



TANZANIA REVENUE AUTHORITY

ISO 9001 : 2015 CERTIFIED

SIXTH CORPORATE PLAN 2022/23 – 2025/26

***Operational Excellence * Taxpayers'
Engagement * Automation * Innovation***



“Together We Build Our Nation”

**TRA HEADQUARTERS
DAR-ES-SALAAM
REVISED JUNE, 2024**



TANZANIA REVENUE AUTHORITY

ISO 9001 : 2015 CERTIFIED

VISION STATEMENT

“A Trusted Revenue Administration for Socio-economic Development”

MISSION STATEMENT

“We Make it Easy to Pay Tax and Enhance Compliance for Sustainable Development”

THEMES

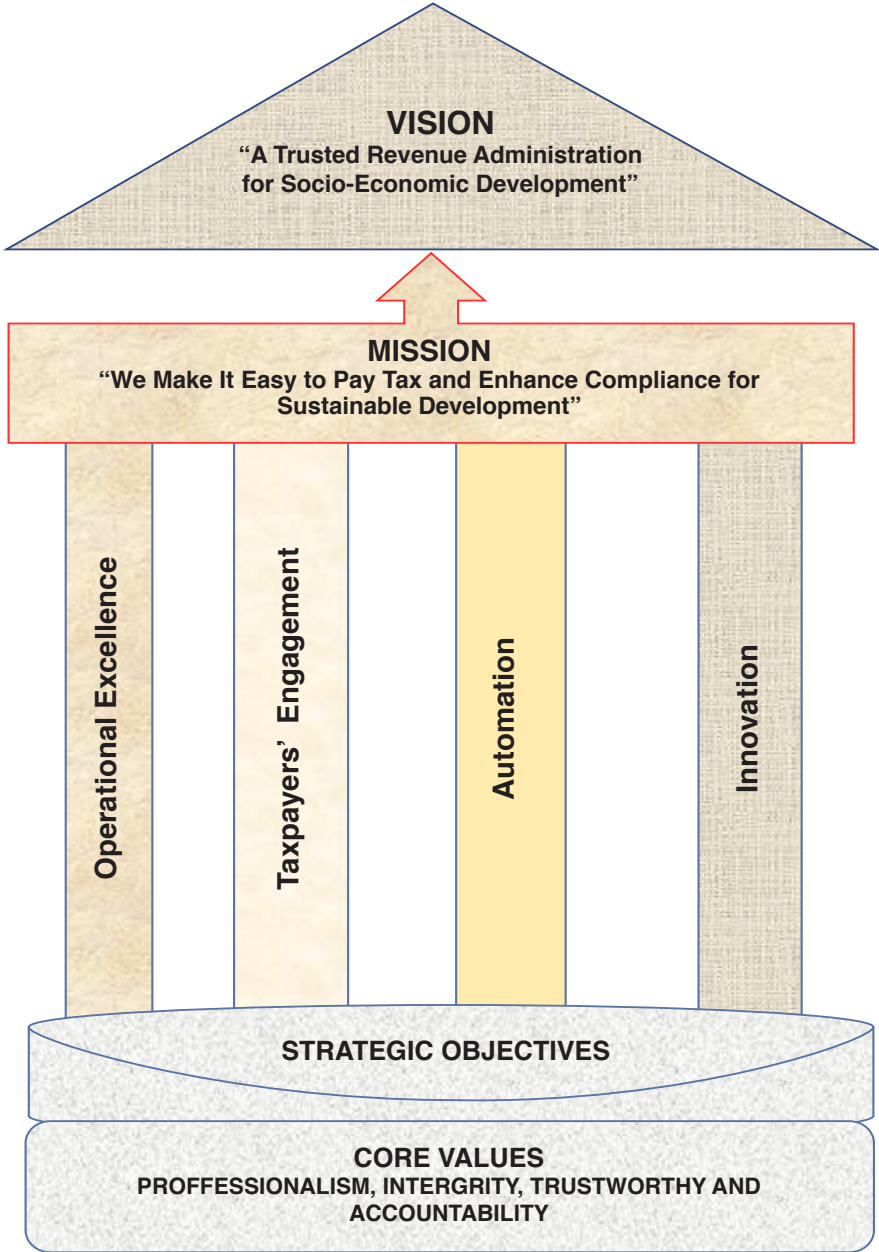
- *Operational Excellence *
- *Taxpayers' Engagement *
- *Automation *
- *Innovation*

CORE VALUES

Professionalism, Integrity,
Trustworthy and Accountability

“Together We Build Our Nation”

TRA SIXTH CORPORATE PLAN STRATEGIC MAP



TRA SIXTH CORPORATE PLAN ALIGNMENT WITH NATIONAL GOALS

SUSTAINABLE DEVELOPMENT GOALS	TANZANIA DEVELOPMENT VISION 2025 (TDV25)	TANZANIA THIRD FIVE YEAR DEVELOPMENT PLAN (FYDP III) 2021/22 - 2025/26	TRA 6TH CORPORATE PLAN 2022/23 – 2025/26
Each goal has a specific target to be achieved over the next 15 years from 25 th September 2015.	It is envisioned that Tanzanians will have graduated from a Least Developed country to a middle-income country status by the year 2025 with a high level of human development. However, this has been achieved already in 2020. Tanzania of 2025 has the following targets.	<p>THEMES:</p> <p>A. Competitiveness, driven by new knowledge, Science Technology & Innovation (STI) and a digital revolution in all sectors</p> <p>B. Industrialization and services provision</p> <p>C. Trade and Investment</p> <p>D. High-level human development in tandem with TDV25</p> <p>E. Skills development</p>	<p>VISION:</p> <p>"A trusted revenue administration for socio-economic development"</p>
1. No poverty		<p>OBJECTIVES OF FYDP III</p> <p>To build on achievements realized towards the attainment of TDV25 to make Tanzania a semi-industrialized, middle-income country by 2025.</p> <p>To strengthen capacity building in the areas of science, technology and innovation to enhance competitiveness and productivity in all sectors.</p> <p>To strengthen the industrial economy as a basis for export-driven growth including investing in new products and markets.</p> <p>To enhance the scope of Tanzania's benefits from strategic geographical opportunities by enabling improved business environments and strengthening the country's regional position as a hub for production, trade, supply and transportation.</p> <p>To facilitate increased business start-up and private sector involvement to find the best way to promote the growth of the sector in tandem</p>	<p>MISSION</p> <p>"We make it easy to pay tax and enhance compliance for sustainable development"</p>
2. Zero Hunger			
3. Good Health and Well-Being	High-Quality Livelihood		
4. Quality Education	Good Governance and Rule of Law		
5. Gender Equality	A Strong and Competitive Economy		
6. Clean water and sanitation	The TDV25 stresses enhanced mobilization and effective utilization of resources by articulating clear National		
			<p>THEMES</p> <p>A. Operational Excellence</p> <p>B. Taxpayers' Engagement</p> <p>C. Automation</p> <p>D. Innovation</p>

SUSTAINABLE DEVELOPMENT GOALS	TANZANIA DEVELOPMENT VISION 2025 (TDV25)	TANZANIA THIRD FIVE YEAR DEVELOPMENT PLAN (FYDP III) 2021/22 - 2025/26	TRA 6TH CORPORATE PLAN 2022/23 – 2025/26
	Key Result Areas (NKRAs) and focusing both domestic and foreign resources on the implementation of national priorities.	with job creation and make the sector a strong and reliable partner in development.	
7. Affordable and Clean Energy		To promote exports of services including tourism, banking, insurance and entertainment.	
8. Decent Work and Economic Growth		To accelerate inclusive economic growth through poverty reduction and social development strategies as well as productive capacity for youth, women and people with disabilities.	
9. Industry, Innovation and Infrastructure		To strengthen the country's capacity to finance development by ensuring access to domestic revenue and effective management of public expenditure.	
10. Reduce Inequalities		Main highlights of FYDP III on taxation	STRATEGIC OBJECTIVES
11. Sustainable Cities and Communities		1. Improving revenue yield out of the expected recovery from the global and domestic economy through improving efficiency in tax administration.	1. To Enhance Revenue Collection 2. To Enhance Voluntary Tax Compliance 3. To Improve Operational Efficiency 4. To Create a Strong Positive Image and Perception
12. Responsible Consumption and Production		2. Expanding the tax net by bringing in the informal sector and taxing incomes that are not channelled through the payroll.	5. To Build Taxpayers' Confidence and Satisfaction 6. To Automate and Integrate Processes
13. Climate Action		3. Strengthening collection of taxes using automated systems to reduce potential (negative) human interventions.	7. To Improve Quality of Data 8. To Strengthen Institutional Capacity
14. Life Below Water		4. Reviewing tax exemptions and relief systems to minimize their abuse and thus increase tax collection.	
15. Life on Land			
16. Peace, Justice and Strong Institutions			
17. Partnerships for the Goals			
17.1 Strengthen Domestic Resource Mobilization			

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LIST OF ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
CCE	Commissioner for Customs and Excise
CCM	Chama Cha Mapinduzi
CDR	Commissioner for Domestic Revenue
CED	Customs and Excise Department
CFA's	Clearing and Forwarding Agents
CG	Commissioner General
CLT	Commissioner for Large Taxpayers
COVID-19	Corona Virus Disease 2019
CP5	Fifth Corporate Plan
CP6	Sixth Corporate Plan
DF	Director for Finance
DHRMA	Director for Human Resource Management and Administration
DIA	Director for Internal Audit
DICT	Director for Information & Communication Technology
DINA	Director for Internal Affairs
DLS	Director for Legal Services
DPs	Development Partners
DRD	Domestic revenue Department
DRP	Director for Research and Planning
DTEC	Director for Taxpayer Education and Communication
EAC	East African Community
EDW	Enterprise Data Warehouse
EFD	Electronic Fiscal Device
EFDMS	Electronic Fiscal Device Management System
eGA	e-Government Agency
EOIR	Exchange of Information on Request
ERM	Enterprise-wide Risk Management
ERP	Enterprise Resource Planning
FYDP III	Tanzania's Third Five Year Development Plan

FYDPII	Tanzania's Second Five Year Development Plan
GDP	Gross Domestic Product
GePG	Government Electronic Payment Gateway
HADC	High Availability Data Centre
HIV	Human Immunodeficiency Virus
HoDs	Head of Departments
ICT	Information and Communication Technology
IDRAS	Integrated Domestic Revenue Administration system
ISO	International Organization for Standardization
ITA	Institute of Tax Administration
JNIA	Julius Nyerere International Airport
KPI's	Key Performance Indicators
LTD	Large Taxpayers Department
M&E	Monitoring and Evaluation
MoFP	Ministry of Finance and Planning
MoU	Memorandum of Understanding
MS	Microsoft
NCDs	Non-Communicable Diseases
OECD	Organization of Economic Co-operation and Development
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PST	Permanent Secretary Treasury
RGS	Revenue Gateway System
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TANCIS	Tanzania Customs Integrated System
TDV25	Tanzania Development Vision 2025
TeSWs	Electronic Single Window System
TIN	Taxpayer Identification Number
TMP	Tax Modernisation Program
TRA	Tanzania Revenue Authority
TZS	Tanzanian Shillings
USD	United States Dollar
VAT	Value Added Tax

MESSAGE FROM

COMMISSIONER GENERAL

The Sixth Corporate Plan (CP6) is an opportunity for TRA to align strategic direction that provides long-term solution to the prevailing challenges in operation to attain optimal revenue mobilization in line with the national and international development agenda. Operational Excellence, Taxpayer Engagement, Automation, and Innovation are the main thrusts of this Corporate Plan, which aims to regain taxpayer confidence while also improving tax administration. As a result, the plan will build on previous accomplishments to create momentum that will propel the organization to greater heights.



