annually	Director General	Management, Quality Committee and Auditors
11.	Section/Unit Meeting	Monthly	Manager	Section/Unit Staff
12.	Audit and Risk Committee Meeting	Quarterly	Appointed Member from the Board of Directors (BoD)	Directors, Internal Auditors, and External Financial Expert

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
13.	Training Committee Meeting	Quarterly	Director of Human Resource and Administration	Managers, HRO and Nominated Directorate representatives
14.	Research Committee Meeting	Quarterly	Appointed Senior Officer	Nominated Members
15.	Tender Board Meeting	As per procurement plan	Appointed Senior Officer	Members of Tender Board and PM
16.	HIV/AIDS committee	Quarterly	Appointed Senior Officer	Nominated Members
17.	Integrity Committee	Quarterly	Appointed Senior Officer	Nominated Members
18.	Appointment and Disciplinary Committee	Annually	Director General	DG, Directors, Managers, Trade Union representative and HRM
19.	Budget Committee	Quarterly	Director General	Nominated Members
20.	ICT Steering Committee	Quarterly	Director General	Nominated Members
21.	Risk Management Committee	Quarterly	PMEM	Nominated Members
22.	Staff Meeting	Quarterly	Director General	All Staff

Table 5: Planned Milestone Reviews

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
Year I 2021/2022	Two Reviews (Semi-Annually)	The capacity in three (3) subsectors namely cashew nuts, edible cooking oil, dairy and dairy products on SQMT developed	June 2022	DSD
		Institutional Research Policy on SQMT developed	June 2022	DSD
		Notifications on standards, technical regulations and related issues prepared	June 2022	DSD
		PVoC and DI programme for control of imported substandard products operationalized	June 2022	DCE
		Technical Assistance to Exporters (TAE) facilitated	June 2022	DCE
		Product certification, product and premise registration operationalized to ensure quality and safety	June 2022	DQM
		Management systems certification body accreditation to ISO/IEC 17021	June 2022	DQM
		Alignment of policies and procedures with ISO/IEC 17065 for Product Certification systems finalized	June 2022	DQM
		Human Resource Development Plan developed and implemented	June 2022	DHRA
		Approved Organization Structure operationalized	June 2022	DHRA
		HIV/AIDS and NCDs awareness programme implemented	June 2022	DHRA
		Metrology regulation enacted	June 2022	LSM

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
Year II 2022/2023	Two Reviews (Semi-Annually)	The capacity in three (3) subsectors namely paddy, cassava and spices on SQMT developed	June 2023	DSD
		Notifications on standards, technical regulations and related issues prepared	June 2023	DSD
		National Standardization Strategy reviewed	June 2023	DSD
		PVoC and DI programme for control of imported substandard products operationalized	June 2023	DCE
		Technical Assistance to Exporters (TAE) facilitated	June 2023	DCE
		Product certification, product and premise registration operationalized to ensure quality and safety	June 2023	DQM
		Management systems certification body accreditation to ISO/IEC 17021 retained	June 2023	DQM
		Accreditation of Product Certification system to ISO/IEC 17065 initiated	June 2023	DQM
		Institutional Research Policy on SQMT operationalized	June 2023	DSD
		Testing laboratories accreditation to ISO/IEC 17025 retained	June 2023	DTM
		Metrology laboratories accreditation to ISO/IEC 17025 retained	June 2023	DTM
		Institutional Fraud and Anti-corruption Policy developed	June 2023	DHRA
		HIV/AIDS and NCDs awareness programme developed and implemented	June 2023	DHRA
		Monitoring and Evaluation plan operationalized	June 2023	PMEM
		TBS customized financial management systems developed	June 2023	CA

