

STRATEGIC PLAN

2026-2030

**“Towards sustainable provision of services for inclusiveness
and global competitiveness of enterprises”**

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ABREVIATIONS & ACRONYMS

ADR	Alternative Dispute Resolution
AfCFTA	African Continental Free Trade Area
AGRA	Alliance for a Green Revolution in Africa
AMDT	Agricultural Markets Development Trust
ASDC	Africa Sustainable Development Council
B2B	Business to Business
BDS	Business Development Services
CBE	College of Business Education
CEO	Chief Executive Officer
CoO / CoOs	Certificate(s) of Origin
CPRA	Consumer Protection Regulatory Authority
CRM	Customer Relationship Management
DIRA 2050	Tanzania Development Vision 2050
EAC	East African Community
EACCIA	East African Chamber of Commerce, Industry and Agriculture
ESG	Environmental, Social and Governance
FDI	Foreign Direct Investment
FCS	Foundation for Civil Society
GDP	Gross Domestic Product
HQ	Headquarters
HR	Human Resources
ICT	Information and Communication Technology
IMED	Institute of Management and Entrepreneurship Development
IT	Information Technology
LATRA	Land Transport Regulatory Authority

LGAs	Local Government Authorities
M&E	Monitoring and Evaluation
MEMART / MEMARTS	Memorandum and Articles of Association
MoUs	Memoranda of Understanding
MSMEs	Micro, Small and Medium Enterprises
NTB / NTBs	Non-Tariff Barrier(s)
OSHA	Occupational Safety and Health Authority
POLARG	President's Office – Local Government and Regional Administration
PPD	Public–Private Dialogue
PR	Public Relations
PSOs	Private Sector Organizations
PWD	Persons with Disabilities
RBCs	Regional Business Councils
SADC	Southern African Development Community
SME / SMEs	Small and Medium Enterprise(s)
SO	Strategic Objective
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAFFA	Tanzania Freight Forwarders Association
TASWE	Tanzania Association of Small Women Entrepreneurs
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TIN	Tax Identification Number
TMA	TradeMark Africa
TNBC	Tanzania National Business Council
TNCC	Tanzania National Chamber of Commerce
ToR /	Terms of Reference
TRA	Tanzania Revenue Authority

TRIAS	Trias (International development organization – East Africa)
UNDP	United Nations Development Programme

CHAPTER ONE: INTRODUCTION

The Strategic Plan for the Tanzania National Chamber of Commerce (TNCC) articulates the Strategic Goals and the Action Plans for bringing about transformation.

This plan focuses on the strategic priorities necessary to guide the organization forward and effectively serve our members and the entire business community during the 2026–2030 operating years.

1.1 DIRA 2050

This five-year Strategic Plan is designed to be consistent with Tanzania Development Vision 2050 (DIRA 2050) rests on the foundation of justice, lasting peace, national stability, and secure systems that promote inclusive and sustainable development.

This Vision is anchored on three interrelated strategic pillars.

- i. **A Strong, Inclusive, and Competitive Economy:** Aiming to transform Tanzania into an upper-middle-income country with high inclusive growth, a knowledge-based and industrialised economy, and enduring national values. By 2050, Tanzania is envisaged to be an upper-middle-income country of more than 118 million people, with a one-trillion-US dollar economy and an average GDP per capita of US dollar 7,000. This will be achieved by strengthening fiscal sustainability, promoting innovative and diversified financing and enhancing the enabling environment for business and investment and including nurturing indigenous entrepreneurship, promoting radical transformation in the business environment, enhancing the capacity of business players, and promoting greater regional and global engagement.

- ii. **Human Capabilities and Social Development:** The pillar envisions a dignified and fulfilling life for all citizens by strengthening access to quality education, healthcare, clean energy and comprehensive social protection systems. It affirms commitment to gender equality, inclusivity, social cohesion, while prioritizing the reduction of regional disparities.
- iii. **Environmental Integrity and Climate Change Resilience:** Positions Tanzania as a global leader in environmental stewardship, ensuring the sustainable management of the natural resources and enhancing climate change resilience for the benefit of present and future generations.

DIRA 2050 establishes a framework for identifying priority sectors based on five criteria: employment generation, export potential, sectoral linkages, value addition, and revenue generation. DIRA2050 will require five catalysts to ensure its implementation. These are Integrated Logistics, Science and Technology, Energy, Research and Development, and Digital Transformation.

Central to DIRA 2050, is the commitment to developing an educated, skilled, and visionary human capital, a workforce rooted in innovation, entrepreneurship and social responsibility. Recognising that women and youth constitute the majority of the population, it prioritises their active participation in development to achieve inclusive and transformative growth. *DIRA 2050* seeks to transform the nation's business and investment environment by empowering a private sector to drive innovation, growth, and sustainability.

The private sector will contribute to the realization of DIRA 2050 in the following areas:

- a) A governance system that embraces integrity and actively combats corruption as the foundation for an accountable, transparent, and just society.
- b) Strong and effective local governance fostering inclusivity, participation, enhances resource mobilisation, strengthens taxation, improves service delivery for business development and maintenance of conducive environments for business and investment.
- c) Promote thriving enterprises, small, medium, or large, serve as engines of innovation, productivity, and job creation. A modernised and formalised SME sector, alongside a robust network of dynamic, globally competitive enterprises, driving national socioeconomic growth.
- d) Ensuring a transparent and efficient legal and regulatory framework that streamlines customs, reduces bureaucracy and roadblocks, embraces logistical advancements and enforces compliance with international standards.
- e) Ensuring that regional policies reflect national interests and to ensure that trade and investment to enhance regional cooperation and development leading to a strong regional hub for investment, technology development that harnesses emerging technologies to drive innovation, competitiveness and trade.
- f) A robust and integrated system for the management of statistics and information that ensures the availability of accurate, reliable, and timely data and widespread data commercialisation to foster new business models and create jobs.

- g) For *DIRA2050* to be successfully implemented, collaboration among stakeholders such as the private sector is crucial. Strategic cooperation between policymakers and the private sector will align efforts towards shared national goals.

1.2 Methodology and Approach

This Plan was created through interviews in the regions to capture the key concerns of members in the regions, the requirements of the members and identifying what needed to be reflected in the strategic plan to make TNCC operate in a more inclusive manner, more efficient and provide better services to its members. The survey covered members, management team, Regional Chairpersons, Regional Managers, along with contributions from the Board of Directors.

The main issues that were covered in the survey are goals and objectives, priority areas, incentivizing membership, organizational structure and representation and positioning TNCC in private sector development in the country. In addition, the plan has drawn lessons of experience from other countries and best practise.

A critical goal in developing this Plan was to ensure the strategic priorities presented herein are accurate representation of the vision under which the Chamber is founded, the principles and requirements of the new MEMART, as well as the fundamentals of providing quality services to members.

While the Strategic Priorities are accompanied by action items, it is anticipated that improvements will occur during implementation. To that end, and to ensure that progress is

monitored, this Plan is amplified by a Strategic Plan Metrics that outlines the following elements:

- a) Board of Directors – lead Chamber Staff members with the responsibility for oversight of the implementation of the Strategic Priority.
- b) Implementation Status – A narrative description of the progress toward implementation to include refinements, deviations and additional actions necessary to meet the goal.
- c) Percent of Implementation – A running assessment of the implementation progress.
- d) Date of Implementation – Final completion of the Strategic Priority.

The Strategic Plan (2020-2024) is organized into the following major strategic objectives:

- 1) To widen membership base.
- 2) Enhance Enterprises development including youth and women and Diaspora.
- 3) Promote and facilitate Trade and Investment in all sectors.
- 4) Advocate for Conducive business environment.
- 5) Enhancing organization capacity.
- 6) Improving Financial sustainability.
- 7) Enhance Chamber visibility and credibility.

Each strategic objective contains related strategic priorities, numbered sequentially, that address the fulfilment of the particular area, along with action items that are relevant to the implementation of the Strategic Priorities.

CHAPTER TWO: SITUATIONAL ANALYSIS

Under the previous period of five years (2020-2024) two main developments were identified. First, the Chamber scored a number of achievements during the period. Second, the chamber faced a number of challenges that as part of this plan will be used as inputs into the process of framing development of the next five years for the Chamber. It is in this context that a SWOT analysis is made. This presents a review of the relevant external and internal environments of the Chamber. The outcome gives a realistic picture of the current situation of the Chamber in terms of key strengths, weaknesses, opportunities and challenges/threats (SWOT). These must be addressed by the strategic plan in order to place the Chamber firmly on achieving its mission and vision.

