

BUSINESS REGISTRATIONS AND LICENSING AGENCY
(BRELA)



STRATEGIC PLAN

2016/2017 – 2020/2021

APRIL 2016

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ARIPO	African Regional Industrial Property Organization
BARA	Business Activities Registration Act 2007
BEST	Business Environment Strengthening for Tanzania
BoQ	Bills of Quantity
BoT	Bank of Tanzania
BRELA	Business Registrations and Licensing Agency
BSM	Business Support Manager
CEO	Chief Executive Officer
CMSA	Capital Markets and Securities Authority
COSTECH	Commission for Science and Technology
DITF	Dar es Salaam International Trade Fair
DP	Development Partners
DRCL	Deputy Registrar for Commercial Laws
DRIP	Deputy Registrar for Intellectual Property
EA	East Africa
EAC	East African Community
e-Gov	Electronic Government System
EPA	Economic Partnership Agreement
EPZA	Economic Processing Zones Authority
GoT	Government of Tanzania
HIV	Human Immune Virus
HRIS	Human Resource Information System
HRP	Human Resource Plan
ICT	Information and communications technology
IP	Industrial property
IT	Information Technology
KPIs	Key Performance Indicators
LM	Licensing Manager

M&E	Monitoring and Evaluation
MAB	Ministerial Advisory Board
MAFA	Moving Average Forecasting Approach
MDAs	Ministry, Departments and Agencies
MITI	Ministry of Industry, Trade and Investments
MKURABITA	Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania
MoU	Memorandum of Understanding
NBS	National Bureau of Statistics
OBRS	Online Business Registration System
OPRAS	Open Performance Review and Appraisal System
ORS	Online Registration System
PMS	Performance Management System
PO-PSM	President's Office – Public Service Management
PSRP	Public Service Reform Programme
R&D	Research and Development
RIMS	Registry Information Management System
SADC	Southern African Development Community
SM	Service Mark
SWOC	Strengths, Weaknesses, Opportunities and Challenges analysis
TAMISEMI	Tawala za Mikoa na Serikali za Mitaa
TCCIA	Tanzania Chamber of Commerce, Industries and Agriculture
TIC	Tanzania Investment Centre
TIPASIC	Tanzania Intellectual Property Advisory Services and Information Centre
TISC	Technology and Innovation Support Centre
TM	Trademark
TNA	Training Needs Assessment
TORs	Terms of Reference
TRA	Tanzania Revenue Authority
TUGHE	Tanzania Union of Government and Health Employees
TV	Television
WIPO	World Intellectual Property Organization
WTO	World Trade Organization

CHAIRMAN'S STATEMENT

The business sector plays a great role in the socio-economic development of any country. In Tanzania, the business sector is a key driver of economic growing and significantly influences growth in the country's gross domestic product. Pursuant to the same, the Business Registrations and Licensing Agency (BRELA) is the government's Executive Agency established to provide business registrations and licensing services and regulate the conduct of business in Tanzania and hence contribute to creating an attractive business environment. As the government of Tanzania strives to achieve the National Development Vision 2025 at which stage we expect to have grown into a middle income economy, BRELA will ultimately be a major contributor towards realizing this vision.

To address the business registration and regulation challenges in the country and create an attractive business environment, this Strategic Plan has been developed to set the direction for BRELA's activities and prioritize resource allocation in order to ensure achievement of set goals. Furthermore, the Plan creates a clear road map for the next five years (2016/2017 – 2020/2021), which will ensure efficiency in business registrations and regulation.

The strategic planning approach involved an internal and external consultative process in which the management, staff and stakeholders in the business community in Tanzania played an active role in developing this Strategic Plan.

On behalf of the Ministerial Advisory Board (MAB), I present the BRELA Strategic Plan for the period 2016/2017 – 2020/2021. We appreciate the efforts made by the BRELA's Management and business community stakeholders in the country during the formulation of this Plan. We also recognize the Agency's commitment to excellence and inclusiveness in the execution of the core functions and strategies as envisaged in this Strategic Plan.

I look forward to working with members of the MAB, management team and all staff of BRELA to ensure that the vision, mission, goals and strategic objectives set out in this plan are achieved. I wish all the staff well with this endeavour and I can assure them of the MAB's continued support.

JOHN MARTIN LYANGA

Chairman of the Board, BRELA Ministerial Advisory Board

FOREWORD AND ACKNOWLEDGEMENT

BRELA is the Government of Tanzania (GoT)'s agency established by the Executive Agencies Act of 1997 with the purpose of facilitating orderly conduct of business and provision of business registration, licensing and regulatory services and in the process, to create an attractive business environment in the country. With this mandate in mind, this five year Strategic Plan for the period from 2016/2017 to 2020/2021 presents a roadmap that sets the strategic direction for the execution of the Agency's core functions.

This Strategic Plan is the culmination of a consultative process with management, staff and key stakeholders in cognisance of the diverse players in the country's business community. The process also involved a review of the implementation of the 5th Strategic Plan ending June 2016. The review was necessitated by, among other factors, the changing dynamics in the business environment that have impact in business registration, licensing and regulation.

The Strategic Plan has set the strategic direction for continuous improvement in efficient service delivery and creation of an attractive business environment in Tanzania through the following key result areas:

1. Enhance efficiencies and the prospect of the simplification of quality service delivery.
2. Equitably provide laws governing the business sector to facilitate effective compliance and regulatory regime.
3. Reduce bureaucracy and costs through linking up with other government institutions.
4. Resource capacitating and performance enhancement.
5. Promote public awareness for creation of appropriate business environment that facilitates growth of the business sector in Tanzania.

I would like to acknowledge the efforts of BRELA's MAB, management, staff and in the development of this Strategic Plan. I also value the contribution of all our stakeholders for their critical reviews, and recognize the impeccable role of our parent Ministry of Industry, Trade and Investments (MITI) in facilitating our service delivery.

I am confident that the MAB, management and staff have and will develop the capacity to proactively address the challenge of creating an attractive business environment in the country and I look forward to positive outcomes from the implementation of this plan.

FRANK KANYUS

Chief Executive Officer – BRELA

EXECUTIVE SUMMARY

This is the 6th Strategic Plan of BRELA since the Agency's inception in 1999 and has been formulated to provide the strategic direction of the Agency in the next five years from 2016/2017 to 2020/2021. The Plan is informed by a thorough review of the 5th Strategic Plan ending June 2016 and analysis of the critical issues that are in line with the current government's initiatives to guide the country towards the middle income status by the year 2025. The purpose this Strategic Plan is to facilitate efficiency in service delivery by BRELA in its core mandate of business registration and regulation while with a focus on creating an attractive business environment.

The business sector will remain the key driver of the economic growth in Tanzania in the next five years and an attractive business environment is the catalyst of business and investment growth. This Plan sets BRELA on its strategic path towards creating the attractive business environment in the country.

BRELA was established under the Executive Agencies Act No. 30 of 1997 to facilitate orderly conduct of business and provision of business regulatory services. The Agency was launched on 3rd December 1999 and it operates under the now Ministry of Industry, Trade and Investments (MITI).

This Strategic Plan contains an analysis of the government crosscutting issues, which emphasize the need for BRELA to link and collaborate with other government entities in delivery its services to the public. The Plan also contains the situation analysis of the Agency starting with a review of performance of the Agency in terms of the implementation of the 5th Strategic Plan, which indicates a more than 90% achievement. The situation analysis also evaluated the strengths, weaknesses, opportunities and challenges (SWOC) factors critical to achievement if the Strategic Plan goals and objectives. The political, economic, social, technological, environmental and legal factors were also identified and we carried out the stakeholder analysis as well. The outcomes of this analysis assisted in developing strategies aimed at mitigating against factors that may affect the Agency and in improving the efficiency in business registrations and regulation.

The strategic direction of the Agency set out in this Plan is informed by the analysis of the government crosscutting issues and BRELA's situational analysis. It focuses on the vision, mission, core values and key result areas with their corresponding goals, strategic objectives and strategies. BRELA's vision is "*to become an excellent business registrations facilitator.*"

The mission is *“To create an attractive business environment by providing quality registration services for companies, business names, industrial licensing, and industrial property protection.”*

The key result areas identified are as follows:

1. Enhance efficiencies and the prospect of the simplification of quality service delivery.
2. Equitably provide laws governing the business sector to facilitate effective compliance and regulatory regime.
3. Reduce bureaucracy and costs through linking up with other government institutions.
4. Resource capacitating and performance enhancement.
5. Promote public awareness for creation of appropriate business environment that facilitates growth of the business sector in Tanzania.

In the next five years, BRELA will strive to achieve the following goals:

Objective 1: Business processes and systems Improved.

Objective2: Infrastructure and other facilities to accommodate BRELA operations acquired.

Objective 3: Performance management systems improved

Objective 4: Quality of service delivery Improved.

Objective 5: Enhance public awareness about BRELA services.

The implementation framework to deliver the Strategic Plan is adequately articulated and presented in Appendix 1. The Plan emphasizes on the need to ensure adequate resources including staffing, physical resources, information technology systems and processes, and financial resources. A total of TZS 80.333 billion of planned expenditure will facilitate implementation of the plan. We will develop a Risk Management Framework to ensure BRELA is cushioned from identified contingencies.

We have developed an approach for executing the Plan and an implementation matrix has been prepared to operationalize the key result areas. As presented in Appendix 1, the matrix links up the goals, strategic objectives, key result areas, strategies, activities and their corresponding outputs. The matrix also shows the responsible persons for each activity to ensure accountability. Regular monitoring and evaluation will be carried out to ensure implementation is on track.

This strategic plan will guide BRELA to effectively provide business registration services and regulate the businesses in Tanzania, and contribute to creating an attractive business environment in the country.

CHAPTER ONE

INTRODUCTION

1.1 Background Information

With the aim of improving public service delivery, the government of Tanzania formulated and implemented the Public Service Reform Programme (PSRP) in the period from the late 1990's one of the outcomes of which was enactment of the Executive Agencies Act No. 30 of 1997. This Act emphasized on improved service delivery and better internal processes such as financial and human resource management as key expected outcomes of the public service reforms. The Business Registrations Licensing Agency (BRELA) is one of the agencies established under the Act with the purpose of facilitating orderly conduct of business and provision of business regulatory services. The Agency was launched on 3rd December 1999 and it operates under the Ministry of Industry, Trade and Investments.

The aim of the Agency is to ensure that businesses in the country operate in accordance with the laid down regulations and sound commercial principles. Its key functions are registration of companies, both local and foreign; registration of business names; registration of trade and service marks; granting of patents; and industrial licensing.

The specific roles of BRELA include the following:

- To administer the companies and business names laws;
- To administer industrial licensing law;
- To administer industrial property laws;
- To encourage and facilitate local and foreign business investments; and
- To stimulate inventiveness, innovations and encourage creativity.

The enactment of Business Activities Registration Act (BARA) of 2007 has imposed an additional responsibility to BRELA – in respect of keeping and maintaining a Central Registry for record of registered business activities throughout Tanzania.

The 6th Strategic Plan (2016/2017- 2020/2021) focuses on re-engineering of business operations, expansion of BRELA services to serve customers in the up-country regions in collaboration with TCCIA and other stakeholders who could provide support to current and

potential users of BRELA services, improving working environment, and putting in place strategies to enable BRELA services accessible online to customers, ensuring dynamic and fast changing technology driven market environment.

This strategic plan aims at improving the process of building the integrity and image of BRELA widening the span of its services delivery. During formulation of the Strategic Plan (2016/2017-2020/2021), we have taken into consideration the current and foreseen BRELA challenges with regard to the internal and external environment. We have also considered availability of resources mobilized both from internal revenue generation activities and from external sources, particularly the development partners. Thus, the overall objective of this Strategic Plan is to ensure that the plan remains the basic working document for all practical purposes of decision making having regard to the structure of the Agency, its management, Ministerial Advisory Board (MAB), and accomplishment of the planned objectives.

The Strategic Plan incorporates interventions by developing partners in the implementation process of various projects and programmes. The plan includes construction of BRELA premises, continuation of the digitization programme with a focus on the Online Registration System (ORS), capacity building and provision of essential working tools such as furniture, equipment, vehicles, and office supplies for BRELA sustainable development. The strategic plan will deliver a transformation in the way customers and businesses interact with BRELA over the five year period.

1.2 BRELA's Strategic Intent

Since its establishment in December 1999 and in line with the need to improve public service delivery as the government's Executive Agency, BRELA has established its strategic direction as stipulated in its vision, mission, and core values.

