



THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF INVESTMENT,
INDUSTRY AND TRADE



BUSINESS REGISTRATIONS AND LICENSING AGENCY

STRATEGIC PLAN

2021/22 – 2025/26



JULY, 2021

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GENERAL ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
ARIPO	African Region Intellectual Property Organization
BOT	Bank of Tanzania
BRELA	Business Registrations and Licensing Agency
CAG	Controller and Auditor General
CCM	Chama Cha Mapinduzi
CMSA	Capital Markets and Securities Authority
DITF	Dare es Salaam International Trade Fair
DSM	Dar es Salaam
EAC	East African Community
FYDP	Five years Development Plan
GePG	Government electronic Payment Gateway
GMS	Government Mailing System
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
IPAS	Industrial Property Automated System
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MIT	Ministry of Industry and Trade
MOWE	Month of Women Entrepreneurs
MTEF	Medium Term Expenditure Framework
MUSE	Mfumo wa Ulipaji Serikalini
NBP	National Business Portal
NCD	Non Communicable Diseases
NIDA	National Identification Authority
OPRAS	Open Performance Review and Appraisal System
ORS	Online Registrations System
PO-PSM	President's Office Public Service Management
PO-RALG	President's Office, Regional Administration and Local Government
PPRA	Public Procurement Regulatory Authority
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
SP	Strategic Plan
SWOC	Strength, Weakness, Opportunities and Challenges



TANePS	Tanzanian National e-Procurement System
TIC	Tanzania Investment Centre
TRA	Tanzania Revenue Authority
USD	United States of America Dollar
WIPO	World Intellectual Property Organization

MANAGEMENT ABBREVIATIONS

CA	Chief Accountant
CEO	Chief Executive Officer
CIAA	Chief Internal Audit and Assurance
DBS	Director of Business Support
DL	Director of Licences
DRCBN	Deputy Registrar of Companies and Business Names
DRIP	Deputy Registrar of Industrial Property
HICTU	Head of Information and Communication Technology Unit
HPMU	Head of Procurement Management Unit
HPRU	Head of Public Relations Unit
MAB	Ministerial Advisory Board

STATEMENT FROM THE CHAIRPERSON



On behalf of the Ministerial Advisory Board, I am pleased to present the seventh (7th) Strategic Plan of the Business Registrations and Licensing Agency (BRELA). This Plan has been developed to serve as a roadmap on how the Agency will achieve its objectives for the next five years (2021/22 – 2025/26) to provide business registrations and licensing; and regulate the fair conduct of business in the country.

In supporting the government initiative of transforming Tanzania into an upper middle-income country, this Plan is aligned to; the National Development Vision 2025, the National Five - Year Development Plan II (FYDP II), Industrial Sector Development Initiatives and other National development frameworks. Thus the Agency has strategically positioned itself to contribute to the creation of a conducive business environment, which in turn will contribute to the country's socio-economic development.

The Board pledges to take a leading role in providing appropriate guidance in implementation of this Plan by providing support to the Agency's Management and giving appropriate advice to the Minister responsible for Trade on the performance of the Agency while working together with other stakeholders. During the implementation of this Plan, situation and trends may change leading to its review.

The implementation of this Plan will significantly contribute to the creation of a conducive business environment in the country. Therefore, we look forward to the continued cooperation and firm commitment from the Management, parent Ministry as well as stakeholder's collaboration, participation and contribution.

Prof. Neema Mori
Chairperson of the Ministerial Advisory Board

STATEMENT FROM THE CHIEF EXECUTIVE OFFICER



I am grateful to introduce the 7th Strategic Plan which will take effect from July 2021 to June 2026. The Strategic Plan provides the Agency's medium-term strategic areas for interventions as well as the basis of developing annual business plans. It also gives the framework for evaluating the impacts of the interventions.

In developing this 7th Strategic Plan, a participatory and consultative approach was used whereby the key stakeholders related to the business Registrations and Licensing were involved. The situational analysis was carried out; to identify strength and weakness, as well as external opportunities and challenges. The analysis was instrumental in identifying strategic issues to be addressed by the Plan focusing on the key priority areas of the Agency in the next five years. The priority areas include rollout online systems to LGA's and regions; fully automation of all Agency's services; have a modern office and its facilities; undertake massive sensitisation programs on Agency's services; equip staff with necessary skills and knowledge and mobilise financial resources to meet the Agency's financial requirement.

Four strategic objectives were developed to address the strategic issues identified during the situational analysis. One objective relates to the core business of the Agency that is to improve registrations and licensing and three objectives are to support and enable the Agency to achieve its core business. The strategic objectives are on the improvement of HIV/AIDS and Non Communicable Diseases (NCDs) preventions and support to affected staff; improve good governance and to enhance the capacity of the Agency to discharge its mandated functions.

On behalf of the Agency Management, I would like to extend my sincere gratitude to the parent Ministry and the Advisory Board for their leadership and guidance to the Agency. And I would also like to express my sincere appreciation to BRELA staff, customers and other stakeholders for their valuable contribution towards the development of this Plan. I look forward to cooperating with all stakeholders in implementing this Strategic Plan.

Godfrey Simango Nyaisa
Chief Executive Officer

EXECUTIVE SUMMARY

Since its inception in the year 1999 through the Executive Agencies Act, Cap. 245, BRELA has been putting more efforts to improve its mandated core functions of facilitating orderly and fair conduct of business and provision of business registrations, licensing and regulatory services by creating a conducive business environment in the country. These functions have been executed through implementation of Strategic Plans which corresponds to the needs of the businesses and other stakeholders in the respective period. This is the 7th Strategic Plan of the Agency since its establishment and has been formulated to provide the strategic direction of the Agency for the next five years from 2021/22 to 2025/26.

The Plan has been developed through review and analysis of the Agency situation by looking on the capacity and available potentials and linking the plan with ongoing Government policies and initiatives to guide the country towards realization of the middle-income status by 2025. Also, the plan has been built through analysis of the performance of 6th Strategic Plan ending June 2021, the blueprint, stakeholders, internal Agency capacity and analysis of the critical issues that have been taken on board in this Strategic Plan. The Plan will ensure efficiency and effectiveness in business registrations, licensing and regulation services while contributing to the improvement of a conducive business environment in Tanzania

This Strategic Plan contains an analysis of the national frameworks and cross-cutting issues, which emphasise the need for the Agency to link and collaborate with other government entities and initiatives in delivering its services to the public. The Plan also contains the situational analysis of the Agency starting with a review of the performance of the Agency in terms of the implementation of the 6th Strategic Plan. The situational analysis was conducted by evaluating the Strengths, Weaknesses, Opportunities and Challenges (SWOC); Political, Economic, Social, Technological, Environmental and Legal (PESTEL) and the stakeholders analysis. The outcomes of this analysis were strategic issues to be addressed in this Plan.

The strategic direction of the Agency set out in this Plan focuses on the vision, mission, core values, strategic objectives, key performance indicators, targets and strategies. The Agency's vision is *"A centre of excellence in the region for business registrations and licensing Services"*.

The mission is *"To create a conducive business environment in the country by formalising businesses and protecting industrial properties through registrations, licensing and regulating fair conduct of businesses."*

In the next five years, the Agency will strive to achieve the following four (4) objectives:

Strategic Objective A: HIV/AIDS and Non-Communicable Diseases Infections Reduced and Support Services Provided;

Strategic Objective B: National Anti-Corruption Strategy and Good Governance enhanced;

Strategic Objective C: Registrations and Licensing Services Improved; and

Strategic Objective D: Institutional Capacity to Deliver Services and Awareness Enhanced.

The Result framework to monitor the implementation of this Plan has been articulated and presented in chapter four. The Plan emphasises on the need to ensure adequate resources allocation including staffing, infrastructure, information technology systems and processes, and financial resources. The result framework links up the strategic objectives, intermediate outcomes and key performance indicators. Regular monitoring and evaluation will be carried out by using a monitoring and evaluation plan included in this plan showing the responsible champions for each strategic objectives, targets and strategies to ensure accountability.

TABLE 1: BRELA STRATEGIC PLAN 2021/22 - 2025/26 AT A GLANCE

MISSION		VISION	
<p>To create a conducive business environment in the country by formalising businesses and protecting industrial properties through Registrations, Licensing and Regulating fair conduct of businesses</p>		<p><i>“A centre of excellence in the region for business registrations and licensing Services “</i></p>	
<p>Strategic Objective A: HIV/AIDS Infections and Non-communicable diseases reduced and support services improved</p>		<p>Strategic Objective C: Registrations and Licensing services improved</p>	
Strategies	<ul style="list-style-type: none"> • Improve awareness on HIV/AIDS and Non-communicable; • Improve care and support to affected staff. 	Strategies	<ul style="list-style-type: none"> • Review of Registrations and Licensing Legislations. • Build technical capacity to staff on registrations and licensing. • Conduct targeted business inspections.
<p>Strategic Objective B: National Anti-Corruption Strategy and Good Governance enhanced</p>		<p>Strategic Objective D: Institutional capacity to deliver services enhanced</p>	
Strategies	<ul style="list-style-type: none"> • Enhance ethical conduct of staff; • Improve anti-corruption measures management of corruption and Develop and implement anti-corruption awareness programs. 	Strategies	<ul style="list-style-type: none"> • Strengthen resource management; • Improve business processes; • Improve working environment; and • Improve public awareness on BRELA activities

CHAPTER ONE

INTRODUCTION

1.1 HISTORICAL BACKGROUND

The Business Registrations Licensing Agency (BRELA) is an Executive Agency established under the Executive Agency Act, Cap. 245 to facilitate orderly and fair conduct of business and provision of business Registrations, Licences and regulatory services for creating a conducive business environment in the country. The Agency was launched in December 1999 and it operates under the Ministry responsible for Industry and Trade as a semi-autonomous body. The Agency was mandated to perform functions which were previously performed by the department of Registrations Commercial Laws and Industrial Licensing (popularly known as the Registrar of Companies) under the Ministry of Industry and Trade. The key functions of the Agency being registrations of companies, business names, trade and service marks, granting of patents and issuance of industrial licences.

Since its establishment, the Agency has developed and implemented six (6) strategic plans as per government directives given from time to time. The 6th Strategic Plan was implemented based on six strategic objectives which has seen the agency move from the paper based services to online service delivery and the mandate increased in June 2017, where by business licensing functions which were performed under the Ministry of Industry and Trade were transferred to BRELA. In so doing, the scope of the Agency`s operations increased to accommodate licensing functions for business licences group A as specified by the Business Licensing Act Cap 208. Also, the amendment of the Business Licensing Act Cap 208 through the Finance Act No 4 of 2018 mandated BRELA to keep and maintain a Register of Licensed business throughout Mainland Tanzania. The 6th Strategic Plan was successfully implemented by 85% and the challenges faced during implementation will be addressed in the 7th Plan.