The Fifth Corporate Plan (CP5) focused on domestic revenue mobilization, whereas the successor CP6 focuses on efficiently maximizing revenue mobilization through increased technological application and strengthened transactional tax administration systems and databases. The plan will be guided by an inspiring vision of becoming **“A Trusted Revenue Administration for Socio-Economic Development”** which aims to improve the organizations’ ability to raise more revenue for economic development by forming coalitions with stakeholders. This blends well with our mission **“We Make It Easy to Pay Tax and Enhance Compliance for Sustainable Development”**.

Successful implementation of CP6 requires commitment and dedication from the Board of Directors, Management as well as the entire TRA's workforce. External stakeholders, such as the Ministry of Finance and Planning, Development Partners, and Taxpayers, also play a significant role. As an organization, we will continue to count on the support of our stakeholders in implementing and achieving the strategic objectives and subsequently Vision and Mission enshrined in this Corporate Plan.

“Together We Build Our Nation”



Yusuph J. Mwenda

COMMISSIONER GENERAL

EXECUTIVE SUMMARY

The Revised Sixth Corporate Plan takes cognizance of the achievements and lessons learnt from the predecessor plan -CP5- and completed initiatives of the current plan up to June 2023. CP6 seeks to address obligations arising from the national, regional and international development agenda and guidelines that venture into revenue mobilization. The compulsion to review CP6 after the first year of implementation emerged from the Government's desire to align the planning period/cycles of all MDAs with the **FYDPIII (2021/22 - 2025/26)** planning period. TRA revised its Sixth Corporate Plan (CP6) to bring on-board the Government directive that every Government Agency revise its Corporate Plan to adhere to National development goals. On the other hand, to accommodate the new departments and units as a result of TRA restructuring its Organization structure.

This Revised Plan is built on astutely crafted four strategic themes around the Balanced Scorecard pillars namely; ***Operational Excellence, Taxpayers' Engagement, Automation and Innovation*** which form the TRA's business model. The themes form the pillars over which the organization leans in its endeavour towards the attainment of the vision to become "***A Trusted Revenue Administration for Socio-Economic Development***". Our mission during the plan period is: "***We Make It Easy to Pay Tax and Enhance Compliance for Sustainable Development***". The Plan outlines the institution's strategic priorities for the next five (5) years whereby the themes are reinforced with eight (8) clearly defined strategic objectives which are:

- A. To Enhance Revenue Collection;
- B. To Increase Voluntary Tax Compliance;

- C. To Improve Operational Efficiency;
- D. To Create a Strong Positive Image and Perception;
- E. To Build Taxpayers' Confidence and Satisfaction;
- F. To Automate and Integrate Processes;
- G. To Improve the Quality of Data and
- H. To Strengthen Institutional Capacity.

The strategic objectives are supported by 18 strategic initiatives which will drive the authority into motion towards achievements of the former. The tax revenue projections for Tanzania Mainland are set to increase from **TZS TZS 22,610.2 billion** in 2022/23 to **TZS 32,310.9 billion** in 2025/26, representing a

compounded annual growth rate of about **12.6 percent** during the period of the plan. On the other hand, tax revenue yield is expected to increase from **12.3 percent** in 2022/23 to **13.2 percent** in 2025/26.

The Revised CP6 will be measured through a Monitoring Plan having Key Performance Indicators (KPIs) which have been presented in a logical framework manner and will be reported through annual implementation reports. The KPIs have been developed to measure the outcomes that are expected to be achieved from the objectives. Moreover, the performance of project implementation is to be monitored and evaluated under the guidance of the TRA's Project Management Manual.

INTRODUCTION AND BACKGROUND

1.0 HISTORICAL BACKGROUND

The Tanzania Revenue Authority (TRA) is a Government Agency established by Act of Parliament No. 11 of 1995 Chapter 399 and became operational on 1st July 1996. Since its establishment, the Authority has been conducting its business guided by a series of five-year Corporate Plans. Strategic Corporate Plans ensure a coordinated communication of the key strategic priorities of the organization to its employees and other interested parties and stakeholders. It provides the framework for identification, implementation and monitoring of project execution. In the final analysis, execution of the Corporate Plan initiatives forms the basis for measuring the organization's performance at the strategic level.

The plans have aided the Authority to have a common strategic direction in the course of discharging its mandate. This approach to

managing TRA corporate affairs has enabled the Authority to achieve remarkable performance in mobilization of the Government revenues over the years. The compulsion to review CP6 after the first year of implementation emerged from the Government's desire to align the planning period/cycles of all MDAs with the **FYDPIII (2021/22 - 2025/26)** planning period.

1.1 TRA's Mandate

Under Section 5 (1) of the TRA Act, CAP 399 R.E 2019, TRA has the following major functions:

- a) To administer and give effect to the laws or the specified provisions of the laws set out in the First Schedule of this Act, and for this purpose, to assess, collect and account for all revenue to which those laws apply;
- b) To monitor, oversee, coordinate activities and

- ensure the fair, efficient and effective administration of revenue laws by revenue departments in the jurisdiction of the Union Government;
- c) To monitor and ensure the collection of fees, levies, charges or any other tax collected by any Ministry, Department or Division of the Government as revenue for the Government;
 - d) To advise the Minister and other relevant organs on all matters pertaining to fiscal policy, the implementation of the policy and the constant improvement of policy regarding revenue laws and administration;
 - e) To promote voluntary tax compliance to the highest degree possible;
 - f) To take such measures as may be necessary to improve the standard of service given to taxpayers, with a view to improving the effectiveness of the revenue departments and maximising revenue collection;
 - g) To determine the steps to be taken to counteract fraud and

other forms of tax and other fiscal evasions;

- h) To produce trade statistics and publications on a quarterly basis.

1.2 Linkage with National and International Development Agenda

The Authority being a Government Agency has aligned its strategic plan with the national development vision and plans, directives and various sectorial policies and strategies. The alignment is also cognizant of various global conventions and standards to which Tanzania is a member. Compliance with national benchmarks and targets on domestic resource mobilization aims at enabling the Government to deliver social goods to the citizenry, reduce borrowing and subsequently donor dependency.

1.2.1 Sustainable Development Goals (SDGs)

TRA's key role in the SDGs is to mobilize sufficient revenue to fund Government programs most of which mirror the attainment of the global SDGs. This can be made

possible and would be achieved through enhanced domestic revenue mobilization as well as providing astute fiscal advice to the Government.

1.2.2 African Agenda 2063.

The African Agenda 2063 is the blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the strategic framework for delivering on Africa's goal for inclusive and sustainable development and is a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance initiative.

1.2.3 Organization of Economic Co-operation and Development (OECD)

Tanzania is undergoing a final peer review to ensure continued compliance and implementation of the International Standard of Exchange of Information on Request (EOIR). In addition to that, intends to finalize the signing of Multilateral Conventions on Mutual Administrative Assistance on Tax Matters. The thrust of CP6 on

this front hinges on the utilization of these platforms, the sharing of information and increased investments which will support domestic revenue mobilization.

1.2.4 Tanzania Development Vision 2025 (TDV25)

The first three years of CP5 execution coincided with the World Bank's announcement to upgrade the Tanzanian economy from low to lower-middle income status in July 2020 earlier than anticipated in the TDV25. The elevation was made possible as a result of the improvement of infrastructure in the country, in particular transportation and energy sectors. Conversely, there is an opportunity for the country to raise the economic bar from lower to upper middle-income status to effectively attain the goals of TDV25. This, however, requires a concerted effort to maintain and raise the growth rate of the economy. In this process, enhanced revenue mobilization is inevitable since sustainable service delivery requires increased domestic revenue collection as foreign aid and support from development partners continue to decline.

1.2.5 Blueprint for Regulatory Reforms to Improve the Business Environment

The Blueprint emphasizes that some of the Government revenue sources (tax and non-tax) are not captured in the revenue net, but there is the potential for creating new non-traditional revenue sources. In the tourism sector, for example, new avenues include transit tourism and air tourism. Among the main thrusts of CP6 on these fronts is to increase focus on investment in capacity building and provision of other resources to ensure that revenue determination and collection are managed effectively. Again, the stimulation of the business environment through innovative ideas to collect tax in a friendly manner and abolishment of multiple and nuisance taxes is of paramount importance.

1.2.6 National Five-Year Development Plan (FYDP III)

The FYDPIII which was launched in June 2021 reiterates the importance of devising measures and actions that facilitate domestic revenue mobilization and voluntary

tax payment. Revenue collection is cumulatively estimated to reach **TZS 131.8 trillion** by 2025/26 and the tax-to-GDP ratio is estimated to increase from **13.5 percent** in 2021/22 to **14.4 percent** in 2025/26. Furthermore, the plan highlights interventions for mobilizing more tax revenue including expanding the tax net by bringing in the informal sector and other unhandled tax revenue. Other interventions include tapping tax opportunities availed from regional and global agreements and commitments, improving domestic tax revenue by ensuring efficient tax administration systems, regular audits, inspections of mining companies, ensuring maximum collection of taxes, automation of tax collection systems and capacity building in transfer pricing monitoring and invoice mispricing to control revenue leakage. Therefore, in line with this document's intention in revenue mobilization, it has been made necessary to reflect those aspirations while formulating the new TRA's Corporate Plan (CP6).

1.2.7 Ruling Party Manifesto

The Chama Cha Mapinduzi (CCM) (Ruling Party's) Election Manifesto

for the 2020 General Election aimed to bring prosperity to Tanzanians and continue to address the challenges facing the citizens. The manifesto has 255 Articles of which five (5) are related to TRA. Those directives are under articles 18, 26, 49, 66, and 137 and relate to: increasing the number of taxpayers; participating in removing investment and trade barriers through various policy changes and amendment of tax laws by considering the guidelines for improving the business environment (Blueprint), to strengthen revenue collection systems including tax and non-tax revenue in conjunction with devising mechanisms for controlling losses of Government revenue.

1.3 Sixth Corporate Plan Approach

This Corporate Plan was created using a participatory approach that consulted various internal and external stakeholders. The consultative process also involved

conducting an environmental scanning exercise using a Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis, as well as conducting an organizational health assessment to determine the Strengths, Weaknesses, Opportunities, and Threats (SWOT) surrounding the organization.

Review of various Literature review was wide enough to cover not only national milestones such as TDV25, FYDPIII and CCM Manifesto, but also international development agendas, such as SDGs and Agenda 2063: The Africa We Want. Guidelines for developing Strategic Plan 2020 and other sampled Revenue Institutions' Strategic Plans were also considered. During the revision of the plan, the approach was restricted to involve limited internal and external stakeholders from project managers, HQ Managers Heads of department and PO-PSM

SITUATIONAL ANALYSIS

2.0 OVERVIEW

The process of reviewing CP6 took into account the performance of the plan that was implemented from July 2022 up to December 2023. Also, it considered the changes and development in the National and International business arena which include: SDGs; TDV25; FYDP III; and Africa Agenda 2063. Key points in all these documents reflect the need to enhance domestic resource mobilization as the main driver for sustainable development. Thus, underline the need to be considered in TRA's strategic focus for the next four years.