1.2.1 Vision

BRELA's vision is:

"To become an excellent business registrations facilitator."

1.2.2 Mission

BRELA's mission is:

"To create an attractive business environment by providing quality registration services for companies, business names, industrial licensing, and industrial property protection."

1.2.3 Core Values

In managing the evolving regulatory requirements of a complex business environment in Tanzania and in pursuing its mission, BRELA embraces the following values:

Timely delivery of service: BRELA's commitment to maximize effectiveness of processes, structure, operations, and strong fiscal management shall remain vital to ensure timely delivery of customer-oriented and efficient business registrations.

Respect for the rule of law: BRELA serves customers with strict adherence to the laws it administers, listens and works with customers to understand their individual and cultural needs with regard to the laws governing its service delivery.

Being fair and impartial: BRELA fairly treats customers and stakeholders. As an employer, BRELA seeks to hire and retain a diverse staff, and ensures that all decisions affecting employees and applicants are fair and ethical. As professionals, the staff treats customers with respect and dignity.

Accountability: BRELA embraces the responsibility with which it is charged. In carrying out its mission, BRELA readily holds itself accountable to the public it serves and takes responsibility for carrying out its core functions and achieving the goals.

Teamwork spirit oriented: Service delivery requires a diverse and coordinated team committed to the highest standards of trust, hard work, cooperation, and communication. BRELA is committed to these values and its staff strives to work more effectively as a team rather than as separate departments or offices, and coordinates more effectively with private sectors and the government in order to achieve the Agency's goals.

Patriotism: BRELA staff is committed to the tradition of patriotism and good citizenry in the conduct of their duties.

1.2.4 BRELA's Motto

Our motto is:

"We give legal life to your business."

1.3 BRELA's Objectives and Target

1.3.1 Overview

This Strategic Plan is made up of 5 goals and 9 objectives translated into strategic activities and targets. The goals and objectives were developed considering the crosscutting issues

affecting BRELA, performance results of the 5th Strategic Plan ending June 2016, and the results of the SWOC analysis, which are presented in Sections II and III herein below. BRELA's goals and strategic objectives for the period from 2016/2017 to 2020/2021 are presented in the following section.

1.3.2 Objectives and main Targets for 2016/2017 – 2020/2021

To fulfil its mission, BRELA will aim to achieve the following goals and objectives in the five year period from 2016/2017 to 2020/2021:

Objective 1: Business processes and systems improved.

Target 1.1: Operational processes computerized to facilitate service delivery by June 2017

Objective 2: Infrastructure and other facilities to accommodate BRELA operations Acquire.

Target 2.1: Establish and equip BRELA offices with facilities and resources by June 2017.

Target 2.2: Developmental projects undertaken by June 2017.

Objective 3: Performance management systems Improved.

Target 3.1: Performance-based management systems operationalized by June 2017.

Target 3.2: Review and restructure organizational structure by June 2017.

Objective 4: Quality of service delivery Improved.

Target 4.1: Five pieces of legislation to accommodate changes in the business environment updated by June 2017.

Target 4.2: Legal compliance enhanced by June 2017.

Target 4.3 Strengthen linkages with other government actors partners to facilitate smooth service delivery by June 2017.

Objective 5: Public awareness about BRELA services Enhanced.

Target 5.1: Public outreach activities carried out by June 2017.

1.4 Institutional Framework

BRELA is managed by the Chief Executive Officer, who is also the Registrar of Companies, Business Names, Patents, Trade and Service Marks in Tanzania mainland. The Minister for Industry, Trade and Investments is advised by MAB in carrying out strategic management of the Agency. However, the substantive functions of BRELA are in essence, performed by the Chief Executive Officer. The Chief Executive Officer as the Agency's Accounting Officer is in particular, responsible for proper management of the Agency's funds, properties, business matters, personnel management, control measures and discipline of the employees.

The Government manages the Agency strategically by providing sufficient freedom to the Chief Executive Officer, to manage its day to day activities. Currently, BRELA has four divisions headed by Deputy Registrar of Commercial Laws, Deputy Registrar of Industrial Property, Licensing Manager and Business Support Manager. There are also other two units which are directly responsible to the Chief Executive Officer, namely; the Internal Audit and Information Communication Technology (ICT).

BRELA core functions are mainly to administer the following pieces of legislation;

- (i) Companies Act Cap 212;
- (ii) Business Names (Registration) Act Cap 213 (R. E. 2002);
- (iii) The Patents (Registration) Act Cap 217 (R.E.2002);
- (iv) The Trade and Service Marks Act Cap 326 (R. E. 2002);
- (v) National Industries (Licensing and Registration) Act Cap 46 (R. E. 2002).

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 Overview

The environment in which the BRELA operates stands to influence the agency's direction, goals and priorities. Recognizing this, BRELA is aggressively pursuing strategies to improve its ability to assess emerging risks, and to develop alternatives for mitigating the impact of such risks. This is true as it relates to impact on the Agency itself, as well as on the business community we serve. In conducting the situational analysis of the Agency, we have identified the key areas as discussed below in this sections that represent the significant events, influences and risks that may affect BRELA's work. The analysis starts with a review of the implementation of the 5th Strategic Plan for 2011/2012 – 2015/2016.

2.2 Review of the Strategic Plan 2011/2012 – 2015/2016

The 5th Strategic Plan covered the financial years 2011/2012 to 2015/2016 focused on modernizing systems and processes, improving working environment, enhancing performance-based management, enhancing legal compliance and mobilizing sufficient funds for capital development projects.

We carried out a review of the Agency's performance achieved over the past 5 years, which were covered by the 2011/2012 – 2015/2016 Strategic Plan. The review assessed the performance for the objectives of the plan and challenges encountered, the likelihood of realising planned targets and “*what should be done better*” for the preparation and implementation of this 6th Strategic Plan covering the period from 2016/2017 to 2020/2021. Some areas performed well, others not so well and still for others, precise assessment was limited by data issues. Below are the highlights on BRELA's performance with regard to implementation of the 5th Strategic Plan.

Objective 1: Modernize systems and processes

- ⇒ *Records management systems developed and operationalized by 30th June 2013*: The SAPERION System was developed and operationalized to facilitate easy retrieval and access of the digitized paper records starting from June 2013.

- ⇒ *Digitization of paper records by 30th June 2013*: Files for 109,335 companies, 198,347 Business Names, 4,232 Industrial Licenses, and 2,496 Patents were scanned, indexed and uploaded into the SAPERION System.
- ⇒ *Registries records management systems improved by 30th June 2015*: The Registry Section has been restructured by merging 5 independent registries into 1 registry and equipped with staff, equipment, technology and other resources.
- ⇒ *BARA implemented by June 2012*: Not implemented as it was not operationalized.
- ⇒ *Back office systems developed or acquired by June 2013*: Cash office system internally developed and installed in 2011 to handle effective cash management; Fees assessment system developed and operationalized in 2014 to guide assessment and control of fees and charges payable by customers for various BRELA services; The website was revamped and improved with new features to accommodate OBRs and online company name clearance and official searches; Records Information Management System (RIMS) to facilitate company and business names registration was developed and installed, and it is now operational.
- ⇒ *Business process mapping and re-engineering completed by June 2015*: Business Process mapping and re-engineering was undertaken and was completed and adopted on 12th February 2015.
- ⇒ *Online registration systems developed by 30th June 2015*: The “Online Business Names Registration System (OBRs)” was successfully developed and launched. The system has resulted in reduced time for business name registration from 1 – 3 days to 2 hours, if the customer is keen to follow and comply with the procedures.

Objective 2: Improve working environment

- ⇒ *BRELA office building construction to start by 30th June 2015*: Bidding document was completed and all permissions for construction have been acquired. Architectural designs and Bills of Quantity (BOQ) have been prepared by the Consultant. Construction not started in June 2015.
- ⇒ *BRELA premises acquired and equipped by 30th June 2015*: The Agency has managed to shift from the old to new Ushirika Tower occupying the 6th, 7th and 8th floors as from April 2015.
- ⇒ *Acquire transport and working tools by June 30th 2016*: Motor vehicles, furniture, office equipment, registry racks, and files were acquired.

Objective 3: Enhancing performance-based management

- ⇒ *Performance management systems improved by 30th June 2012*: A monitoring and evaluation framework was internally developed to facilitate assessment of the progress on implementation of various activities, service delivery and execution of the Strategic Plan; OPRAS for evaluating individual performance was developed, adopted and implemented; A draft of the risk management framework has been developed; 5 Business Plans and work plans were developed each year.
- ⇒ *Training programme, Scheme of Service, and Reward Policy reviewed and implemented by 30th June 2012*: The new Scheme of Service, Staff Regulations and salary structure were prepared and approved by PO-PSM and ratified by management since December 2011.
- ⇒ *Human Resources Plan developed by 30th April 2012*: Human Resource Plan was developed by July 2015.
- ⇒ *Monitoring and evaluation framework established by June 2012*: Monitoring and evaluation framework was developed and monthly progress reports are prepared. Data collection and tracking was done on monthly basis.
- ⇒ *Internal communication improved by 30th June 2014*: Internet connectivity installed and operationalized to enhance email communication; Intercom system installed and operationalized to facilitate between employees and departments; Industrial relations improved through regular meetings between management and TUGHE, workers' council and MAB ensure that the views of employees are taken into account in reaching decisions.

Objective 4: Enhancing legal compliance

- ⇒ *Six pieces of legislation reviewed by 30th June 2016*: The Companies Act 2002 and Business Names Act Cap 213 have been amended; A proposal for enactment of the Industrial Property Act has been submitted to the Ministry of Industry, Trade and Investments; A proposal for review of the National Industries (Licensing and Registration) Act No. 10 of 1967 as amended in 2002 has been prepared by the Technical Committee and awaits United Republic of Tanzania Union authorities' decision on the way forward.
- ⇒ *Client Service Charter reviewed by 30th June 2016*: Not yet reviewed. The review will be conducted after completion of the ORS project.

- ⇒ *35,928 companies and 59,400 business names registered by June 30th June 2016:* As at 15th March 2016, the total number of registered Companies was 43,546 against the target of 42,730 (reviewed), which is 102% achievement; Total registered Business Names were 72,887 against 81,773 (reviewed), which is 89% achievement.
- ⇒ *125 patents processed by 30th June 2016:* 136 patents were processed against the target of 130 (reviewed), which is 105% achievement.
- ⇒ *9,500 trade and service marks applied and 11,750 registered by 30th June 2016:* A total of 16,265 trade and service marks applications were received out of the target 13,082 (reviewed), which is 124% achievement; A total of 13,498 trade and service marks were registered out of the target 11,790 (reviewed) which is 114% achievement.
- ⇒ *566 industrial License issued by 30th June 2016:* A total of 417 licenses and 102 certificate of registration were issued.
- ⇒ *Post registration activities attended by June 30th 2016:* A total of 159,764 of 355,050 targeted post registrations activities were attended in Companies section, which is 44% achievement; A total of 40,073 out of 292,200 targeted post registrations activities were attended in Business Names section, which is 14% achievement; A total of 45,843 out of 51,859 targeted post registrations activities were attended in Industrial Property (IP) section, which is 88% achievement.
- ⇒ *Regulatory inspection conducted by 30th June 2016:* There were 8 industrial inspections conducted in Mbeya, Iringa, Mwanza, Mtwara, Morogoro, Songea and Njombe.
- ⇒ *Public awareness strengthened by 30th June 2015:* BRELA has strengthened sensitization campaign where it launched massive sensitisation and business formalisation campaigns which started in the southern highlands zone whereby among other registrations, about 1,893 Business Names were registered on the spot in seminars conducted in Mbeya, Ruvuma, Lindi, Njombe, Tanga, Kagera, Arusha, Dodoma, Mwanza, Kigoma, and Mtwara. BRELA also participated in several sensitization seminars and exhibitions such as Dar Es Salaam International Trade Fair (DITF) from June to July annually, Nane-nane exhibitions held in Lindi, Dodoma, from July to August each year, The Public Service week which was more than 60,000 booklets, brochures and fliers were printed and distributed. The Agency has regular media programs on TV, radio and newspapers to let the public know our activities.