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
Year III 2023/2024	Two Reviews (Semi Annually)	The capacity in four (4) subsectors namely fruits and vegetables, bee products, pulses and legumes, and bakery and confectionary on SQMT developed	June 2024	DSD
		Notifications on standards, technical regulations and related issues prepared	June 2024	DSD
		National Standardization Strategy operationalized	June 2024	DSD
		Institutional Research Policy on SQMT operationalized	June 2024	DSD
		PVoC and DI programme for control of imported substandard products operationalized	June 2024	DCE
		Technical Assistance to Exporters (TAE) facilitated	June 2024	DCE
		Accreditation of Inspection body to ISO/IEC 17020 initiated	June 2024	DCE
		Product certification, product and premise registration operationalized to ensure quality and safety	June 2024	DQM
		Management systems certification body accreditation to ISO/IEC 17021 retained	June 2024	DQM
		Product certification body accredited to ISO/IEC 17065	June 2024	DQM
		Testing laboratories accreditation to ISO/IEC 17025 retained	June 2024	DTM
		Metrology laboratories accreditation to ISO/IEC 17025 retained	June 2024	DTM
		Calibration Measurements Capabilities (CMC) published at BIPM	June 2024	DTM
		HIV/AIDS and NCDs awareness programmes implemented	June 2024	DHRA
		TBS customized financial management systems implemented	June 2024	CA

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
Year IV 2024/2025	Two Reviews (Semi Annually)	The capacity in five (5) subsectors namely Leather and related products, Salt products, Fish & Fish products, Coffee products and Caterer's services on SQMT developed	June 2025	DSD
		Institutional Research Policy on SQMT operationalized	June 2025	DSD
		Notifications on standards, technical regulations and related issues prepared	June 2025	DSD
		National Standardization Strategy operationalized	June 2025	DSD
		PVoC and DI programme for control of imported substandard products operationalized	June 2025	DCE
		Technical Assistance to Exporters (TAE) facilitated	June 2025	DCE
		Inspection body accredited to ISO/IEC 17020	June 2025	DCE
		Product certification, product and premise registration operationalized to ensure quality and safety	June 2025	DQM
		Management systems certification body accreditation to ISO/IEC 17021 retained	June 2026	DQM
		Product Certification body accreditation to ISO/IEC 17065 retained	June 2025	DQM
		Testing laboratories accreditation to ISO/IEC 17025 retained	June 2025	DTM
		Metrology laboratories accreditation to ISO/IEC 17025 retained	June 2025	DTM
		HIV/AIDS and NCDs awareness programmes developed and implemented	June 2025	DHRA
		Metrology regulation implemented	June 2025	LSM

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
Year V 2025/2026	Two Reviews (Semi-Annually)	The capacity in five (5) subsectors namely bricks & blocks products, maize & their products, cosmetics products, packing & packaging services and animal & poultry feed products on SQMT developed	June 2026	DSD
		Institutional Research Policy on SQMT operationalized	June 2026	DSD
		Notifications on standards, technical regulations and related issues prepared	June 2026	DSD
		National Standardization Strategy operationalized	June 2026	DSD
		PVoC and DI programme for control of imported substandard products operationalized	June 2026	DCE
		Technical Assistance to Exporters (TAE) facilitated	June 2026	DCE
		Inspection System is accredited to ISO/IEC 17020 retained	June 2026	DCE
		Product certification, product and premise registration operationalized to ensure quality and safety	June 2026	DQM
		Management systems certification body accreditation to ISO/IEC 17021 retained	June 2026	DQM
		Product Certification body accreditation to ISO/IEC 17065 retained	June 2026	DQM
		Testing laboratories accreditation to ISO/IEC 17025 retained	June 2026	DTM
		Metrology laboratories accreditation to ISO/IEC 17025 retained	June 2026	DTM
		Calibration Measurements Capabilities (CMC) published at BIPM	June 2026	DTM
		HIV/AIDS and NCDs awareness programmes developed and implemented	June 2026	DHRA
		Zonal laboratories and offices constructed	June 2026	DHRA

4.9. Rapid Appraisals

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. **Table 6** indicates the Bureau's Rapid Appraisal for the next five years from 2021/22.