2.1 The Milestone Achievements in 2020-2024

- a) Membership increased to about 30,000.
- b) Mobilized resources through contribution of members, issuing Certificates of Origin (CoO) and implementation of different donor funded projects, events and establishment of Diaspora Chambers in several countries.
- c) Established and strengthened trade missions and Trade fairs across different regions, established Exporter of the Year Awards to recognize the best exporters in the country and implemented the Export Capabilities Platform Program aimed at strengthening the capacity of exporters to increase their export.
- d) Strengthened the organizational capacity through establishing new district and Regional Chambers and filling key vacant positions of several departments, improved working facilities, internships, as well as leadership development programs.

- e) Developed and operationalized organizational policies and guidelines.
- f) Signed cooperation agreements with different stakeholders.
- g) Championed the development of Public, Private Dialogue (PPD) guidelines and Blueprint for business environment reforms and established the Annual Trade and Investment Dialogue event.
- h) Reviewed and updated the Memorandum and Articles of Association (MEMARTS) of the chamber to cope with the changing needs of the members and the organization at large.

2.2 SWOT Analysis

Major Strengths:

- a) Covering all sectors and business sizes;
- b) Extensive and large membership base in the country; growing fast to about 30,000 members but from a low base.
- c) Strengthening the database system: The Development of membership database is currently a work in progress, focusing on enhancing efficiency and accuracy.
- d) Entrusted by the Government as the Competent Authority for issuing Certificates of Origin since 1999.
- e) Offers a wide range of products and services; information, events management, advisory services, trade missions' coordination, business recommendation letters, market linkages, etc.;
- f) Enhanced recognition of the role of the Chamber in private sector development and improved good working relationship with the Government;

- g) Extensive national and international network of chambers such as wide Membership of International Chamber of Commerce, EACCIA, EABC and Pan Africa Chamber of Commerce and Industry;
- h) The Chamber has cooperation agreements with other partners such as UNDP, TMA, TNBC, TRA, AGRA, TRIAS EAST AFRICA, OSHA, CBE, FCS, TAFFA, TASWE, and Foreign business organizations;
- i) Committed Chamber Leadership;
- j) Qualified and competent staff;
- k) Demonstrated strong capacity to conduct evidence-based advocacy, with recognized participation in policy formulation processes from the district to the national level;
- l) Well-grounded in cross-border trade with particular strength on Non-Tariff Barriers (NTB) Reporting and Monitoring System.

Major Weaknesses are:

- a) There has been a large variation of membership and non-paying members among regions. There are many non-paying members due to inadequate follow up and lack of perceived value;
- b) Incomplete membership database;
- c) Lack of sustainable income generating activities to finance Chamber activities and facilitate moving faster towards sustainability;
- d) Lack of exhaustive services package addressing critical needs of the members;
- e) Some weak Chamber departments that are not well equipped i.e. Marketing, Finance and Administration;
- f) Some operational policies and procedures are not operationalized;

- g) Limited leadership and staff exposure to match the ever-changing global business environment. This weakness is more acute in some regional and district chambers;
- h) Inadequate capacity to systematically diagnose surveys from time to time;
- i) Inadequate office buildings at HQ and in some regional and district chambers;
- j) Potential conflict of interest between the management and elected officials emanating from inadequate coherent system to demarcate their responsibilities and powers;
- k) Inadequate organizational Structure – not quite aligned with the need to generate fee and non-fee income at a scale;
- l) Governance – Absence of key Board Committees (Audit, sectoral, governance and planning) - they are yet to be formed.

Major Opportunities are:

- a) Big membership potential i.e. many non-members and all newly established companies in Tanzania as well as inactive members;
- b) Growing advocacy for formalization of informal businesses and mandatory membership to Business Association opens avenue for growing membership base and assured subscription;
- c) Growing social media and access to smart phones;
- d) Government relies on national representation;
- e) High demand for services that the chamber can offer at a fee/commercially (Alternative Disputes Resolution (ADR), insurance, business registration and licensing,

filling of annual returns, Accounts, Legal, LATRA docs, BDS, etc.);

- f) Demand for data/information that can be provided by the chamber from its ICT systems (exporters, membership database, NTBs etc.);
- g) Potential partners (CPRA, IMED);
- h) Increasing number of young entrepreneurs who can become youth and mainstream members;
- i) Programs aiming to strengthen PSOs and PPD (e.g. AMDT, Agriconnect, TMA) and Existence of various development partners who have shown interest to work and support the Chamber;
- j) Established regional and district business councils which provide formalized platform for policy dialogue and engagement;
- k) Globalization and existence of regional blocks such as EAC, SADC, etc. provide avenues for the Chamber to extend its network within the region and international;
- l) Supportive government policies on private sector growth and strengthening of business environment such as National economic Empowerment Policy and Dira 2050.

Major Threats are:

- a) Existence and mushrooming of competing sector business associations;
- b) Existence of bureaucratic and non-business mind set on the part of some public sector especially local governments officials;
- c) Inadequate business supporting economic infrastructure services and limited improvement of business environment;
- d) Corruption and growing red tape in some sections of the mainstream economy;

- e) The pace of development of national business literacy strategy to support the growth of businesses faces threats from the fast growth of digitalization and other technological advances;
- f) Government preference to organize meeting directly with individuals/businesses rather than Business Associations.
- g) There is the challenge of inadequate fund and human resources for verifications of products in the regions which hinders Tanzania from tariff preferences in neighbouring region;

CHAPTER THREE: TNCC MISSION, VISION AND STRATEGIC DIRECTIONS

3.1 Introduction

This chapter presents the vision and mission statements of TNCC, and outlines the organization's core values, objectives, and strategic directions. The 2026–2030 Strategic Plan is structured around five key strategic directions that will serve as the primary focus areas during the implementation period of this plan.

3.2 TNCC Vision

The Vision of the Chamber is:

"To be a trusted national business association driving inclusive, innovative, and globally competitive private sector development in Tanzania"

3.3 TNCC Mission

The Mission of the Chamber is:

"To facilitate inclusive and competitive private sector development in Tanzania by providing services that meet regional and global competitiveness".

3.4 TNCC Core Values

In order to achieve its mission and vision TNCC will evolve, adopt and institutionalize the following core values:

- a) **Integrity and Accountability:** Upholding honesty, transparency, and responsibility in all decisions, actions, and use of resources to build trust with members and stakeholders.

- b) **Collaboration and Inclusiveness:** Fostering teamwork, mutual respect, and participation across all sectors, while embracing diversity and ensuring representation of youth, women, and persons with disabilities.
- c) **Innovation and Excellence:** Encouraging continuous learning, creativity, and adaptability to deliver high-quality services and sustainable business solutions.
- d) **Customer Focus and Responsiveness:** Committed to providing timely, efficient, and courteous support that meets the evolving needs of members and stakeholders.

3.5 TNCC Culture

TNCC will promote a culture of:

- a) **Result Oriented:** Fostering ownership, healthy competition, and a commitment to achievement and “getting the job done.”
- b) **Empathy:** Demonstrating genuine concern and care for others — including staff, leaders, and members.
- c) **Participatory Decision-Making:** Encouraging collaboration, inclusivity, and shared responsibility in the decision-making process.

3.6 TNCC Organization Functions

The working objectives of the organization have been identified as follows:

- a) To facilitate knowledge and skill on matters related to investment and business development in Tanzania.

- b) To improve the business environment in Tanzania through evidence-based action policy research and advocacy.
- c) To provide its members with relevant information on business environment and business opportunities.
- d) To facilitate and promote domestic, international trade and investment opportunities for members through business forums, trade missions, exhibitions, and partnerships.
- e) Strengthen TNCC role in supporting the government to achieve its goals, particularly in formalizing businesses, guaranteeing access to capital, and enhancing ethical and accountability systems within the private sector.

3.7 Strategic Objectives, Strategies and Activities for 2026 - 2030

3.7.1 Strategic Objectives

The TNCC strategic plan seeks to pursue the following strategic objectives which are largely derived from the situation analysis that was done.

- a) Enhance Chamber's credibility and visibility
- b) Advocate for a conducive and enabling business environment
- c) Strengthen engagement, inclusivity, and satisfaction among members
- d) Facilitate enterprise development, market access, and competitiveness
- e) Enhance institutional capacity, alignment, efficiency, and sustainability

These strategic objectives indicate the major targeted/expected outcome of the strategic plan. They are all aimed at achieving the targeted institutional vision and fulfilling the mission.

3.7.2 Enhance Chamber's credibility and visibility

This objective aims at increasing credibility and visibility of TNCC to the business community, partners and the general public.