⇒ *BRELA services rendered upcountry by 30th June 2015*: In the process of expanding customer base BRELA has signed an MoU with Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) on 21/7/2012 with the aim of engaging them in facilitatory role to business names and company registration applicants in the regions and districts which are about 95 in the country. Hence by using its offices in 95 districts, TCCIA will serve as agent for undertaking non statutory initial stages of registration of Companies and Business Names registration process. Since its launch there is 530 Business Names have been received and processed.

⇒ *International and regional cooperation enhanced and maintained by 30th June 2015*: BRELA participated in several International and regional meetings such as the WIPO Standing Committees/ Development Agenda; attended ARIPO administrative and ministerial councils and WIPO meetings, WIPO General Assemblies and the EA Common Market/EPA negotiations.

Objective 5: Mobilize sufficient funds for development projects

⇒ *Funds for development projects made available by 30th June 2013*: Terms of Reference (ToRs) for feasibility study for construction of BRELA office building at Ada Estate were developed and the work is in progress. Bills of Quantity (BOQ) have been developed. But funds have not been sourced yet.

In the course of implementing the 5th Strategic Plan 2011/2012 – 2015/2016, many challenges have been encountered. These challenges are both technical/operational and financial. There are also constraints that are task-specific and others that cut across all core functions of the Agency. The challenges and constraints outlined below were considered in developing the goals, objectives and strategies for this Strategic Plan:

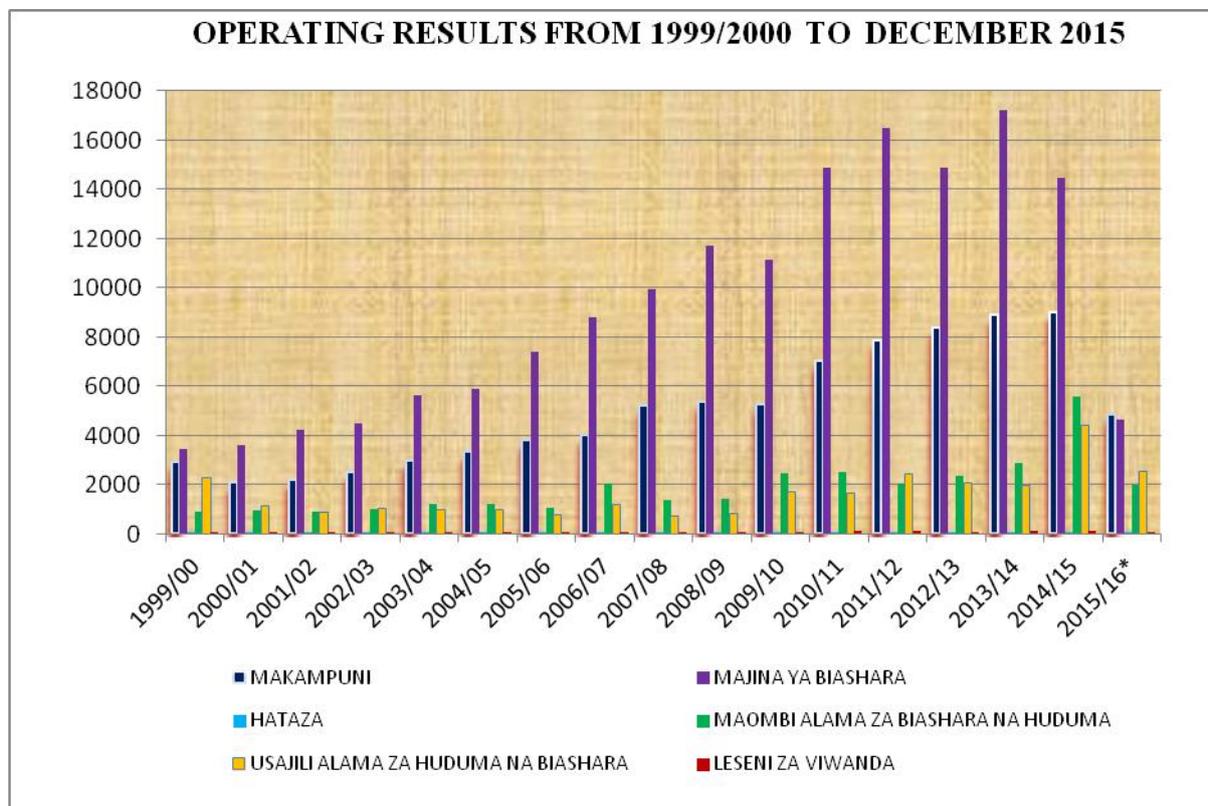
- ⇒ There was a delay in finalizing review and amendment of legislation;
- ⇒ Understaffing in some departments, manual processes, and un-integrated electronic systems, which result into operational bottlenecks;
- ⇒ The business plan for the BRELA Tower Construction Project is not ready;
- ⇒ Human Resource Plan not effectively implemented;
- ⇒ Inadequate implementation of the Training programme, Scheme of Service, Reward Policy, and Retention Scheme tools. There is need for these documents to be reviewed;

- ⇒ All planned performance management systems were developed and operationalized except for the risk management framework, which is in draft form. There is need for implementation of the approved performance management systems, and operationalization of the Risk Management Framework;
- ⇒ Funds for the construction project were not yet sourced. There is need for raising funds to finance construction of the BRELA office building;
- ⇒ There is need for completion of the implementation of the other modules of the ORS in the 6th Strategic Plan;
- ⇒ There is need for developing and acquiring the Human Resource Information System (HRIS), Procurement System, and Planning, Statistics and Budgeting System;
- ⇒ From June 2013 to date, new records are supposed to be digitized operationally on today-to-day basis. However, lack of resources has resulted into the following files not being digitized as at 16th March 2016: 14,914 Companies, 1840 Industrial License, 482 Patents and 108,894 Business Names;
- ⇒ The Registry does not have electronic records management system to manage the flow of files and documents within the Agency;
- ⇒ The contract for procurement of the SAPERION System did not cover all features for the records management system.

2.3 Analysis of the Emerging Economic and Business Environment in Tanzania

The strategic planning process required us to understand the emerging economic and business environment in Tanzania to incorporate the key issues that will impact implementation of the plan. We noted that the business sector is increasingly emerging as the preferred vehicle for economic and commercial activity in Tanzania as the country has continuously recorded growth of over 6% since 2011. And the number of companies incorporated in the country has expanded from about 1,892 in 1996/1997 to over 9,026 in 2014/2015. And the number of business names, trade and service marks, patents, and industrial licenses has also increased as shown in Figure 2.1 below.

Figure 2.1 Business Registrations for the period from 1999/2000 to 2014/2015



With this background, we have recognized the need to sustain this growth in business registrations, licensing and regulation by developing a legal framework that would enable the business sector in Tanzania to operate in an environment with the best international practices in a globally competitive manner, while fostering a positive environment for investment, business and economic growth.

The basis for growth of a nation is the quality, effectiveness and efficiency of its regulatory framework. The law prescribing such a framework, therefore, needs to be compact, amenable to clear interpretation, enabling the required regulatory institutional structures to develop and respond in a timely and appropriate manner to meet the requirements of the ever evolving business and economic activities in Tanzania.

With the phenomenal economic growth, Tanzania has become a preferred destination for international investment. The business and investment sector is a major contributor in building up Tanzania’s national brand equity. There is a constant need to further facilitate the business sector for its accelerated growth. BRELA has to play a major and active role in this

endeavour and has to partner with all stakeholders for this purpose. The Agency has to increase its capability for catering to the emerging needs of the business entities, business people and investors for their regulation, growth and development.

With a view to achieve above mentioned targets, BRELA has implemented the Online Business Registration System (OBRS) Project, which has started with online registration of business names and will expand to online provision of other BRELA services. Through OBRS, which will include provision of online registration services for companies in the next 5 five years covered by this Strategic Plan, BRELA envisages providing easy and secure online access to all registry related services, including registration and filling of documents throughout the country for all the business organizations (business names, partnership firms and companies) and other stakeholders at any time and in a manner that best suits them. The programme is outcome based and focuses on improving the quality of services to various stakeholders involved in and concerned with the business sector in the country. Currently, the project is fully operational from all regions of Tanzania Mainland.

2.4 Analysis of the Internal Factors Impacting BRELA

With the above background as BRELA moves ahead and as a build-up of the Strategic Planning exercise for the Agency, an analysis of the opportunities, threats, tailwinds (supporting factors) and headwinds (opposing factors) was made which is summarized in Table 3.1 below.

Table 2.1 Analysis of Internal Factors

Factor	Strengths	Weaknesses
Organizational Structure	<ul style="list-style-type: none"> ▪ Semi-autonomous structure exists. ▪ Delegates' authority. ▪ It is BRELA's mandate to facilitate business formalization. 	<ul style="list-style-type: none"> ▪ Inadequately structured – BARA is not covered. ▪ Absence of various units such as the Compliance Unit that would facilitate efficient service delivery by BRELA.
Marketing/Monopolistic	<ul style="list-style-type: none"> ▪ The agency has no competitors, neither from the public sector nor from the private sector. 	<ul style="list-style-type: none"> ▪ Inadequate awareness initiatives to reach more customers. ▪ Voluntary nature of BRELA's registrations. BRELA has not taken strategic initiatives to influence and facilitate business registrations.
Culture	<ul style="list-style-type: none"> ▪ Reliable ▪ Disciplined workforce 	<ul style="list-style-type: none"> ▪ Slow in decision making ▪ Poor communication flow ▪ Not fully eager to keep abreast with changes/innovative ideas ▪ Lack of transparency at some levels
Leadership	<ul style="list-style-type: none"> ▪ Participatory decision making ▪ Regular participatory meetings ▪ Delegation of powers. 	<ul style="list-style-type: none"> ▪ Lack of focus on the priorities ▪ Inadequate leadership and managerial skills ▪ Ad hoc decision making /management meetings/activities/management style. ▪ Non commitment and lack of seriousness in following plans.
Financial and physical resources	<ul style="list-style-type: none"> ▪ Ability to collect and utilize revenue. ▪ Ability to budget and utilize without interference. 	<ul style="list-style-type: none"> ▪ Insufficient infrastructure ▪ Underutilization of existing facilities ▪ Lack of sufficient funds for developmental activities
Human resources	<ul style="list-style-type: none"> ▪ Existence of qualified and experienced staff. ▪ Sufficient workforce level. ▪ Trainable workforce. ▪ Scheme of service and staff regulations in progress. 	<ul style="list-style-type: none"> ▪ Inadequate human resource planning. ▪ Inadequate applicability of OPRAS. ▪ Lack of formal training and development policy. ▪ Inadequate retention scheme. ▪ Lack of business thinking mentality.

Factor	Strengths	Weaknesses
		<ul style="list-style-type: none"> ▪ Inadequate human resource capacity. ▪ Poor staff commitment and seriousness. ▪ Lack of training control.
Processes and systems	<ul style="list-style-type: none"> ▪ Legal framework in place. ▪ Modern registration systems: the Online Business Registration System (OBRS) provides the following services: <ul style="list-style-type: none"> ○ Business name registration ○ Company and business name clearance ○ Official searches ○ Business name change ▪ User friendly and informative website ▪ Financial packages in place ▪ IPAS/RIMS/salaries payroll / in place 	<ul style="list-style-type: none"> ▪ Lack of comprehensive management information systems. ▪ Persistent use of manual systems. ▪ Underutilization of installed systems and processes caused by failure to address associated challenges. ▪ Systems in place not integrated. ▪ Unstable power supply and internet connectivity. ▪ Lack of call centre service system. ▪ Complexity of registration processes, which creates a room for middle persons.
Partnerships	<ul style="list-style-type: none"> ▪ Good cooperation ▪ Recognize our partners 	<ul style="list-style-type: none"> ▪ Lack of comprehensive supervisory and monitoring mechanism ▪ Lack of agreed common interests ▪ Inadequate awareness of BRELA services
Suppliers	<ul style="list-style-type: none"> ▪ Suppliers' list in place 	<ul style="list-style-type: none"> ▪ Inadequate cooperation ▪ Procedural delays in payments. ▪ Inadequate implementation of procurement plan
Working tools	<ul style="list-style-type: none"> ▪ Working tools in place 	<ul style="list-style-type: none"> ▪ Poor quality of working tools ▪ Lack of maintenance culture. ▪ Insufficiency of working tools
Stakeholders' participation	<ul style="list-style-type: none"> ▪ Stakeholders known ▪ Effective technical dialogue 	<ul style="list-style-type: none"> ▪ Lack of knowledge in complying with the legal requirements

2.5 Analysis of External Factors Impacting BRELA

BRELA's existence over the last few years has resulted into building certain strengths which have enabled the agency to create a congenial environment for a rapidly growing business sector in the United Republic of Tanzania. At the same time, the instances of a few challenges have enabled us to understand our threats so that we can draw lessons from the past and make improvement for the future.