The 7th Strategic Plan (2021/22 - 2025/26) focuses on improvement and expansion of the Agency services to serve customers both local and international by using online provision of services, improving the working environment, improving collaboration with relevant stakeholders and putting in place strategies to enable the Agency to be the centre of excellence in the region for business registrations and licensing services while contributing to the improvement of conducive business environment in Tanzania.

Besides, the 7th Strategic Plan, has taken into consideration the achievements made by the Agency from the 6th Strategic plan, the current and foreseen challenges about the internal and external environment, contribution and advice from the Private

sector and other stakeholders. The Plan also considered the availability of resources mobilised from internal and external sources.

1.2 MANDATE

BRELA is the Government Agency established under the Executive Agencies Act Cap 245 to facilitate orderly and fair conduct of business and provision of business Registrations, Licences and regulatory services for creating a conducive business environment in the country.

1.3 ROLES AND FUNCTIONS

- (i) To advise the Minister responsible for Industry and Trade and the Government generally on all matters relating to corporate and commercial laws, intellectual property laws, industrial and business licensing;
- (ii) To process new applications for registrations of companies, business names, trade and service marks and granting of patents, registering and issuing of industrial and business licences;
- (iii) To adopt measures which ensure maximum levels of compliance are reached and maintained;
- (iv) To maintain the registries for companies, business names, patents, trade and service marks, industries and business licences; and
- (v) To provide information on companies, business names, industrial property, industrial and business licensing to the public.

The above roles and functions are performed under the following laws, Companies Act Cap 212, Business Names Act Cap 213, Trade and Service Marks Act Cap 326, Patent (Registrations) Act Cap 217, The National Industries (licensing and registrations) Act Cap 46 and Business Licensing Act Cap 208.

1.4 PURPOSE OF THE PLAN

This Strategic Plan has been developed to set the strategic direction for Agency activities and prioritise resource allocation to ensure achievement of set objectives. Furthermore, the Plan creates a clear road map for the next five years (2021/22–2025/26), which will ensure efficiency and effectiveness in business registrations, licensing and regulation services.

1.5 ADOPTED APPROACH

In developing this Plan, a participatory and consultative approach were adopted which encompasses taking the success and lesson learned from the previous plans by conducting analysis on national frameworks, review of written documentation such as government policies, strategies and initiatives so that the Plan is in line with

the format of developing strategic plans of public institutions. Further, the Plan has been prepared by taking into consideration the views of the Ministry of Industry and Trade, the Ministerial Advisory Board, Agency's staff, customers and other stakeholders.

1.6 LAYOUT OF THE PLAN

This Plan has four chapters. Chapter one: Introduction which gives the background information about the Agency. Chapter two: situational analysis gives detailed information on the present Agency business environment. It further, provides the performance analysis of the previous Plan. Chapter three: the Strategic Plan provides the strategic direction of the Agency through vision, mission and core values. It also provides the Agency's strategic objectives, KPIs, targets and strategies which are the areas of achievement and implementation in the next five years. The last chapter: the M&E provides the mechanism which entails the methodologies and tools in place to monitor and evaluate the implementation of this Plan.

Annexes of the Plan include Organisational Structure and Strategic Plan Matrix

CHAPTER TWO

SITUATIONAL ANALYSIS

This chapter presents results of a thorough review of the National Planning Frameworks; the performance review of the 6th Strategic Plan; the analysis of Agency's Strength, Weakness, Opportunities and Challenges (SWOC), PESTEL, stakeholders and risks. The review resulted in identifying the list of strategic issues to be addressed in this Plan.

2.1. ANALYSIS OF NATIONAL PLANNING FRAMEWORKS

National planning frameworks are a set of national strategies that explain the role of each area of the national agenda to achieve a community goal. National planning frameworks reviewed Tanzania National Development Vision 2025, Sustainable Development Goals (SDGs), Five fundamental attributes in the mentioned frameworks is good governance and the rule of law Five Years Development Plan (2021/22 - 2025/26) and Election Manifesto (2020 - 2025). Among the and ensuring that all service delivering institutions provide the correct information in response to their obligation to society, creation of enabling business environment for competitive economic growth and improved livelihood standard.

In implementing good governance and envisaging the rule of law. The Agency has implemented the Anti-corruption interventions through its 6th Strategic Plan. Good Governance and Diversity and Inclusion Strategic Objective was formulated, complaint handling mechanism was introduced and customer call centre established which increased access to the customers and the public. Also, the Agency developed and implemented Online Registrations System (ORS) and the National Business Portal (NBP) in 2018, which simplified business registrations and licensing services, reduced corruption incidences and create simple and friendly mechanism for business registrations and licensing. These initiatives have contributed significantly increased business registrations, business start-ups and investment which in turn has contributed to increased employment, increased business partnership opportunities and increased taxpayer base. The Agency has continued to sensitise business owners on the benefits of formalising their businesses which include access to capital from financial institutions, tapping the business opportunities such as participation in various partnerships, tenders and enhancement of identification.

Despite these efforts, the Agency still need to improve and automate all its functions in order to cope with the challenges of dynamic and competitive business environment while contributing more to the success of the National Plan frameworks and expanding its outreach to more customers and public. In so doing the Agency will embark in updating its ICT systems (Registrations, Licensing and Back office systems), Equip its staff with the relevant knowledge and skills to perform their tasks,

enhance Anti-corruption practices and improving its awareness creation programs to increase understanding and access to the Agency's services by the customers through inclusion of diverse groups knowledge and skills.

2.2. SECTOR ENGAGEMENT (MINISTRY OF INDUSTRY AND TRADE STRATEGIC PLAN (2021/22 - 2025/26) AND UNDERLYING POLICIES)

The Agency was established and is operating under the Ministry of Industry and Trade where it has to align itself within the Ministry's planning frameworks and policies. The Ministry's Strategic Plan (2021/22 - 2025/26) set out strategies toward attainment of the long term goal of making Tanzania a competitive, export-led economy and semi-industrial country by 2025. The Ministry is also responsible for the implementation of the Industrial Development Policy (1996), Small and Medium Enterprises Policy (2003), National Trade Policy (2003) and Agricultural Marketing Policy (2003).

The Agency has the responsibility of creating a conducive business environment to meet the expectations of the Government and stakeholders of having a favourable business environment in Registrations and Licensing services. Further, the Agency has the responsibility of providing relevant business information (data) that are required time to time by the Ministry and other Government institutions. The Agency had a role to play in implementing the Blueprint which aims at simplified and friendly business environment creation in the country.

In supporting the Sector frameworks, the Agency continued to register and license businesses, keeping the register of registrations and licenses, advising the Ministry on legal reviews of business related laws and regulations, developing ICT systems that enabled and facilitated registrations and licensing services and provision of support to small and medium enterprises through education and training on registrations and licensing matters.

Despite these efforts, the Agency is facing with a challenge of Laws and Regulations that do not support online services provision, customers with inadequate ICT knowledge and inadequate staff and with limited knowledge and skills to cope with the ongoing online service provision platforms.

In order to strongly support the ministry's vision and cope with online registrations, meeting customer expectations and contribute to the sector performance, the Agency will continue to advise the Ministry and advocate for legal reviews to improve and support online registrations and licensing systems and services, upgrade and modernise its ICT systems, employ more staff and equip them with the appropriate knowledge and skills to effectively and efficiently provide services and respond to customer concerns quickly and conveniently.

2.3. NATIONAL POLICY ON HIV/AIDS (2001)

In Tanzania like other parts of the World, HIV/AIDS epidemic affects all sections of the society although there are concentrated epidemics among certain age group populations. In 2001 Tanzania formulated a National Policy on HIV/ AIDS which directs all Ministries, Departments and Agencies (MDAs) to design and implement strategic Interventions on HIV/ AIDS and Non Communicable Diseases within their Strategic Plan for prevention, control and mitigate the impact of HIV/AIDS and other NCDs. The Agency has been setting aside financial resources in its annual budgets to implement awareness campaigns and provide care and support services to its staff diagnosed with HIV/AIDS and NCDs to improve their health welfare and contribute to the Agency's effort to achieve its strategic objectives.

Despite these efforts, the Agency is still facing challenges of staff not voluntarily going for status testing and disclosing the HIV/AIDS and NCDs status so that the Agency put comprehensive strategic interventions for its staff.

The Agency will continue to set resource and appropriate interventions, which will be effective in preventing, the transmission of HIV/AIDS and other sexually transmitted infections, protecting, and supporting staff, mitigating the social and economic impact of HIV/AIDS and other non-communicable diseases in response to Government directives and providing staff health care.

2.3.1 Tanzania Development Vision 2025

One of the fundamental attributes in the implementation of the Tanzania Development Vision 2025 is the Governance and the Rule of Law. Among the requirements in the Governance and the Rule of Law framework is the society to ensure that all service delivering institutions provide correct information in response to their obligation to society. BRELA being one of the service delivering government institutions has the responsibility of providing correct and valid information that will enable society to make economic (business) decisions that will improve their standard of living and contribute to the national development.

Also, BRELA has a role to play in the Vision 2025 by contributing to the creation of strong, diversified, resilient and competitive economy which can effectively cope with the challenges of development by providing formalization of businesses which are the major players in the economy competitiveness. Creating better strategies and system to facilitate formalization through registrations and Licensing will result into better business environment has country competitiveness increase both at the regional and global economy.

2.3.2 Five Years Development Plan (2021/22 - 2025/26)

Five Years Development Plan (FYDP) emphasizes on creation of enabling business environment for economic growth and competitiveness of Tanzania in the global

economy. Such environment is characterized by effective political, economic and social political that are favourable to investors seeking to take advantages of vast and, in many instances, untapped investment opportunities without undermining development prospects of host countries. Improving business environment in Tanzania will results in improving doing business environment rankings. BRELA being the first door in the country for investors seeking to take advantage of the vast investment opportunities is responsible for creating strategies and systems that simplify business formalization and hence contribute to the improvement business environment and make Tanzania rise in the Global doing business rankings.

2.3.3 Sustainable Development Goals

Goal number 1 in the framework of Sustainable Development Goals (SDGs) aim at ending poverty in all its forms everywhere in the country. Target 1.1 By 2030 the Government to eradicate extreme poverty for all people everywhere which is currently measured as people living on less than USD 1.25 a day. The Agency is responsible to create conducive environment that will enable small and medium enterprises to formalize their business and improve standard of living. It is also responsible for sensitizing business owners on benefits of formalizing business which include accessibility of capital from financial institutions and invest in their business to generate more income and hence bring development to individuals and nation as a whole.

2.3.4 Election Manifesto (2015-2020)

The Election manifesto of the ruling party is the Manifesto to be implemented by the Government for the period of the ruling part being in power. The Chama Cha Mapinduzi (CCM) Manifesto 2015-2020 among other things aim to increase the speed of formalization of businesses so as to avail opportunities to Small and Medium Enterprises (SMEs) to access capital and Government services for growth of businesses, employment and increased tax payer base. Also, the Agency plays role in protection of Trade and Services Marks as well as patents for SMEs inventions and innovations for a vibrant growth of businesses and the economy.