Activities:

- a) Develop narratives that emphasize corporate social responsibility and highlight the positive impact organizations have on the public.
- b) Brand promotion and Implement Information Park
- c) Promote products and services produced by TNCC members and benefits to the public.
- d) Promote businesses' contribution to the region and global market.
- e) Enhance relationship with media including establishment of TNCC media outlet.
- f) Strengthen relationships with strategic partners and establish new partnerships.
- g) Review and operationalize communication strategy
- h) Upgrade and maintain an interactive website and active social media platforms to promote events, opportunities, and policy updates.
- i) Launch visibility campaigns (e.g., newsletters, billboards, or media features) that communicate the Chamber's role, services, and achievements.
- j) Conduct business excellence awards or recognition programs to honor outstanding members and partners while promoting the Chamber's leadership.

3.7.3 Advocate for a conducive and enabling business environment

This objective aims at facilitating conducive business environment that include effective policies, laws and regulations

Activities:

- a) Position TNCC as the voice of private sector development and driver of the policy formulation process.
- b) Conduct policy and regulatory studies to identify barriers affecting business operations, trade, and investment in Tanzania.
- c) Develop and publish policy briefs and position papers on key business issues (taxation, trade facilitation, industrialization, etc.) to inform government and stakeholders.
- d) Organize national and regional dialogue forums between the private sector, government, and development partners to address business environment constraints.
- e) Implement policy advocacy campaigns on priority business reforms (e.g., simplification of business registration, export procedures, taxation, or logistics efficiency).
- f) Establish structured engagement mechanisms with ministries, regulatory bodies, and Parliament to influence policy formulation and review.
- g) Monitor and report on the implementation and impact of business-related policies and regulations, and provide feedback to relevant authorities.

- h) Build coalitions with other business associations and federations to present unified advocacy positions on cross-cutting private sector issues.
- i) Empower TNCC regional Offices to identify local business challenges and advocate for solutions at district and regional levels.
- j) Participate in regional and international trade policy discussions (EAC, AfCFTA, SADC) to ensure Tanzanian private sector interests are represented.
- k) Conduct an Annual Business Climate Survey to gather feedback from members on policy challenges and use findings to guide advocacy priorities.
- l) Facilitate regular engagement between businesses and LGAs on issues such as local taxation, levies, and investment promotion.
- m) Collaborate with research institutions, think tanks and universities to strengthen the evidence base for advocacy and policy reform proposals.
- n) Train TNCC staff, regional secretariats, and members on advocacy techniques, policy analysis, and stakeholder engagement.
- o) Develop and disseminate advocacy impact reports to showcase reforms achieved and build credibility among stakeholders.
- p) Establish a dedicated Advocacy and Policy Coordination Unit within TNCC to coordinate national-level reforms and monitor implementation progress.
- q) Promote Advisory Roles where TNCC would appoint representatives or lobbyists to influence politicians in policy decisions or policy makers in making policy decisions that reflect interests of the Chamber.

- r) Enhance Participation in policy formulation processes
Political Processes: Members of the chamber will participate in public consultations, advocacy campaigns, and political forums to shape policy.
- s) Operationalize Alternative Dispute Resolution
- t) Formulate and operationalize TNCC's Lobbying and Advocacy Strategy
- u) Ensure that all opinions shared with target groups are backed by accurate facts and data.

3.7.4 Strengthen engagement, inclusivity, and satisfaction among members

This objective aims to widen the member base by recruiting new members, retaining exiting members and strengthen engagement, inclusivity, and satisfaction among members

Activities:

- a) Expand membership base by Increasing publicity on benefits in order to attract more companies and Advocate for compulsory membership.
- b) Promote communication with members
- c) Recruit members from special groups (youth, women, informal and associations).
- d) Conduct annual membership satisfaction surveys and use results to inform service improvements.
- e) Conduct members needs assessment and satisfaction, and classify members in size and sectors with a view to providing basic, innovative and tailored services.
- f) Strengthen regional and district chambers' capacities to enhance member support and outreach.
- g) Launch recognition and reward programs to celebrate active and high-impact members.

- h) Design and implement targeted capacity-building and competitiveness programmes that strengthen MSMEs and facilitate mutually beneficial linkages between small and large enterprises.
- i) Undertake research to facilitate members to recognize emerging investment and trade opportunities at national, regional global markets.
- j) Undertake Periodic Validation and Updating of Members Database.

3.7.5 Facilitate enterprise development, market access, and competitiveness

This objective aims at enhancing business formalization, enterprise development, competitiveness and increasing trade flow within the region and International market:

Activities:

- a) Design and implement mentorship programs to strengthen the capacity of MSMEs in management, innovation, and productivity.
- b) Collaborate with financial institutions and development partners to develop financing schemes and guarantee facilities tailored for SMEs and startups.
- c) Conducting Business Formalization campaigns for the purpose of promoting business registration, compliance and uphold the highest standard of business ethics.
- d) Analyze trade documents, conduct industrial verification on rules of origin and issue certificates of origin.
- e) Organize trade fairs, exhibitions, and B2B matchmaking events to connect local enterprises with domestic, regional, and international markets.

- f) Conduct capacity-building workshops on export procedures, rules of Origin, quality standards, and compliance with regional and global market requirements.
- g) Identify and support priority value chains with growth potential through targeted interventions in processing, packaging, and market linkage.
- h) Promote digital transformation initiatives by supporting enterprises to adopt e-commerce platforms, digital marketing, and innovation technologies.
- i) Partner with regulatory agencies to train enterprises on standards compliance, certification, and quality improvement.
- j) Establish or strengthen business clusters and incubation hubs to nurture entrepreneurship, foster innovation, and enhance competitiveness.
- k) Coordinate trade missions and investment forums to expose Tanzanian enterprises to new markets and partnerships within the EAC, SADC, and AfCFTA.
- l) Develop a Business Information and Market Intelligence Center within TNCC to provide up-to-date data on market trends, investment opportunities, and business regulations.
- m) Explore opportunities for using diaspora offices to improve services, access to resources and sustainability
- n) Engage FDI in complementarity relationships with the domestic investors in terms capital and technology and supply linkages.
- o) Strengthening and expanding enterprises by offering entrepreneurs training in business management and financial literacy, while providing access to business

- development services such as mentorship, consultancy, and coaching
- p) Promote capacities of special groups like youth and women and people with disabilities.
 - q) Coordinate and facilitate local and international trade and investment linkages .

3.7.6 Enhance institutional capacity, alignment, efficiency, and sustainability

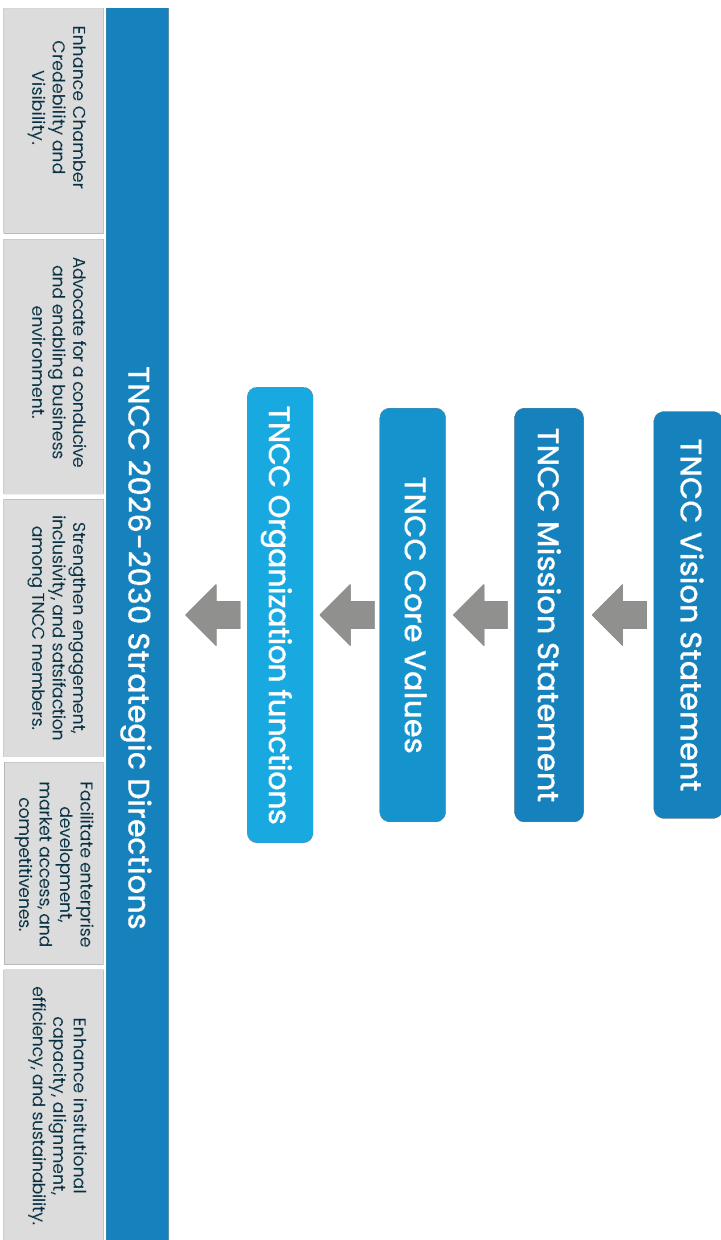
This objective aims at making an effective, functional and efficient institution as well as having an effective governance structure, capable and professional staff and ensuring financial sustainability