We identified our opportunities and threats in order to ensure that we are able to reduce the impact of external hindrances and bottlenecks, and simultaneously build up and upgrade on our skills, knowledge and strengths. Table 3.2 below provides an analysis of BRELA's opportunities and threats.

Table 2.2 Analysis of BRELA’s External Factors

Factors	Opportunities	Challenges
Business Environment	<ul style="list-style-type: none"> ▪ New ways to interact with customers such as website would allow many people to know of BRELA Services. ▪ Utilizing electronic means to collect revenue and payments from customers. ▪ Moving of services online would allow many more customers to be served by BRELA. ▪ Discovery of natural gas and oil in Tanzania creates investment opportunities resulting into increased foreign investors who wish to do business in the country. 	<ul style="list-style-type: none"> ▪ Threats from the external environment includes untrustworthy individuals posing as BRELA staff helping potential customer to obtain our services but at exorbitant fees
Technology and technological forces	<ul style="list-style-type: none"> ▪ Increase of efficiency and effectiveness through computerization/automation. ▪ New inventions and innovations. ▪ Growth and commercialization of creative works or related industries. ▪ Effective advisory services rendered by Tanzania Intellectual Property Advisory Services and Information Centre (TIPASIC) as result quality inventions and broaden our customer base. ▪ Emerging of e-commerce and e-payment systems. ▪ The ever increasing usage of Internet technology by our target customers. ▪ Technological changes will facilitate the need for BRELA to review and align its operations to adapt accordingly. 	<ul style="list-style-type: none"> ▪ Rapid changes leading to wasted investments and possible closure of businesses. ▪ Local inventors and innovators rush to commercialization without protection. ▪ Low growth pace of innovations and invention in the country. ▪ Illiteracy in using contemporary technological systems. ▪ Lack of country wide information systems infrastructure. ▪ Lack of technical and financial capacity to handle unforeseeable technological changes.
Stakeholder forces	<ul style="list-style-type: none"> ▪ Identification of gaps and developing new ideas 	<ul style="list-style-type: none"> ▪ Inadequate capacity to meet foreseeable expectations

Factors	Opportunities	Challenges
Target Customers	<ul style="list-style-type: none"> ▪ Increased understanding of the customers on the need to do business legally. 	<ul style="list-style-type: none"> ▪ Inadequate knowledge on registration requirements, procedures and compliance issues. ▪ A large section of our target customers are computer illiterate.
Partnerships, memberships and alliances	<ul style="list-style-type: none"> ▪ Global best practices. ▪ Technical and financial support for being a member of regional and international organizations (e.g. ARIPO, WIPO, WTO, EAC, SADC). 	<ul style="list-style-type: none"> ▪ Identity and choice of the best practice ▪ Lack of direct connection between BRELA and Trade Officers
Government	<ul style="list-style-type: none"> ▪ Potential registration of businesses through implementation of Govt's policy on formalization of informal sector. 	<ul style="list-style-type: none"> ▪ Lack of clear boundaries between the government and the agency. ▪ Lack of clear institutionalization of the IP in the country. IP is a crosscutting issue and not centralized. ▪ Inadequacy of clear policies governing BRELA's execution of its core functions. ▪ Systematic erosion of the autonomy and spirit of Executive Agencies. ▪ Implementation of BARA depends on actors outside and beyond the control of Agency. ▪ Conflicting national policies and directives. ▪ Misconception of the Agency's autonomy.
Trade liberalization, privatization and globalization	<ul style="list-style-type: none"> ▪ More investors and more businesses due to liberalization, privatization and globalization ▪ Increased competitiveness in manufacturing and trade ▪ Increased investment due to attractive investment climate 	<ul style="list-style-type: none"> ▪ Unreliable investors. ▪ Cultural adaptation ▪ Acceptability to the local communities.
Media	<ul style="list-style-type: none"> ▪ Publicity and conveyors of BRELA information to potential users and the public at large. 	<ul style="list-style-type: none"> ▪ Distortion of information due to lack of adequate knowledge on the Agency's services.
Customer Demand	<ul style="list-style-type: none"> ▪ Important and widely applied BRELA services ▪ Enjoyment of monopoly market ▪ Increased potential market. 	<ul style="list-style-type: none"> ▪ Lack of control of countrywide and outside customers' needs and their respective preferences. ▪ Mushrooming of middle persons in BRELA's service

Factors	Opportunities	Challenges
		delivery.
Economic forces/cycles	<ul style="list-style-type: none"> ▪ Expansion of customer base through Millennium Development Goals, which has resulted in Millennium Challenge Account 	<ul style="list-style-type: none"> ▪ Changes in social and economic situations in donor countries may adversely affect realization of desirable results. ▪ Instability of the foreign exchange rates and inflation.
Political-legal forces	<ul style="list-style-type: none"> ▪ New investments due to political stability ▪ Formalization of emerging informal businesses ▪ Compliance with legal requirements ▪ The government's e-governance initiatives offer a platform for BRELA online service delivery. ▪ Political will by the current government leadership which has shown support for entrepreneurship and industrialization. ▪ Political stability attracts business development and investments. 	<ul style="list-style-type: none"> ▪ Businesses can be adversely affected by potential political instability.
Social-cultural forces	<ul style="list-style-type: none"> ▪ Potential growth of SMEs ▪ Gradual increase and steady awareness of BRELA services. ▪ Awareness of inheritance rights. ▪ Change in business culture as imposed by foreign investors. 	<ul style="list-style-type: none"> ▪ External influence. ▪ Uninformed business opportunists leading to losses businesses. ▪ Lack of IP awareness and respect for IP protection.
Regulatory environment	<ul style="list-style-type: none"> ▪ Strengthening Compliance with regulatory framework ▪ Business stability 	<ul style="list-style-type: none"> ▪ Incompatibility of some foreign practices. ▪ Un- harmonized regulatory frameworks. ▪ Outdated laws and regulations ▪ Inadmissibility of electronic evidence in courts of law. ▪ Lack of control of legislation reviews for accommodation changes in the regulatory environment.

Factors	Opportunities	Challenges
		<ul style="list-style-type: none"> ▪ Dependency on other laws that are outside BRELA's mandate. E.g. transfer of shares is under Tanzania Revenue Authority (TRA).
Pressure groups	<ul style="list-style-type: none"> ▪ Behavioural manners and ethical demand pull that could shape BRELA 	<ul style="list-style-type: none"> ▪ Incomprehensive awareness of BRELA legal framework ▪ Expectations gap

2.6 Stakeholder Analysis

It is imperative to ensure full commitment and support of all the stakeholders towards the identified objectives and strategies set out in this Strategic Plan. An analysis was made of the stakeholders to understand what power they command and the stakes they have in the entire planning, strategies and change management process by BRELA. This will enable us to pre-empt unforeseeable events and resistances which we might otherwise face during the implementation phase of the Strategic Plan, so that we are better prepared in the long run. The analysis below focuses on the two relevant aspects of stakeholders. These are: what is the “power” they wield over us, and what are their “stakes” or interests in BRELA’s work.

Table 2.3 below provides an analysis of the stakeholders that are vital to BRELA’s implementation of this Strategic Plan.

Table 2.3 Analysis of BRELA’s Stakeholders

S/N	Type of Stakeholder	Stakeholder’s Power over BRELA		Stakeholder’s Stakes in BRELA	
		<i>How they can help BRELA</i>	<i>How they can affect BRELA</i>	<i>What they would want from BRELA</i>	<i>What BRELA wants from them</i>
1	Companies and other business organizations	Engaging private sector in discussion with BRELA before any new legislation.	Being intrinsically anti-regulation, it may be in their interest to stall new regulations.	<ul style="list-style-type: none"> ▪ Flexibility when dealing with BRELA in legal compliance matters. ▪ A legal framework that facilitates easy exit. 	Improved compliance by companies and other business organizations.
2	Investors	Pushing for strengthening of corporate governance through effective regulations.	Excessive push for higher returns presses corporate towards breaching regulations and adopting environmentally damaging technologies.	<ul style="list-style-type: none"> ▪ BRELA’s guidance in making correct and informed investor decision, ▪ Curb corporate frauds ▪ Action against rogue companies ▪ A legal framework to facilitate easy exit. 	To be aware, informed and responsible investors.
3	Business and professional membership bodies	<ul style="list-style-type: none"> ▪ Provide key inputs into stakeholders’ expectations ▪ Impressing upon their members to respond to BRELA compliance. 	By giving incorrect feedback to companies they can collude in illegal/ unethical behaviour and they can impact new regulations.	Flexibility when dealing with BRELA in legal compliance matters.	<ul style="list-style-type: none"> ▪ Improved compliance by companies and other business organizations. ▪ Better ethics and integrity.
4	Banks and other financial institutions	<ul style="list-style-type: none"> ▪ By keeping pace with the BRELA technological innovations. ▪ Fast processing of BRELA funds. 	Too complicated banking regulations, procedures and banks’ operational inefficiencies could influence BRELA’s service delivery.	To create a level playing field and generate more business opportunities for them.	<ul style="list-style-type: none"> ▪ Fast, transparent and efficient functioning in transactions of BRELA’s and its customers’ funds ▪ Faster reconciliation and responding to the

S/N	Type of Stakeholder	Stakeholder's Power over BRELA		Stakeholder's Stakes in BRELA	
		<i>How they can help BRELA</i>	<i>How they can affect BRELA</i>	<i>What they would want from BRELA</i>	<i>What BRELA wants from them</i>
					stakeholders' concerns.
5	Technology makers and R&D innovators	Developing such technology that propagates and can facilitate BRELA's implementation of its Vision and Mission in a successful manner.	Prohibitive costs and monopolistic approach.	Continued patronage to the technological innovations and transparent procurement processes.	Aligning the best technologies to BRELA requirements.
6	Media	Steady source of information to BRELA and also to public on BRELA services, regulations, and developments.	By spreading wrong and made-up information.	<ul style="list-style-type: none"> ▪ Partnering with BRELA for closer scrutiny of the corporate frauds ▪ Better and faster information flow. 	Healthy and responsible media coverage.
7	Government ministries, departments, institutions, and other agencies	<ul style="list-style-type: none"> ▪ Data availability and exchange facilities to BRELA and its stakeholders. ▪ Provide a communication channel for spread of BRELA services. 	Conflicting services or compounding identical services creating end-user confusion.	Technical knowhow on the most successful e-Government initiative, corporate information for their internal processes, and National Bureau of Statistics (NBS) data for their statistics and reports.	<ul style="list-style-type: none"> ▪ Process and technical compatibility, wherever needed. ▪ Faster and considered response from concerned ministries to BRELA requests.
8	Other regulators (TIC, TRA, CSMA, BOT, etc...)	Sharing of information and working closely to mutually assist in detection of frauds and protection of investors, business people, and business entities registered and/or incorporated in the United Republic of Tanzania.	<ul style="list-style-type: none"> ▪ Delayed information sharing. ▪ Frequent policy changes and amendments. ▪ Procedural red tapes and technology gaps. 	<ul style="list-style-type: none"> ▪ Data for their statistics and reports. ▪ Identifying areas of regulatory overlap so as to simplify laws for stakeholders, which are under both BRELA and these other regulators. 	<ul style="list-style-type: none"> ▪ Identifying areas of regulatory overlap so as to simplify laws for stakeholders which are under both the regulators. ▪ Access to their data that are relevant to BRELA. ▪ To collaborate in

S/N	Type of Stakeholder	Stakeholder's Power over BRELA		Stakeholder's Stakes in BRELA	
		<i>How they can help BRELA</i>	<i>How they can affect BRELA</i>	<i>What they would want from BRELA</i>	<i>What BRELA wants from them</i>
					preparing common reporting platform to reduce compliance for the users.
9	BRELA's staff	Being face of BRELA's service delivery, they can provide key inputs into stakeholders' expectations.	Being intrinsically resistant to change like most government employees, they may impact the roll out of any new service or regulation.	Simpler laws and with more regulatory independence.	To deliver BRELA's services in a transparent, fair and accountable manner, thereby improving the agency's image.