Table 6: Rapid Appraisals

S/N	Rapid appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Timeframe	Responsible Person
1.	Post audit assessment studies	This study aims at examining causes for recurrence of audit queries. The findings shall inform corrective measures to be undertaken.	i) Which processes are prone to audit queries? ii) What are the root causes of these audit queries? iii) What are the reasons behind the recurrence of the audit queries? iv) What are preventive measures to be undertaken?	i) Interview ii) Questionnaires iii) Document review	June 2026	CIA CA
2.	A study to assess efficacy of inspection mechanisms	This study aims at finding out the best inspection approach which will cover all products and services in the market The findings shall facilitate strengthening of compliance.	i) What are the gaps in the existing inspection mechanisms? ii) Which products and services do not fall into existing mechanisms? iii) What are the challenges facing the existing inspection mechanisms? iv) What is the best approach to cover all products, premises and services? v) What financial and human resources are required?	i) Interview ii) Document review iii) Questionnaire iv) Survey v) Focus Group Discussion	June, 2024	DCE

S/N	Rapid appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Timeframe	Responsible Person
3.	A study to assess revenue generation from testing and metrology laboratories	This study aims at strengthening financial resource mobilization strategies. Findings shall inform improvement in use of opportunities associated with testing and metrology services among others.	i) Who are the potential customers? ii) What is the capacity requirement for maximum resource exploitation? iii) What is the best approach for service provision and retention of customers? iv) Are there competitors offering the same services?	i) Focus group ii) Interview iii) Questionnaires iv) Document review v) Survey	June 2026	PMEM CA DTM
4.	A study to assess stakeholders' engagement in standards development	This study aims at improving stakeholders' engagement in standards development. Findings shall facilitate strengthening participation of stakeholders and experts in developing national standards.	i) Why are stakeholders more participatory in some sectors in providing comments? ii) Are the tools used by the Bureau in stakeholder engagement adequate and appropriate? iii) What are the challenges facing participation of stakeholders in standards development? iv) What are experts' opinions on their involvement in standards development?	i) Interview ii) Questionnaires iii) Document review iv) Survey	June 2024	DSD

4.10. Evaluation Plan

This Evaluation Plan aims to obtain evidence as to what extent the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan. It identifies the goals and studies to be conducted during the plan, who will be responsible for carrying out the plan, responsible persons and when results will be reported as **Table 7** show.

Table 7: Evaluation Plan

S/N	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
1	Effectiveness in regulating food and cosmetics	This evaluation aims at assessing how effective has the Bureau implemented the mandate of regulating safety and quality of food and cosmetics.	i) To what extent has the Bureau implemented the mandate? ii) What is the compliance status? iii) Are the control systems in place sufficient? iv) What are the shortcomings in implementing the mandate? v) Are the resources in place adequate and effective for the execution of the mandate? vi) Is there sufficient competency to execute the mandate? vii) What is the perception of customers? viii) What are the financial impacts to TBS in executing the mandate?	i) Document review ii) Survey iii) Questionnaires iv) Focus Group Discussion v) Interviews	June, 2022	DQM
2	Performance and opportunity of packaging technology in industry and commerce	This evaluation aims at assessing the Bureau's performance towards utilization of packaging technology and opportunities in industry and commerce.	i) Are the packaging technology opportunities exhausted? ii) What are the challenges experienced in packaging technology? iii) To what extent do packaging materials affect the safety of food?	i) Document review ii) Survey iii) Questionnaires iv) Focus Group Discussion v) Interviews	June 2024	DTM

S/N	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
3	Customer satisfaction level on TBS service delivery	This evaluation aims at assessing the effectiveness of TBS service delivery to customers	i) How reliable and accessible are TBS services to its customers? ii) How does TBS handle SQMT customers' complaints? iii) What is TBS public visibility? iv) What is the understanding of the uniqueness of TBS services? v) What are the customers' recommendations on TBS service delivery?	i) Questionnaires ii) Interview iii) Document review iv) Focus group discussion	June 2026	PRMU

4.11. Reporting Plan

This plan shows all reports that will be used in the execution of the Strategic Plan. The Report Plan contains both internal and external reports namely; Quarterly, Semi-annual, Annual implementation reports and Overall Performance reports.