Activities:

- a) Develop an organizational structure capable of handling increasing demands and responsibilities, built on a framework that emphasizes flexibility, scalability, clear accountability, and efficient communication
- b) Develop an explicit resource mobilization function,
- c) Expand staffing at lower organizational levels, such as regional and district offices, to strengthen local operations, improve responsiveness, and ensure effective execution of organizational objectives.
- d) Strengthen membership recruitment and management,
- e) Review and operationalize TNCC operational manuals
- f) Take inventory of existing TNCC regional offices, Diasporas offices and establish new offices,
- g) Develop the organization capacity and staff to coordinate a multiplicity of interests of businesses across all sectors and locations,

- h) Recognize the special position of Dodoma and secure land to build TNCC HQ sub office in Dodoma,
- i) To position TNCC and an investment hub serving as a central point where investors can access market intelligence, business linkages, and opportunities and providing comprehensive and centralized access to all essential business and investment information for both local and foreign investors,
- j) Develop TNCC's capacity to provide guidance and advisory services on legal matters affecting businesses.
- k) Strengthen TNCC's capacity to resolve business disputes, deliver business education, facilitate the acquisition of licenses, and promote compliance with tax regulations.
- l) Enhance the capacity of regional and district, Train Chamber staff and leadership on effective communication, stakeholder management, and customer service.
- m) Establish and operationalize the Customer Experience Centre (Call Centre).
- n) Cultivate trust by developing a credible code of conduct for the operations of its members.
- o) Establish and operationalize all board committees (Audit, Sectoral, Governance).
- p) Construction of the TNCC HQ office block in Dar es Salaam

Figure 3.7.6: Organogram for the 2026-2030 Strategic Direction



3.8 Cross-Cutting Issues for TNCC Strategic Objectives (2026–2030)

TNCC will integrate Gender & Youth, Environment, and Good Governance considerations across all its strategic objectives to ensure equitable participation, sustainability, transparency, and long-term resilience of the private sector in Tanzania.

1. Gender and Youth

Why It Matters

- Women, youth, and PWD-led businesses account for a large portion of MSMEs in Tanzania.
- However, they face barriers related to financing, skills, markets, and policy.
- TNCC will deliberately design programs and policies that remove systemic barriers and expand opportunities for women and youth.

2. Environmental Sustainability

Why It Matters

- Sustainable practices reduce business risks, increase competitiveness, and attract international market opportunities.
- Global buyers increasingly require compliance with environmental, carbon footprint, and sustainability standards.
- Tanzania is vulnerable to climate change; private sector resilience is critical.

3. Good Governance

Why It Matters

- Trust in TNCC depends on accountability, transparency, and ethical leadership.
- Good governance reduces corruption, improves service quality, and enhances the Chamber's influence.
- Members, government, and development partners require compliance with high governance standards.

Cross-Cutting Issues Matrix for TNCC Strategic Plan (2026–2030)

Strategic Objective (SO)	Gender & Youth Integration	Environmental Sustainability Integration	Good Governance Integration
1: Enhance Chamber's Credibility and Visibility	▪ Feature success stories of women, youth, and PWD-led businesses in communication materials. ▪ Ensure gender- and youth-sensitive messaging in branding and outreach. ▪ Promote visibility of young and female entrepreneurs	▪ Showcase green enterprises in visibility campaigns. Promote TNCC as a champion of sustainable business practices. ▪ Include environmental messaging in communications.	▪ Communicate governance reforms and transparency measures. ▪ Promote ethical and compliant business role models. ▪ Use visibility platforms to build trust with stakeholders.

	in awards, fairs, and media.		
2: Advocate for a Conducive and Enabling Business Environment.	▪ Advocate for gender-responsive and youth-friendly business policies. ▪ Push for reforms that reduce barriers for women/youth (finance, licensing, land ownership). ▪ Ensure gender/youth inclusion in policy dialogues and consultations.	▪ Advocate for green industry incentives, circular economy policies, and climate-smart production. ▪ Promote environmental compliance frameworks that balance sustainability with cost-effectiveness. ▪ Influence policies supporting renewable energy and sustainable value chains.	▪ Advocate for predictable, transparent, non-discriminatory regulatory frameworks. ▪ Promote anti-corruption measures in business processes. ▪ Strengthen ADR systems to ensure fair and efficient dispute resolution.

3: Strengthen Member Engagement, Inclusivity, and Satisfaction	▪ Recruit more women- and youth-led businesses into membership. ▪ Introduce flexible membership packages for youth and startups. ▪ Establish Women & Youth Business Desks. Ensure gender-balanced representation in TNCC events and leadership.	▪ Build member awareness on green business opportunities and compliance requirements. ▪ Offer training on sustainability standards and eco-certifications. Promote environmentally responsible practices within membership activities.	▪ Ensure transparency in member services, payments, and benefits. ▪ Establish grievance-handling and member-feedback systems. Promote ethical conduct among chamber leaders and members.
4: Facilitate Enterprise Development, Market Access, and Competitiveness	▪ Prioritize youth- and women-led MSMEs in capacity building, B2B forums, and trade missions. ▪ Support youth innovation hubs, incubation programs, and women in value chains. ▪ Promote access to gender/youth-responsive	▪ Support SMEs to adopt cleaner production, energy efficiency, and waste reduction. ▪ Promote green value chains and circular economy practices. ▪ Facilitate access to climate finance and ESG compliance tools.	▪ Train businesses on governance, tax compliance, and ethical practices. ▪ Promote transparent supply chains and fair contracts. ▪ Strengthen enterprise compliance with quality

	finance mechanisms.		and regulatory standards.
5: Enhance Institutional Capacity, Alignment, Efficiency, and Sustainability	▪ Ensure gender balance in staffing, leadership, and recruitment. ▪ Apply gender-responsive budgeting in programs and operations. ▪ Implement anti-harassment and safeguarding policies.	▪ Adopt green office practices (paperless processes, energy efficiency). ▪ Ensure environmental compliance in building TNCC HQ and regional offices. ▪ Integrate environmental indicators into M&E systems.	▪ Strengthen internal controls, audits, procurement transparency, and financial reporting. ▪ Implement performance-based management systems. ▪ Strengthen governance committees (Audit, Governance, HR, Sectoral).

CHAPTER FOUR: STRATEGIES AND IMPLEMENTATION FRAMEWORK

4.1 Introduction

This chapter provides the Strategies and Implementation Framework for the TNCC 2026–2030 Strategic Plan. Each section begins with a short introduction describing the importance of the stakeholder group, followed by a table that presents the strategic objective, main interventions, implementation timeline (2026–2030), and responsible actors.

4.2 Enhance Chamber’s credibility and visibility

The business community, general public and partners are critical stakeholders in the business environment. Their perceptions determine the level of trust in private businesses, which in turn affects credibility, visibility, competitiveness, and market acceptance. TNCC will work to showcase the positive contributions of businesses to society and strengthen public trust.

Strategic Objective	To increase credibility and visibility of TNCC to the business community, partners and the general public.					
Main Interventions	Time Frame					Responsibility
	2026	2027	2028	2029	2030	
Develop narratives that emphasize corporate social responsibility and highlight the positive impact organizations have on the public.						TNCC Secretariat, Media Partners
Brand promotion and Implement Information Park						TNCC Secretariat

Strategic Objective	To increase credibility and visibility of TNCC to the business community, partners and the general public.					
Main Interventions	Time Frame					Responsibility
	2026	2027	2028	2029	2030	
Promote products and services produced by TNCC members TNCC and benefits the public						TNCC Secretariat, Members
Promote businesses' contribution to regional and global markets						TNCC Secretariat
Enhance relationship with media including establishment of TNCC media outlet						TNCC Secretariat, Media Partners
Strengthen relationships with strategic partners and establish partnerships						TNCC Secretariat, Council
Review and operationalize communication strategy						TNCC Secretariat
Upgrade and maintain an interactive website and active social media platforms to promote events, opportunities and policy updates						TNCC Secretariat, Media Partners
Launch visibility campaigns (e.g. newsletters, billboards or media features) that						TNCC Secretariat, Media Partners

Strategic Objective	To increase credibility and visibility of TNCC to the business community, partners and the general public.					
Main Interventions	Time Frame					Responsibility
	2026	2027	2028	2029	2030	
communicate the Chamber's role, service and achievements						

4.3 Advocate for conducive and enabling business environment

Government, politicians, and leaders shape the policy and regulatory environment. TNCC must position itself as a trusted partner and advocate for conducive policies that support business growth and competitiveness. Effective engagement with these groups will help strengthen the private sector's role in national development.