2.7 Learning from the Challenges and Gearing for the Future

Having identified who are our key stakeholders and their concerns and also having identified our strengths and weaknesses, the next step in the Strategic Planning exercise was to elaborate what should be the learning agenda for the Agency. This learning agenda can be categorized into critical agenda and necessary agenda.

Critical learning agenda is most important area in our functioning where we have a substantial gap with the stakeholders' expectation and in-house desired status of knowledge. Necessary learning agenda is where we have some capabilities and where we have further potential for improvement.

Our lessons from the challenges

Here below are the lessons we have from the challenges that BRELA has experienced over the past five years, which provides us the necessary understanding of where we are and as start our journey towards achieving our vision, mission, goals and objectives in the next five years:

- a) How to close businesses quickly and effectively;
- b) Alignment with international business practices and standards;
- c) Improving world ranking on ease to do business;
- d) How to block legal loopholes against corporate frauds etc.;
- e) Uniformity and consistency in disposal of applications for various services across the agency;
- f) How to create a supportive environment for detection and reporting of fraud that relate to BRELA's core functions.

Gearing for the Future

As we execute this strategic plan and gear for the future towards our vision, below are the initiatives that need to be undertaken in the next five years:

- a) Improving our administrative structure;
- b) Improving response mechanism towards stakeholders' complaints;
- c) Improving service delivery through complete change management of staff as well as IT acceptance and integration;
- d) Impact evaluation of BRELA's initiatives.

CHAPTER THREE

THE PLAN STRATEGIES, FINANCIAL ANALYSIS AND IMPLEMENTATION

3.1 STRATEGY AND EXECUTION APPROACH

3.1.1 Overview

This section provides the strategies and strategic initiatives to be undertaken by BRELA. These have been developed in line with the identified strengths and weaknesses. The outline of the strategy also takes into account the opportunities available to the agency and the expected threats during the implementation phase of the 6th Five Year Strategic Plan.

3.1.2 Key Result Areas in 2016/2017 – 2020/2021

The following are the key result areas that BRELA will focus on during implementation of the Strategic Plan for the period from 2016/2017 to 2020/2021:

- a) Enhance efficiencies and the prospect of the simplification of quality service delivery.
- b) Equitably provide laws governing the business sector to facilitate effective compliance and regulatory regime.
- c) Reduce bureaucracy and costs through linking up with other government institutions.
- d) Promote public awareness for creation of appropriate business environment that facilitates growth of the business sector in Tanzania.
- e) Human, finance and physical resource capacitating and performance enhancement.

3.1.3 Strategic Initiatives, Strategies and Tactics

To achieve BRELA's mission and effectively carry out the core functions in the period from 2016/2017 to 2020/2021, we have developed the following strategic initiatives, strategies and tactics for each objective and target.

3.3.1.1 Objective 1: Business processes and systems Improved

Target 1.1: Operational processes computerized to facilitate service delivery by June 2018

- 1.1.1. Online registration and Back office systems developed, installed and integrated with existing systems by Jan 2017.
 - 1.1.1.1. To implement online registration project.

- 1.1.1.2. To integrate with back office systems.
- 1.1.1.3. To recruit Online Registration Project Manager.
- 1.1.1.4. To convene Technical Committee meetings.
- 1.1.2. Paper records scanned, indexed, and captured into systems by Dec 2017
 - 1.1.2.1. To sort, re-arrange and reconcile records.
 - 1.1.2.2. To scan, index, and capture into systems.
- 1.1.3. Payment services simplified at banks and payment platform expanded to include mobile financial services by Dec 2016.
 - 1.1.3.1. To integrate BRELA systems with CRDB and NMB bank systems.
 - 1.1.3.2. To acquire mobile service aggregator.

3.3.1.2 Objective 2: Infrastructure and other facilities to accommodate BRELA operations acquired

Target 2.1: Establish and equip BRELA offices with facilities and resources by June 2021

- 2.1.1 Establish upcountry offices with facilities and resources by 2021.
 - 2.1.1.1 To acquire and equip 4 zone office premises.
 - 2.1.1.2 To re-allocate staff to the zone offices.
- 2.1.2 Working tools acquired as per technical specifications starting from July 2016 onwards.
 - 2.1.2.1 To prepare needs and required specifications.
 - 2.1.2.2 To convene Tender Board meetings.
 - 2.1.2.3 To acquire furniture and equipment.
 - 2.1.2.4 To repair, maintain office equipment and accommodation.
 - 2.1.2.5 To maintain office accommodation.
 - 2.1.2.6 To purchase office stationeries and staff welfare items.
 - 2.1.2.7 To procure and facilitate sports activities.
- 2.1.3 Rent a go-down for storage of archived records by Jan 2017.
 - 2.1.3.1 To pay rent charges.
- 2.1.4 Standby power generator for the Server Room acquired by Dec 2016.
 - 2.1.4.1 To acquire standby power generator.

Target 2.2: BRELA Tower constructed by June 2021

- 2.2.1 Construction started by Dec 2017.
 - 2.2.1.1 To procure a contractor.

2.2.1.2 To demolish old building and clear the site.

2.2.1.3 To administer construction of the building.

Target 2.3: Solicit funds for developmental projects by June 2017

2.3.1 Funds for construction acquired by June 2017

2.3.1.1 To prepare and submit application and documents to the financial institutions.

3.3.1.3 Objective 3: Performance management systems improved

Target 3.1: Performance-based management systems operationalized by June 2017.

3.1.1 Human Resource Plan reviewed and implemented by June 2017.

3.1.1.1 To review HRP and submit for adoption by the management.

3.1.2 Performance management tools reviewed and operationalized by June 2017.

3.1.2.1 To finalize, adopt and implement the Risk Management Framework.

3.1.2.2 To develop and implement the Retention Scheme.

3.1.2.3 To review the Monitoring and Evaluation Framework.

3.1.2.4 To conduct a Training Needs Assessment (TNA).

3.1.2.5 To prepare, adopt and implement training program.

3.1.2.6 To implement OPRAS.

3.1.2.7 To assess staff pay list and effect personal emolument dues monthly.

3.1.3 Enhance effective communication to create an informed workforce starting from July 2017.

3.1.3.1 To review and implement communication channels.

3.1.3.2 To design and install Intranet communication systems.

3.1.3.3 To procure newspapers.

3.1.4 Effectiveness of decision making mechanism improved by June 2017.

3.1.4.1 Convene quarterly MAB meetings.

3.1.4.2 Convene 3 workers council meetings.

3.1.4.3 Convene weekly management meetings.

3.1.4.4 Convene regular trade union's meetings.

3.1.4.5 Convene 6 Staff meetings.

3.1.4.6 To Conduct HIV/AIDS seminars, committee meetings and support staff living with HIV/AIDS and non communicable disease.

- 3.1.4.7 Conduct mid-year review for the business plan/budget of the year.
- 3.1.4.8 Preparation of Business Plan and Budget for 2016/2017.
- 3.1.4.9 Attend parliamentary budget sessions.
- 3.1.4.10 To prepare internal and external reports including preparation of financial Statements.
- 3.1.4.11 To conduct regular and annual stock taking.
- 3.1.4.12 To review financial and procurement manual.
- 3.1.4.13 To prepare annual audit plan and submit to audit and risk committee for approval.

Target 3.2: Review and restructure organizational structure by Dec 2016

- 3.2.1 Organisation structure and Scheme of Service reviewed and adopted by June 2017.
 - 3.2.1.1 To analyze functional activities of the Agency.
 - 3.2.1.2 To develop and adopt new organisation structure.
 - 3.2.1.3 To review Scheme of service and salary structure.
 - 3.2.1.4 To recruit and reallocate staff.

3.3.1.4 Objective 4: Quality of service delivery Improved

Target 4.1: All pieces of legislation to accommodate changes in the business environment updated by June 2020.

- 4.1.1 Proposal for review of National Industries Licensing and Registration Act No. 10 Cap 46 RE 2002, Business Names Act Cap 213, Companies Act Cap 212, and Industrial Property laws and submitted to MITI by June 2018.
 - 4.1.1.1 To conduct stakeholders meeting.
 - 4.1.1.2 To consolidate proposal report and submit legislation review to MITI.
- 4.1.2 Industrial Property fees reviewed by Jun 2018.
 - 4.1.2.1 To prepare regulations and submit to MITI.

Target 4.2: Service delivery efficiency improved by June 2021

- 4.2.1 9,632 companies, 11,273 business names, and 3,625 trade and service marks registered by June 2017.
 - 4.2.1.1 To register 9,632 companies and 11,273 Business Names.

- 4.2.1.2 To undertake post registration activities for Companies and Business Names.
- 4.2.1.3 To receive, process and grant 26 patents.
- 4.2.1.4 To receive and process 3,981 and register 3,625 trade and service marks.
- 4.2.1.5 To maintain and endorsed 5,020 post registration matters.
- 4.2.1.6 To receive, process, and maintain 150 regional and international TM/SM and patent notifications.
- 4.2.1.7 To attend and adjudicate 60 IP matters/cases.
- 4.2.2 149 industrial licenses and 28 patents issued by June 2021.
 - 4.2.2.1 To issue 104 industrial License and 45 Certificate of registrations.
 - 4.2.2.2 To convene Industrial License Board.
 - 4.2.2.3 To conduct 4 educative inspection.
- 4.2.3 Customer complaints handled and Client Service Charter reviewed by June 2017.
 - 4.2.3.1 To handle customer complaints.
 - 4.2.3.2 To review client Service charter, adopt and operationalise.
- 4.2.4 Call Service Centre established by June 2017.
 - 4.2.4.1 . To establish and equip call service centre.
- 4.2.5 Liaison with Trade Officers in municipal and district councils activated starting from 2016 to 2020.
 - 4.2.5.1 To convene meeting in collaboration with MITI and TAMISEMI.
- 4.2.6 Use of Technology and Innovation Support Centres (TISC) by researchers facilitated and promoted starting from July 2016.
 - 4.2.6.1 To promote TISC in collaboration with COSTECH.
- 4.2.7 Registry audit conducted by June 2017.
 - 4.2.7.1 To hire more records management personnel.
- 4.2.8 Applications and adjudicating of trade/service mark and patent matters processed timely by June 2021.

Target 4.3: Strengthen linkages with government actors and partners to facilitate smooth service delivery by June 2021

- 4.3.1 Linkages with other government actors strengthened by June 2018.
 - 4.3.1.1 To convene meeting in collaboration with MITI.

- 4.3.2 International and local partnership and alliances strengthened and memberships maintained starting from July 2016
 - 4.3.2.1 To attend international and local meetings, seminars and workshops.
 - 4.3.2.2 To pay annual contribution to WIPO and ARIPO.
 - 4.3.2.3 To prepare and/or review MoUs with partners.

3.3.1.5 Objective 5: Public awareness about BRELA services Enhanced

Target 5.1: Public outreach activities carried out starting from July 2016

- 5.1.1 Mass sensitization programme conducted from July 2017 onwards
 - 5.1.1.1 To conduct outreach programs.
 - 5.1.1.2 To exhibit BRELA activities.
 - 5.1.1.3 To participate and facilitate May Day and Women's Day events.
 - 5.1.1.4 To promote BRELA services through social donations and contributions.

3.1.4 Developing BRELA's Capacity

3.1.4.1 Strategy for ORS Project Capacity Development

To streamline the delivery of business registrations services, BRELA has adopted the use of information and communication technologies with the aim of providing the services 100% online by 2020/2021. It is widely recognised that the ultimate success when introducing information and communication technology depends on more than hardware and software components. Many projects suffer because technology has been over-focused on the account of the organizational and human capacity aspects of building sustainable capacity. BRELA has a core role in Tanzania, providing services of great importance for the business environment as well as the society as a whole. To ensure that the Agency has the ability to fulfil this role, resources should be allocated to strengthen its capacity to comply with expectations.

In the course of executing this Strategic Plan, we will develop BRELA's institutional capacity strengthening programme. The institutional strengthening programme will be composed of several sub components, which will be elaborated during the inception stage and subsequently executed at an appropriate time as BRELA continues with other modules of the Online Registration System project after successful launching of the Online Business Registrations System (OBRS) module. In developing BRELA's capacity, the management

plans to strengthen the Agency with a short-term position for a Project Manager for the management of the development and implementation of the ORS project. The CEO who is also the Registrar of Companies will be fully occupied in the operation of day-to-day's services and guiding BRELA in its strategic direction towards achieving the vision and mission. And this means the CEO may not have the capacity to also manage the execution of the ORS project.