2.1 Implementation OF CP5

The Fifth Corporate Plan commenced its implementation on 1st July 2017. The plan revolved around three strategic themes namely: Convenience, Compliance and Continual Improvement. The revised version of CP5 had a total of 34 initiatives. Financing of CP5 was mainly through Tax Modernisation Program (TMP) for about 57 percent

and the remaining 43 percent was covered by TRA internal capacity. Implementation around the three themes is presented hereunder.

2.1.1 Convenience

Under the convenience theme, TRA intended to deliver cost-efficient, consistent and reliable services to taxpayers. It also entailed streamlining of processes, and optimization of automation opportunities for self-service to shorten service turnaround times and prompt service delivery. The following were the initiatives implemented under this theme:

a) Develop and Implement Comprehensive Taxpayers Communication Strategy

The main objective of this initiative was to ensure that there is an in-depth availability of tax information through all TRA communication channels and taxpayers' outreach programs to cater for needs and requirements for information. Therefore, the initiative intended to

maximize the number of taxpayers who are aware of and conversant with tax-related matters.

The Communication Strategy was developed and disseminated to employees at the level of departments and regions for implementation

b) Enhance TRA Portal for an effective taxpayer feedback mechanism

This initiative intended to harmonize the existing feedback mechanism that kept taxpayers more up-to-date and enabled them to easily access key information to improve their compliance level. The new customer feedback model was developed and the new feedback mechanism is in use at various TRA offices.

c) Develop and Implement a Comprehensive Service Culture Program for All Staff

This initiative aimed at changing staff attitude towards satisfying both internal and external customers. The program built a customer service culture that strengthened the partnership between TRA,

Taxpayers and other stakeholders for the benefit of all parties.

d) Establish a Centralized Scanner Image Analysis Capability

The initiative established centralized scanner image analysis and interfaced with the Tanzania Customs Integrated System (TANCIS) to enhance transparency and pooling of resources for more efficient utilization of the image analysis.

e) Implementation of the Electronic Single Window System (TeSWs)

The system was developed to allow the import/export community to lodge standardized information documents once, viewed and dealt with all players involved in the procedures and processes related to the importations/exportations of goods.

2.1.2 Compliance

This theme entailed the segmentation of taxpayers to facilitate better allocation of administrative resources and risk

management. A comprehensive taxpayer compliance strategy, the organization's internal capacity particularly on the use of ICT and international best practices were designed to address specific compliance issues for each segment.

a) Enhance Revenue Gateway System(RGS) to Accommodate Accounting of Non-Tax Revenue

The Initiative enabled the automation of revenue collection and accounting processes from the point of assessment (ledger preparation), collection and transfer to the Paymaster General's Account. The key area of focus was to improve data capture, including enabling data entry at source (bank or taxpayer), increase data integrity and improve accounting of all tax types. The enhancement of RGS and integration with GePG was done successfully.

b) Implement an Internal Audit Strategy

The objective of this initiative was to set out the Internal Audit's approach to delivery of assurance and consulting

services to the Management and Audit Committee of the TRA Board which would lead to value-adding Internal audit of CP5 assignments. TRA Internal Control Policy and Framework was disseminated to Managers and their Assistants to enhance awareness of various control imperatives.

c) Strengthen Marine and Border Patrol Operations

This project aimed at strengthening marine and border operations by controlling illicit trade and improving compliance, voluntary payment of duties and taxes on imports and exports. Other benefits include limiting the free entry of restricted, contraband materials and narcotics into our society from foreign countries. The Government funded the acquisition of four (4) patrol boats and in addition, one patrol boat from the Japan International Cooperation Agency (JICA) was received and has been in use since April 2021.

d) Develop and Implement Multi-Year Compliance Strategy and Plan

The objective of the strategy was to streamline risk-based compliance for the mobilization of tax revenue. The strategy entailed the utilization of gathered and interpreted data from both external and internal sources. The Strategy and Plan were developed and now are under implementation

e) Establishing a mechanism to support Cross-Border Exchange of Information on Request (EOIR) at the International Taxation Unit

The project objective was to make sure that all the essential instruments, resources and conditions for the EOIR tool to be fully utilized by TRA auditors and investigators are in place and also that Tanzania passes the scheduled Global Forum (GF) peer review exercise. It enables assessment of the organization's compliance with the internationally acceptable standards of transparency and EOIR.

f) Implement a Business Continuity Plan

The project operationalized the Business Continuity Management

System. It intended to execute the Business Continuity strategies to improve TRA's capability to deal with business disruptions and continue to offer its services even under adverse conditions. Also, it aimed at introducing appropriate resiliency and recovery strategies; as well as operational risk management procedures to manage business disruptions and crises that may affect the organization. The project was successfully implemented and guarantees the optimization of revenue collection and the provision of reliable services to our stakeholders.

2.1.3 Continual improvement

Continual improvement initiatives focused on cultural change and enhancement of operations to minimize administrative costs within the Authority as well as to the taxpayers when transacting with TRA. The main initiatives implemented were:

a) Implement High Availability Data Centre (HADC)

The objectives of the project were to ensure high availability of systems, reduce ICT Systems Recovery

Time, achieve Improved Security, provide Systems Capacity and replace aged Core Infrastructure. Phase I of HADC was completed as planned and phase II of the project will be implemented under CP6.

b) Improve working environment and tools in TRA offices and at the Institute of Tax Administration (ITA)

This initiative aimed at improving physical infrastructures and the acquisition of modern working tools. Specifically, this initiative focused on improving office buildings, ICT equipment, furniture & fittings. Generators were installed, and library periodicals computers and related equipment were delivered.

2.1.4 Other Completed Initiatives under CP5

Despite the challenges encountered during the implementation of CP5, until June 2022 nineteen initiatives were successfully implemented. These projects include:

- a) Introduce Online Auctioning System for Customs Goods;

- b) Enhancement of EFDMS to Support Linkage with Taxpayers' Financial Systems
- c) Implement Phase II of the EAC Authorized Economic Operators (AEO) scheme;
- d) Enhancement of Data Integrity and Governance to Ensure Accuracy and Credibility of Information;
- e) Development of the Sixth Corporate Plan
- f) Evaluation of TRA Anti-Corruption Strategy and Action

2.1.5 Challenges Encountered During Implementation of CP5.

Implementation of CP5 experienced a series of challenges and impediments that constrained its smooth execution as highlighted hereunder:

- a) Prolonged Procurement Process and frequent cancellation of tenders;
- b) Non-availability of on-time and credible data for measuring Strategic Measures and Key Performance Indicators;
- c) Delayed carrying out of stakeholders' perception

surveys (Some KPIs measured through survey results);

- d) The Government's decision to change the base year for the computation of GDP figures from 2007 to 2015 prices directly affected the Revenue Yield and revenue forecasts in the span of CP5;
- e) Non-attainment of revenue collection targets due to insufficient financial and human resources;
- f) Over ambition in having many projects in the corporate plan that have no strategic implication to corporate objectives;
- g) Implementation of many initiatives at once (front-loading) led to failure in timely projects' initiation;
- h) Competition for financial resources which necessitated TRA to prioritize implementation of initiatives in later years of CP5;
- i) Non-compliance to standards and requirements of the Project Management Manual in project implementation;
- j) Slow pace in exploring the advancement of ICT services and support from top

government leadership to have a robust integrated domestic tax system and improve ICT security;

- k) Impact of the COVID-19 pandemic that led to business operations down-scaling which affected revenue collection;

2.1.6 Lessons Learnt during Implementation of CP5

In monitoring the CP5 implementation several lessons were learnt as described below:

- a) Utilization of Internal capacity can be successfully deployed in the development and/or implementation of the Corporate Plan initiatives;
- b) Adherence to persistent use of technology to improve efficiency and effectiveness in service delivery;
- c) Availability of timely and quality data is crucial for monitoring progress in the implementation of the plan;
- d) Project Managers be dedicated to project work to ensure compliance with the procurement and project governance procedures;

- e) In an environment of insufficient resources, there must be proper prioritization to ensure full implementation of the projects and
- f) Preparation for procurement of one-year projects could start before the respective implementation year to preclude delays in project execution

2.2 Implementation of CP6

Implementation of CP6 initiatives around the four themes from July 2022 to October 2023 is presented hereunder.

2.2.1 Operational Excellence

Under this theme there are three objectives and projects as illustrated hereunder;

a) To enhance Revenue collection

The objective is made up of two initiatives namely; (i) the Development and Implementation of Medium- and Long-term Revenue Mobilization Strategy of which the Draft Medium-Term Tax Revenue Mobilization Strategy

has been developed, and (ii) the Re-enactment of Stamp Duty and Excise duty Act and Regulations has been done and the draft proposal for Excise (Management and Tariff) Act prepared and submitted to MoF.

b) To Increase Voluntary Tax Compliance

This objective aims at achieving Tax compliance through the implementation of two initiatives (i) Improve taxpayer compliance through behavioural science and risk-based approaches whereas a survey through nugging messages was conducted, EFD lottery was conducted to assess and motivate customers' behaviour on demanding EFD receipts.

(ii) Develop and Implement an Integrated Domestic Revenue Administration System (IDRAS); module for monitoring of electronic receipt usage in business was completed, 50% of the development of VAT Refund module was completed, 21 reports out of 23 reports for e-filing modules for tax returns was completed, Taxpayers registration modules was also completed.

c) To Improve Operational Efficiency

Under this objective two initiatives were executed whereby the implementation status has been narrated below:

(i) Implement High Availability Data Centre - Requirements for Initial installation, processing for power and cooling at NIDA Data Center (Site readiness) were established and installation work started. service provider survey was conducted and submission of the quotation was completed.

(ii) Modernization of Customs processes (TANCIS Modules, classification and valuation of goods) - tender for the development of the systems has been awarded to CUPIA consulting company.

2.2.2 Taxpayers' Engagement

This theme is intended to meet the following objectives.

a) To create a strong positive image and perception

Under this objective one project on the Branding of TRA is being

implemented - the signing of an MOU with HMRC to provide technical support was done and a consultant to develop and implement a branding strategy has been engaged.

b) To Build Taxpayers' Confidence and Satisfaction

The initiative to establish an Enterprise Service Delivery Management System is under implementation whereby the project charter has been prepared and signed. Additionally, a draft Enterprise Service Delivery Management Strategy has been developed

2.2.3 Automation

Under this theme, there are two objectives namely Automate and integrate processes.

a) Automate and integrate processes

The initiative that will contribute to the achievement of the objective includes developing Architecture for System Integrations (internal and external). Development of standard MoU for data exchange, Completed Application Infrastructure Provider (AIP) guidelines for external

stakeholders, Prepared information exchange management working instruction document.

The initiative to Implement Enterprise Resource Planning has secured approval from MoF to procure ERP solutions and eGA-approved ERP documentation.

b) To improve the Quality of Data

This will be achieved through the initiative to Enhance Data Governance and Risk Profiling analytical tools whereby a capacity building program has been completed, designed a data model prototype.

2.2.4 Innovation

This theme has one potential Strategic Objective.

Strengthen Institutional Capacity

This is expected to be met by the implementation of several initiatives such as

- i) Strengthen Knowledge Management on emerging areas whereby the team

completed the review of TRA Staff Regulation and submitted it to PO-PSM for approval.

- ii) Improve working environment initiative - various office equipment procured.
- iii) Modernize physical and digital security systems - Security systems in seven regional offices were installed.
- iv) Improve employees' engagement practices to enhance performance - Worklife policy, training and development policy, motivation and compliance policy on various laws were developed.

2.3 Performance of Selected Macroeconomic Indicators

Implementation of the CP6 has been impacted by both behavior and trend in the performance of various macroeconomic variables.