2.3.5 Industrial Development Policy (1996)

The Tanzania Industrial Development Policy has envisaged on creating enabling business environment for sustainable development of the Industrial Sector in the Country. Tanzania has a vision of being industrialised middle income by 2025. The Agency is playing a major role of Licensing and registering industry and keeping the register of industries in the country. In so doing the Agency need to advocate for legal review and improvement of registrations and licensing systems in Tanzania

2.3.6 Tanzania Small and Medium Enterprises (SMEs) Policy (2003)

BRELA recognised that the Small and Medium Enterprises (SMEs) play a crucial role in employment creation and income generation in Tanzania. Furthermore,

these enterprises can also be established in rural settings and thus add value to the agro products and at the same time facilitate the dispersal of enterprises. Indeed SMEs development is closely associated with more equitable distribution of income and thus important as regard poverty alleviation. However, in Tanzania, the full potential of the SME sector has yet to be tapped due to the existence of a number of constraints hampering the development of the sector. They include: unfavourable legal and regulatory framework, undeveloped infrastructure, poor business development services, limited access of SMEs to finance, ineffective and poorly coordinated institutional support framework etc.

It is for this reason that this strategic plan was formulated with the aim of creating conducive business environment to entrepreneurs to formalize their business and address the constraint of limited fund accessibility and to tap the full potential of the sector.

The expected outcome is to have a significantly increased contribution of the SME sector to economic development in Tanzania.

2.3.7 National Trade Policy (2003)

The primary objective of national trade policy is to enhance Tanzania's economic growth, which addresses Tanzania's key priority of poverty eradication. Conducive business environment is positively related with economic growth and the growth is the prime requirement for poverty eradication.

It is for this reason that the formulation of this strategic plan has considered initiatives that will facilitate formalization of business in the country and contribute to the economic growth and hence achieving the objective of poverty eradication.

2.3.8 National Policy on HIV/AIDS (2001)

The policy provides framework for leadership and coordination of the national multi sectorial response to HIV/AIDS epidemic. This includes formulation, by all sectors, of appropriate interventions, which will be effective in preventing, transmission of HIV/AIDS and other sexually transmitted infections, protecting, and supporting vulnerable groups, mitigating the social and economic impact of HIV/AIDS and other non-communicable diseases. It is for this reason that HIV/AIDS and non-communicable are affect human capital due to the nature of their working environment, the formulation of this strategic plan has considered initiatives that will address issues of HIV/AIDS and non-communicable diseases.

2.3.9 Ministry Strategic plan ((2021/22 - 2025/26)

The plan sets the strategies toward attainment of the objectives that need to be implemented to achieve the long term goal of making Tanzania a competitive, export led economy and semi- industrial country by 2025. BRELA being one of the business support Organizations under Ministry of Industry has a responsibility of

facilitating conducive business environment to meet expectation of stakeholders of having favourable business environment. Also the Agency has the responsibility of providing relevant information (data) that are required and therefore support the ministry to achieve national objectives.

2.3.10 Analysis of Current Vision statement

“To become an excellent business registrations facilitator.”

The analysis of the vision showed that it was easy to internalise, recall and inspirational. To achieve this vision, the Agency developed an Online Registrations System and National Business Portal which facilitated the registrations and licensing services. The created inspirational led the Agency to register and license 85.4% of the planned registrations and Licensing in the 6th Strategic Plan. Apart from these successes in a nutshell this vision has proved to be inward looking than on stakeholders and general public, thus necessitate change.

2.3.11 Analysis of Current Mission statement

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

The Agency created an attractive business environment by putting in place online registrations system and National Business Portal to easy access to the services in a short period and at a lower cost. The online registrations system simplified registrations procedures and customers were able to submit applications online and verification was easy through integrated ICT system with other institutions. However, the mission described only some of the Agency’s mandate and not exhaustive by excluding the aspect of regulating fair conduct of businesses. Therefore, calls for reformulation as stated in chapter three.

2.4. PERFORMANCE REVIEW OF THE PREVIOUS STRATEGIC PLAN

The 6th Strategic Plan 2016/17-2020/21 was formulated based on six strategic objectives. The review focused on major achievements challenges and possible solutions for forthcoming Plan.

OBJECTIVE 1: BUSINESS PROCESSES AND SYSTEMS IMPROVED.

The objective aimed at developing and improving the electronic systems. These include the online registrations and licensing systems as well as back-office systems including, accounts, human resource, procurement and administration systems. Achievements, constraints and way forward are as follows;

Achievements:

The Agency improved service delivery and business process through the developed online registrations system (ORS) which integrates with TRA, NIDA, GePG, SAPERION, IPAS, OBRS and RIMS and National Business Portal (NBP) in 2017, six (6) back office systems upgraded and installed (GMS in 2015, E by Epicor in 2019, TANePS in 2019, MUSE and e-Office in 2020). A total of 13,460 companies and 3,480 business names, paper records were captured, scanned, indexed and archived into the systems leading to easy access of information through online systems. ICT policies, records management, Finance, and Stores policies/manual were reviewed and adopted to support service delivery.

Constraints

Despite the achievement above, several challenges were uncounted; including limited knowledge on computer application among the staff, inadequate public awareness on online service, unreliable power supply and internet connectivity. The governing laws and regulations apply to manual registrations and licensing leading to insufficient workforce to support online services.

Way forward

The Agency will continue to upgrade and operationalise ORS, NBP and other back office systems including building capacity and recruiting new staff. Regarding laws and regulations which can support online service delivery, the Agency will prepare amendment proposals to the parent Ministry for the review of the laws governing online registrations and licensing.

OBJECTIVE 2: INFRASTRUCTURE AND OTHER FACILITIES TO ACCOMMODATE BRELA OPERATIONS ACQUIRED

The objective aimed at providing a conducive working environment enough to support staff deliver the services. The Agency aimed at maintaining and opening new upcountry offices to expand services throughout the country. Achievements, constraints and way forward are as follows;

Achievements

Access to Agency services and working efficiency has been increased. The Agency equipped and maintained its offices with the necessary facilities. Three (3) zonal offices; Mwanza, Mbeya and Mtwara were established and six (6) staff were relocated to the zonal offices in 2016. As an effort to relocate in Dodoma, the Agency has rented an office and acquired a plot to build its offices in Dodoma, in 2018. Office building in the same plot is underway.

Constraints

In achieving this objective, the Agency constrained by insufficient manpower and change of government directives to relocate Government Office to Dodoma and apart from its zonal offices, also BRELA planned to facilitate trade officers in the Regional and Local Government Authorities for service delivery.

Way forward

The Agency will construct and furnish office building in Dodoma city to be in line with the Government directives and to improve service delivery in capital city due more businesses anticipated. The Agency will continue to cooperate with the Ministry responsible for Local Government Authorities to facilitate the use of trade officers for Agency service delivery.

OBJECTIVE 3: PERFORMANCE MANAGEMENT SYSTEMS IMPROVED

The objective strived to achieve and ensure quality service delivery by human resource taking into account the principals and guidelines of the day to day operations including the reporting mechanisms. Achievements, constraints and way forward are as follows;

Achievements

In 2019, the Agency developed a Risk Management Framework and appointed risk champions. In building capacity to staff the Agency has continued to allocate resources to equip staff with the necessary knowledge and skills needed to perform their activities towards achieving the Agency's strategic objectives particularly training focused in the areas of IT, customer care and legal practices.

Staff performances evaluated by use of OPRAS in which mid-year and annual reviews conducted to assess the contribution of each staff in achieving the Agency's strategic objectives. MAB meetings were conducted quarterly to oversee the agency's operations and provide appropriate advice to the Minister. On the other hand, Organisation Structure was reviewed and updated in 2018 to support the implementation of the Agency's mandate. The Agency made a concerted effort to increase 43 staff and built capacity for improved service delivery.

Constraints

In achieving this objective, the Agency faced by several challenges including inadequate expertise to prepare some of the manuals, some positions in the organisation structure were not filled in time, outdated incentive schemes, inadequate monitoring and evaluation, inadequate risk management, outdated Client Service Charter and inadequate internal control system.

Way forward

The agency will implement corporate risk management framework and build capacity to staff on risk management and put in place a mechanism to monitor and evaluate plan implementation as well as continue to capacitate and monitor staff on preparation and review of OPRAS.

OBJECTIVE 4: QUALITY OF SERVICE DELIVERY IMPROVED

The aim of the objective was to prepare proposals that will enhance update of the pieces of legislations to comply with the business environment and create a conducive environment in business formalization. Achievements, constraints and way forward are as follows;

Achievements.

Proposed amendments of six pieces of legislation were submitted to MIT; The National Industries Licensing and Registrations Act, Cap. 46 RE 2002, Business Names (Registrations) Act, Cap. 213, Companies Act, Cap. 212, Business Licensing Act, Cap 208, Trade and service marks Act, Cap. 326 and Patents (Registrations) Act, Cap. 217. All these amendments aimed at supporting online registrations services and be in line with the current business environment.

The Agency has coordinated Industrial Licensing Board meetings quarterly and conducted business inspections to oversee the registrations and compliances of businesses and industries in the country. Further, Agency has continued to strengthened collaborations and partnerships with local and international institutions which had significantly contributed to the improvement of the Agency service delivery.

Constraints

Despite these achievements, the Agency faced with challenges including the delay of issuance of industrial licences resulted from delay of Board Meetings which were conducted quarterly as opposed to the requirement of the blueprint and delay in conducting business inspections due to insufficient human resource.

Way forward

In order to be in line with the blueprint which emphasise on regulatory reforms and improvement of the business environment, the Agency will advise the parent Ministry to review the National Industrial Act, Cap. 46 to support online service delivery and continue conducting business inspection timely.

OBJECTIVE 5: PUBLIC AWARENESS ABOUT BRELA SERVICES ENHANCED

This objective intended to publicise the Agency's operations and service delivery. This required use of media, active participation in various trade and business-related exhibitions as well as the use of social media networking to deliver a valuable message to the public on the Agency's operations and service delivery. Achievements, constraints and way forward are as follows;

Achievements

There has been an increased customer base due to public awareness creation. The Agency participated in various national exhibitions and trade fairs including Public Service Week, Saba Saba (DITF), Nane Nane, Industrialisation exhibitions and other business related exhibitions, the agency has been organising educative inspections and training to trade officers who facilitate the registrations and licensing to customers. During exhibitions and awareness programs, a total of 1,235 Business Names and 96 Companies were registered. Also 140,000 Brochures were distributed, and Awareness education was given to the public on how to register and license businesses. Further to that, awareness on the use of Online Registrations System (ORS) and National Business Portal (NBP) were provided on local TV, radio and newspapers. These efforts aimed at informing public on Agency's operations and services.

During the period, the Agency participated and contributed to corporate social responsibilities; supported the needy at Muhimbili National Hospital in 2019, financial contribution to facilitate Month of women Entrepreneurs (MOWE) and also during the BRELA'S 20 years anniversary by offering cleaning facilities to Market places in Dar es Salaam region and supplied healthy accessories to patients who were admitted in those district hospitals.