3.1.4.2 Strategy for Strengthening BRELA's Financial Sustainability

As a semi-autonomous agency, we plan to have a financial development programme for BRELA to have an assured economic sustainability. During the period from 2016/2017 to 2020/2021, BRELA shall carry out sensitization activities to increase the customer base, open zone offices to reach more customers, review laws to simplify registrations, and standardize fees to breakeven the operational costs.

3.1.4.3 Strategy for Developing BRELA's Management

The adoption of the ORS for online delivery of services will require the management to provide leadership that ensures efficiency in BRELA services. In the period from 2016/2017 to 2020/2021, we will develop and perform a managerial capacity development programme for the BRELA management. The program will be designed to consider individual needs of the management team to ensure they effectively lead in the efficient online service delivery.

3.1.4.4 Staff Development Strategy

We will develop a staffing and recruitment policy to ensure proper knowledge and skills and to facilitate BRELA to continue the investment in staff and facilities for the further development of its operation and services. We will develop a training programme for all employees covering the re-engineering of BRELA's operation including the legal framework, operational procedures, IT-systems, access services, etc. Training programmes will be developed and performed on a regular basis.

3.1.4.5 Strategy for Engaging Our Stakeholders

The implementation of this strategic plan will require engaging key stakeholders who will play various roles to ensure smooth execution of the plan. It is imperative therefore to be aware of the approach for engaging the stakeholders. This engagement is planned as a continuous process and is structured in the manner given below. The broad structure of engagement of identified stakeholders lays out the following: what questions to ask them,

what would be the mode of interaction, when should this interaction take place and who would be responsible for carrying out this interaction. The strategy is outlined in Table 4.1 below.

Table 3.1 Stakeholder Engagement Strategy

S/N	Stakeholders	When to Engage with Stakeholders	How to Engage with Stakeholders
1	Business community: companies, other business organizations, and business people	At regular intervals, preferably once every month.	Through Seminars, Workshops and meetings organized by BRELA in partnership with TCCIA and other business/ Professional membership bodies.
2	Investors	Frequently, with special drive initiated by introducing the “Investors’ Week” in Tanzania	Two way communication between BRELA and zone offices. Through Seminars, Workshops, Dissemination of information through Website and Brochures organized by BRELA.
3	Staff at Zone Offices	Regularly on a daily basis (at least on e-mails and phone).	Through meetings, video conferences, teleconferences and regular exchanges via E-mails.
4	Business and professional membership bodies	At regular intervals, preferably Once every month.	BRELA in partnership with business and membership professional bodies.
5	Banks and other financial institutions	Regular Meetings, usually once a month, and daily feedback via e-mail and phone.	Through meetings, e-Mail and phone in a two way communication between BRELA and banks/financial institutions.
6	Technology makers and R&D innovators	As and when a new technology is introduced or being introduced.	Through discussions, workshops and e-mails and occasional meetings in which usually BRELA is approached by the R&D innovators; BRELA follows up on the same.

S/N	Stakeholders	When to Engage with Stakeholders	How to Engage with Stakeholders
7	Media	At least once a quarter and/or whenever there is an event organized, facilitated or attended by BRELA.	Press conferences, interviews, updates on BRELA website (www.brela.go.tz) and other events wherein generally Media approaches BRELA; regular Press briefings are given by BRELA when a new initiative is to be announced.
8	Government ministries, departments, institutions, and other agencies	At least once in a quarter and as and when required as per mutual convenience.	Through one on one meetings between concerned officials in respective departments; escalation to higher level on need basis coordinated by BRELA or the concerned Ministry/ Department/Agency.
9	Other government regulators (TIC, TRA, CSMA, BOT, etc...)	Meetings at least twice a month, continuous communication via e-mail and phone	Through Meetings, teleconferences, e-mails and telephonic discussions and also through joint project meetings in a two way communication between BRELA and the other government regulators.

3.2 RESOURCE ANALYSIS AND FINANCIAL STRATEGY

3.2.1 Overview

The strategic planning process considered determining how to allocate BRELA's significant budgetary and other resources relevant for the plan's effective execution. Throughout the planning process, we have ensured that resources are deployed as effectively and efficiently as possible, maximizing the added value for public resources. To achieve this objective, we have established a process by which defines how additional resources will be applied to fulfil the agency's vision and mission and accomplish its goals. Agency-wide reviews of existing and proposed organizational structures also examine whether positions are being deployed effectively to support BRELA priorities. These and other reviews by senior agency leaders are setting the standard for ensuring resources are targeted strategically and with an eye toward performance objectives.

Through these strategies, we are making fundamental, long-term changes in the way the BRELA conducts its business. We are working on a variety of fronts to ensure that the Agency is deploying its resources and staff with maximum impact and effectiveness. Many of these initiatives are explained in the sections that follow.

3.2.2 Strategic Budgetary Resources

To implement this Strategic Plan, BRELA will require a total of TZS 80.334 billion over a period of five years starting from 2016/2017 to 2020/2021, which supports ongoing BRELA operations and new investments in technology, facilities, and human capital as well as public outreach activities in order to achieve the five strategic goals outlined in this plan. A summary of the details about what is included in our budget can be found in Table 5.1 below.

Table 3.2.1 Budget Summary for the Period from 2016/2017 to 2020/2021 in TZS

S/N	Details	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	TOTAL
A	PROJECTED REVENUE						
1	Revenue from operations:						
1.1	Companies Section	5,151,419,000	5,413,111,085	5,688,097,128	5,977,052,462	6,280,686,728	28,510,366,404
1.2	Business Names Section	383,333,000	402,806,316	423,268,877	444,770,936	467,365,300	2,121,544,430
1.3	Industrial Licensing	96,700,000	101,612,360	106,774,268	112,198,401	117,898,079	535,183,108
1.4	Patents	1,246,000	1,309,297	1,375,809	1,445,700	1,519,142	6,895,948
1.5	Trademarks and Service Marks	830,905,000	873,114,974	917,469,215	964,076,651	1,013,051,745	4,598,617,584
	SUB-TOTAL: OPER. REVENUE	6,463,603,000	6,791,954,032	7,136,985,297	7,499,544,150	7,880,520,993	35,772,607,473
1.6	Other Income		5,420,000	5,420,000	5,420,000	5,420,000	41,805,400
1.7	Treasury Bills Interest	350,000,000	245,000,000	145,000,000	145,000,000	-	885,000,000
	SUB TOTAL: OTHER INCOME	350,000,000	250,420,000	150,420,000	150,420,000	5,420,000	926,805,400
2	Less: 15% Government Remittance	947,640,450	1,018,793,105	1,070,547,795	1,124,931,623	1,182,078,149	5,365,891,121
3	Less: 0.5% W Contribution	9,790,055	15,683,628	16,480,043	17,316,899	18,196,251	82,602,522
4	Stamp Duty	200,000,000	210,160,000	220,836,128	232,054,603	243,842,977	1,106,893,708
	Total Contribution	1,157,430,505	1,244,636,733	1,307,863,965	1,374,303,125	1,444,117,377	6,555,387,351
5	Loan from financial institution	-	35,000,000,000	8,000,000,000	2,000,000,000	-	45,000,000,000
6	Less: Interest on loan	-	1,350,000,000	675,000,000	675,000,000	675,000,000	3,375,000,000
7	Loan Repayment	-	-	-	-	8,101,534,368	8,101,534,368
	NET LOAN FUND	-	33,650,000,000	7,325,000,000	1,325,000,000	- 8,776,534,368	33,523,465,632
8	Reserve/Donor funding	3,443,449,434	5,000,000	5,000,000	5,000,000	11,000,000,000	13,815,050,000
	Total INFLOW/INCOME	9,099,621,929	39,452,737,300	13,309,541,332	7,605,661,025	8,665,289,248	77,482,541,154
B	BUDGETED EXPENDITURE						
9	Personnel emoluments	2,968,387,180	3,136,725,598	3,296,008,524	3,463,379,837	3,639,250,265	16,520,504,405
10	Operating costs	2,694,415,599	2,539,523,842	2,668,480,863	2,803,986,321	2,946,372,746	13,375,162,571
11	Capital expenditure –BRELA Tower	47,000,000	33,650,000,000	7,400,000,000	1,325,000,000	2,000,000,000	44,432,000,000
12	Other capital expenditure	3,389,819,150	692,720,000	544,492,000	602,241,200	662,465,320	6,005,779,520
	Total Expenditure	9,099,621,929	40,018,969,440	13,908,981,387	8,194,607,358	9,248,088,331	80,333,446,496
C	SURPLUS/(DEFICIT)	- 0	- 566,232,140	- 599,440,055	- 588,946,333	- 582,799,083	- 2,850,905,342

3.2.3 Capital Development Resources

As indicated in the above sections, BRELA plans to have a purpose-built office building that will also have commercial wings for renting out to other users. The construction project will cost a total of TZS 45 Billion until completion. The funding sources will include both internal funds and loans from financial institutions, which we plan to solicit by June 2017. We also development partners (DPs) to support our initiatives as we strive to create a business environment that is attractive to local business people, investors and other stakeholders.

3.2.4 Funding of the Strategic Plan

We will use various sources of funds to finance the implementation of this Strategic Plan. These include self-financing from internally generated revenues, financial loans, government funding, and development partners.

Our main source of revenue will continue to be the charges or fees we charge our customers for the services rendered. In this Strategic Plan, we have laid down strategies on how the fees and other charges will be mobilized.

BRELA shall continue with submitting its annual budgets to the MITI and Treasury for tabling in the parliament at least three months before the commencement of a financial year annual estimates for all estimated expenditure of the Agency for the financial year for parliament to approve and that annual expenditure will be factored in the Government's annual budget.

We will implement resource mobilization strategies and partner with development partners in supporting the strategic plan initiatives.

3.3 IMPLEMENTATION PLAN

3.3.1 Overview

This section presents an implementation mechanism and coordination framework for effective implementation and coordination of the Strategic Plan. This framework acknowledges the role of the BRELA's organizational structures, departments, stakeholders and the general public in its execution. We will adhere to innovativeness, team spirit, and professionalism as key pillars in the implementation of this Plan.

3.3.2 Key Performance Indicators

Table 6.1 lists the Key Performance Indicators (KPIs) for each of the 5 goals and 9 related objectives. These KPIs will help BRELA to be accountable for its strategic activities, investments and efforts, as they will provide the means to evaluate the implementation of the Strategic Plan both quantitatively and qualitatively.

Table 3.3.1 Key Performance Indicators for 2016/2017-2020/2021

Goal	Objective	Expected Outcome	Key Performance Indicator
Improve business processes and systems	Operational processes computerized to facilitate service delivery by June 2017	<ul style="list-style-type: none"> ▪ Excellent service delivery 	<ul style="list-style-type: none"> ▪ Number of computer software and hardware acquired. ▪ Online Registration System operationalized. ▪ Number of back office systems developed, installed and integrated. ▪ Number of files reconciled, scanned and captured into the system. ▪ Number of customer payment channels in use.
Infrastructure and other facilities acquired to accommodate BRELA operations.	Establish and equip BRELA offices with facilities and resources.	<ul style="list-style-type: none"> ▪ BRELA services brought closer to customers. 	<ul style="list-style-type: none"> ▪ Number of zone offices established. ▪ % increase in number of registrations. ▪ Number of staff hired and/or relocated to zone offices. ▪ Number of Tender Board meetings convened. ▪ Furniture and equipment acquired. ▪ Number of regular maintenance operations. ▪ Office stationeries and staff welfare

			<ul style="list-style-type: none"> items purchased. ▪ Number of sports activities facilitated ▪ Go-down space rented ▪ Stand-by power generator acquired.
	BRELA Tower constructed and other resources acquired by June 2017.	▪ BRELA Tower	▪ % of BRELA Tower construction completed.
	Solicit funds for developmental projects by June 2017	▪ Funds acquired for construction	▪ Amount of developmental funds solicited.
Performance management systems improved	Performance-based management systems operationalized by June 2017	▪ Improved performance	<ul style="list-style-type: none"> ▪ % increase in service delivery efficiency ▪ Risk Management Framework in force ▪ Retention Scheme in place ▪ Monitoring and Evaluation tool in place ▪ % number of employees trained ▪ Scheme of Service reviewed and in place ▪ Number of internal communication channels developed and enhanced.
	Review and restructure the organizational structure by June 2017	▪ New organization structure developed	▪ New BRELA organization structure in place
Improve quality of service	All pieces of legislation updated by	▪ Service delivery simplified	▪ Number of legislation updated.

delivery	June 2017 to accommodate changes in the business environment		
	Efficient service delivery achieved by June 2017		<ul style="list-style-type: none"> ▪ Number of companies and Business Names registered ▪ Number of post registration activities for Companies and Business Names ▪ Number of patents granted ▪ Number of TM &SM proceed and registered ▪ Number of regional and international TM/SM and Patent received ▪ Number of cases adjudicated ▪ Number of Industrial Licenses issued ▪ Number of License Board meeting conducted ▪ New client service charter in place ▪ Number of customer complaints attended ▪ Number of customers utilizing Technology and Innovation Support Centres (TISC) ▪ Registry audit report submitted

			<ul style="list-style-type: none"> ▪ Reports of educative inspection prepared and submitted.
	Strengthen linkages with government actors and partners to facilitate smooth service delivery by June 2017	<ul style="list-style-type: none"> ▪ Customers enjoy smooth service delivery. 	<ul style="list-style-type: none"> ▪ Number of meetings convened ▪ Reports of seminars and workshop submitted ▪ Payments made ▪ Number of MoUs signed ▪ Call service centre in place
Enhance public awareness about BRELA services	Public outreach activities carried out starting from July 2016 up to June 2021	<ul style="list-style-type: none"> ▪ More customers applying for business registrations. 	<ul style="list-style-type: none"> ▪ Number of seminars and inspections conducted ▪ Number of exhibitions conducted ▪ May Day and Women's Day marked ▪ Number of corporate social responsibility contributions made.