Internal Reporting Plan

Internal Reporting Plan is a plan that contains reports that are prepared and used internally for effective implementation of the Strategic Plan. Several reports will be prepared and shared internally by the Director General, Directors, Managers and Heads of Units, so as to track progress and the challenges during implementation. These reports include monthly reports, quarterly and annual performance reports. The Reporting Plan is detailed in **Table 8(a)**.

Table 8(a): Internal Reporting

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Unit Progress Report	Director General	Monthly/ Quarterly	Managers
2.	Sectional Progress Report	Directors	Monthly/ Quarterly	Managers
3.	Directorate Progress Report	Director General	Monthly/ Quarterly	Directors
4.	Internal Audit Report	Board of Directors	Quarterly	Chief Internal Auditor
5.	Risk Management Report	Director General	Quarterly	PMEM
6.	Director General's Progress Report	Board of Directors	Quarterly	Director General

External Reporting

External Reporting Plan contains reports that are used by external entities. The reports are prepared on quarterly and annual basis. The Reporting Plan is detailed in **Table 8(b).**

Table 8(b): External Reporting

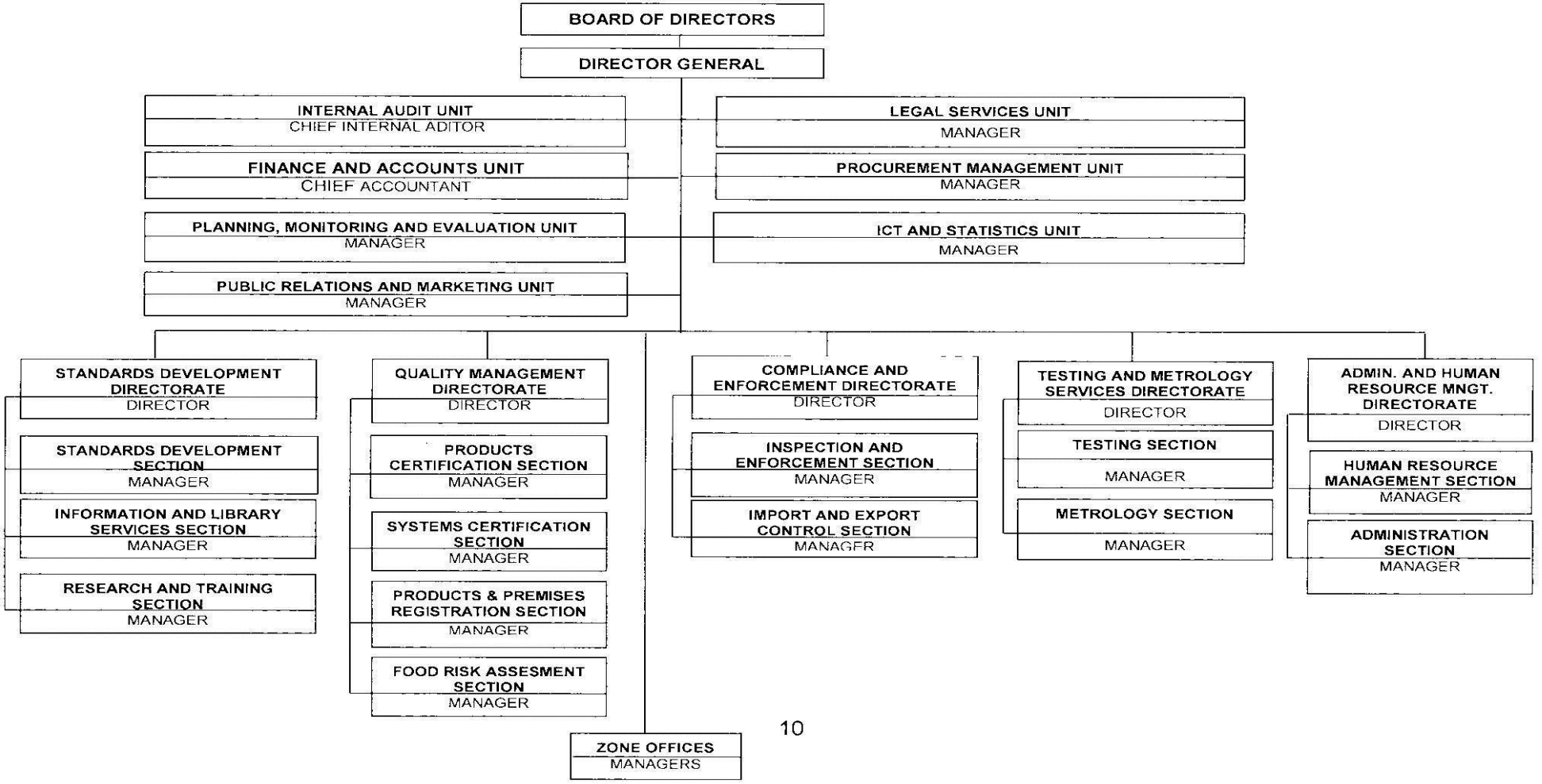
S/N	Type of Reports	Recipient	Frequency	Responsible Person
1	Audited Financial Statements	Permanent Secretary (MIT), Treasury Registrar	Annually	DG
2	Performance contract between BoD and TRO	Treasury Registrar	Annually	DG
3	Performance reports (Progress Reports, Budget Memorandum, MTEF, Ruling Party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