Constraints

Despite these achievements, the Agency faced challenges which include; inadequate planning for working tools and insufficient human resource to plan and cover public outreach programs.

Way forward

The Agency will develop and implement communication strategy which will ensure every staff has correct and adequate information before engaging external customers. The Agency will continue to build capacity to its staff on planning and implementing outreach programs.

OBJECTIVE 6: REGISTRATIONS AND LICENSING ACTIVITIES UNDERTAKEN

The objective intended to enhance the formalisation of businesses through facilitating registrations and licensing. Achievements, constraints and way forward are as follows;

Achievement

The Agency enhanced formalisation and compliance by putting in place infrastructure and systems to simplify and facilitate registrations and licensing services. During the period of implementing the Plan, a total of 34,316 companies out of 51,383 (67.1%), 66,093 business names out of 59,617(111%) and 12,591 trade and service marks out of 21,673(58%) were registered. 147 patents/utility certificate out of 153 (96%) were granted, 656 Industrial licenses out of 570 (115%), 147 certificates of registrations out of 320 (46%) and 11,365 business licences out of 11,365 (99%) were renewed annually and 2,510 business licences were issued out of 2,750 (91%).

Constraints

The major challenges faced were; non-compliance to registrations and licensing procedures, low level of inventions and innovations and inadequate public awareness on Agency's services.

Way forward

The agency will continue to provide Public awareness to increase compliance on registrations and license procedures.

2.5. SWOC ANALYSIS

This analysis to identify the internal and external factors which affect the Agency's success and growth. In this analysis, strengths, weaknesses, opportunities and challenges were identified as follows:

Strengths

- i. Presence of leaders who are visionary and committed;
- ii. Presence of qualified and experienced staff;
- iii. Presence of own financial resource base;
- iv. Well established customer base, and customer management mechanism;
- v. Established partnership and cooperation with stakeholders and the presence of potential areas to partner;
- vi. Presence of internal control guidelines;

- vii. Core and support business processes automated¹¹; and
- viii. Sole service provider for registrations of businesses and licensing.

Weaknesses

- i. Shortage of staff and vacant management positions;
- ii. Absence of customised human resources strategy;
- iii. Inadequate capacity on financial regulations and standards;
- iv. Inadequacy in ICT systems as there is insufficient storage capacity for online systems, absence of hot site disaster recovery for online systems, unstable power supply and internet connectivity;
- v. Insufficient working facilities whereby staff lack working tools such as computers, furniture and lack of maintenance culture for the available tools;
- vi. Limited public awareness on BRELA services;
- vii. Inadequate monitoring and evaluation mechanisms result in poor follow-up of plans implementation and underutilisation of resources;
- viii. Inadequate verification and authentication mechanisms of registrations documents; and
- ix. Difficulty in managing corporate risks.

Opportunities.

- i. Presence of human resources guidelines, plans and regulatory bodies to support the Agency;
- ii. The Government emphasis to online service delivery by establishing National Internet infrastructure, National ICT Policies and guidelines to guide government institutions in implementing ICT initiatives;
- iii. Unexploited sources of revenue;
- iv. Stable national macroeconomic environment; business are established and thriving;
- v. Availability of Government Institutions and International partners to collaborate with on technical and financial support to assist the registrations and licencing services; and
- vi. Wide customer base through strong regional and multilateral integrations (EAC, SADC. etc.).

Challenges

- i. Unreliable internet connectivity in some part of the country; business registrations becomes less immediate more unreliable;

¹ Online Registrations System (ORS); National Business Portal (NBP); Financial system (Epicor); Revenue Collection Systems using GePG; Payroll system; e-office system and Procurement system (TANEPS).

- ii. Limited authority due to the semi-autonomous status of the Agency;
- iii. Inadequate collaboration with Local Government Authorities (LGAs) who are directly connected with large number of customers in service delivery;
- iv. Prevalence of pandemic, epidemic and emergence of non-communicable diseases; and
- v. Low level of public awareness on registrations and licensing services.

2.6. PESTEL ANALYSIS

PESTEL analysis conducted to understand the macro-environmental factors outside Agency which can influence or impact operations to achieve strategic objectives. External factors analysed includes; political, economic, social, technological changes, environmental and legal factors.

2.6.1. Political

Tanzania has remained a stable and peaceful country with the 5th Government demonstrating the political will to improve and create enabling business environment for a competitive national economy. This has created a conducive environment for business start-ups and more investment. Also, the Government continues to support small and medium enterprises (SMEs) by creating conducive business environment, policies and other infrastructure which promotes business registrations and licenses.

Recently the Government has made a wider decision to shift its Headquarter to the Capital city (Dodoma) a move that provides a wider opportunity for businesses and individual to widen the scope of business operations. This provides an opportunity for the Agency to widen the outreach to new customers who are in Dodoma. The Agency still maintaining the customers' base in Dar es Salaam which has remained the largest commercial city in the country. Despite the fact that the Agency has its minor office in Dodoma for the aim of supporting Government and businesses, there is need to enhance operations in the Capital City by constructing full fledge office in the area. The Agency has already acquired a plot in the city and planned to build a new office and equip with the required tools and infrastructure for serving its stakeholders.

2.6.2. Economic

Tanzania has remained to have a strong and stable economic growth, with real GDP growth of 6.8 percent in 2019 compared with 6.9 percent in 2018. Transformation of the economy through the National Industrialisation Strategy, affordable power supply, tourism promotion, value addition in minerals establishment of stock markets and modernisation of agriculture is expected to boost the economic growth in the medium and long term.

These improvements in the economic dynamics provide the businesses with opportunities for growth and investment in different sectors and the Agency play

a major role in facilitating and providing formalisation of businesses in the country. The ongoing economic improvement poses an opportunity for the Agency to serve more customers and generate revenue.

2.6.3. Social

The business sector plays an important role in social and cultural aspects of which public and private partnership are of higher concern in Tanzania. Issues such as population growth, unemployment rate, and poverty rate can influence the kind of service and therefore service resources available in the institution. The population is growing at a rate of 2.98% with a population of 59,734,218 where 29.02 million are female and 28.98 million are male in year 2020 compared to 2019, with this ratio of population distribution, the issue of diversity and inclusion is of priority to the Government. This situation led to a high demand for information and business formalisation services for improving people standard of living and job creation. In addition, the spread of online delivery services in different platforms has changed the way clients are served as opposed to manual service delivery.

The Agency consider the stakeholders as partners and they are part and parcel of success implementing of its mandate. Such that, the Agency has recruited staff from diverse groups to work for the Agency and participated in social corporate responsibility which has improved the Agency engagement with the society.

However, the Agency is still faced with having few women representatives in its management, low public awareness and inadequate knowledge on online registrations services has remained a challenge contributing to higher costs of handling customer calls and visits to the Agency. Respectively, the Agency will develop and implement diverse and inclusion strategy and continue to create more public awareness on the online services.

2.6.4. Technology

Technological development has enabled transformation of the economy by streamlining the flow of information and services to the public. The Presence of e-Government Agency in the country has enabled prompt availability of information about efficient and effective utilization of government resources through shared platforms and ICT policy frameworks. Implementation of ICT governance has enabled Agency to carry out its operations and other strategic functions to improve service delivery in the country.

The Agency has embraced the use of technology in its operations by developing and implementing Online Registrations System (ORS) and National Business Portal (NBP) and Intellectual Property Automated System (IPAS) for provision of online registrations and licensing services. The Agency adopted the use of; TANEPS, File Requisitions Management System (FIREMS), Epicor, MUSE, e-Office and GMS for various Agency administrative and Management functions. To enhance revenue collection and complying with government directives, the Agency systems have been

integrated with Government electronic Payment Gateway (GePG) for government payment services.

However, rapid changes in technology, willingness to adopt to new technologies and services delivery systems together with inadequate knowledge in using IT systems remained a challenge. The Agency will continue to improve internal ICT capacity, review ICT policies and sensitise the public on the online registrations and licensing services.

2.6.5. Environment

Environment factors include ecological, climate change and weather aspects of the country that may affect the institutional operations. Globally there is an increase in pressure for businesses to be environmentally friendly by minimizing pollution, response to climate change and diversification. Growing awareness of the potentials impacts of climate change is affecting how institutions operate and the product they offer to the society.

Agency's operations are environmentally friendly through strengthened compliance with the regulatory framework and its engagement in Corporate Social Responsibility (CSR) the initiatives that have contributed to the conducive business environment. Agency's initiatives to deliver its services using online systems has reduced the use of physical material which has a direct impact to the environmental.

The Agency will continue adopting modern technologies that are environmentally friendly while engaging its staff and the community in environmental friendly practices for the continued and sustainable business environment. This includes update of the existing ICT systems, capacity building to its staff and enhanced corporate social responsibility initiatives.

2.6.6. Legal

The Legislative environment in Tanzania is conducive for Businesses start-ups, investment and business partnerships. The Agency was established under the Executive Agencies ACT Cap. 245 which provides the framework and mandate within which the Agency executes its functions. The Companies Act Cap 212, Business Names Act Cap 213, Trade and Service Marks Act Cap 326, Patent (Registrations) Act Cap 217, The National Industries (Licensing and Registrations) Act Cap. 46 and Business Licensing Cap 208 are the Laws administered by the Agency and therefore support it to carry its mandate effectively.

However, some of these laws are no longer supporting achievements of objectives and deliver quality services. Thus the Agency calls for the review of outdated legislations to support online service delivery and creation of conducive business environment. The Agency will continue to advise the Ministry and other Government institutions to review business related laws and regulations to enhance the Agency ability to

exercise its mandate and directives that are pronounced by the Government from time to time.

2.7. STAKEHOLDER'S ANALYSIS

The Agency recognises the importance of this Strategic Plan to address the needs and meet the stakeholders' expectations in order to fulfil its mission. The Agency key stakeholders include; investors, MDAs, International Agencies, Staff, public and media. The Agency is committed to deliver quality services through reliable online services and good customer care while maintaining good relationship in its engagements.

A detailed stakeholder's analysis is provided in **table 2**.

TABLE 2. STAKEHOLDERS ANALYSIS

S/N	Stakeholders	Services offered by BRELA	Stakeholder Expectations
1.	Investors (this includes business owners, innovators, Inventors and Financial Institutions)	<ul style="list-style-type: none"> • Registrations and licensing services • Information on registered trade and service marks, patents, companies and business names • Information on issued licences • Training services in registrations and licensing • Legal expertise • Registrations of Charges (Mortgage and Debenture) 	<ul style="list-style-type: none"> • Promptness on service offered • Correct and valid information • Appropriate knowledge and Skills • Legal Protection
2.	Government Ministries, Departments, and Agencies (MDAs)	<ul style="list-style-type: none"> • Information on registrations and licensing services • Performance reports • Expertise • Sharing of information and cooperation 	<ul style="list-style-type: none"> • Promptness on service offered • Correct and valid information • Advisory services
3.	International Agencies (WIPO, ARIPO and Donors)	<ul style="list-style-type: none"> • Input to International and Regional meetings • Hosting of international and regional forums • Information on country IP issues 	<ul style="list-style-type: none"> • Time and reliable inputs • Effective facilitation of international forums • Accurate and reliable information

4	BRELA staff	<ul style="list-style-type: none"> • Working environment and facilities • Staff remunerations and benefits 	<ul style="list-style-type: none"> • Conducive working environment • Improved Staff remunerations and benefits • Promptness on service offered • Carrier development and promotion
5	Public and Media	<ul style="list-style-type: none"> • Information on registrations services • Sharing of information and cooperation • Corporate Social Responsibility (CSR) 	<ul style="list-style-type: none"> • Promptness on service offered • Correct and valid information • Agency's contribution to society

2.8. CRITICAL ISSUES

This section highlights the list of strategic critical issues identified during situational analysis which are to be addressed in this Plan. These issues will be addressed by the strategic interventions identified in chapter three (3).