2.3.1 Gross Domestic Product

Stable real GDP growth was maintained in 2021/22 at **4.8 percent**, 2023 compared to 2022/23 at **5.0 percent**

2.3.2 Inflation and Exchange Rate

Headline inflation during FY 2022/23 remained subdued at **4.6 percent** below the country's medium-term target of **5.0 percent**. Again, the rate converged to the criteria of not more than **8.0 percent** set by the East African Community (EAC) and the range of **3.0 to 7.0 percent** set by the Southern African Development Community (SADC).

Headline inflation averaged between **4.6 percent** in 2022/23 and **3.3 percent** in 2023/24. The low headline inflation rate and its stability played a significant role in influencing investment and business performance in the country during the plan period.

Conversely, the value of the Tanzanian shilling against the USD remained generally stable and exchanged at an average rate of **TZS 2,549.13 /USD** in 2023/24 compared with **TZS 2,310.22 /USD** recorded in 2022/23.

2.4 Revenue Performance

During the FY 2022/23, TRA (Mainland and Zanzibar) managed to collect gross revenue amounting to **TZS 24,138,455.57 million**, against the collection target of **TZS 24,764,647.67 million**. The collection represents a performance of **97.5 percent**. Out of the total revenue collected, **TZS 23,682,989.47 million** were collected in Mainland Tanzania and **TZS 455,466.10 million** were collected in Zanzibar.

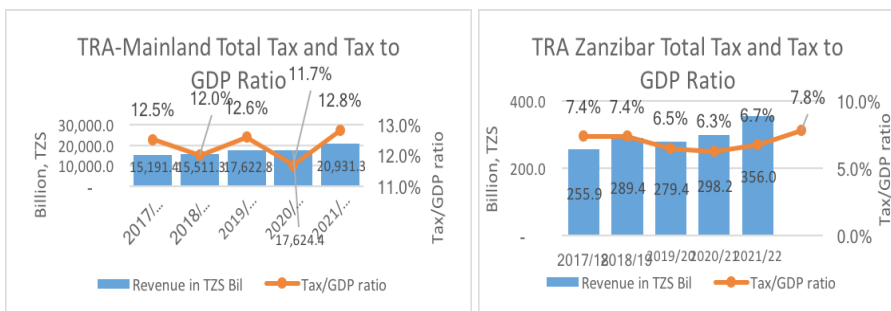
The actual (Net) revenue collections in FY 2022/23 amounted to **TZS 22,610,162.28 million** in Mainland Tanzania against a target of **TZS 23,652,757.57 million**, representing a performance of **95.6 percent**. The actual revenue collection in FY 2022/23 registered a growth of **8.0 percent** compared to **TZS 20,931,262.05 million** collected in FY 2021/22. On departmental level performance, the Domestic Revenue Department performed at **105.0 percent**, the Large Taxpayers Department scored **92.36 percent**, and the Customs and Excise Department registered a performance of **98.62 percent**. **Table 1** summarizes these results.

Table 1: Revenue Collection Performance

MAINLAND	ACTUAL					
Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Revenue Target	17,106.33	18,031.19	19,100.93	20,325.78	21,778.1	23,652.8
Actual Collection	15,191.42	15,511.33	17,622.82	17,624.36	20,931.26	22,610.16
Performance (%)	88.81%	86.02%	92.26%	86.71%	96.1%	95.6%
Annual Revenue Growth (%)	7.54%	2.11%	13.61%	0.01%	18.76%	8.02%
GDP at Market Price	123,894.2	134,342.9	145,404.1	156,346.1	167,736.1	188,203.5
Revenue Yield (%)	12.3%	11.5%	12.1%	11.3%	12.5%	12.0%
Cost of Collection	2.00%	2.00%	2.00%	1.88%	1.70%	
ZANZIBAR						
Revenue Target	258.72	301.48	350.19	383.54	413.06	454.1
Actual Collection	255.9	289.4	279.4	298.2	356.0	455.5
Performance (%)	98.9%	96.0%	79.8%	77.7%	86.2%	100.3%
Annual Revenue Growth (%)	25.6%	13.1%	-3.5%	6.7%	19.4%	27.9%
GDP at Market Price	3,475.0	3,924.2	4,312.9	4,762.3	5,277.7	5,847.7
Revenue Yield (%)	7.4%	7.4%	6.5%	6.3%	6.7%	7.8%

Source: TRA, 2022

Figure 1: Revenue collected to GDP ratio



Source: TRA, 2023

2.5 Stakeholder's Analysis

An attempt to identify TRA's stakeholders was made whereby an analysis of services offered by TRA to stakeholders, their expectations from TRA and what TRA expected from Stakeholders were identified as delineated in **Appendix III**

2.6 SWOT Analysis

In developing the CP6 an analysis of TRA's Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted through a review of existing documents and brainstorming sessions with the key stakeholders (**Table 2**). This eventually helps to evaluate the best match between internal and

external Enterprise Environmental Factors (EEF).

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Table 2: SWOT Analysis Matrix

Strengths – S	Weaknesses – W
<ol style="list-style-type: none"> 1. Availability of Skilled and Competent staff 2. Operational Offices Country-wide 3. Presence of Automated Systems 4. Existence of Staff Training Institute (ITA) 5. Existence of Taxpayers’ Charter 6. Mainstreamed Tax Education Functions 7. Transparency 8. Implementation of Improved Coaching and Mentoring Programs 9. Participatory Approach in Decision Making 10. Secured Working Environment 11. Commitment and Perseverance of TRA staff 12. Body Corporate 	<ol style="list-style-type: none"> 1. Insufficient Data Integrity 2. Unconducive Working Environment Especially at Border Posts and District Offices 3. Knowledge Gap In Specialized and Emerging Sectors 4. Low Level of Interface and Integration of ICT Systems 5. The Perception of Low Integrity in TRA is High 6. Inadequate System Performance 7. Low Compliance to the Institutional Framework for Implementation of Strategic Initiatives. 8. Limited Use of Non-Audit Initiatives to Promote Tax Compliance. 9. Inadequate human Capital and Working Tools 10. Non-automation of Some Key Processes

Opportunity – O	Threats – T
<ol style="list-style-type: none"> 1. Political Stability 2. Support from Development Partners 3. Growth of Specialized and Emerging Sectors 4. Growth of Financial Services (e.g. E-Banking, Sim-Banking and Agency Banking) 5. Government Support 6. Unregistered Potential Taxpayers (Most Informal) 7. Booming E-Commerce/Digital Economy 8. M.O.U on Information Sharing/ Exchange and Capacity Building with Government Agencies and International Agencies, 9. Availability of the ICT Broadband Backbone 10. Supportive National and International Development Policies 11. Perceived by the Government as a Trusted Tax Collection Agency 12. Presence of Clear Mandates (Legislations). 13. Uniqueness of TRA Functions 	<ol style="list-style-type: none"> 1. External Interference 2. Informal and Underground Economy 3. Low Tax Compliance Culture 4. Porous Border and Smuggling 5. Cash Economy 6. Cybercrimes 7. Tax Evasion Due to Technological Advancement 8. Outbreak of Pandemics 9. Negative Perceptions from the Community 10. Security Threats to Staff 11. Political Instability and Acts of Terrorism Within the Economic Block 12. Growth of Tax Exemptions 13. The Criminal Judicial System does not criminalize tax evaders

2.8.1 Confrontation Strategy

Matrix

Based on the SWOT analysis, the smash strategy matrix enables the Authority to leverage its strengths to maximize the opportunities, defend

itself against perceived threats and counter its weaknesses. Therefore, TRA will adopt the internal and external strategies as illustrated in **Table 3**;

Table 3: Confrontation Strategy Matrix

	Strength	Weakness
Opportunity	<p>SO – Strategies (Attacking Strategy) Leveraging Strength to maximize opportunities by:</p> <ol style="list-style-type: none"> 1. Optimizing the available skilled and competent staff in a stable political environment to strengthen trust. 2. Utilizing support from development partners to streamline the effectiveness of automated systems in all TRA operational offices for efficient administration. 3. Develop and implement training programs in ITA to enhance capacity in specialized emerging sectors 4. Prioritizing the government support on improving the secured working environment and enhancing awareness on TRA mandates and obligation on taxpayers' charter. 5. Modernizing and increasing Transparency through effective use of available ICT broadband backbone. 6. Deploying improved coaching and mentoring programs to TRA Committed and persevered staff in our operational offices countrywide 	<p>WO – Strategies Counter weaknesses through exploiting Opportunities. This builds strength for attacking strategy by:</p> <ol style="list-style-type: none"> 1. Exploring the support from the Government to improve the unconducive working environment, especially at border posts and district offices. 2. Taking advantage of support from Development Partners for capacity building to improve the level of system interface, integration and system performance. 3. Utilizing available M.O.U on information sharing and capacity building with Government agencies and international agencies to improve data integrity 4. Exploiting the Government's support to establish and operationalize a systematic change management process. 5. Utilizing the uniqueness of TRA functions to enhance fair and even distribution of resource allocation 6. Utilizing the Government support to rationalize uncongenial organization structure.

	Strength	Weakness
Threat	<p>ST – Strategies (Defensive Strategy)</p> <p>Leveraging Strengths to minimize threats by:</p> <ol style="list-style-type: none"> Exploiting Good governance structure to harmonize mainstreamed tax education function to increase revenue from the informal and underground economy. Effective use of Commitment and persevered staff to counter external interference and tax evasion. Improve a secured work environment to counter acts of terrorism in offices and security threats to staff. Making use of skilled and competent staff and management systems to curb cybercrime, tax evasion and the outbreak of pandemic. Maximizing the use of Automated and management systems to move away from Tax evasion due to technological advancement. Exercising a high level of transparency in our Operational Offices country-wide to improve perceptions from the community. 	<p>WT – Strategies (Counter Weaknesses and Threats)</p> <p>This will build strength for defensive strategy by:</p> <ol style="list-style-type: none"> Develop and implement knowledge gap programs at ITA to enhance capacity in emerging and specialized sectors. Enforcing tax laws on taxpayers' registration to improve database and collection from the informal economy. Earning capacity to deal with systematic change management within the organization from DP Support. Enhancing the effectiveness of automated systems and good governance structure to improve systems performance and counter cybercrime and acts of terrorism. Streamline improved consistency in service delivery in the set standards to increase positive perceptions from the community. Conducting intensive induction programs at ITA for new staff to strengthen human capital efficiency for effective use of inadequate/scarce resources.

2.9 PESTEL Analysis

The Evaluation of TRA's external operating environment is based on a conducted situational analysis from a global, regional and national

perspective using PESTEL (Political, Economic, Social, Technological, Environmental and Legal) which will enable TRA to be aware of external factors that might have an impact on the execution of CP6.

a) Political Environment

The prevailing political stability is essential for promoting social economic development and growth of a nation especially when the Government resources support economic activities which have a multiplier effect on revenue realization. TRA continues to rely on the Government's support for future success in terms of budget financing, tax policy reviews, enforcement measures and political will to undertake policy reforms. TRA is keen to benefit from the measures undertaken by the Government such as enhancing compliance through improved relationships with taxpayers.

In the Geopolitical environment, prevailing peace and security within the EAC region are important in providing a conducive environment for business and investments to grow. TRA is expected to benefit from ongoing and emerging cross-border initiatives in combating smuggling, illicit financial flows and tax evasion.