Strategic Objective	To increase the confidence of the government, politicians and leaders in TNCC as a development partner.					
Main Interventions	Time Frame					Responsibility
	2026	2027	2028	2029	2030	
Position TNCC as the voice of private sector development and driver of the policy formulation process.						TNCC Secretariat, Council

Conduct policy and regulatory studies to identify barriers affecting business operations, trade, and investment in Tanzania.						TNCC Secretariat, Council
Organize national and regional dialogue forums between the private sector, government, and development partners to address business environment constraints.						Council, Secretariat
Implement policy advocacy campaigns on priority business reforms (e.g., simplification of business registration, export procedures, taxation, or logistics efficiency).						Council, Secretariat
Establish structured engagement mechanisms with ministries, regulatory bodies, and Parliament to influence policy formulation and review.						Council, Advocacy Committee

Monitor and report on the implementation and impact of business-related policies and regulations, and provide feedback to relevant authorities.						Members, Secretariat
Build coalitions with other business associations and federations to present unified advocacy positions on cross-cutting private sector issues.						Secretariat, Legal Unit
Empower regional TNCC offices to identify local business challenges and advocate for solutions at district and regional levels.						Regional Chambers, Secretariat
Participate in regional and international trade policy discussions (EAC, AfCFTA, SADC) to ensure Tanzanian private sector interests are represented.						Secretariat, Trade Unit, Members

Conduct an Annual Business Climate Survey to gather feedback from members on policy challenges and use findings to guide advocacy priorities.						Council, Secretariat, Regional Chambers, Academia, Thinktanks,
Facilitate regular engagement between businesses and LGAs on issues such as local taxation, levies, and investment promotion.						Secretariat, Regional Chambers, POLARG
Collaborate with research institutions, think tanks and universities to strengthen the evidence base for advocacy and policy reform proposals.						Secretariat, Academia, Thinktanks, Research Unit
Train TNCC staff, regional secretariats, and members on advocacy techniques, policy analysis, and stakeholder engagement.						Secretariat

Develop and disseminate advocacy impact reports to showcase reforms achieved and build credibility among stakeholders.						Secretariat, PR Unit
Establish a dedicated Advocacy and Policy Coordination Unit within TNCC to coordinate national-level reforms and monitor implementation progress.						HR unit
Promote Advisory Roles where TNCC would appoint representatives or lobbyists to influence politicians in policy decisions or policy makers in making policy decisions that reflect interests of the Chamber.						Council, Advisory Committee, Members
Enhance Participation in policy formulation processes Political Processes: Members of the chamber will						Secretariat, Members

participate in public consultations, advocacy campaigns, and political forums to shape policy.						
Operationalize Alternative Dispute Resolution						Secretariat, Legal Unit
Formulate and operationalize TNCC's Lobbying and Advocacy Strategy						Secretariat
Ensure that all opinions shared with target groups are backed by accurate facts and data						Secretariat

Provide facts and data for advocacy						Advocacy Committee, Secretariat
Develop regular Business Priority Plan aligned to national agenda						TNCC Secretariat, Council
Position TNCC as voice of private sector in policy formulation						Council, Secretariat

Develop credible code of conduct for members						Secretariat, Legal Unit
Conduct capacity needs assessment for skills development						HR Department, Secretariat
Promote advisory roles and representation in politics						Council, Advocacy Committee
Enhance participation in political processes						Members, Secretariat
Operationalize Alternative Dispute Resolution						Secretariat, Legal Unit
Channel grassroots views to national dialogue						Regional Chambers, Secretariat

4.4 Strengthen engagement, inclusivity, and satisfaction among members

Members are the backbone of TNCC. Their engagement and satisfaction determine the Chamber's relevance and sustainability. This section outlines strategies to strengthen membership services, expand the base, and ensure inclusivity.

Strategic Objective	Strengthen engagement, inclusivity, and satisfaction among members					
Main Interventions	Time Frame					Responsibility
	2026	2027	2028	2029	2030	
Expand membership base by Increasing publicity on benefits in order to attract more companies and Advocate for compulsory membership						Membership Department, Regional Chambers
Promote communication with members						Secretariat, Communication Unit
Recruit members from special groups (youth, women, informal and associations)						Council, Secretariat
Conduct annual membership satisfaction surveys and use results to inform service improvements.						Membership Department
Conduct members needs assessment						Training Unit, Secretariat

Strategic Objective	Strengthen engagement, inclusivity, and satisfaction among members					
Main Interventions	Time Frame					Responsibility
	2026	2027	2028	2029	2030	
and satisfaction, and classify members in size and sectors with a view to providing basic, innovative and tailored services						
Strengthen regional and district chambers' capacities to enhance member support and outreach.						Research Unit
Launch recognition and reward programs to celebrate active and high-impact members.						Membership Department, Secretariat
Design and implement targeted capacity-building and competitiveness programmes that strengthen MSMEs and facilitate mutually beneficial linkages between small and large enterprises.						SME Desk, Secretariat
Undertake research to facilitate members to recognize emerging investment and trade						Membership Department, IT Unit

Strategic Objective	Strengthen engagement, inclusivity, and satisfaction among members					
Main Interventions	Time Frame					Responsibility
	2026	2027	2028	2029	2030	
opportunities at national, regional global markets.						
Undertake Periodic Validation and Updating of Members Database						

4.5 Facilitate enterprise development, markets access and competitiveness

Enterprises, entrepreneurs, and business networks drive innovation, employment, and economic growth. TNCC will focus on building their capacity, facilitating formalization, and linking them with markets and investment opportunities at local, regional, and international levels.

Strategic Objective	To enhance business formalization, enterprise development, competitiveness and increasing trade flow within the region and International					
Main Interventions	Time Frame					Responsibility
	2026	2027	2028	2029	2030	
Design and implement mentorship programs to strengthen the capacity of MSMEs in management, innovation, and productivity						Sector Associations, Secretariat

Collaborate with financial institutions and development partners to develop financing schemes and guarantee facilities tailored for SMEs and startups.						Secretariat, Sector Associations
Conducting Business Formalization campaigns for the purpose of promoting business registration, compliance and uphold the highest standard of business ethics.						Research Unit, Secretariat
Analyze trade documents, conduct industrial verification on rules of origin and issue certificates of origin						Secretariat, Training Unit
Organize trade fairs, exhibitions, and B2B matchmaking events to connect local enterprises with domestic, regional, and international markets.						SME Desk, Regional Chambers

Conduct capacity-building workshops on export procedures, Certificate of Origin, quality standards, and compliance with regional and global market requirements.						Secretariat, SME Desk
Identify and support priority value chains with growth potential through targeted interventions in processing, packaging, and market linkage.						Secretariat, Trade Promotion Unit
Promote digital transformation initiatives by supporting enterprises to adopt e-commerce platforms, digital marketing, and innovation technologies.						Secretariat, Council
Partner with regulatory agencies to train enterprises on standards compliance, certification, and quality improvement.						Council, Secretariat

Establish or strengthen business clusters and incubation hubs to nurture entrepreneurship, foster innovation, and enhance competitiveness.						
Coordinate trade missions and investment forums to expose Tanzanian enterprises to new markets and partnerships within the EAC, SADC, and AfCFTA.						Council, Secretariat
Develop a Business Information and Market Intelligence Center within TCCIA to provide up-to-date data on market trends, investment opportunities, and business regulations.						Council, Secretariat
Explore opportunities for using diaspora offices to improve services, access to resources and sustainability						Council, Secretariat

Engage FDI in complementarity relationships with the domestic investors in terms capital and technology and supply linkages.						Council, Secretariat
Strengthening and expanding enterprises by offering entrepreneurs training in business management and financial literacy, while providing access to business development services such as mentorship, consultancy, and coaching						Council, Secretariat
Promote capacities of special groups like youth and women and people with disabilities.						Council, Secretariat
Coordinate and facilitate local and international trade and investment linkages						Council, Secretariat

4.6 Enhance institutional capacity, alignment, efficiency and sustainability

The Council and Secretariat are central to implementing TNCC's Strategic Plan. Strengthening governance, structures, and staff capacities is crucial for alignment with the strategic direction, ensuring sustainability and effectiveness.