Appendix 1

Chart II

THE PROPOSED FUNCTIONS AND ORGANISATION STRUCTURE OF TANZANIA BUREAU OF STANDARDS (TBS)

(Approved by the President on 28th December, 2021)



Appendix 2

STRATEGIC PLAN MATRIX

SN	Objectives	Strategies	Targets	Outcome Indicators	Responsible
1.	**HIV/AIDS infections and non-communicable diseases reduced and supportive services improved**	Strengthen Implementation of mitigation measures against HIV/AIDS and NCDs	i) Internal Policy for HIV/AIDS and NCDs by June 2026 ii) 5 HIV/AIDS and NCDs awareness and prevention programmes implemented by June 2026 iii) 60 care and support services for HIV/AIDS and NCDs provided by June 2026	i) % of staff voluntarily tested for HIV/AIDS and NCDs ii) % of staff covered by NCDs prevention programmes iii) % of staff aware of the HIV/AIDS and NCDs	**DHRA**
2.	**Effective Implementation of National Anti-Corruption Strategy enhanced and sustained**	i) Strengthen adoption of NACSAP III ii) Strengthen good governance and accountability	i) 5 Workplace interventions programmes on preventing and combating corruption implemented by June, 2026 ii) Institutional Fraud and Anti-Corruption Policy operationalized by June 2026	i) Trend of corruption cases reported ii) Stakeholders' perception on corruption in TBS	**DHRA**

SN	Objectives	Strategies	Targets	Outcome Indicators	Responsible
3.	**Standardization for development of industry and commerce enhanced**	i) Enhance development of standards ii) Enhance uptake of standards iii) Strengthen cooperation with other Standardization, Quality Assurance and Metrology bodies	i) 3200 National Standards developed by June 2026 ii) 400 regional standards harmonized by June 2026 iii) 7,000 stakeholders from 20 subsectors capacitated on SQMT by June 2026 iv) Six (6) research projects on SQMT conducted by June 2026 v) Institutional Research Policy on SQMT operationalized by June 2026 vi) 85 trainings in the area of Standardization, Quality Control, Quality Assurance and Laboratory techniques provided to the Bureaus' stakeholders by June 2026 vii) Training Centre/Viwango Academy operationalized by June 2026 viii) Institutional consultancy policy operationalized by June 2026 ix) Six (6) consultancy assignments on standardization and Quality Assurance conducted by June 2026 x) 15,000 international, regional and national enquiries on standards and standards related information processed by June 2026 xi) 10,000 copies of standards sold by June 2026 xii) 3,200 notifications on standards, technical regulations and related issues prepared by June 2026	i) % uptake of developed standards ii) number of standards approved iii) number of standards harmonized iv) Number of research projects accomplished v) % of stakeholders capacitated vi) number of trainings conducted	**DSD**