3.3.3 The Strategic Plan Implementation Matrix

The strategic plan implementation matrix presented as Appendix 1 in this plan lays a strong foundation for the plan implementation. The matrix provides a five year plan for implementing the various activities that have been derived from the key result areas, their respective goals and strategic objectives. The matrix further, provides performance measurement indicators and expected outputs upon implementation of the plan.

The matrix further provides details of the responsible persons accountable for the implementation of the planned activities. In terms of accountability and responsibility, the matrix indicates the staff and departments that will drive the plan's implementation. Departmental managers and heads of sections have been earmarked as the drivers of this plan. Therefore, for easy implementation, each department will be required to draw annual work plans from the implementation matrix. The work plans will be consolidated into a master annual work plan which will take into consideration the financial, human and other resources available in each financial year. The MAB will approve all annual work plans which the CEO will use to effect performance measures and follow ups.

3.3.4 Implementation Approach

This plan will be implemented within five years (2016/2017 – 2020/2021). The plan implementation is also anchored on the financial year system of the Government of the United Republic of Tanzania as resource allocation and approval from the government is vital for the effective implementation. We will conduct both midterm and end term review of this plan. The midterm review will provide the status of the plan implementation; take corrective measures to address any deviations or emerging challenges on strategies, activities, resources etc. This review will therefore help keep the plan on course.

3.3.5 Strategic Plan Implementation Coordination Strategy

For effective implementation and coordination of this Plan, the BRELA's Business Support Services Department under the leadership of the Business Support Manager (BSM) is envisaged to provide the overall coordination of the implementation of this plan under the supervision of the CEO. The management team that consist of all deputy registrars and managers shall form its own forum in which they will present annual and quarterly work plans and review their performance quarterly and annually. The CEO will provide regular updates to the MAB on the progress of the implementation of the Plan.

CHAPTER FOUR

MONITORING AND EVALUATION STRATEGY

4.1 Overview

This section highlights the process, the implementation and coordination framework mechanism we will use to critically assess the progress made in the implementation of the strategic plan with a view of either taking corrective measures or sustaining the positive trends in the implementation process. The successful implementation of this strategic plan will depend significantly on how effectively the planned activities, outputs and outcomes are monitored and evaluated. Monitoring and Evaluation (M&E) will provide an avenue for tracking progress and inform decision making for accountability, effective service delivery, resource allocation and operational direction.

4.2 Monitoring the Strategic Plan Implementation

We have developed this monitoring strategy because monitoring is an important part of strategy implementation that involves taking a periodic look at “how the plan is going.” This helps to assure that the BRELA’s efforts conform to the plan, the plan is accomplishing what we intended to accomplish, allows corrective action in case of deviation, encourages improved performance and provides the essential link between the written plan and the day-to-day activities.

Monitoring implementation of the strategic plan shall constitute systematic tracking of activities and actions to assess progress. Progress will be measured against specific targets and schedules included in the Plan.

4.3 Evaluation of the Strategic Plan Implementation

Our evaluation strategy will involve reviewing the success and failures of the plan. The Agency, through the CEO at the management level with assistance from the Business Support Manager, will undertake mid-term review of the plan before the end of the 3rd year plan implementation and shortly before the end of the plan.

The evaluation of the Strategic Plan implementation will entail:

- Measuring actual performance against set target levels in terms of outputs and outcomes, and establishing any variation(s) in performance;

- Identifying and addressing the casual factors for variance; and
- Identifying and recommending appropriate remedial measures including a review of objectives and/or strategies.

4.4 Monitoring and Evaluation Mechanisms

The Business Support Services Department under the BSM shall act as the internal consultant to assist other departments in preparing consistent, concise and informative reports prior to presentation.

4.4.1 Progress Reports

The monthly and quarterly reports by heads of departments will describe actions taken towards achieving specific outcomes and strategies of the plan and will include costs, benefits, performance measures and progress.

The nature and scope of reporting will include;

- Progress made against the plan;
- Causes of deviation from plan;
- Areas of difficulty and alternative solutions to problems that may adversely affect implementation.

4.4.2 Performance Management Systems (PMS): The Balanced Scorecard Tool

This system will be put into place to improve the effectiveness of the M&E system. This will help integrate performance in a manner to enable immediate determination of impediments to success. A balanced scorecard performance review tool will be developed to evaluate the performance in terms of implementation of this strategic plan. The tool will be used both for mid-term and summative review of the Strategic Plan for the period 2016/2017 – 2020/2021. The focus will be on measuring BRELA’s strategic performance in the following areas: customer value, financial resources and outcomes, efficient internal business processes and organizational capacity.

4.4.3 The Action Plan Matrix

This will help the users to remain alert to any short-falls or deviations and take early corrective action. Effective monitoring will help us to identify difficulties and problem areas, and to take immediate remedial action, thereby ensuring that the relevant targets are achieved. All levels of the Agency shall engage in regular reporting to support follow-up and for record keeping.

4.4.4 Detailed annual work plans

Each department will develop detailed annual work plans with clear performance indicators and assigned responsibilities for their achievement. Key indicators that will inform management decision making will be identified and the frequency of reporting on these indicators will be determined. This will form the foundation of the M&E system.

4.4.5 Regular review meetings

These meetings will be held at the departmental, management and board levels. They will be scheduled to ensure implementation is on track. The overall oversight of the Strategic Plan and its implementation is a critical role of the Management executed by the relevant departments. Therefore progress reporting will be an agenda item in all these meetings.

4.5 Risk Management Strategy

As part of its annual strategic planning process, BRELA identifies risks that could impact its ability to achieve the Agency's goals. BRELA categorizes the key risks that can affect the implementation of the Strategic Plan and achievement of its goals. The risk categories are as described below.

Unique Mandate Risks: These are specific risks that exist only as a result of BRELA's legislated mandate.

Operational Risks: A failure of people or systems that may impact the ability of BRELA to fulfil its legislative responsibilities.

Risks to Reputation: Risks that could impact the perceptions and attitudes that stakeholders, clients, and the public hold towards BRELA.

External Risks: Societal trends, behaviours and influences that could impact BRELA's Goals.

Table 7.1 below identifies the risks as well as the Agency's response to manage them.

Table 4.1 Risk Analysis and Management Strategy

Risks	Risk Strategy
<p><i>Unique Mandate Risks:</i></p> <ul style="list-style-type: none"> ▪ Gaps and delays in amendment of legislation. ▪ Court decisions that are inconsistent with BRELA’s mandate. ▪ Varying expectations of BRELA’s role in creating an attractive business environment in Tanzania. ▪ Changes in service delivery platforms as demanded by the target customers and stakeholders. 	<p>Reduce</p> <p>Reduce</p> <p>Reduce</p> <p>Reduce</p>
<p><i>Operational Risks:</i></p> <ul style="list-style-type: none"> ▪ Impact of catastrophic events on business continuity. ▪ BRELA employee retirement levels. ▪ BRELA employee retention in specialized fields. 	<p>Reduce</p> <p>Reduce</p> <p>Reduce</p>
<p><i>Risks to Reputation:</i></p> <ul style="list-style-type: none"> ▪ Government decisions independent of BRELA advice. ▪ Fraud and abuse. 	<p>Reduce</p> <p>Reduce</p>
<p><i>External Risks:</i></p> <ul style="list-style-type: none"> ▪ Education level and literacy of customers and stakeholders. ▪ Changes to legislation, regulation, and policy. ▪ Impacts of language and cultural barriers. 	<p>Accept</p> <p>Reduce</p> <p>Reduce</p>

Furthermore, BRELA has identified strategic challenges that may affect its operations. These challenges are described below:

1. Legislative review – impact of legislative change on resources will displace other development activity on the plan.
2. IT capacity, recruitment, pay and costs – need to ensure we are able to recruit and retain appropriate IT resource.
3. Registration rate – there is uncertainty regarding rate of company incorporations, business name registrations, industrial licensing and registration of trademarks, service marks and patents, which has potential to effect income and workload.
4. Slow customer uptake of BRELA services – the planned transition to online service delivery and the public outreach programme activities may not necessarily result into quick up uptake of BRELA services.

5. Linking up and engaging other government entities – there is need for effective engagement with others agencies and institutions in Government to ensure digital opportunities for business registrations data are maximized.

APPENDIX 1: FIVE YEAR STRATEGIC PLAN IMPLEMENTATION MATRIX

Target	Main Activities	Expected Outcome	Performance Indicators	Time Frame (Years)					RESPONSIBLE PERSON
				1	2	3	4	5	
Objective1: Business processes and systems improved.									
1.1. <i>Operational processes computerized to facilitate service delivery by June 2021.</i>	1.1.1 To implement online registration project	Efficiency and service delivery improved	Number of software and hardware procured/developed.						BSM
	1.1.2.To integrate with back office systems		Number of Back office system						
	1.1.3. To remunerate Online Registration Project Manager		Project Manager in place					BSM	
	1.1.4. To convene Technical Committee meetings.	Number of Technical Committee meetings convened							
	1.1.5. To sort, re-arrange and reconcile records	Easy access and retrieval of information	Number of file reconciled and scanned						
	1.1.6. To scan, index, and capture into systems								
	1.1.7.To integrate BRELA systems with bank s and mobile channels.	Efficiency and service delivery improved	Number of payment channels in use						BSM

Target	Main Activities	Expected Outcome	Performance Indicators	Time Frame (Years)					RESPONSIBLE PERSON
				1	2	3	4	5	
Objective 2: Infrastructure and other facilities to accommodate BRELA operations acquired									
<i>2.1 Establish and equip BRELA offices with facilities and resources by June 2017</i>	2.1.1. To acquire and equip 5 zone office premises	Easier access to BRELA services up country	Number of Zone Offices established and number of customer increased.						BSM
	2.1.2. To re-allocate staff to the zone offices.		Number of staff reallocated to the zone offices.						BSM
	2.1.3 To prepare needs and required specifications for working tools	Effective asset utilization	Number of quality items procured						BSM
	2.1.3 To convene Tender Board meetings								BSM
	2.1.4. Acquire furniture and equipment								BSM
	2.1.5. To repair, maintain office equipment and accommodation.								BSM
	2.1.6. To maintain office accommodation.								BSM
	2.1.7. To purchase office stationeries and staff welfare items								BSM
	2.1.8. To procure and facilitate sports activities								BSM

Target	Main Activities	Expected Outcome	Performance Indicators	Time Frame (Years)					RESPONSIBLE PERSON
				1	2	3	4	5	
	2.1.9. To rent a go-down for archiving records	Minimised rental cost and creation of space.	Rented go-down in place						BSM
	2.1.10. To acquire Standby Generator for server room	Reliable power supply	Standby Power Generator acquired						BSM
2.2. Developmental projects undertaken by June 2021									
	2.2.1. To prepare and submit application and documents for construction funds to the financial institutions	Funds Secured	Identified financial institutions						BSM
	2.2.2. To Procure contractor	BRELA building structure in place.	Construction started						BSM
	2.2.3. To demolish old building clear the site								BSM
	2.2.4. To administer construction								BSM
Objective 3: Performance management systems improved									
3.1. Performance-based management systems	3.1.1. To improved HRP and submit for adoption	Proper utilization of manpower	Increased degree of achievements						BSM