Any instability within the EAC region is likely to impact negatively the perception of investors in Tanzania as well and, in turn, will distort investment flow and trade across the partner states.

b) Economic Environment

From 2016 to March 2021 Tanzania managed to register robust economic growth coupled with a stable macro-economic environment that it has been enjoying since the turn of the century. Annual Real GDP growth was maintained at an average of **5.6 percent** up to 2023. This performance was largely supported by ongoing investment in social and physical infrastructure as a result of the Implementation of the Third Five Years Development Plan (FYDPIII), good tax administration and sustained implementation of prudent fiscal and monetary policies.

However, for the period from 2022 to September 2023, the country's average real GDP growth increased from **5.0 to 5.6 percent** due to relief of the impact of the COVID-19 pandemic whereas health, tourism, trade, transportation, arts and entertainment were not most affected sectors during the period under review. Furthermore, manufacturing, mining and quarrying, industry and construction followed by food and accommodation services were the major contributing sectors during the period of review.

During the CP6 period, the real GDP is projected to grow from an average rate of **5.6 percent** in 2023 to **6.4 percent** by 2025.

Headline inflation is projected to hover around the **3 - 5 percent** band, and the tax revenue to GDP ratio is estimated to be at **13.2 percent** in 2025/26 from **12.3 percent** in 2022/23. This will be achieved through improving the business environment for taxpayers with a view of attracting investment including nurturing small and medium businesses to widen the tax base; strengthening the administration of tax laws to

address challenges of tax evasion and reducing revenue leakages.

The FYDP III emphasizes building a Competitive and Industrial Economy for Human Development. Sectors that are expected to drive the economy include Industry and Construction, Services and Agriculture. Similarly, sub-sectors of construction, health, transport and storage, telecommunication and manufacturing are expected to have a significant contribution to driving the economy to higher levels. TRA will continue to undertake tax reforms to promote production, and investment and protect local industries against unfair external competition.

Given Economic/Regional Integration, Tanzania has integrated into both Regional Economic Groupings and Bilateral Agreements with a focus on improving the business environment and enhancement of economic development. Recently, Tanzania extended its participation to the global business by ratifying in African Continental Free Trade Area Agreement (AfCFTA).

The continental body is comprised of several regional groupings from the African continent and forms the third trade multilateral agreement for Tanzania that facilitates inter-trade within the continent. The predicted risks from multilateral agreements include a reduction in customs revenue resulting from trade diversion and a reduction or elimination of tariffs. In turn, the Government expects to adopt revenue recovery in the long-run by widening the domestic tax base. The Government also follows the footsteps of African Agenda 2063 which provides the guidelines on how to transform Africa into the global powerhouse of the future.

c) Social Environment

Taxpayers as part of society benefit directly or indirectly from the services financed through the collection of taxes. Most taxpayers' behavior towards taxation depends on the perceived returns from the Government in terms of public goods provision which is translated into the fairness of the tax administration system. Taxation not only pays for public goods and services; it is also a key ingredient in

the social contract between citizens and the economy.

TRA desires to have a society with a positive attitude towards paying taxes through creating awareness of their rights and obligations. In carrying out this civic duty, TRA intends to adopt a comprehensive business compliance strategy with a combination of enforcement, facilitation, awareness, education campaigns and Corporate Social Responsibility that encourage and promote voluntary compliance among taxpayers.

In recent years, many tax administrations around the world have been employing behavioral strategies to enhance tax compliance. Social media has brought a new platform for interaction between taxpayers and tax authorities which can ultimately contribute to enhanced tax compliance. Enhanced usage of social media provides TRA with an opportunity to learn more about taxpayers, how to improve tax awareness and services and compliance efforts. Factors that may affect the ability to pay tax include changes in consumption

patterns, emerging diseases and demographic changes.

d) Technological Environment

Technological developments have exposed tax administrations to rapid changes through the digitalization of the economy and the emergence of new business models and ways of working. Availability of new technologies, new data sources, and increasing international cooperation are providing new opportunities for tax administrations to better manage compliance, protect their tax base and reduce administrative burdens.

TRA is implementing different systems of ICT, including HADC projects which will enable TRA's data and applications to be moved to a platform that meets the requirements for security, availability and scalability. Meanwhile, the Authority is enhancing its ICT and tax administration Systems which will improve efficiency and effectiveness in managing and administering domestic revenue collection and reducing the cost of collection by interfacing with external systems.

Considering the intention towards being a fully automated organization, TRA will closely monitor and enhance its capacity on the key technological advances. The new technologies which will impact how we do business include; Digitalized Economy, Advanced Data Analytics, Cyber-Attacks, Cloud Computing and Block Chain Technology. TRA will also take advantage of the presence of the e-Government Agency (eGA), which is a dedicated agency established to oversee proper coordination of e-Government initiatives across public institutions to advance its services delivery platform and offer state-of-the-art products to taxpayers.

e) Environmental Analysis

TRA has been complying with all requirements of the national guidelines and standards in designing and establishing the friendly environment for offices and working premises. A number of statutes and regulations guides the environmental considerations during the life of this Corporate Plan. These include: •

The National Environmental Policy of 2021 as reflected by the Environment Management Act of 2004: Important consideration here is the restrictions that the environmental law places on disposal of unwanted products and e-waste, a key challenge in light of the growing automation of TRA activities and its attempts to adhere to the e-waste disposal guidelines. EAC Customs Management Act restricts the entry of restricted and prohibited goods into the country, as outlined in the Second and Third Schedules of the Act.

TRA is accommodating the Gemba Kaizen Management System that emphasize effective utilization of working environment, space and championing on Green environment. The Authority is aware that Depleting resources and rising pollution levels coupled with devastating climate changes have been affecting our planet severely. Scientists, activists and common people are calling for a need to maintain a Green environment and preserve our Earth. It is high time to go green! Environment experts have pointed out potential hazards that will occur if precautionary measures are not taken. Utilizing

eco-friendly products will be a key factor in reducing plastic toxicity in our working environment. In addition to that, judicial use of non-renewable resources and opting for environmentally friendly resources will significantly reduce the burden on the environment.

f) Legislative Environment

TRA is keen to astutely administer the tax laws in pursuit of its mandate to ensure that taxpayers carry out their tax obligations fairly and transparently. During the CP6, TRA will strive to ensure the enactment and/or amendment of tax laws in line with the Government's desire to increase revenue collection and improve the business environment.

TRA will continue engaging in the National Task Force Forum on Tax Reforms together with other tax multi-stakeholders in reforming the tax space regularly. Within the EAC framework, like any other member, Tanzania will effectively use available legal opportunities to apply for a stay of application or request for remission pertaining to a specific product in which Tanzania feels there is an economic advantage to charge a different duty

rate from the Common External Tariff (CET).

2.10 Critical Issues.

The implementation of CP6 was constrained by different critical issues that need to be addressed in executing CP6 (**Appendix III**).

Among the critical issues, identified and rated highly by stakeholders include:

- a) Weak Corporate Plan Implementation and Budget Performance Management;

- b) Low Compliance with The Institutional Framework for Implementation of Strategic Initiatives;
- c) Lack of Systematic Change Management Process that Slowed the Spirit of Dedication and Commitment from Staff;
- d) Weak Integration among Tax Administration Systems;
- e) Insufficient Human Resources.



One Stop Centre for Port Community in Dar-es-salaam

CHAPTER THREE:

STRATEGIC DIRECTION FOR 2022/23-2025/26

3.0 OVERVIEW

The high-level strategic direction of TRA in the next four years is presented in this chapter. The Corporate Mission, Vision, Core values, Strategic Themes, Objectives and Initiatives are described. The chapter also provides revenue projections highlights for Tanzania Mainland and Zanzibar presented by major economic activities for the duration of the Plan.

The process of charting out the strategic focus of the organization for the coming four years was fairly participatory and inclusive. Several brainstorming sessions that involved representation of Project Managers, HQ Managers, and Deputy HODs were arranged and conducted. The consultations were also held with representatives from the President's Office-Public Service Management. The adopted methodology provides an excellent avenue for gathering inputs from

the grassroots to the top level towards the development of various components of the plan and creates the necessary conditions that warrant collective ownership and a common understanding of the desired future path the organization wishes to take. Consequently, the approach is poised to increase the chances of successful execution of this corporate strategy.



Reflection of Socio-Economic Development in Dar-es-Salaam

3.1 Vision

The Vision statement describes the Authority's future direction which allows staff to carry out their tasks with a shared goal. TRA's vision statement is:

“A Trusted Revenue Administration for Socio-Economic Development”

3.2 Mission

The mission statement summarizes TRA’s purpose of existence and how customers’ expectations will be met. Thus, the TRA’s mission statement is:

“We Make it Easy to Pay Tax and Enhance Compliance for Sustainable Development”

Simplicity of the work process and enhancement of voluntary compliance culture of tax payment will increase revenue collection and enable various national development strategies to come into reality and be sustainable.

Reforms in revenue administration that are centred on investment in staff, appropriate technologies and innovation-driven business operation will significantly promote and sustain the increase in revenue generation that will positively increase the economic growth of all sectors of the economy.

3.3 Core Values

TRA core values are- a set of moral guidelines which TRA hold in its operation and the way staff interact. They define TRA’s identity and serve as ethical benchmarks by which TRA and its personnel are valued. The values are committed to the stakeholders and are infused into all of the organization’s actions.

Professionalism: TRA is dedicated to implementing the law consistently, ethically, and credibly, and to utilising skills and expertise as a prerequisite for administering a set of obligations with a high level of accuracy, innovativeness and customer focus culture.

Integrity: TRA believes in being fair and honest to taxpayers and other stakeholders in all of its operations while observing ethical and moral principles to be free from corruption and malpractices.

Trustworthy: TRA is determined to maintain a workplace in which trustworthiness will thrive. TRA employees are trusted to be honest, dependable and reliable to get things done right. In the absence of trust, TRA cannot create coalitions with taxpayers.



Accountability: TRA create and maintain a culture that appreciates and encourages responsibility, clarity and transparency. Every employee is expected to be responsible for his/her actions, as well TRA as an Institution is accountable for its mandate and functions.



3.4 Strategic Themes and Objectives

Strategic themes align with the organization in the way programmes and strategic undertakings should be carried out throughout the organization. The key result areas in which TRA must excel to succeed constitute four strategic themes namely: ***Operational Excellence, Taxpayers' Engagement, Automation and Innovation.***

The identified Strategic Objectives aim at aligning TRA with international good practice in tax administration. The objectives have measures and indicators that help in tracking the achievements over time. Eight strategic objectives have been identified around the four strategic themes as delineated in Table 4

Table 4: Strategic Themes and Objectives

Balance Score-Card Pillars	Strategic Themes	Strategic Objectives
Financial	Operational Excellence	To enhance revenue collection
		To increase voluntary tax compliance
		To improve operational efficiency
Customer Focus	Taxpayers' Engagement	To create a strong positive image and perception
		To build taxpayers' confidence and satisfaction
Internal Process	Automation	To automate and integrate processes
		To improve the quality of data
Organization Capacity /Learning and Growth	Innovation	To strengthen institutional capacity

3.4.1 Operational Excellence

To carry out the Mission and achieve the vision, improving the level of performance in all operational areas is essential in maintaining stable Government financial positions. TRA needs to increase revenue collection by strengthening tax compliance, controlling revenue loopholes, identifying new revenue sources and making a friendly environment for taxpayers to access tax administration systems to ease the tax payment process.

This can be successfully achieved through embracing attributes that foster operational excellence.