- i. Improving ICT in provision of services;
- ii. Enhancing legal and regulatory framework governing business operations;
- iii. Improving stakeholder engagement in managing business operations;
- iv. Improving Performance Management;
- v. Strengthening internal controls and quality assurance;
- vi. Improving human resource management and working environment; and
- vii. Improving public awareness on Agency services

CHAPTER THREE

THE STRATEGIC PLAN FOR 2021/22 – 2025/26

This chapter provides the strategic direction of the Agency through vision, mission and core values. Further, it provides the Agency's strategic objectives, key performance indicators, targets and strategies.

3.1 VISION STATEMENT

"A centre of excellence in the region for business registrations and licensing Services"

3.2 MISSION STATEMENT

"To create a conducive business environment in the country by formalising businesses and protecting industrial properties through registrations, licensing and regulating fair conduct of businesses".

3.3 CORE VALUES

- i. **Respect for the rule of law:** We commit to serve customers with strict adherence to the laws of the land;
- ii. **Fairness and impartiality:** We treat our customers and stakeholders fairly and with respect and dignity;
- iii. **Accountability:** We are responsible for our actions and decisions in carrying out our functions;
- iv. **Teamwork:** We are committed to giving the highest standards of services through combined efforts and skills; and
- v. **Customer Focus:** We strive to meet our customers' needs and expectations.

3.4 STRATEGIC OBJECTIVES

The Agency's objectives for the period from 2021/22 to 2025/26 are presented as follows: -

In this Strategic Plan, Objectives, Key Performance Indicators, Baseline Targets and Targets are summarised in **Table 5a and 5b** (Monitoring Plans), which indicates champions who are responsible and accountable for achievements of objectives.

➔ **OBJECTIVE A: HIV/AIDS Infections and Non-communicable Diseases Reduced and Support services Improved**

HIV/AIDS infections and Non-Communicable diseases have negative impact on the productivity of the labour force. HIV/AIDS and Non-Communicable Diseases (NCD) are ruining the most productive age group leaving behind discomfort, suffering and poverty. Statistics show that youth and working population (Youth age between 15-49 years) is highly affected as depicted by Tanzania HIV Impact Survey (2016-2017) where about 12% of female youth population and 8.4% of youth population are HIV/AIDS affected. BRELA intends to put in place the agenda to fight and Combat HIV/AIDS and NCDs at workplace and provide support services to staff affected by HIV/AIDS and NCDs to improve staff health and performance. In turn, the agency will contribute to the implementation of national HIV/AIDS policy.

STRATEGIES

- i. Improve awareness on HIV/AIDS and Non-communicable;
- ii. Improve care and support to affected staff.

TARGETS

- i. 100% HIV/AIDS and Non-communicable programs developed and implemented by June, 2026;
- ii. 100% affected staff provided with care and support by June, 2026

KEY PERFORMANCE INDICATORS:

- i. % of staff declaring their status; and
- ii. Level of staff satisfaction on care and support services

➔ **OBJECTIVE B: National Anti-Corruption Strategy and Good Governance enhanced**

Good governance is a critical factor in the social-economic and political development of any Country. In this regard, Institutions should articulate clearer that the practices of good governance are implemented and the contribution of such practices in sustaining peace and stability, growth and reduction of poverty in the country. Good governance is a way of measuring how public institutions conduct public affairs and manage the public resource. The Agency being among the public institutions with mandate of providing registrations and licensing services as well as regulating fair conduct of business in the country, set out strategic initiatives that address participation, effectiveness, efficient, equitable and inclusive service provisions that reflect good governance practices.

Despite practising good governance, the problem of corruption resulted from unethical behaviours, inadequacy of internal controls and customer handling mechanisms and challenges associated with diversity and inclusion at workplace are highly required to be addressed by the public institutions as directed by the Government from time to time. In response to these requirements and being in line with the government directives, the Agency has set the following strategies to address the same.

STRATEGIES

- i. Enhance ethical conduct of staff;
- ii. Improve anti-corruption measures management of corruption and Develop and implement anti-corruption awareness programs;

TARGETS

- i. 100% Anti-Corruption Action Plan institutionalized by June, 2026
- ii. 100% ethics compliance framework implemented by June, 2026
- iii. 100% diversity and inclusion strategy implemented by June, 2026

KEY PERFORMANCE INDICATORS

- i. % of corruption incidences resolved;
- ii. Stakeholders perception on corruption at BRELA

➔ OBJECTIVE C: Registrations and Licensing Services Improved

Business registrations, licensing and regulation of conduct of businesses is the mandate of the Agency since its formation. The Agency has distinguished itself to improve services delivery to the businesses through the previous strategic plan. Improvement in service delivery has been evidenced by an increasing number of registrations and licences, reduced time taken to provide the service and increased Agency's revenue.

Despite this success, the efficiency and effectiveness of service delivery are not to the maximum and more improvement is needed by the business stakeholders. In order to meet stakeholders' expectation and contribute to improving the business environment in Tanzania, the Agency has put in place strategies to improve service delivery, formalise more businesses through registrations and licensing, and regulate the business conduct by applying state of the art technology in service. Moreover, the Agency has a strategy of rolling out to regions and Local Government Authorities (LGAs) registrations and licensing system to reach more stakeholders and reduce cost and time to register, license or regulate businesses.

STRATEGIES

- i. Improve registrations and licensing;
- ii. Improve compliance

TARGETS

- i. 80% of companies registrations completed within three 3 working days by June 2026;
- ii. 80% of business names registrations completed within three 3 working days by June 2026;
- iii. 80% of Trade and service marks registrations completed within 90 working days by June 2026;
- iv. 80% of Patents granted within 120 working days by June 2026;
- v. 80% of business licensing completed within three 3 working days by June 2026;
- vi. 80% of industrial licensing and registrations completed within three 3 working days by June 2026;
- vii. 80% of registrations and licenses attained by June 2026.
- viii. 80% of companies registrations attained by June 2026.
- ix. 80% of business names registrations attained by June 2026.
- x. 80% of Trade and service marks registrations attained by June 2026.
- xi. 80% of patents registrations attained by June 2026.
- xii. 80% of business licences issuance attained by June 2026.
- xiii. 80% of industrial licences and registrations attained by June 2026.
- xiv. 100% compliance to licenses and registrations attained by June, 2026

KEY PERFORMANCE INDICATORS

- i. Level of compliance;
- ii. Perception of stakeholders on conducive business environment

➔ **OBJECTIVE D: Institutional Capacity to Deliver services and awareness Enhanced**

This objective encompasses continuous capacity and capabilities to enhance the Agency to fulfil its mandate and deliver services to become a centre of excellence in business registrations and licensing in the region. Effective and efficient delivery of services in a dynamic and competitive business environment requires the Agency to have the necessary internal capabilities, systems and processes. These involve having simplified but secured business processes, modern technologies, knowledgeable and skilled human resources and proper alignment of the organisation structure.

In addition, The Agency considers its people (staff) as the most valuable resource and see it necessary to provide them with the conducive working environment and equip them with necessary skills and expertise in order to achieve the Agency strategic objectives. As technological based service delivery institution, needs to ensure that appropriate structures, facilities, processes and technologies are in place to support the effective delivery of its mandate. The Agency needs to ensure that it manages its operations by practising the highest standard of governance, accountability and risk management; and put in place mechanism for communicating with its stakeholders to enhance their understanding and feedback from its operations.

STRATEGIES

- i. Strengthen resource management;
- ii. Improve business processes ;
- iii. Improve working environment; and
- iv. Improve public awareness on BRELA activities

TARGETS

- i. 100% working environment and staff welfare provided by June, 2026;
- ii. 100% Performance Improvement Model implemented by June, 2026;
- iii. 80% of human resource development plan implemented by June, 2026;
- iv. 80% Strategic Planning implemented by June, 2026;
- v. 95% system availability attained by June, 2026;
- vi. 100% goods and services procured and managed by June, 2026;
- vii. 100% internal controls adhered by June, 2026;
- viii. 100% financial compliance maintained by June, 2026; and
- ix. 100% communication strategy implemented by June, 2026

KEY PERFORMANCE INDICATORS

- i. Level of Staff satisfaction ;
- ii. Level of customer satisfaction;
- iii. Audit Opinion

CHAPTER FOUR

RESULT FRAMEWORK

This chapter outlines how the Agency will track progress of the achievement of the strategic objectives and associated results (outcomes) envisioned in this Plan. The chapter assesses the performance and realisation of organisational objectives. It covers developmental objective, results matrix, the monitoring plan; the planned reviews, evaluation plan and the reporting plan.

4.1 DEVELOPMENTAL OBJECTIVE

The overriding developmental objective of the Agency is “*enabling business environment by providing quality registrations and licensing services for sustainable industrial growth and economic development*”. This objective represents the highest level of results envisioned by the Agency. Attainment of this objective will be influenced by the availability of financial resources, staff capacity and public’s accountability, among other factors. Also, the achievement of this objective recognises and takes into account the collective efforts and contributions of several other players.

4.2 RESULT MATRIX

Result matrix shows the alignment of developmental objective, strategic objectives, intermediate outcomes and their corresponding KPIs. A detailed result matrix is provided in **table 3**.