Strategic Objective	To make TNCC an effective, functional and efficient institution as well as having an effective governance structure, capable and professional staff and ensuring financial sustainability					
Main Interventions	Time Frame					Responsibility
	2026	2027	2028	2029	2030	
Develop an organizational structure capable of handling increasing demands and responsibilities, built on a framework that emphasizes flexibility, scalability, clear accountability, and efficient communication						Council, Secretariat
Develop an explicit resource mobilization function,						Council, Secretariat
Expand staffing at lower organizational levels, such as regional and district offices, to strengthen local operations, improve responsiveness, and ensure effective execution of organizational objectives.						HR Department, Secretariat

Strengthen membership recruitment and management,						Membership Department
Review and operationalize TCCIA operational manuals	✓	✓				Communication Unit, Secretariat
Take inventory of existing TNCC regional offices, Diasporas offices and establish new offices,						Communication Unit
Develop the organization capacity and staff to coordinate a multiplicity of interests of businesses across all sectors and locations,						Council, Secretariat
Recognize the special position of Dodoma and secure land to build TNCC HQ sub office in Dodoma,						Council, Secretariat
To position TNCC and an investment hub serving as a central point where investors can access market intelligence, business linkages, and opportunities and providing comprehensive and centralized access to all essential business and investment information for both local and foreign investors,						Council, Secretariat
Develop TNCC's capacity to provide guidance and advisory						HR Department

services on legal matters affecting businesses.						
Strengthen TNCC's capacity to resolve business disputes, deliver business education, facilitate the acquisition of licenses and TINs, and promote compliance with tax regulations.						Council, Secretariat
Enhance the capacity of regional and district chambersTrain Chamber staff and leadership on effective communication, stakeholder management, and customer service						Investment Desk, Secretariat
Establish and operationalize the Customer Experience Centre (Call Centre)						Legal Unit, Secretariat
Cultivate trust by developing a credible code of conduct for the operations of its members.						Council, Regional Chambers
Establish and operationalize all board committees (Audit, Sectoral, Governance)						Council, Secretariat, Donors
Construct of the TNCC HQ office block in Dar es Salaam						Council, Secretariat, Donors

4.7 THE EXPECTED OUTPUTS

This matrix consolidates all Strategic Objectives into one comprehensive implementation framework, detailing key activities, annual targets, and measurable outputs over the five-year period (2026–2030). It serves as a foundation for annual work plans, monitoring & evaluation (M&E), and reporting to stakeholders.

4.7.1 STRATEGIC OBJECTIVE 1: ENHANCE CHAMBER’S CREDIBILITY AND VISIBILITY

Key Result Area	Main Activities	2026	2027	2028	2029	2030
Institutional Image & Branding	Review & operationalize communication strategy	Strategy approved	Full rollout	Mid-term review	Intensified campaigns	End-line review
Media & Public Relations	Media partnerships & TNCC media outlets	3 MoUs signed	Media outlet launched	1M reach	1.5M reach	2M+ reach
Digital Visibility	Website & social media upgrade	+15% traffic	+25% traffic	+40% traffic	+60% traffic	+80% traffic

Key Result Area	Main Activities	2026	2027	2028	2029	2030
Public Awareness	Visibility campaigns (newsletters, interviews, features & articles)	4 campaigns	4 campaigns	4 campaigns	4 campaigns	4 campaigns
Partnerships	Strategic partnerships established	4 partners	4 partners	4 partners	4 partners	4 partners
Recognition	Business excellence & recognition awards	1 Award	1 award	1 award	1 award	1 award

4.7.2 STRATEGIC OBJECTIVE 2: ADVOCATE FOR A CONDUCIVE AND ENABLING BUSINESS ENVIRONMENT

Key Result Area	Main Activities	2026	2027	2028	2029	2030
Policy Research	Policy & regulatory studies conducted	4 studies	4 studies	4 studies	4 studies	4 studies
Evidence-Based Advocacy	Policy briefs & position papers	5 briefs	5 briefs	5 briefs	5briefs	5briefs

Key Result Area	Main Activities	2026	2027	2028	2029	2030
Dialogue & Engagement	National & regional public-private dialogues, 4 Dira Dialogue	7 Ministerial Dialogue, 1 Parliamentary session, 26 RBCs, 5 National Round table, 4 Dira Dialogue	8 Ministerial Dialogue, 1 Parliamentary session, 26 RBCs, 5 National Round table, 4 Dira Dialogue	8 Ministerial Dialogue, 1 Parliamentary session, 26 RBCs, 5 National Round table, 4 Dira Dialogue	8 Ministerial Dialogue,, 1 Parliamentary session, 26 RBCs, 5 National Round table, 4 Dira Dialogue	8 Ministerial Dialogue,, 1 Parliamentary session, 26 RBCs, 5 National Round table, 4 Dira Dialogue
Dialogue & Engagement	Fiscal Policy Submitted (20% success rate)	20	25	30	35	40
Dialogue & Engagement	Zonal Tax Dialogue	8 regions, 500 Participants	8 regions, 600 Participants	8 regions, 700 Participants	8 regions, 800 Participants	8 regions, 900 Participants
Business Climate	Annual Business	Baseline	Survey	Survey	Survey	End-line

Key Result Area	Main Activities	2026	2027	2028	2029	2030
Monitoring	Climate Survey					
Institutional Advocacy	Advocacy & Policy Coordination Unit	Established	Fully staffed	Fully operational	Strengthened	Sustained
Coalition Building	Alliances with business associations	3 coalitions	5 coalitions	6 coalitions	8 coalitions	10 coalitions
Capacity Building	Advocacy & policy training (staff & members)	50 trained	50 trained	50 trained	50 trained	150 trained

4.7.3 STRATEGIC OBJECTIVE 3: STRENGTHEN ENGAGEMENT, INCLUSIVITY AND SATISFACTION AMONG MEMBERS

Key Result Area	Main Activities	2026	2027	2028	2029	2030
Membershi p Growth	Net membersh ip growth	Corpor ate: 40 Ordinar y: 30000	Corporat e: 50 Ordinary: 30000	Corpo rate: 60 Ordin ary: 30000	Corpo rate: 70 Ordin ary: 30000	Corpo rate: 80 Ordin ary: 30000
Inclusion	Youth, women & PWD membersh ip share	15%	18%	20%	22%	25%
Member Feedback	Membersh ip satisfactio n surveys	Baselin e	Survey	Survey	Survey	End- line
Service Differentiati on	Member needs assessmen t & segmentat ion	Compl eted	Updated	Updat ed	Updat ed	Fully digitiz ed
Decentraliz ation	Strengthe ning regional & district chambers	5 regions	8 regions	12 region s	16 region s	20 region s

Key Result Area	Main Activities	2026	2027	2028	2029	2030
Data Management	Membership database validation & automation	Cleaned	Updated	Updated	Updated	Fully automated
Member Recognition	Recognition & reward programs	Framework	Pilot	Annual	Annual	Institutionalized

4.7.4 STRATEGIC OBJECTIVE 4: FACILITATE ENTERPRISE DEVELOPMENT, MARKET ACCESS, AND COMPETITIVENESS

Key Result Area	Main Activities	2026	2027	2028	2029	2030
MSME Capacity	Mentorship, training & BDS delivery	300 MSMEs	500 MSMEs	700 MSMEs	900 MSMEs	1,200 MSMEs
Business Formalization	Formalization & compliance campaigns	3 campaigns	4 campaigns	5 campaigns	6 campaigns	7 campaigns
Trade Facilitation	Certificates of Origin issued	19,750 New CoOs Issued	24,687.5 New (Increased)	30,859 New CoOs Issued	30,859 new CoOs Issued	37,031 New CoOs Issued(Increased by 15%)

Key Result Area	Main Activities	2026	2027	2028	2029	2030
		(baseline is 7,033 CoOs with an increase of 25%)	ased by 25 % from the previous year)	(Increased by 25 % from the previous year)	(Increased by 20 % from the previous year)	25 % from the previous year)
Market Linkages	Trade fairs, exhibitions & B2B events	5 events	5 events	6 events	6 events	6 events
Value Chain Development	Priority value chains supported	3 chains	5 chains	6 chains	8 chains	10 chains
Innovation & Digitalization	Digital adoption support to enterprises	30 firms	40 firms	50 firms	60 firms	70 firms
Enterprise Clustering	Business clusters & incubation hubs	2 hubs	3 hubs	4 hubs	6 hubs	8 hubs
Investment Promotion	Trade missions & investment forums	3 missions	3 missions	4 missions	4 missions	5 missions