In the FYDP III, the Government's stance on expanding the tax revenue collections through bringing in the informal sector and other emerging sectors. TRA must devise strategies to tap and harness these opportunities from the informal sector and other emerging sectors like the digital economy to effectively be part of the tax domain. Alongside the motive

to enhance revenue collection, the desire to minimize cost and improve efficiency in all undertakings is underscored. The hallmark of realizing the goals under this theme is intertwined with putting in place measures that mitigate risks and promote voluntary compliance. The operational Excellence Theme has the following three Strategic Objectives:

a) To enhance Revenue collection

Increasing revenue collection is one of the core functions of Tax Administration to support the Government's Budgetary requirements. Henceforth, the Government would manage to provide basic infrastructures and deliver social services to the citizens. Enhancement of revenue collection depends on efforts dedicated to mobilizing domestic revenue from various sources while utilizing the available resources to expand the tax base.



SGR infrastructure in Dar es salaam

In this regard, TRA seeks to undertake various strategies to enhance revenue collection including broadening of tax base from emerging, specialized, informal and underground sectors. More importantly, TRA will strengthen the administration of international taxation, especially in transfer pricing and monitoring the exchange of information on request (EIOR).

Also, conducting studies to identify new sources of revenue and review the fiscal regime and regulatory frameworks to include taxation of the digital economy. Moreover, TRA will enhance e-services that simplify and reduce human intervention in the process of paying taxes. In addition, regular audits, reviews and enforcement of existing tax laws will be enhanced as an important

initiative for controlling revenue leakage.

The efforts to achieve this objective include; the development and implementation of medium- and long-term revenue mobilization strategy and review of Stamp Duty and Excise Duty Act and Regulations.

b) To Enhance Voluntary Tax Compliance

TRA believes that expanding taxpayers' access to information and support services to all stakeholders encourages voluntary tax compliance and builds trust in the Authority from the public. The level of voluntary compliance among taxpayers is relatively low, thus a compliance culture needs to be nurtured.

Voluntary tax compliance will be achieved through the implementation of an initiative to integrate the taxpayer's self-service portal (intranet and extranet) by making it clear, simple and user-friendly to interact with the TRA's systems. Other strategies include; the publication of non-compliant taxpayers by leveraging the power

of social recognition to encourage voluntary tax compliance and strengthening of enforcement. This initiative will assist the Authority to improve taxpayers' experience by enabling them to access the systems from one share point for enhancement of TRA Mobile Apps.

Other interventions that will be implemented to enhance voluntary tax compliance are behavioral science and risk-based compliance approaches. This initiative will assist the Authority in analyzing taxpayer's behavioral patterns in the country, and develop Taxpayer Behavioral Management Strategy.

c) To Improve Operational Efficiency

TRA recognizes the importance of collecting revenue with minimal operating costs to attain operational efficiency. In this regard, TRA will undertake initiatives to Modernize Customs processes to reduce human intervention, clearance time and increase revenue. Moreover, a Customs Laboratory will be established to assist in determining the nature of the goods and tariff classification for proper valuation. Furthermore, the enhancement of

the Systems Monitoring Control Center (Dashboards) aspires to modernize the surveillance systems.

The High Availability Data Center (HADC) initiative will be implemented to ensure the availability and easy access of data as an effective service support, delivery and monitoring.

3.4.2 Taxpayers' Engagement

TRA is certified by ISO 9001: 2015 as a trusted organization, it intends to improve the level of engagement with its client by deploying taxpayer-centric interventions to improve an emotional connection between TRA as an organization or brand and the taxpayer. This will be done through offline and online interaction that aims at boosting empathy, clarity and simplicity dealings. Furthermore, giving priority to taxpayers' needs will promote a culture dedicated to enhancing satisfaction and building strong taxpayer relationships. This approach may be underpinned by improving information sharing and enhancing taxpayers' awareness of rights and obligations.



Tax Clubs Competition for Secondary Schools Students

Taxpayers' Engagement Theme has the following two Strategic Objectives:

a) To Create a Strong Positive Image and Perception

TRA will incorporate reputation-building initiatives and practices required to generate goodwill through branding of the authority in all its aspects. This will be pursued through improvements in expanding taxpayers' access to information, transparency and building positive perception from the community. Branding of the Institution creates consistency in appearance and undertakings to rekindle public trust and confidence. This will be complemented by conducting perception surveys, periodic dialogue and consultation with customers to gain a better understanding of stakeholders' perceptions.

b) To Build Taxpayers' Confidence and Satisfaction

Improved relationship between the TRA and taxpayer is among the focus in the enhancement of smooth administration of tax laws and entire revenue collection. To realize the outcome of this intervention, TRA will develop an interactive enterprise service management system that will enable the use of IT Service Management Principles (ITSM) by creating a single point of contact. The enhancement of the TRA contact desk through the unification of the ICT Service desk and TRA call centre is expected to enhance the level and scope of real-time interaction between taxpayers and TRA.

3.4.3 Automation

Systems automation is among the critical issues within TRA. Application of modern technology to simplify, control and monitor operations of business processes is anticipated in the next five years. This will be achieved by ensuring operational processes are automated to enhance their productivity while enhancing systems integration to monitor multi-process functions and information. Conversely, it is through automation, TRA seeks to

improve data integrity that will bring structure to unstructured data and ease its accessibility. Generally, the automation theme is focused on meeting/exceeding taxpayers' and other stakeholders' expectations through high-quality services in the revenue administration role.



Automation Theme has the following two Strategic Objectives:

a) To Automate and Integrate Processes

Process automation and integration intend to shorten or ease manual tasks and make the results more accessible to users hence ensuring productivity and data consistency.

TRA seeks to enhance the system integration process and ensure standalone designed resources (systems) are working together and to accommodate complexities associated with the increased need for communication between systems. The internal and external

system integration architecture will be identified and developed to achieve this objective. The integration process will be supported by implementing the Enterprise Resource Planning (ERP) system. The ERP is designed to manage and integrate the functions of core business processes and support functions that are provided by support departments other than revenue departments. To achieve this objective, the following key performance indicators will be used:

b) To Improve Data Quality

Improved data quality is expected to drive corporate decision-making; however, it must undergo a variety of changes and streamline processes. In the next five years, TRA intends to enhance Data Governance that will not only facilitate accurate analysis but also increase the authenticity and value of data and minimize data-related costs and risks.



Since TRA is in the era of big data, it intends to rely on a huge quantity of data from diverse sources to gain any strategic advantage out of the data. This will be achieved through the enhancement of the Enterprise Data Warehouse. (Data Mining and Analytics function) to maintain and manage a central, accessible source of complete and accurate data. This will be made possible by gathering data from various systems in a single place for in-depth analyses. To measure the achievement of this objective, the following key performance indicators will be used;

3.4.4 Innovation

TRA recognises the need to undertake best practices in Tax Administration and embrace an innovative culture that drives performance within and outside the Authority. The Authority has undertaken several innovative initiatives geared at improving the operational efficiency and service delivery levels, for instance, the move from tax-type to functional-based administration of taxes.



The novel ideas are set to pass through an innovation management structure where there are stages for screening the ideas, evaluating and approving them by piloting them before they are put into full implementation. A rewarding mechanism for innovators will be developed as a motivation tool. The motivation mechanism will be both material and financial recognition. The Innovation theme will dedicate strategic resources to strengthening institutional capacity and enhancing risk management and good governance to effectively nurture an innovative culture within the Authority.

Innovation Theme has the following Strategic Objective:

Strengthen Institutional Capacity

Maintaining a conducive working environment, fair remuneration scheme and continuous skills

enhancement are essential for outstanding service delivery and increasing productivity of employees. TRA needs to strengthen its institutional capacity to effectively manage the changes in technology and laws. This objective aims to enhance employees' transformation from a less administrative to more analytical mode of operation.

This objective will be achieved by Introducing Knowledge Management Practices that will enhance learning and performance through conducting capacity-building programs, establishing skill inventory and improving on-the-job training. Also, Improve Employee Engagement Practices to Enhance Performance which will enhance the remuneration system and staff welfare. In achieving the objective TRA will Improve the Working Environment through the acquisition of resources and rehabilitation of facilities. These initiatives will bridge the skills gaps, improve productivity, increase satisfaction and motivate employees.

Assessment of the achievement of strategic objectives has been illustrated by using the Outcome Indicators outlined in the Result Framework Matrix in chapter four.

3.5 Strategic Initiatives

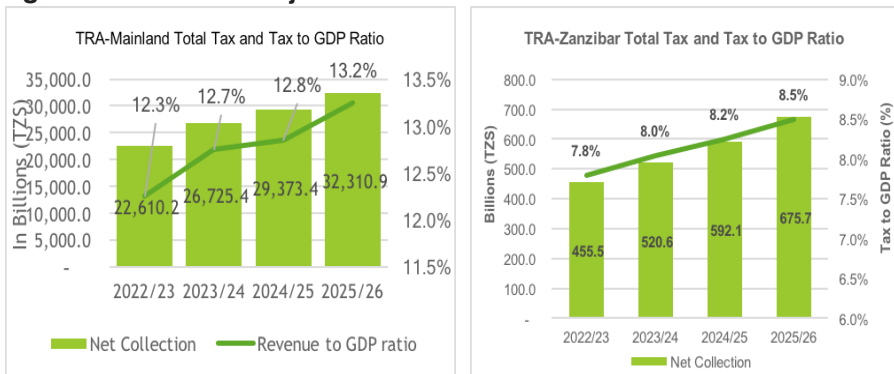
Strategic Initiatives are projects which have to bring the desired impact to the organization within a predefined timeframe. They provide the force that drives the organization into motion and facilitates the realization of corporate objectives and vision. The initiatives have been selected based on their extent of resource utilization, relevance, sustainability, impact and corporate coverage. The realization of the strategic initiatives will be monitored against the timelines set in the implementation matrix and the milestones provided in the respective Project Initiation Document (PID). The initiative implementation matrix is presented in **Appendix I**

3.6 Revenue Projections

Implementation of the initiatives outlined in the plan is therefore expected to significantly increase revenue collection. The tax revenue projections for Tanzania Mainland are therefore set to increase from **TZS 22,610.2 billion** in 2022/23 to **TZS 32,310.9 billion** in 2025/26 representing a compound annual growth rate of about **12.6 percent** for the entire period of CP6. On the other hand, tax revenue yield will increase from **12.3 percent** in 2022/23 to **13.2 percent** in 2025/26.



Figure 2: Revenue Projection 2022/23 - 2025/26



Source: TRA, 2023

The tax revenue for Zanzibar is projected to increase from **TZS 455.5 billion** in 2022/23 to **TZS 675.7 billion** in 2025/26 representing a compounded annual growth rate of **14.1 percent** for the entire period of CP6. At the same time, the revenue yield is expected to increase from **7.8 percent** in 2022/23 to **8.5 percent** in 2025/26.

3.7 Tanzania Mainland Macroeconomic Assumptions 2022/23 - 2025/26

The baseline tax revenue projections for the CP6 period are based on the following macro-economic performance assumption made by the MOFP through the Financial Programming Working Group (August 2023 updates):

- Inflation to remain below the medium-term target of **5.0 percent**, whereby Period Average and End of Period inflation are expected to reach **4.0 percent** and **4.1 percent** respectively by the end of 2025/26.

To attain the End of Period Exchange rate of **TZS 2,650.21** per USD and

Period Average Exchange rate of **TZS 2,635.06** per USD.

To attain a real GDP growth rate of **5.0 percent** during 2022/23 and **6.4 percent** during 2025/26. Also, nominal GDP growth rate of **10.7 percent** in 2022/23 and **11.2 percent** in 2025/26.