TABLE 3. RESULTS MATRIX

Developmental Objective	Objective Codes	Strategic Objectives	Intermediate Outcomes	Key Performance Indicators
Enabling business environment by providing quality Registrations and Licensing services for sustainable industrial growth and economic development	A	HIV/AIDS and Non communicable diseases Infections reduced and support services improved	<ul style="list-style-type: none"> i. Increased number of staff voluntarily testing for HIV ii. Increased number of staff disclosing their HIV status iii. Decreased number of NCD cases iv. Increased staff awareness on HIV/ AIDS and NCDs v. Programs on HIV/ AIDS and NCDs prepared and implemented 	<ul style="list-style-type: none"> i. % of staff declaring their status; and ii. Level of staff satisfaction on care and support services
	B	National Anti-Corruption Strategy and Good Governance enhanced	<ul style="list-style-type: none"> i. Increased staff awareness on anti – corruption issues ii. Reduced number of corruption incidences iii. Public service code of conduct implemented iv. Diversity and inclusion strategy prepared and implemented v. Increased level of satisfaction of staff from diversified groups vi. Decreased customer complaints vii. Reduced stigma and discrimination towards diversified groups. viii. Enhanced accountability 	<ul style="list-style-type: none"> i. % change in corruption incidences; ii. Stakeholders perception on corruption at BRELA

Developmental Objective	Objective Codes	Strategic Objectives	Intermediate Outcomes	Key Performance Indicators
	C	Business Registrations and licensing services improved	<ul style="list-style-type: none"> i. Increased number of registrations and licences ii. Reduced time of Registrations and licensing iii. Reduced number of complaints pertaining Registrations and licensing services iv. Awareness programs on registrations and licensing services prepared and implemented v. Increased level of compliance in business operations vi. Increased financial resources 	<ul style="list-style-type: none"> i. Level of compliance ii. Perception of stakeholders on conducive business environment
	D	Institutional capacity to deliver services and awareness enhanced	<ul style="list-style-type: none"> i. Increased performance level of employees ii. Reduced time taken to deliver services iii. Improved working tools iv. Human resource strategy implemented v. M & E Strategy implemented 	<ul style="list-style-type: none"> i. Level of staff satisfaction ii. Level of customer satisfaction iii. Audit Opinion

4.3 MONITORING PLANS

The Agency monitoring plans presents a summary of strategic objectives, KPIs, baseline, target value, champions and strategies to be implemented, and on the other hand the plan consists of indicator descriptions, indicator target value for five years, data collection and methods of analysis. The monitoring plans are provided in **Table 4a** as follows:

TABLE 4: MONITORING PLAN

S/N	Key Performance Indicator	Indicator Description	Unit of measure	Baseline		Indicator target value					Data collection and Methods of Analysis							
				Date	Value	Yr1	Yr2	Yr3	Yr4	Yr5	Data source	Data collection Instruments and methods	Frequency of data collections	Means of verification	Frequency of reporting	Responsibility of data collection		
Objective A: HIV/AIDS and Non communicable diseases Infections reduced and support services improved																		
1	% of staff declaring their status	This indicator intends to measure effectiveness of initiatives of reducing HIV/AIDS and Non-Communicable diseases. This will be calculated as follows: As it can be calculated by $X/Y * 100$ Whereby X = no of staff who declared their status Y = Total no of affected staff	%	2020	N/A	100%	100%	100%	100%	100%	100%	100%	BRELA	Documentary Review	Annually	HIV/ NCD Test report	Annually	DBS

S/N	Key Performance Indicator	Indicator Description	Unit of measure	Baseline		Indicator target value					Data collection and Methods of Analysis					
				Date	Value	Yr1	Yr2	Yr3	Yr4	Yr5	Data source	Data collection Instruments and methods	Frequency of data collections	Means of verification	Frequency of reporting	Responsibility of data collection
2	Level of staff satisfaction on care and support services	This indicator intends to measure extent to which care and support services meet needs and expectations of affected staff. This will be determined by establishing a desirable satisfaction level of 50% and above. Calculated by $X/Y \times 100$ Whereas X= staff who are score 50% and above Y= total no of staff surveyed	%	2020	N/A	10%	20%	20%	20%	20%	BRELA	Questionnaire/ Survey	Annually	Survey report	Annually	DBS

S/N	Key Performance Indicator	Indicator Description	Unit of measure	Baseline		Indicator target value					Data collection and Methods of Analysis					
				Date	Value	Yr1	Yr2	Yr3	Yr4	Yr5	Data source	Data collection Instruments and methods	Frequency of data collections	Means of verification	Frequency of reporting	Responsibility of data collection
Objective B: National Anti-Corruption Strategy and Good Governance enhanced																
1	% change in corruption incidences	This indicator intends to measure initiatives of combating corruption As it can be calculated by $X-Y/X*100$ Whereby X = Number of cases reported in previous year Y = Number of cases reported current year Assumption: Base year is 2020/21	%	2020	N/A	100%	100%	100%	100%	100%	BRELA	Documentary review	Quarterly	Complaints register	Quarterly	DBS

S/N	Key Performance Indicator	Indicator Description	Unit of measure	Baseline		Indicator target value					Data collection and Methods of Analysis					
				Date	Value	Yr1	Yr2	Yr3	Yr4	Yr5	Data source	Data collection Instruments and methods	Frequency of data collections	Means of verification	Frequency of reporting	Responsibility of data collection
2	Stakeholders perception on corruption at BRELA	This indicator intends to measure effectiveness of measures of combating corruption at BRELA. This will be determined by establishing a desirable positive perception level of 50% above. As it can be calculated by $X/Y*100$ Whereby X= no. of stakeholders with positive perception Y= total stakeholders surveyed	%	2020	N/A	5%	5%	5%	5%	5%	BRELA	Survey	Annually	Survey report	Annually	DBS

S/N	Key Performance Indicator	Indicator Description	Unit of measure	Baseline		Indicator target value					Data collection and Methods of Analysis					
				Date	Value	Yr1	Yr2	Yr3	Yr4	Yr5	Data source	Data collection Instruments and methods	Frequency of data collections	Means of verification	Frequency of reporting	Responsibility of data collection
OBJECTIVE C: Registrations and Licensing services improved																
1	Level of compliance	This indicator intends to measure effectiveness of inspections. This will be determined by establishing a desirable compliance level of 30% above. This will be calculated by $X/Y * 100$ Whereby; X = no. of businesses complying by 30% and above and Y = total businesses surveyed	%	2020	N/A (50%:**)	6%	6%	6%	6%	6%	BRELA	Survey	Annually	Survey report Inspection reports	Annually	DRCBN/ DL/ DRIP

S/N	Key Performance Indicator	Indicator Description	Unit of measure	Baseline		Indicator target value					Data collection and Methods of Analysis					
				Date	Value	Yr1	Yr2	Yr3	Yr4	Yr5	Data source	Data collection Instruments and methods	Frequency of data collections	Means of verification	Frequency of reporting	Responsibility of data collection
2	Perception of stakeholders on conducive business environment	This indicator intends to measure effectiveness of registrations and licensing services in facilitating a conducive business environment. This will be determined by establishing a desirable positive perception level of 30% and above. Calculated as $X/Y * 100$ Where: X = no. of stakeholders with positive perception of 30% and above Y = Total number of customers surveyed	%	2020	N/A (50%***)	6%	6%	6%	6%	6%	BRELA	Questionnaire/ Survey	Annually	Survey report	Annually	DRCBN/ DL/ DRIP

S/N	Key Performance Indicator	Indicator Description	Unit of measure	Baseline		Indicator target value					Data collection and Methods of Analysis					
				Date	Value	Yr1	Yr2	Yr3	Yr4	Yr5	Data source	Data collection Instruments and methods	Frequency of data collections	Means of verification	Frequency of reporting	Responsibility of data collection
Objective D: Institutional capacity to deliver services and Awareness enhanced																
1	Level of staff satisfaction	This indicator intends to measure capacity of the Agency to meet staff needs and expectation at the workplace. This will be determined by establishing a desirable satisfaction level of 50% above. This will be calculated as $X/Y*100$ Where: X= no. of staff satisfied Y = Total staff surveyed	%	2020	N/A (50%***)	6%	6%	6%	6%	6%	BRELA	Survey	Annually	Survey report	Annually	DBS

S/N	Key Performance Indicator	Indicator Description	Unit of measure	Baseline		Indicator target value					Data collection and Methods of Analysis					
				Date	Value	Yr1	Yr2	Yr3	Yr4	Yr5	Data source	Data collection Instruments and methods	Frequency of data collections	Means of verification	Frequency of reporting	Responsibility of data collection
2	Level of customer satisfaction	This indicator intends to measure effectiveness and efficiency of the Agency in service provision. This will be determined by establishing a desirable satisfaction level of 50% and above. This will be calculated by $X/Y*100$ whereas; X =no. of customers satisfied by 50% and above Y =Total customers surveyed	%	2020	60%**	4%	4%	4%	4%	4%	BRELA	Questionnaire/ Survey	Annually	Survey report	Annually	DBS

S/N	Key Performance Indicator	Indicator Description	Unit of measure	Baseline		Indicator target value					Data collection and Methods of Analysis										
				Date	Value	Yr1	Yr2	Yr3	Yr4	Yr5	Data source	Data collection Instruments and methods	Frequency of data collections	Means of verification	Frequency of reporting	Responsibility of data collection					
3.	Audit Opinion	This indicator intends to measure effectiveness of internal controls and compliance to laws, rules, regulations during Agency operations. It will be determined from Opinion issued by the CAG annually.		2020	Unqualified Opinion	Yr1	Unqualified Opinion	Yr2	Unqualified Opinion	Yr3	Unqualified Opinion	Yr4	Unqualified Opinion	Yr5	Unqualified Opinion	NAOT	Documentary review	Annually	Management Letter	Annually	CA

** Estimated value for the purpose of target setting

4.4 PLANNED REVIEWS

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

4.4.1 Planned Review Meetings

Various meetings will be conducted to track progress on reaching set targets, milestones/outputs and strategies completion level to ascertain the achievement of strategic objectives.

Review meetings schedules indicating types the meeting frequency and participants is presented in Table 6 as follows:

TABLE 5: PLANNED REVIEW MEETINGS

S/n.	Type of meeting	Frequency	Designation of the chairperson	Participants
1.	Ministerial Advisory Board Meeting	Quarterly	Chairperson	MAB members Chief Executive (Secretary to MAB)
2.	Management meeting	Fortnightly	Chief Executive	Directors and Heads of Units
3.	Directorate /Unit meeting	Fortnightly	Directors/ Heads of Units	Directorate /Unit staff
4.	Section Meetings	Weekly	Heads of Sections	Section Staff
5.	Milestone review meeting	Semi annually	Chief Executive	Directors/Heads of Units/Heads of Sections
6.	Audit Committee Meeting	Quarterly	Chairperson	Audit Committee members
7.	Tender Board Meeting	Monthly	Chairperson	Tender Board members
8.	Workers Council meetings	Twice in a year	Chief Executive	Workers Council members
9.	Staff Meetings	Twice in a year	Chief Executive	All staff members
10.	Integrity committee meetings	Quarterly	Chairperson	Committee members

S/n.	Type of meeting	Frequency	Designation of the chairperson	Participants
11.	HIV/AIDS/NCD committee meetings	Quarterly	Chairperson	Committee members
12.	Sports committee meetings	Quarterly	Chairperson	Committee members
13.	Risk committee meetings	Quarterly	Chairperson	Committee members
14.	ICT steering committee	Quarterly	Chairperson	Committee members

4.4.2 Planned Milestones

This presents planned milestones and outputs which will be reviewed in a course of implementing the Strategic Plan. Planned Milestones and Output and responsible functional unit is provided in **table 6** as follows