4.7.5 STRATEGIC OBJECTIVE 5: ENHANCE INSTITUTIONAL CAPACITY, ALIGNMENT, EFFICIENCY, AND SUSTAINABILITY

Key Result Area	Main Activities	2026	2027	2028	2029	2030
Governanc e & Systems	Organizatio nal structure & manuals	Review ed	Implem ented	Mid-term review	Optim ized	Institut ionaliz ed
Financial Sustainabilit y	Resource mobilization & revenue growth	Strateg y approv ed + 20+	+20%	+30%	+40%	+50%
Decentraliz ed Presence	Regional & diaspora offices expanded	Mappin g	+5 offices	+10 offices	+15 offices	+20 offices
Human Capital	Staff recruitment & capacity building	60 trained	80 trained	100 trained	120 traine d	150 traine d
Customer Experience	Customer Experience (Call) Centre	Design ed	Operati onal	Enhanc ed	Digital ized	Fully integr ated
Infrastructur e	HQ & infrastru ctur e developme nt	Land secure d	Design	Constru ction	Constr uction	Com missio ned

Key Result Area	Main Activities	2026	2027	2028	2029	2030
Integrity & Trust	Code of conduct & board committees	Approved	Operational	Strengthened	Compliance audits	Sustained

CHAPTER FIVE: IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

5.1 Introduction

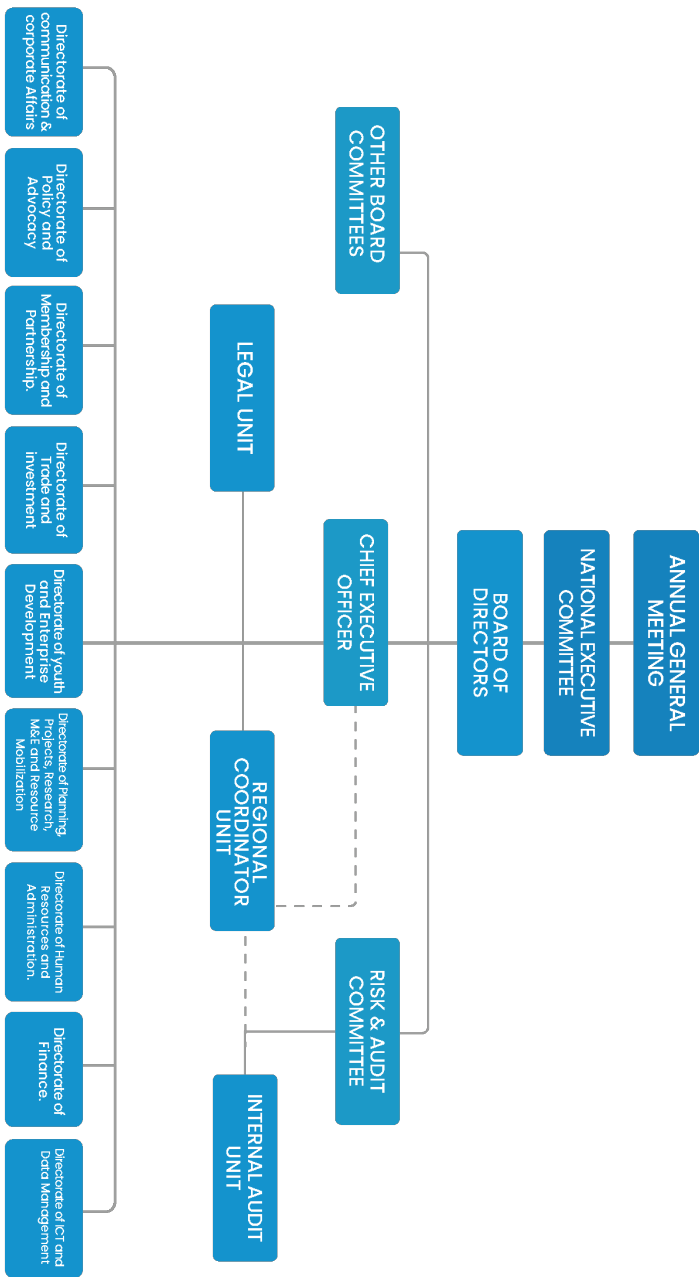
The modalities devised to guide Implementation, Monitoring and Evaluation (M&E) of the TNCC Strategic Plan 2026-2030 are designed to ensure effective and efficient implementation of the plan as well as the sustainability of the intended aspects of the impact. The M&E system is instituted as a review mechanism to monitor the progress and assess outcomes compared to the original objectives, targets and expectations. The implementation, Monitoring and evaluation of this strategic plan will be done at all levels (National, regional and District) to promote consistency, accountability, and evidence-based decision-making throughout the implementation period

5.2 Consolidating the Organisational Structure

In order to ensure sustainably increasing efficiency and effectiveness, the chamber HQ will devise a functional organisational structure which is both cost effective and guaranteeing responsive, workable divisions of chamber level duties into departments/units level interventions that will provide dynamism, creativity and innovativeness.

The structure shall be staffed by a competent and adequately resourced workforce, capable of translating the Chamber's strategic objectives into actionable results. Through this arrangement, the Chamber Headquarters will institutionalise a culture of performance, accountability, and continuous improvement in pursuit of its long-term vision and mission

Organogram



5.3 Implementation Framework

The Planning Unit will, on the basis of this Strategic Plan, coordinate the preparation of Bi-annual Business Plan, Annual Budgets and Annual Masterwork Plans to guide the implementation of the same at all level. Furthermore, each Directorate and Regional Chamber will be required to develop its annual detailed operational work plan in line with the National Chamber Masterwork plan. The system of having performance contracts/ appraisal for each staff member/employee responsible for the implementation of specific activities will be used to ensure the plan targets envisaged as well as the time frame and resources provided are effectively achieved and complied with.

5.4 Monitoring of Plan Implementation

The overall responsibility for monitoring the implementation of the strategic plan shall rest with the Management Committee. The committee will be chaired by the Chief Executive Officer (CEO) and will comprise Directors heading the various directorates, as well as the Heads of the Planning, IT, and Audit Units. The Planning Unit will serve as the secretariat to the committee.

The committee will periodically review the progress of the strategic plan's implementation, identify challenges encountered, and recommend appropriate corrective measures to ensure effective execution

5.4.1 Methodology

Monitoring will be instituted immediately after starting implementing the Strategic Plan.

Three major methods will be used:

- a) Making at least a monthly meeting to review implementation of annual and operational masterwork plans, as well as annual business plans with respective annual budgets.
- b) Physical observations and interviews/discussions between the Management Committee and the various stakeholders to get informed insights and clarifications on the implementation and effects of the strategic plan.
- c) Conducting enquiries with the assistance of a questionnaire administered once every year designed to obtain the impressions of various stakeholders so as to obtain any early warning signs that may indicate potential problems during the implementation of the Strategic Plan.

5.4.2 Reporting

Monitoring reports at departmental/unit level will comprise:

- a) A detailed Strategic Plan implementation report plus a summary table prepared quarterly.
- b) Contents of the detailed report will include, but not be limited to:
 - The approved strategic objectives and their target indicators as outlined in the respective Annual Work Plan,
 - Approved strategies, activities and outputs related to the strategic objective,
 - Achievements in terms of outputs, the deviations in the planned activities and outputs. Achievements should reflect both the qualitative and quantitative achievements,

- Constraints in the implementation of the Annual Work Plan and any internal and external factors which have affected implementation,
 - Proposed remedial actions and the way forward for solving the problems faced indicating clearly the planned activities to be carried out in the next period (six months and one year depending on the nature of the report).
- c) Financial report which shall include all financial income generated (both from internal and external sources) as well as expenditures during the period of reporting.

5.5 Evaluation of the Implementation of the Plan

There will be two types of evaluation of the Strategic Plan at the Chamber: one after every two and half years (Mid Term Review) and the other one after five years (Final Review). All evaluations may involve internal and external evaluators.