Tables 5 and 6 summarizes revenue projections for the Corporate Plan period for Tanzania Mainland and Zanzibar respectively while **Table 7** shows revenue projections for the different sectors of the economy.

Shukrani kwako Mlipakodi!

Haya yote yamefanyika kutokana na kodi yako!

- Ujenzi wa barabara za juu/Flyovers
- Ujenzi wa reli ya Standard Gauge (SGR)
- Ujenzi wa barabara ya Chunya-Mbeya
- Ukarabati wa meli ya MV. Victoria
- Maboresho Sekta ya Afya

Ukiuza toa risiti, ukinunua dai risiti "Pamoja Tunajenga Taifa Letu"

Table 5: Tax Revenue Projections 2022/23 – 2025/26

(Billion TZS)

TRA MAINLAND	2022/23	Budget 2023/24	Projections 2024/25	Projections 2025/26
	Actuals			
GDPmp	184,564.0	209,636.3	228,618.3	243,982.0
Revenue/GDP ratio	12.3%	12.75%	12.85%	13.24%
TOTAL TRA	22,610.2	26,725.4	29,373.4	32,310.9
Less Tax Refunds	1,072.8	1,105.7	1,116.7	1,143.9
GRAND TOTAL	23,683.0	27,831.1	30,490.1	33,454.8
DIRECT TAXES	8,134.0	9,432.0	10,173.5	10,987.0
PAYE	2,862.4	3,142.2	3,363.3	3,606.9
B. Skills & Dev. Levy	374.3	421.6	452.8	486.4
Individuals	251.0	291.3	317.0	345.3
Corporate Taxes	2,910.0	3,433.3	3,721.0	4,036.9
Withholding taxes	1,325.0	1,540.4	1,660.6	1,789.7
Rental Tax	133.5	165.7	191.7	221.8
Gaming Tax	168.1	203.8	215.9	228.8
All Other direct taxes	109.6	233.7	251.3	271.2
INDIRECT TAXES	15,549.0	18,399.1	20,316.6	22,467.7
CONSUMPTION TAXES	5,004.2	6,327.3	7,192.3	8,183.2
Excises (Domestic)	1,576.9	1,923.4	2,202.4	2,523.3
Beer	358.3	442.1	507.3	581.8
Cigarettes	180.2	221.8	255.3	293.9
Soft Drinks	79.9	97.8	110.3	124.4
Bottled Water	55.9	70.3	78.6	88.0
Telecoms Services	457.3	548.8	631.8	727.6
Spirits and Konyagi	230.3	274.7	313.0	358.1
All Other Excises (Domestic)	215.0	268.0	306.0	349.5
Aggregate VAT	3,427.3	4,403.9	4,989.9	5,659.9
VAT Domestic Products	708.4	865.2	1,020.6	1,204.6
Beer	148.5	183.2	214.8	251.9
Cigarettes	105.8	131.4	151.0	173.5
Soft Drinks	41.8	52.4	61.6	72.5
Cement	48.7	59.2	70.5	84.1
Sugar	86.8	101.4	118.6	138.7
Others	276.9	337.5	404.1	484.1

TRA MAINLAND	2022/23	Budget 2023/24	Projections 2024/25	Projections 2025/26
	Actuals			
VAT Domestic Services	2,718.9	3,538.7	3,969.3	4,455.3
Electricity	71.0	93.8	111.5	132.4
Telephones	324.8	416.2	486.2	570.2
Retailers	39.0	47.7	56.2	66.3
Wholesalers	61.3	73.8	88.4	106.1
Transport	65.1	79.1	95.2	114.6
Hotel Services	87.7	108.1	128.2	152.1
VAT on Digital service	-	10.0	10.1	10.2
VAT Other	2,069.9	2,710.2	2,993.5	3,303.4
OTHER Domestic Taxes & Charges	196.2	234.5	248.6	271.1
Non-tax revenue Domestic	994.7	1,299.8	1,457.4	1,636.4
International Trade Taxes	9,354.0	10,537.4	11,418.2	12,377.0
Import duty, Levy and Fees	2,432.9	2,800.6	3,023.9	3,265.5
Excise Duties	1,370.0	1,572.3	1,689.9	1,816.0
VAT on Non-Petroleum Imports	3,639.6	3,967.4	4,331.4	4,731.0
Petroleum Levy- REA	376.4	428.9	459.0	491.0
Fuel Levy	1,314.9	1,514.4	1,621.0	1,735.2
Non-Tax Revenue	220.2	253.8	293.0	338.4

Table 6: Tax Revenue Projections 2022/23 – 2025/26

(Billion TZS)

ZNZ-DIRECT TAXES	2022/23	Budget 2023/24	Projections 2024/25	Projections 2025/26
	Actuals			
PAYE	101.35	117.21	133.77	152.66
Corporate	61.12	60.04	68.52	78.20
Individuals	3.94	3.82	4.36	4.97
Withholding	49.16	62.81	71.69	81.81
SDL	15.08	16.71	19.07	21.77
Excise Duty (domestic)	0.88	0.90	1.02	1.17
Other Taxes	-	1.81		
TOTAL	231.52	263.30	298.43	340.58
ZNZ-International Trade taxes				

ZNZ-DIRECT TAXES	2022/23	Budget	Projections	Projections
	Actuals	2023/24	2024/25	2025/26
Import Duty-Goods	95.89	110.66	126.29	144.12
Excise Duty-Goods	22.56	18.01	20.56	23.46
Excise Duty-Petroleum	11.34	15.44	17.62	20.11
VAT	84.50	105.51	120.41	137.42
Fine	1.01	0.62	0.70	0.80
SUB-TOTAL	215.31	250.2	285.58	325.92
Non-tax revenue				
Miscellaneous	6.74	2.57	2.94	3.35
Motor Vehicle Levy	1.41	2.52	2.88	3.28
Infrastructure tax	-	1.75	2.00	2.28
Cross-Border Declaration Fees	0.48	0.26	0.29	0.34
SUB-TOTAL	8.63	7.10	8.11	9.25
GRAND TOTAL	455.46	520.64	592.12	675.75
Tax Yield	7.8%	8.0%	8.2%	8.5%
GDP	5,847.69	6,479.24	7,179.00	7,954.33

Source: TRA, 2023

Table 7: Tax Revenue Represented by Economic Activities 2022/23 – 2025/26

(Billion TZS)

Tax Revenue Gross Collections	Actuals 2022/23	Budget 2023/24	Projections 2024/25	Projections 2025/26
Domestic Taxes				
Agriculture, forestry and fishing	122.9	145.7	161.0	182.5
Industry and construction	5,421.1	7,173.3	7,892.8	8,681.2
Mining and quarrying	1,858.0	2,504.5	2,713.2	2,934.4
Manufacturing	2,497.7	3,430.6	3,826.0	4,266.3
Electricity, gas, steam and air conditioning supply	265.4	311.4	346.2	385.8
Water supply; sewerage, waste management and remediation activities	21.9	22.0	24.5	27.3
Construction	778.2	904.9	983.0	1,067.4
Services	8,784.9	9,974.6	11,018.0	12,214.1
Wholesale and retail trade; repair of motor vehicles and motorcycles	1,006.2	1,168.3	1,280.7	1,403.3
Transportation and storage	767.8	933.7	1,074.6	1,235.7

Tax Revenue Gross Collections	Actuals 2022/23	Budget 2023/24	Projections 2024/25	Projections 2025/26
Accommodation and food service activities	149.9	184.6	212.1	250.4
Information and communication	1,246.0	1,454.8	1,563.5	1,684.0
Financial and insurance activities	1,926.4	2,286.5	2,402.5	2,525.4
Real estate activities	129.6	156.4	178.7	204.0
Professional, scientific and technical activities	300.4	349.2	384.2	423.5
Administrative and support service activities	1,246.7	1,004.2	1,121.5	1,252.6
Public administration and defence; compulsory social security	839.5	1,012.5	1,164.6	1,340.0
Education	141.1	234.2	271.3	314.5
Human health and social work activities	161.2	251.1	282.3	327.2
Arts, entertainment and recreation	209.9	98.2	112.5	130.2
Other service activities	546.0	703.4	811.2	940.0
Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use	109.0	129.7	149.3	173.1
Activities of extraterritorial organizations and bodies	5.2	7.9	8.9	10.3
TOTAL	14,329.0	17,293.6	19,071.8	21,077.7
International Trade taxes	9,354.0	10,537.4	11,418.2	12,377.0
Total TRA	23,683.0	27,831.1	30,490.1	33,454.8
Less Tax Refunds	1,072.8	1,105.7	1,116.7	1,143.9
Net Collections	22,610.2	26,725.4	29,373.4	32,310.9

Source: TRA, 2023

3.8 Funding of Strategic Initiatives

The CP6 will be financed by the Government through the annual budget subvention and DPs through bilateral assistance arrangements. TRA is optimistic that the strategies put in place for implementing

the CP6 coupled with continued support from the Government and DPs will enable TRA to successfully implement the Plan. During the four years of the Revised CP6, TRA's total expenditure is estimated to be **USD 159.9 million**. A summary of

the different categories of costs during the CP6 period is given in **Table 8** below.

Table 8: Total Corporate Plan Expenditure 2022/23 – 2025/26 (USD)

Item Description	2022/23*	2023/24	2024/25	2025/26	Total
Recurrent Expenditure	2,767,851	4,623,816	907,508	270,239	8,569,414
Training	1,143,226	1,379,691	550,518	310,800	3,384,235
Technical Assistance	1,901,129	152,293	103,005	-	2,156,427
Hardware	21,136,480	1,961,360	1,411,823	833,333	25,342,996
Software	8,869,910	420,000	100,000	141,667	9,531,577
Capital Expenditure	26,226,800	30,086,764	33,419,689	21,192,169	110,925,422
Grand Total (US\$)	62,045,396	38,623,924	36,492,543	22,748,208	159,910,071

Source: TRA, 2023

CHAPTER FOUR:

RESULTS FRAMEWORK

4.0 Introduction

This chapter presents the expected results as a result of the implementation of TRA CP6 and the way they will be measured. It also shows various customers and the benefits that will accrue to them and other stakeholders. Generally, the chapter provides a basis on how various interventions to be undertaken in the course of the Strategic Planning Cycle, will lead to achievement of the Development Objective. It also shows how various interventions will be monitored, what kind of reviews will be undertaken over the period, and what type of evidence-based evaluation studies will be undertaken to show that the interventions have either led or are leading to achievements of the intended outcomes. Specifically, the Results Framework shows the overall Development Objective (Goal) which is the general impact of activities; the beneficiaries of services; the Results Chain; the Results Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

4.1 Development Objective

The overriding objective of TRA is ***“Enhanced Government Resource Mobilization for Socio-economic Development”***. This goal represents the highest level of results envisioned by TRA, and other key players significantly contribute towards the achievement of this Development Objective. Meanwhile, the achievement of this Development Objective among others will be influenced by the availability of financial and human resources, the demand for accountability on the part of citizens as well as the capacity of TRA at Strategic and Operational Levels.

4.2 Beneficiaries of TRA Services

TRA provides its services to several customers including but not limited to Taxpayers; Government Ministries, Departments and Agencies; Consultants and CFAs; Financial Institutions; General Public; Development Partners; TRA Employees; Suppliers; Regional Economic Groupings; Media; Non-

Governmental Organizations; Tax appellate machinery and other Courts of Law (TRAB, TRAT & Court of Appeal).

In general, TRA intends to implement policies, laws, regulations and strategies to enhance a conducive environment for enhanced Government resource mobilization. This intention as stipulated in the development Goal, will finally pave the way for sustainable socio-economic development of our country.