TABLE 6. PLANNED MILESTONES

Years	Planned Reviews	Milestones/output	Timeframe	Responsible
2021/22-25/26	Twice in a year	Office building in Dar es Salaam repaired	Dec-21	DBS
		Complaints handling mechanism reviewed and implemented	Jun-22	DBS
		Public awareness programs developed and implemented;	Jun-22	DBS
		Human resource strategy developed and implemented	Jun-22	DBS
		HIV/AIDS and Non communicable programs developed and implemented.	Dec-22	DBS
		Anti-corruption awareness programs developed and implemented	Dec-22	DBS
		Registrations and Licensing Legislations reviewed;	Jun-23	DBS
		Corporate communication strategy developed and implemented	Jun-23	HPR

Years	Planned Reviews	Milestones/output	Timeframe	Responsible
		Risk management framework developed and implemented	Jun-23	DBS
		Client Service Charter developed	Jun-23	DBS
		Diversity and inclusion strategy developed	Sep-23	DBS
		Care and support services to staff with HIV/AIDS and Non communicable diseases provided	Jun-26	DBS
		Technical capacity to staff on registrations and licensing built	Jun-26	DBS
		Targeted business inspections conducted	Jun-26	DL
		Performance management systems developed and implemented	Jun-26	DBS
		ICT systems and infrastructure (Registrations, licensing and back office) acquired, upgraded and maintained	Jun-26	HICT
		M&E framework developed and implemented	Jun-26	DBS
		BRELA transformed to Authority	Dec-26	DBS
		Office in Dodoma Constructed	Dec-26	DBS

4.4.3 Rapid Appraisals

Rapid appraisals intend to gather information on reviews and feedback for facilitating the implementation of planned interventions in a course of time. **Table 7** indicates the Agency's Rapid Appraisal for the next five years

TABLE 7: RAPID APPRAISALS

S/N	Rapid Appraisal	Description of Rapid Appraisal	Appraisal Questions/areas	Methodology	Frequency	Responsible
1.	Study on the Business Formalisation	This study intends to establish the status of business formalisation in Tanzania	<ul style="list-style-type: none"> i. Number of registered businesses ii. Number of unregistered businesses by type and size/ iii. Ownership of business by citizenship iv. Type/ nature of business v. Reasons for not registering businesses vi. Areas of improvement 	Survey	Twice in five years	DL
2.	Assessment of Agency Diversity and Inclusion	This study intends to establish the status of diversity and inclusion in the Agency	<ul style="list-style-type: none"> i. Types of Diversity groups ii. Requirement for respective groups iii. Presence/absence of treatment based on diversity iv. Areas of improvement 	Survey	Once a year	DBS
3.	Assessment of Agency HIV/AIDS and NCDs status	This study intends to establish status of HIV/AIDS and NCD within the Agency.	<ul style="list-style-type: none"> i. Number of staff living with HIV/AIDS and NCD. ii. Types of NCD. iii. Gender and age affected. v. Requirement for respective groups vi. Level of adherence HIV/AIDS and NCD guidelines iv. Areas of improvement 	Survey	Twice a year	DBS
4.	Assessment on staff satisfied with HIV/AIDS and NCDs care and support services	This study intends to establish the perception of staff on HIV/AIDS and NCD care and support services.	<ul style="list-style-type: none"> i. Number of staff provided with HIV/AIDS and NCD care and support services. ii. Gender and age iii. Type of support. iv. Frequency of support provided v. Level of perception on satisfaction vi. Areas of improvement 	Survey	Twice a year	DBS

S/N	Rapid Appraisal	Description of Rapid Appraisal	Appraisal Questions/areas	Methodology	Frequency	Responsible
5.	Assessment on staff satisfied with working environment	This study intends to establish the perception of staff on working environment	<ul style="list-style-type: none"> i. Number of staff ii. Gender and age iii. Working facilities. iv. Appraisal systems v. Welfare packages vi. Opportunities for advancement vii. Level of perception on satisfaction viii. Areas of improvement 	Survey	Twice a year	DBS
6.	Study on customer satisfaction Registrations and licensing services	This study intends to establish the perception of customers on registrations and licensing services.	<ul style="list-style-type: none"> i. Number of customers ii. Gender and age iii. Type of service. iv. Level of perception on satisfaction v. Areas of improvement 	Survey	Annually	DRCBN
7.	Study on the post registrations compliance	Intends to establish the level of adherence to post registrations requirement	<ul style="list-style-type: none"> i. Number of registered business ii. Understanding of Post registrations requirements iii. Capacity of the Agency to undertake follow up iv. Systems efficiency to facilitate post registrations services v. Areas of improvement 	Survey	Annually	DRCBN
8.	Analysis of employees competences to perform Agency duties	Intends to establish knowledge gape to employees.	<ul style="list-style-type: none"> i. Employee capacity to the tasks ii. knowledge gape iii. Type of interventions required iv. Areas of improvement 	Survey	Once in three years.	DBS
9.	Analysis of the performance of ICT systems	Analysis on how the ICT systems meet the user requirements and customers' expectations	<ul style="list-style-type: none"> i. Performance of the systems ii. Knowledge gap iii. Systems and services availability iv. Areas of improvement 	System audit	Yearly	HICT

4.5 EVALUATION PLAN

Evaluations intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the intended outcomes as envisioned in the Strategic Plan. The plan indicated evaluation study questions, methodology, timeframe and responsible functional units is presented in **table 8** as follows

TABLE 8. EVALUATION PLAN

S/N	Evaluation	Description	Evaluation study Questions	Methodology	Time frame	Responsible person
1.	Customer Satisfaction on BRELA Services	It intends to assess the level of the which customers are satisfied with the service delivery	<ul style="list-style-type: none"> i. What services need to be improved ii. How long did you take to get service? iii. What services you get at BRELA iv. How can you get each of them? v. What improvement areas do you suggest 	Survey Administered questionnaire	Annually	DBS
2.	Improvement initiatives for Registrations and Licensing activities	This is expected to establish the best practice in Registrations and Licensing services	<ul style="list-style-type: none"> i. What services do you render? ii. How much time is taken to render each service? iii. What are the guiding Laws/Principles for your service provision? iv. What are the processes involved in delivering the service? v. What are the key requirements to get such a service? vi. What initiatives were undertaken to improve the service delivery? 	Survey	Once in 5 years	DRCBN
3.	Protection of Industrial Property in Tanzania	It intends to determine the extent of which industrial properties are protected and potentials for protection	<ul style="list-style-type: none"> i. Type of industrial properties to be protected ii. Level of awareness on industrial property protection; iii. Challenges facing industrial property protection iv. What challenges you face in the process of protecting of your inventions and innovations v. What areas of improvement 	Survey	Twice in 5 years	DRIP

4.6 REPORTING PLAN

This Strategic Plan shows all reports that will be produced in the course of execution of this Strategic Plan. The report plan contains both Internal and external reporting plans.

4.6.1 Internal Reporting Plan

Internal Reporting Plan indicates the reports that produced and used within the Agency in accordance with statutory requirement or as may be required from time to time. The Reporting Plan is detailed in **Table 9** as follows;

TABLE 9: INTERNAL REPORTING PLAN

S/N	Type of report	Recipient	Frequency	Responsible
1.	Ministerial Advisory Board Reports	MAB Chairperson	Quarterly	Chief Executive
2.	Financial Reports	Chief Executive	Quarterly	Chief Accountant
3.	Internal Audit Reports	Chief Executive	Quarterly	Internal Auditor
4.	Performance Progress Reports	Chief Executive	Monthly/ Quarterly/ annually	DBS
5.	Performance Progress Report	DBS	Monthly	Directors / Heads of Units
6.	Performance Progress Report	Directors	Monthly	Heads of Section
7.	Performance Progress Report	Chief Executive	Annually	DBS
8.	Human Resource Report	Chief Executive	Quarterly	DBS
9.	Procurement Report	Chief Executive	Quarterly	HPMU
10.	Risk management report	Chief Executive	Quarterly	DBS
11.	Cash collection Reports	Chief Executive	Daily	Chief Accountant
12.	Committee meetings reports	Chief Executive	Quarterly	Chairpersons

4.6.2 External Reporting Plan

External reporting plan contains reports that are produced by the Agency and submitted to external entities. The Reporting Plan is detailed in **table 10** as follows

TABLE 10: EXTERNAL REPORTING PLAN

S/N	Type of Report	Recipient	Frequency	Responsible
i.	Ministerial Advisory Report	Permanent Secretary	Quarterly	MAB Chairperson
ii.	Financial Report	CAG	Annually	Chief Executive
iii.	Performance Report	Permanent Secretary/ Treasury Registrar	Quarterly	Chief Executive
iv.	Performance Report	PAC	Annually	Chief Executive
v.	Human Resource Report	Presidents' Office Public Service Management and Good Governance	Annually	Chief Executive
vi.	Human Resource Report	Public Service Commission	Quarterly	Chief Executive
vii.	Internal Audit Report	Internal Auditor General	Quarterly	Chief Executive
viii.	Procurement Report	PPRA	Annually	Chief Executive

4.7 RELATIONSHIP BETWEEN RESULTS FRAMEWORK, RESULTS CHAIN, M&E AND REPORTING ARRANGEMENTS

4.7.1 Level 1 – Inputs

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

4.7.2 Level 2 – Activities

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

4.7.3 Level 3 – Outputs

The third level of the Results Framework tracks the realisation of the outputs that produced and which are attributed solely to Agency. The outputs at this level will be measured by Output Indicators and Milestones; data collection and analysis will be done quarterly. Outputs or Milestones which have significant impact on achievement of the objectives will be reviewed semi-annually and will be reported on semi-annual basis or as may be required. The reports will focus on how the outputs produced are delivering the outcomes and will inform corrective action if the outputs are not being delivered effectively or are not contributing to outcomes.

4.7.4 Level 4-Outcomes

The fourth level of the Results Framework tracks the realisation of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed to the Agency alone as there will be several players contributing to these outcomes. These Intermediate will be measured through key performance indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the five-year outcome report. The annual reports and the five-year will be based on either sector or specific evidence based studies using national statistics. The reports focus on benefits delivered to BRELA clients and other stakeholders.