The internal and external evaluations will have similar Terms of Reference (ToR) and will focus on:

- a) Assessing the extent, the strategic plan is achieving its objectives and targets,
- b) Assessing the reasons for success or failure of specific aspects of the strategic plan,
- c) Finding out whether the effects of the strategic plan are contributing to the full achievement of the Mission and Vision ideal of TNCC,
- d) Assessing the adequacy of resources being mobilized to implement the strategic plan,

- e) Determining whether available resources are being utilized efficiently and effectively to achieve the targets set for the strategic objectives,
- f) Determining whether the process of strategic planning and implementation is facing any problems that need immediate or long-term solutions including recasting some of the components of the plan.
- g) The Board of Directors will approve terms of references prepared by the Management that will provide a clear and comprehensive guide for both evaluations. The ToRs of the two evaluations shall in addition cover but not be limited to:
 - Subject of the evaluation,
 - Methodology to be adopted, data collection procedures, sampling procedures, indicators to be used, basis for comparisons, etc.,
 - Analysis of the field findings,
 - Evaluation of the achievements and,
 - Feedback of evaluation findings

5.6 Assumptions, Risks and Sustainability

For the objectives of the TNCC strategic plan 2026 – 2030 to be achieved, the following **Major Assumptions** need to be closely observed, monitored and responded to strategically by TNCC:

- Progressive Improvement of Financial sustainability.
- Supportive business environment.
- The continued stability and growth of the country's political and socio-economic developments.
- The improved conditions for competent Staff, Motivation, Team Spirit and Retention.

- Adoption of the amended MEMARTS and organization structure as well as operational procedures and guidelines.

Directorate, Departments and Core Functions

Mandate

To build and protect TNCC's public image, enhance its visibility and credibility, and strengthen engagement with members, partners, government, and the general public through strategic communication and branding initiatives.

Core Functions

- a) Develop and implement the TNCC Communication and Branding Strategy.
- b) Manage public relations, media engagement, and press releases.
- c) Oversee TNCC's digital platforms (website, social media, newsletters).
- d) Organize visibility campaigns, exhibitions, and corporate events.
- e) Produce TNCC publications, annual reports, and promotional materials.
- f) Coordinate the "Information Park" and other visibility platforms.
- g) Strengthen strategic partnerships and stakeholder relations.
- h) Manage internal communication and public awareness initiatives.

Directorate of Policy and Advocacy

Mandate

To advocate for a conducive business environment through evidence-based policy research, stakeholder dialogue, and public-private engagement at national, regional, and international levels.

Core Functions

- a) Conduct policy analysis and produce position papers on key business issues.
- b) Coordinate national and regional public-private dialogue (PPD) platforms.
- c) Develop and implement TNCC's Advocacy and Lobbying Strategy.
- d) Monitor and report on business environment reforms.
- e) Facilitate member participation in government consultations.
- f) Coordinate alternative dispute resolution (ADR) and mediation services.
- g) Engage in EAC, SADC, and AfCFTA policy forums representing private sector interests.
- h) Build advocacy capacity among TNCC staff and members.

Directorate of Membership and Partnerships

Mandate

To strengthen engagement, inclusivity, and satisfaction among members while fostering strategic partnerships that enhance service delivery, growth, and sustainability.

Core Functions

- a) Recruit and retain members nationwide.
- b) Conduct member needs assessments and satisfaction surveys.
- c) Maintain and update the membership database and CRM system.
- d) Coordinate member benefits, recognition, and reward programs.
- e) Build partnerships with national and international chambers, associations, and development partners.
- f) Support regional and district chambers in membership services.
- g) Promote inclusivity by targeting youth, women, and PWD entrepreneurs.
- h) Facilitate B2B and networking events among members.

Directorate of Trade and Investments

Mandate

To promote and facilitate domestic and international trade, investments, and market linkages that enhance competitiveness and economic growth for TNCC members.

Core Functions

- a) Organize trade fairs, exhibitions, missions, and business forums.
- b) Facilitate investment linkages and foreign direct investment attraction.
- c) Issue and verify Certificates of Origin and manage trade documentation.
- d) Conduct market intelligence, trade research, and export promotion.

- e) Engage diaspora offices to strengthen investment and trade opportunities.
- f) Collaborate with ministries and agencies on trade facilitation.
- g) Support value-chain development and industrial linkage programs.
- h) Advocate for export competitiveness and ease of doing business reforms.

Directorate of Youth and Enterprise Development

Mandate

To build the capacity, innovation, and competitiveness of MSMEs, cooperatives, and emerging enterprises, supporting their growth, formalization, and sustainability.

Core Functions

- a) Design and implement mentorship, coaching, and incubation programs.
- b) Conduct MSME training on business management, innovation, and productivity.
- c) Facilitate business formalization and compliance with regulatory standards.
- d) Promote entrepreneurship development, especially for youth and women.
- e) Coordinate cluster development programs and value chain enhancement.
- f) Partner with financial institutions to improve SME access to finance.
- g) Support enterprise digitalization and e-commerce adoption.
- h) Facilitate local supplier development and domestic linkages with large enterprises.

Directorate of Planning, Projects, Research, M&E and Resource Mobilization

Mandate

To coordinate strategic planning, project management, research, and resource mobilization to ensure data-driven decision-making, sustainability, and accountability across TNCC operations.

Core Functions

- a) Coordinate implementation of the Strategic Plan and annual work plans.
- b) Develop and monitor performance indicators and reporting frameworks.
- c) Conduct business climate and member satisfaction surveys.
- d) Produce quarterly and annual performance reports.
- e) Lead proposal development and donor engagement for resource mobilization.
- f) Coordinate partnerships for project funding and joint initiatives.
- g) Conduct socio-economic and sectoral research to inform advocacy and policy.
- h) Facilitate learning and documentation of organizational best practices.

Directorate of Human Resources and Administration

Mandate

To ensure effective human resource management, organizational development, procurement, and efficient administrative support for smooth institutional operations.

Core Functions

- a) Develop and implement HR policies, procedures, and manuals.
- b) Manage recruitment, staff welfare, and performance appraisal systems.
- c) Conduct staff capacity-building and professional development programs.
- d) Manage procurement and logistics in compliance with TNCC policies.
- e) Oversee facilities management and office infrastructure.
- f) Coordinate occupational safety, welfare, and work environment programs.
- g) Support regional and district offices' HR and administrative functions.
- h) Ensure compliance with TNCC's code of conduct and ethics.

Directorate of Finance

Mandate

To ensure prudent financial management, accountability, and sustainability in support of TNCC's strategic and operational goals.

Core Functions

- a) Prepare annual budgets and manage financial planning and forecasting.
- b) Oversee accounting systems and ensure compliance with financial policies.

- c) Manage cash flow, banking, and investment operations.
- d) Prepare periodic financial statements and audit reports.
- e) Support project budgeting and donor fund management.
- f) Ensure timely membership fee collection and financial reporting.
- g) Support resource mobilization efforts with PPR&RM department.
- h) Strengthen internal control systems and financial transparency.

Directorate of ICT and Data Management

Mandate

To provide technology-driven solutions that improve TNCC operations, service delivery, and data management.

Core Functions

1. Manage ICT infrastructure and systems maintenance.
 - a) Maintain TNCC's digital platforms and member management systems.
 - b) Support digitization of member services, trade, and communication systems.
 - c) Ensure cybersecurity and data protection compliance.
 - d) Develop digital dashboards for M&E and reporting.
 - e) Provide ICT support to regional and district chambers.

Cross-Cutting Units

Legal Unit

Mandate

To provide legal guidance, ensure compliance, and safeguard TNCC's rights, contracts, and corporate governance framework.

Core Functions

- a) Offer legal advisory and contract management support.
- b) Draft and review MoUs, partnership agreements, and policies.
- c) Ensure compliance with national laws and corporate governance standards.
- d) Handle dispute resolution, arbitration, and litigation matters.
- e) Oversee ethical conduct and implementation of the Members' Code of Conduct.
- f) Support policy advocacy and regulatory interpretation for members.

Internal Audit Unit

Mandate

To provide independent, objective assurance and advisory services that improve TNCC's governance, risk management, and internal controls.

Core Functions

- a) Review financial transactions and assess compliance with policies.
- b) Conduct risk-based audits of TNCC programs and projects.
- c) Monitor effectiveness of internal control systems.
- d) Issue audit findings and recommendations for corrective actions.

- e) Verify use of donor and project funds.
- f) Report audit results directly to the CEO and the Audit Committee.

Regional and District Coordination Unit

Mandate

Strengthen coordination, oversight, and alignment of TNCC operations across all regional and district chambers to ensure effective implementation of programs, member services, and institutional strategy at subnational levels.

Core Functions

- a) Coordinate and support operations of Regional and District Chambers on membership services, advocacy, and enterprise programs at local levels.
- b) Monitor compliance with TNCC standards, policies, and reporting requirements.
- c) Facilitate communication between regional offices and the CEO/Secretariat.
- d) Strengthen capacity of chamber leaders and staff in governance, service delivery, and administration.
- e) Ensure data collection and reporting from regions aligns with national M&E systems.
- f) Identify regional challenges and opportunities for strategic action.
- g) Coordinate subnational implementation of trade fairs, forums, and member engagement activities.
- h) Support establishment and operationalization of new district and regional offices.