SN	Objectives	Strategies	Targets	Outcome Indicators	Responsible
4.	**Assurance of safety and quality of products and services enhanced**	i) Strengthen enforcement and compliance to standards and regulations ii) Strengthen systems for regulating products and services iii) Improve accessibility to testing, metrology, registration and certification services; iv) Strengthen national and international recognition for conformity assessment systems	i) 190,000 Certificates of Conformity (C0Cs) for imported general goods under PVoC programme issued by June 2026 ii) 410,000 permits for imported general goods under Destination Inspection (DI) programme issued by June 2026 iii) 230,000 Certificates of Road worthiness (CoRs) for imported used motor vehicle issued by June 2026 iv) 1,200 Technical Assistance to Exporters (TAE) facilitated by June 2026 v) 100 Market surveillance inspections and enforcement programmes conducted by June 2026 vi) Inspection system accredited to ISO/IEC 17020 by June 2026 vii) 10 food risk assessment reports prepared by June 2026 viii) 4,000 products certified by June 2026 ix) 10,000 products registration permits issued by June 2026 x) 60,000 premise registration permits issued by June 2026 xi) 300 permits for promotion and advertisement of food and cosmetics issued by June 2026 xii) 70 Management systems certified by June 2026 xiii) Product certification system accredited to ISO/IEC 17065 by June 2026 xiv) 180,000 test reports prepared by June 2026 xv) 55,000 calibration certificates prepared by June 2026 xvi) Testing laboratories system accreditation to ISO/IEC 17025 maintained by June 2026 xvii) Metrology laboratories system accreditation to ISO/IEC 17025 maintained by June 2026 xviii) 4 Calibration Measurements Capabilities (CMC) published by June 2026 xix) 30 Proficiency Testing (PT)/Inter Laboratory Comparison (ILC) provided by June 2026 xx) 20 billion litres of fuel marked by June 2026	i) % of substandard, products in the market ii) number of management systems certified iii) % of accredited TBS conformity assessment systems iv) Number of registered products and premises v) Number of certified products	**DQM/DTM/ DCE**

SN	Objectives	Strategies	Targets	Outcome Indicators	Responsible
5.	**Capacity to Deliver Mandated Functions Enhanced**	i) Strengthen public awareness on SQMT ii) Enhance human resources management iii) Improve internal control systems iv) Improve management information systems v) Enhance Bureau's good governance vi) Improve working environment vii) Enhance resource mobilization	i) Communication and Marketing Strategy operationalized by June 2026 ii) Client Service Charter implemented by June 2026 iii) Maintenance and utility plans operationalized by June 2026 iv) Outsourced non-core services plans maintained by June 2026 v) Institutional infrastructure and equipment maintained by June 2026 vi) 712 TBS staff developed by June 2026 vii) Governance and accountability matters coordinated by June 2026 viii) Human resource policies and plans operationalized by June 2026 ix) Occupational health and safety issues mainstreamed by June 2026 x) Staff welfare plans operationalized by June 2026 xi) Institutional plans prepared by June 2026 xii) Risk Management Framework implemented by June 2026 xiii) Monitoring and evaluation plan operationalized by June 2026 xiv) Annual risk based internal audit plan executed by June 2026 xv) Accounting Procedure Manual reviewed by June 2026 xvi) Financial Regulations reviewed by June 2026 xvii) Financial statements prepared by September 30th annually xviii) ICT security policy developed by June 2026 xix) ICT strategy operationalized by June 2026 xx) Procurements of goods, services and works management facilitated by June 2026 xxi) Institutional Board Charter operationalized by June 2026 xxii) Legal matters of the institution executed by June 2026	i) Level of customers' satisfactions ii) Level of staff performance iii) Audit opinion	**DHRA/PMEU/ LSU/PMU/ FAU/ PRMU/ IAU/ ICTU**

For more details contact:

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