Target	Main Activities	Expected Outcome	Performance Indicators	Time Frame (Years)					RESPONSIBLE PERSON
				1	2	3	4	5	
<i>operationalized by June 2021</i>	by the management	towards achievement							
	3.1.2.To finalize, adopt and implement Risk management framework	Reduction of the Impact of potential risks	Risk management framework in force						BSM
	3.1.3. To review and implement Monitoring and Evaluation Framework	Ensure performance	Effective Monitoring and Evaluation tool in place						BSM
	3.1.4 To conduct Training Needs Assessment (TNA)	Knowledgeable and skilled workforce	Number of employees trained and developed						BSM
	3.1.5. To prepare, adopt and implement training program							BSM	
	3.1.6. To implement OPRAS	Performance enhanced	OPRAS forms filled in and filed						BSM
	3.1.7. To assess staff pay list and effect personal emolument dues monthly	Equitable rewarding system.	Reviewed scheme of service in place						BSM
		3.1.8. To review and implement communication channels	Internal communication improved	Number of communication channel introduced					BSM
	3.1.9. To procure newspapers	Informed workforce	procured newspapers					BSM	
3.2.Effectiveness of decision making	3.2.1 Convene quarterly MAB meetings	Enhanced Accountability and	Number of meetings conducted					BSM	

Target	Main Activities	Expected Outcome	Performance Indicators	Time Frame (Years)					RESPONSIBLE PERSON
				1	2	3	4	5	
mechanism improved by 30 th June 2017	3.2.2 Convene 3 workers council meetings	responsibility.							BSM
	3.2.3 Convene weekly management meetings		Number of meeting convened						BSM
	3.2.4 Convene regular trade union's meetings								BSM
	3.2.5 Convene 6 Staff meetings								BSM
	3.2.6 To Conduct HIV/AIDS seminars, committee meetings and support staff living with HIV/AIDS and non communicable disease.								BSM
	3.2.7. Conduct mid-year review for the business plan/budget of the year								BSM
	3.2.8 Preparation of Work Plan and Budget for 2016/2017		Work Plan and Budget approved.						BSM
	3.2.9 Attend parliamentary budget sessions		Number of staff attended.						BSM
	3.2.10 To prepare internal and external reports including preparation of financial Statements		Number of reports prepared and disseminated for approval.						BSM
	3.2.11 To conduct regular		Physical stock taking						Chief Accountant

Target	Main Activities	Expected Outcome	Performance Indicators	Time Frame (Years)					RESPONSIBLE PERSON
				1	2	3	4	5	
	and annual stock taking		in place.						(CA)
	3.2.12 To review Financial and Procurement Manual	Risk management, control, and governance processes strengthened.	Financial and Procurement Manual reviewed.						
	3.2.13 To prepare an Annual Audit Plan and submit to the Audit and Risk Committee of the MAB for approval and undertake Risk Based Internal Auditing and Reporting.		Number of recommendation issued and implemented.						Chief Internal Auditor (CIA)
3.3 Review and restructure organizational structure by June 2017	3.3.1 Analyze functional activities of the Agency	Enhanced Accountability and responsibility.	New organization structure in place						BSM
	3.3.2 Develop and adopt new organisation structure							BSM	
	3.3.3 Review scheme of service and salary structure		Increase of staff working morale						BSM
	3.3.4 To recruit and reallocate staff		Number of staff recruited						BSM
	3.3.5.To review staff regulation		Reviewed staff regulation						BSM
Objective 4: Quality of service delivery Improved									

Target	Main Activities	Expected Outcome	Performance Indicators	Time Frame (Years)					RESPONSIBLE PERSON
				1	2	3	4	5	
4.1 Five pieces of legislation reviewed to accommodate changes in the business environment updated by June 2019	4.1.1. To prepare Proposal for review of National Industries Licensing and Registration Act No. 10 Cap 46 RE 2002, Business Names Act Cap 213, Companies Act Cap 212, and Industrial Property laws and submitted to MITI by 30 th June 2017.	Updated legislation	Stakeholders' views report submitted						Deputy Registrar – Intellectual Property (DRIP) Deputy Registrar – Company Laws (DRCL) Licensing Manager (LM) BSM
	4.1.1. To conduct stakeholders meeting								
	4.1.1.2 To consolidate proposal report and submit legislation review to MITI		Proposal reports and submitted to the MITI						
	4.1.2. To prepare regulations of Industrial Property fees and submit to MITI	Increased revenue base	New fees structure in force						LM & BSM
4.2. Legal compliance enhanced by June 2021	4.2.1. To registers more than 9,632 companies and 11,273 Business Names.	Formalization and protection of IP rights	Number of companies and Business Names registered						DRCL

Target	Main Activities	Expected Outcome	Performance Indicators	Time Frame (Years)					RESPONSIBLE PERSON
				1	2	3	4	5	
	4.2.2 To undertake post registration activities for Companies and Business Names.	strengthened	post registration activities for Companies and Business Names						DRCL
	4.2.3 To Receive, process and grant 28 patents.		Number of patents granted						DRIP
	4.2.4 To receive and process 3,981 and register 3,625 TM & SM.		Number of TM & SM proceed and registered						DRIP
	4.2. 5 To respond to 120 official Searches								
	4.2.6 To maintain and endorsed 5,020 post registration matters.		Number of post registration attended						DRIP
	4.2.7 To amend 353 applications								
	4.2. 8 To receive, process and maintain 150 regional and international TM/SM and Patent notifications		Number of regional and international TM/SM and Patent received.						DRIP
	4.2. 9 To attend 8 cases, to adjudicate 24 matters, transmit 60 pleadings and deal with 60 considered replies.		Number of cases adjudicated						DRIP
	4.2.11 To issue 104 industrial License and 45 Certificate of registrations		Number of industrial License issued						LM

Target	Main Activities	Expected Outcome	Performance Indicators	Time Frame (Years)					RESPONSIBLE PERSON
				1	2	3	4	5	
	4.2.12 To convene Industrial License Board meetings		Number of License Board meetings conducted						LM
	4.2.13 To conduct 4 educative inspection		Reports of educative inspection prepared and submitted						LM
	4.2.13. To review client Service charter, adopt and operationilised.	Satisfaction of BRELA service delivery	New client service charter in place						BSM
	4.2.14 To handle customer complaints		Number of customer complaints attended						BSM
	4.2.15 To conduct companies audit and submit a report to the Management								
4.3. Use of Technology and Innovation Support Centres (TISC) by researchers facilitated and promoted starting from July 2016	4.3.1. To promote TISC in collaboration with COSTECH and WIPO	Promotion of innovation	Number of customers utilizing Technology and Innovation Support Centres (TISC)						DRIP BSM
4.4 Strengthen linkages with government actors and partners to facilitate smooth service delivery by June 2017	4.4.1.To convene meeting in collaboration with MITI	Cooperation enhanced	Number of meeting convened						BSM
	4.4.2. To convene meetings with other government actors								BSM

Target	Main Activities	Expected Outcome	Performance Indicators	Time Frame (Years)					RESPONSIBLE PERSON
				1	2	3	4	5	
4.5 International and local partnership and strengthened and memberships maintained by 30 th June 2017	4.5.1.To Attend international and local meetings, seminars and workshops	International and national obligations met and observed	Reports of seminars and workshop submitted						DRCL BSM DRIP LM
	4.5.2 To Pay annual contribution to WIPO and ARIPO		Payments made						BSM
	4.5.3 To prepare/review MoU's with partners	partnership and alliances strengthened	Number of MoUs signed						
4.6.Call Service Centre established by 30 th June 2017	4.6.1. To establish and equip call service centre	Customer satisfaction realized	Call service centre in place						BSM
4.7. Liaison with Trade Officers in municipal and district councils activated by June 2020	4.7.1. To convene meeting in collaboration with MIT and TAMISEMI	customer base Increased and service delivery improved	Number of meetings convened						BSM
Objective 5: Public awareness about BRELA services Enhanced									
5.1: Public outreach activities carried out by June 2017	5.1. 1 To conduct outreach programs	Customer based increased	Number of seminars and inspections conducted						BSM
	5.1.2 To exhibit BRELA activities		Exhibitions conducted						BSM

Target	Main Activities	Expected Outcome	Performance Indicators	Time Frame (Years)					RESPONSIBLE PERSON
				1	2	3	4	5	
	5.1. 3 To participate and facilitate May Day and Women's Day		May Day and Women's Day marked						BSM
	5.1.4 To promote BRELA services through social donations and contributions	Corporate social responsibility enhanced	Number of social contributions made						BSM

APPENDIX 2: FINANCIAL FORECASTS, ASSUMPTIONS AND RISKS

Financial Forecasts:

1. Projections for business registrations and licensing:

BRELA: Projections for next five financial year from 2016/2017 to 2020/2021

SECTION	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	TOTAL
Commercial Laws						
Local Companies	9,632	9,890	10,201	10,502	10,792	51,017
Foreign Companies	67	68	74	75	83	366
Filing	70,112	89,997	108,472	125,962	144,579	539,121
Charges	1,898	2,414	2,799	3,232	3,677	14,021
Search	7,883	9,413	10,973	12,298	13,770	54,337
Change of Name	365	438	497	562	628	2,490
Companies struck-off	29	36	37	41	45	188
Business Names	11,273	12,273	11,537	12,125	12,409	59,617
Changes	1,050	1,100	1,250	1,333	1,428	6,161
Cessation	184	207	225	251	273	1,140
Certification	249	255	270	293	308	1,375
Search	6,238	8,008	10,379	12,172	14,150	50,948
Annual Maintenance	7,654	9,443	9,655	10,757	11,791	49,300
Intellectual Property:						
Patent Application	28	29	31	32	34	153
Application T&S Marks	3,981	4,352	4,674	5,038	5,390	23,434
Registration T&S Marks	3,625	4,175	4,281	4,628	4,963	21,673
Change of Names	481	511	606	657	715	2,969
Change of Address	500	592	843	964	1,119	4,019
Mergers	60	79	101	150	241	631
Registered Users	118	139	168	191	215	832

BRELA: Projections for next five financial year from 2016/2017 to 2020/2021

SECTION	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	TOTAL
Assignments	580	590	605	624	638	3,038
Renewals	2,733	2,945	3,592	3,989	4,408	17,667
Amendments	353	490	632	743	873	3,091
Association	1,640	1,696	1,832	1,943	2,044	9,155
Disclaimer	860	874	889	902	916	4,441
Certifying	237	307	370	426	489	1,829
Search	313	321	344	376	397	1,752
Opposition	72	83	94	105	116	468
Advertisement						-
Annual maintenance	4,227	4,319	4,442	4,606	4,732	22,325
Industrial Licensing:						
Industrial Licenses	104	111	112	119	124	570
Certificate of Registration	45	52	65	74	84	320

2. Projected inflation rates for the years from 2016 to 2021

The screenshot shows the IMF's 'Report for Selected Countries and Subjects' page for Tanzania. The table displays inflation rates for average consumer prices from 2014 to 2021. The data is as follows:

Country	Subject Descriptor	Units	Scale	Country/Series-specific Notes	2014	2015	2016	2017	2018	2019	2020	2021
Tanzania	Inflation, average consumer prices	Percent change			6.132	5.588	6.069	5.078	5.078	5.078	5.078	5.078

Notes: Country/Series-specific Notes: Tanzania: Inflation, average consumer prices (Percent change). See notes for: Inflation, average consumer prices (Index).

3. Bank interest rates shall be around 16%.

Strategic Plan Assumptions:

1. With the transition to online service delivery, the required digital take-up levels will be achieved by a combination of further customer enablement and education.
2. IT capacity plan is dependent on third party resource – the plan assumes that service providers are able to deliver appropriately skilled resource when required.
3. The plan assumes customer education will drive digital take-up to 80%, but customers' uptake of online service delivery is dependent on prior or additional knowledge of IT use and availability/accessibility of IT platforms.
4. Headcount efficiencies are dependent on increased digital take-up, automated internal processes and organisational structure change – the plan assumes new organisational structure is in place by June 2017.