APPENDICES

APPENDIX 1: STRATEGIC PLAN MATRIX

Objective	Strategy	Target	Key Performance Indicators	Responsible
Objective A: HIV/AIDS Infections and Non-communicable Diseases Reduced and Support services Improved	<ul style="list-style-type: none"> i. Improve awareness on HIV/AIDS and Non communicable; ii. Improve care and support to affected staff. 	<ul style="list-style-type: none"> i. 100% HIV/AIDS and Non communicable programs developed and implemented by June, 2026; ii. 100% affected staff provided with care and support by June, 2026 	<ul style="list-style-type: none"> i. % of staff declaring their status; ii. Level of staff satisfaction on care and support services; 	DBS
Objective B: National Anti-Corruption Strategy and Good Governance enhanced	<ul style="list-style-type: none"> i. Enhance ethical conduct of staff; ii. Improve anti-corruption measures of corruption and Develop and implement anti-corruption awareness programs; 	<ul style="list-style-type: none"> i. 100% Anti-Corruption Action Plan institutionalized by June, 2026 ii. 100% ethics compliance framework implemented by June, 2026 iii. 100% diversity and inclusion strategy implemented by June, 2026 	<ul style="list-style-type: none"> i. % of corruption incidences resolved; ii. Stakeholders perception on corruption at BRELA 	DBS

Objective	Strategy	Target	Key Performance Indicators	Responsible
Objective C: Registrations and Licensing Services Improved	i. Improve registrations and licensing; ii. Improve compliance	i. 80% of companies registrations completed within three 3 working days by June 2026; ii. 80% of business names registrations completed within three 3 working days by June 2026; iii. 80% of Trade and service marks registrations completed within 90 working days by June 2026; iv. 80% of Patents granted within 120 working days by June 2026; v. 80% of business licensing completed within three 3 working days by June 2026; vi. 80% of industrial licensing and registrations completed within three 3 working days by June 2026; vii. 80% of registrations and licenses attained by June 2026. viii. 80% of companies registrations attained by June 2026. ix. 80% of business names registrations attained by June 2026. x. 80% of Trade and service marks registrations attained by June 2026. xi. 80% of patents registrations attained by June 2026. xii. 80% of business licences issuance attained by June 2026. xiii. 80% of industrial licences and registrations attained by June 2026. xiv. 100% compliance to licenses and registrations attained by June, 2026	i. Level of compliance; ii. Perception of stakeholders on conducive business environment	DRCBN, DRIP, DL

Objective	Strategy	Target	Key Performance Indicators	Responsible
Objective D: Institutional Capacity to Deliver services and awareness Enhanced	i. Strengthen resource management; ii. Improve business processes; iii. Improve working environment; and iv. Improve public awareness on BRELA activities	i. 100% working environment and staff welfare provided by June, 2026; ii. 100% Performance Improvement Model implemented by June, 2026; iii. 80% of human resource development plan implemented by June, 2026; iv. 80% Strategic Planning implemented by June, 2026; v. 95% system availability attained by June, 2026; vi. 100% goods and services procured and managed by June, 2026; vii. 100% internal controls adhered by June, 2026; viii. 100% financial compliance maintained by June, 2026; and ix. 100% communication strategy implemented by June, 2026	i. Level of Staff satisfaction; ii. Level of customer satisfaction; iii. Audit Opinion	CA, HICT, HPR, CA, CIA

APPENDIX 2: FINANCIAL PROJECTION 2021/22-2025/26

Implementation of the Agency plans requires financial resources. The Agency finances its plan under Medium Term Expenditure Framework (MTEF) of which the Plan is prepared based on the approved activities taking into account several critical assumptions. These include the financial estimates carried out on the income and expenditure projections mainly depending on the fees and penalties expected from the renders of the Agency registrations and licensing services and project financing from the Agency development partners.

The total Agency income to finance implementation of this plan is projected to be TZS 171,855,936,731.00 of which TZS 60,555,602,369.01, TZS 50,914,683,065.24, TZS 34,607,260,768.10 and TZS 25,778,390,509.65 will be spent on operation cost, Personal emoluments, Development Projects and Government remittance respectively. A summary of the Agency projected revenue and projected expenditure is provided in table 3.

Revenue and Expenditure Assumptions

This five (5) years financial projections to fund the Agency activities have been prepared to take into account the following assumptions:

Revenue Projection Assumptions

Stable exchange rate: The Agency revenue is collected in two currencies namely US Dollar and Tanzania Shillings for different services it offers and development partner's contributions. Changes in the exchange rate may affect the revenue generated by the Agency and therefore abilities to meet financial obligations.

Continues economic growth: The country has entered a lower-middle income economy that is highly dependent on agriculture and industrial development with a Gross GDP of 58 Billion USD in 2018. This plan has been prepared with an assumption that Tanzania will continue to grow economically and this will result in increased investment and business start-ups and therefore increased revenue generation.

Stable economic policies: Tanzania economic policies have been stable for a long time as envisaged by low and stable inflation of less than 5%, strengthened governance and improved transparency; stable monetary and fiscal policies. This plan is prepared with an assumption that this stability will continue for the entire period of the plan for revenue generated to be able to finance all the planned activities.

Development partners will continue to finance development projects: The Agency has some development partners who fund some development projects such as the ongoing five years BSAAT project and the BEGIN project which is underway to be concluded. It is for this concern that this plan is prepared with an assumption that development partners will continue to finance and support the Agency projects.

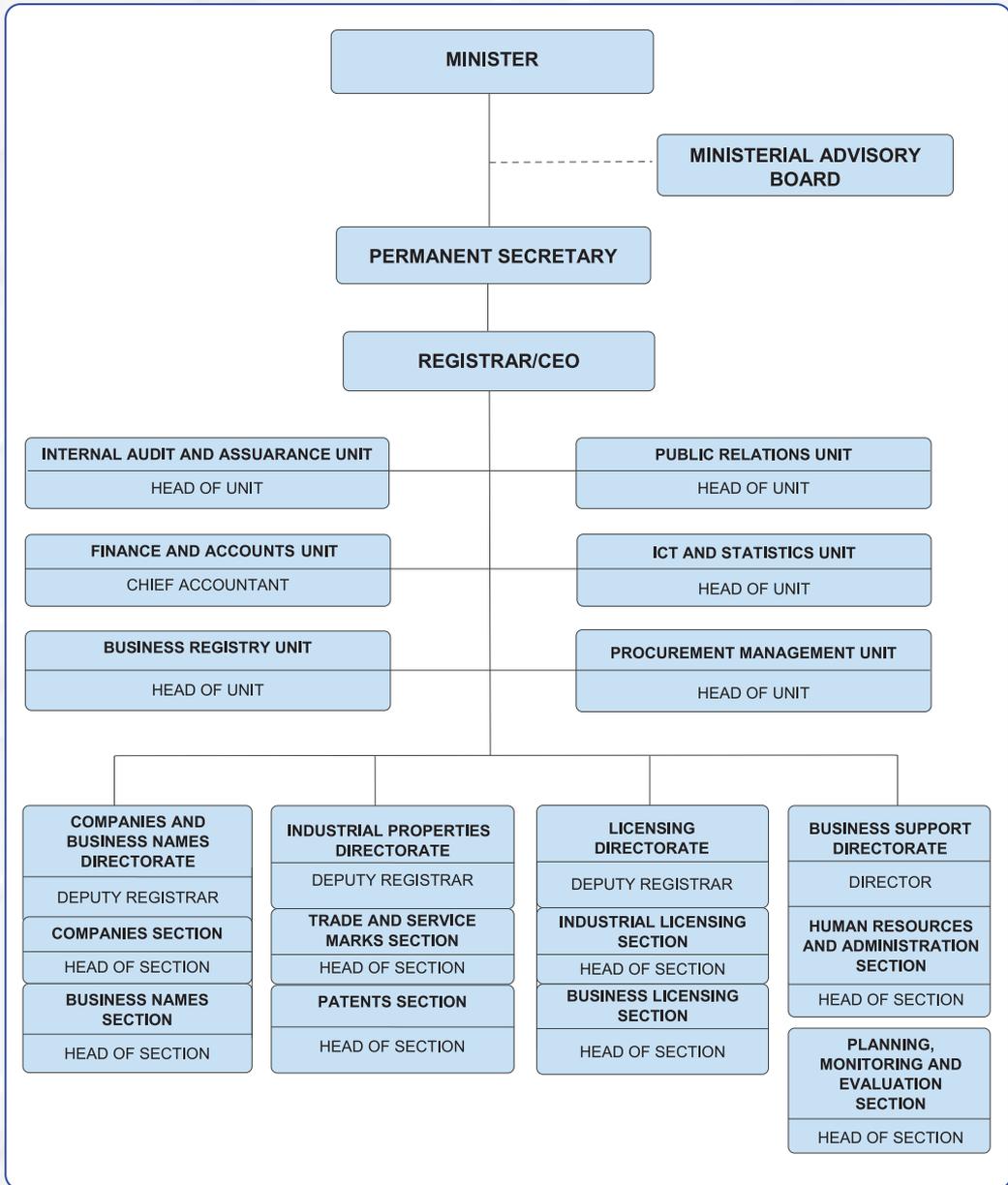
Expenditure Projection Assumptions

- i. Major capital projects will be financed by internally generated resources;
- ii. Development partners will continue to finance and support the Agency development projects;
- iii. Administrative expenses and planned projects will follow the expenditure pattern as depicted by the MTEF.

TABLE 11: REVENUE AND EXPENDITURE PROJECTIONS FOR THE PERIOD OF 2021-2026

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
REVENUE PROJECTION					
Patents	3,847,900	4,425,085	5,088,848	5,852,175	6,730,001
Trade and Service Marks	982,226,500	1,129,560,475	1,298,994,546	1,493,843,728	1,717,920,287
Companies	7,366,913,800	8,471,950,870	9,742,743,501	11,204,155,026	12,884,778,279
Business Names	496,455,000	570,923,250	656,561,738	755,045,998	868,302,898
Industrial Licences	194,465,000	223,634,750	257,179,963	295,756,957	340,120,500
Business Licences	16,445,000,000	18,911,750,000	21,748,512,500	25,010,789,375	28,762,407,781
Total Revenue	25,488,908,200	29,312,244,430	33,709,081,095	38,765,443,259	44,580,259,747
Less: 15% Government Remittance	3,823,336,230.00	4,396,836,664.50	5,056,362,164.18	5,814,816,488.80	6,687,038,962.12
Total income	21,665,571,970.00	24,915,407,765.50	28,652,718,930.33	32,950,626,769.87	37,893,220,785.35
EXPENDITURE PROJECTION					
Personnel emoluments	7,551,439,350.00	8,684,155,252.50	9,986,778,540.38	11,484,795,321.43	13,207,514,619.65
Operating costs	8,981,337,620.00	10,328,538,263.00	11,877,819,002.45	13,659,491,852.82	15,708,415,630.74
Capital Expenditure	5,132,795,000.00	5,902,714,250.00	6,788,121,387.50	7,806,339,595.63	8,977,290,534.97
Total Expenditure	21,665,571,970.00	24,915,407,765.50	28,652,718,930.33	32,950,626,769.87	37,893,220,785.35

APPENDIX 3: BRELA ORGANIZATION STRUCTURE



BRELA House,
Plot No: 23, Block No: 20
Shaaban Robert Street/Sokoine Drive
P.O.BOX 9393 Dar es Salaam,
Tanzania

 brela_tanzania
 brela_tanzania
 BRELA Tanzania

OUR ZONAL OFFICES

DODOMA OFFICE

10th Floor
PSSSF
Makole
DODOMA

LAKE ZONE

Regional Commissioner Block,
Regional Drive,
Ground Floor,
Room No. 37,
Nyamagana
MWANZA

SOUTHERN ZONE

Regional Commissioner Office,
Room No. 7,
Mtwara Municipal
MTWARA

MBEYA ZONE

Regional Commissioner Office,
Ground Floor,
Mbeya City
MBEYA