4.3 Linkage with National and International Planning Frameworks

This corporate plan has four major thematic areas and eight (8) objectives. These objectives contribute to Sustainable Development Goals (SDGs), African Agenda 2063; Organization of Economic Cooperation and Development (OECD) and Tanzania Development Vision 2025 (TDV25). This is done through the implementation of policies, Acts and Regulations to manage social and economic Sectors. The Plan also contributes to the Ruling Party Election Manifesto 2020 and the third National Five Years Development Plan 2021/22 to 2025/26 which focuses on realising Competitiveness

and Industrialisation for Human Development.

4.4 Results Chain

This strategic Plan Results Chain consists of outcomes, outputs, activities and inputs which broadly contribute to the TRA goal as stated above. A combination of the objectives and targets in the Strategic Plan and Activities and Inputs in the Medium-Term Expenditure Framework (MTEF) forms TRA's Results Chain. Targets intended to achieve objectives in the strategic plan are illustrated in Appendix V. The basic assumption is that there is a causal linkage in the various elements of the Results Chain. The inputs i.e., utilization of resources will lead to the achievement of the activities, which will contribute to the achievement of targets; Achievement of outputs will lead to the achievement of objectives; Achievement of TRA's Development Objective in the medium term will contribute to the achievement of the Tanzania Development Vision 2025, Sustainable Development Goals (SDGs) and Tanzania Five Years Development Plan III. This chain of results will justify the Office's use of the taxpayer's money in the various interventions and thus contribute to the development of the country through improved performance.

Table 9 below illustrates development objectives, intermediate outcomes and outcome indicators as aligned to medium-term and outcome indicators

Table 9: TRA's Development Objectives

Development Objective	Objective Codes	Medium-term Objectives	Intermediate Outcomes	Outcome Indicators
Enhanced Government resource mobilization for socio-economic development	A.	Revenue Collection enhanced	<ul style="list-style-type: none"> Increased revenue collection Expanded tax-base 	i. % Increase in revenue collection
	B.	Voluntary Tax Compliance enhanced	<ul style="list-style-type: none"> Increased awareness of tax payments Increased on-time payment of taxes Decreased stock of tax arrears Reduced time for service delivery Increased Accuracy in assessment Minimised effect resulting from human interaction 	<ul style="list-style-type: none"> i. % of on-time filing ii. % of timely paid taxes iii. Ratio of normal flow v/s total revenue collection iv. Ratio of stock of tax arrears over total revenue collected for the year v. Amount of Tax collected v/s current assessment
	C.	Operational Efficiency improved	<ul style="list-style-type: none"> Reduced time for return filing Increased return filing Reduced penalties Minimized damping of transit goods Minimized misclassification of goods Reduced clearance time of goods 	<ul style="list-style-type: none"> i. % of returns filed electronically ii. Tax administration cost as a percentage of revenue iii. Increase in number of visitors in self-help portal iv. Number of registered taxpayers v. Average time taken to clear goods (lodgement to issuance of Release order) –Customer Satisfaction Index
	D.	Strong positive corporate image and perception created	<ul style="list-style-type: none"> Reduced complaints Improved perception 	<ul style="list-style-type: none"> i. Number of complaints ii. % change in number of written enquiries attended within seven working days iii. number of consultations/ dialogues and frameworks
	E.	Taxpayers' confidence and satisfaction build/established	<ul style="list-style-type: none"> Increased taxpayers' confidence Reduced Tax Objections Reduced customer enquiries response time Reduced integrity cases 	<ul style="list-style-type: none"> i. % change in objection cases ii. Number of Integrity cases ruled out against staff

Development Objective	Objective Codes	Medium-term Objectives	Intermediate Outcomes	Outcome Indicators
	F.	Processes automated and integrated	<ul style="list-style-type: none"> Increased accuracy in Tax declaration Reduced time for data entry Reduced time to access internal information 	<ol style="list-style-type: none"> Number of systems integrated % of system availability % of ICT utilization Number of integration MoUs signed
	G.	Data quality Improved	<ul style="list-style-type: none"> Increased data accuracy Reduced data gaps Improved data reliability and consistency 	<ol style="list-style-type: none"> Incidences of data inaccuracy Number of databases cleaned
	H.	Institutional Capacity Strengthened	<ul style="list-style-type: none"> Revenue in emerging areas increased Increased employee morale and satisfaction Increased employee productivity Decreased staff complaints about the working environment and tools 	<ol style="list-style-type: none"> % of staff trained in specialized and emerging sectors Staff attrition rate % Of training programs implemented against planned training program Employee Satisfaction Index

4.5 Monitoring, Reviews and Evaluation Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the four-years' strategic planning cycle from 2021/22 to 2025/26.

4.5.1 Monitoring Plan

The Monitoring Plan consists of strategic objective, output, indicators, indicator description, purpose, baseline, outturn, indicator target values, data collection, and methods of analysis, indicator reporting frequencies, data source, assumptions and the responsible

person for reporting. Though outcome indicators will be reported on an annual basis, tracking of the indicators will be made on quarterly basis. Table 10 below narrates the monitoring plan of key performance indicators.

STRATEGIC OBJECTIVE	Output	KPI - STRATEGIC LEVEL OF INDICATORS	KPI definition	Purpose	2020/21		2021/22		2022/23		2023/24		2024/25		2025/26		Calculation Method	Data source	Means of verification		Primary Owner
					Baseline	Turn	Turn	Target	Actual	Target	Target	Target	Target	Frequency	Assumptions						
To enhance voluntary tax compliance	Reduced tax arrears	The ratio of stock of tax arrears over total revenue	Ratio of stock of tax arrears at the end of last year over	Prevent accumulation of tax arrears	DRD	45%	40%	93.50%	81.9%	83%	93%	93%	93%	95%	95%	95%	Revenue collected without intervention is divided by total revenue collected times 100	Departmental	Monthly Revenue Collection Report	Timely reminder sent to taxpayers for their requirement to pay their dues	CDR/CLT
					LTD	91%	67%	93%	75%	75%	93%	93%	93%	93%	93%	93%	93%	93%	93%	Amount of tax paid on time divided by total assessment over specified period times 100	
	Filed returns	% of on-time filing	Percentage of taxpayers filing on or before the due date	monitoring the filing of returns	DRD	90.0%	92.0%	92.0%	92.0%	93.0%	92.0%	92.0%	92.0%	92.0%	92.0%	92.0%	Number of returns filled divided by the total number of returns filled times 100	Manual registers/e-filing system	Quarterly	• Taxpayers sensitization is done • Late filers are aware of the consequences of late filing. - Data Integrity	
					LTD	90.0%	90.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	Revenue collected in a similar period of the previous year time 100	
	Revenue collected	The ratio of normal flow v/s total revenue collection	Proportional Revenue collected without intervention	Determining the level of effort required in applying enforcement measures	DRD	91%	67%	81.9%	83%	83%	93%	93%	93%	93%	93%	93%	Revenue collected without intervention is divided by total revenue collected times 100	Monthly Revenue Collection Report	Monthly	Timely reminder sent to taxpayers for their requirement to pay their dues	
					LTD	91%	67%	81.9%	83%	83%	93%	93%	93%	93%	93%	93%	93%	93%	Revenue collected without intervention is divided by total revenue collected times 100	Monthly Revenue Collection Report	
	Tax arrears	Ratio of stock of tax arrears at the end of last year over	Prevent accumulation of tax arrears	Determining the level of effort required in applying enforcement measures	DRD	45%	40%	93.50%	81.9%	83%	93%	93%	93%	93%	93%	93%	Revenue collected without intervention is divided by total revenue collected times 100	Monthly Revenue Collection Report	Monthly	Timely reminder sent to taxpayers for their requirement to pay their dues	
					LTD	91%	67%	81.9%	83%	83%	93%	93%	93%	93%	93%	93%	93%	93%	Revenue collected without intervention is divided by total revenue collected times 100	Monthly Revenue Collection Report	
	Tax arrears	Ratio of stock of tax arrears at the end of last year over	Prevent accumulation of tax arrears	Determining the level of effort required in applying enforcement measures	DRD	45%	40%	93.50%	81.9%	83%	93%	93%	93%	93%	93%	93%	Revenue collected without intervention is divided by total revenue collected times 100	Monthly Revenue Collection Report	Monthly	Timely reminder sent to taxpayers for their requirement to pay their dues	
					LTD	91%	67%	81.9%	83%	83%	93%	93%	93%	93%	93%	93%	93%	93%	Revenue collected without intervention is divided by total revenue collected times 100	Monthly Revenue Collection Report	
Tax arrears	Ratio of stock of tax arrears at the end of last year over	Prevent accumulation of tax arrears	Determining the level of effort required in applying enforcement measures	DRD	45%	40%	93.50%	81.9%	83%	93%	93%	93%	93%	93%	93%	Revenue collected without intervention is divided by total revenue collected times 100	Monthly Revenue Collection Report	Monthly	Timely reminder sent to taxpayers for their requirement to pay their dues		
				LTD	91%	67%	81.9%	83%	83%	93%	93%	93%	93%	93%	93%	93%	93%	Revenue collected without intervention is divided by total revenue collected times 100	Monthly Revenue Collection Report		Monthly
Tax arrears	Ratio of stock of tax arrears at the end of last year over	Prevent accumulation of tax arrears	Determining the level of effort required in applying enforcement measures	DRD	45%	40%	93.50%	81.9%	83%	93%	93%	93%	93%	93%	93%	Revenue collected without intervention is divided by total revenue collected times 100	Monthly Revenue Collection Report	Monthly	Timely reminder sent to taxpayers for their requirement to pay their dues		
				LTD	91%	67%	81.9%	83%	83%	93%	93%	93%	93%	93%	93%	93%	93%	Revenue collected without intervention is divided by total revenue collected times 100	Monthly Revenue Collection Report		Monthly

STRATEGIC OBJECTIVE	Output	KPI - STRATEGIC LEVEL OF INDICATORS	KPI definition	Purpose	2020/21		2021/22	2022/23	2022/23	Actual	2023/24	Target	2024/25	Target	2025/26	Target	Calculation Method	Data source	Means of verification		Primary Owner
					Baseline	Turn													Frequency	Assumptions	
To Improve operational efficiency	Increased accurate filed returns	% of returns filed electronically	Taxpayers file their returns through an online platform	<ul style="list-style-type: none"> Reducing error in filing; Shorter services turnaround Reducing human intervention and physical interaction 	DRD	DRD	95%	98%	95%	92%	95.0%	90%	95%	95%	100%	100%	Number of returns filed electronically divided by the total number of returns filed times 100	e-filing system	Quarterly	<ul style="list-style-type: none"> Taxpayers sensitization is done; taxpayers are conversant in using online platforms for filing out returns; Network availability; Taxpayers have the facilities to access the online service; e-filing system is user friendly 	Primary Owner
					LTD	LTD	82%	98%	95%	98%	95%	92%	95.0%	90%	95%	95%			100%	100%	
		Amount of Tax collected v/s current assessment	Total tax collected compared to an assessment issued for a given period	Measures effectiveness of the collection of Current Tax Assessment	DRD	DRD	65%	70%	79%	62%	86.0%	75%	85%	85%	90%	90%	The total amount of tax collected divided by the value of assessment issued during the year times 100	IDRAS, TANCIS	Monthly	<ul style="list-style-type: none"> Assessment is fair and equitable Stable System 	Primary Owner
					LTD	LTD	38%	45%	38%	45%	38%	45%	38%	45%	38%	45%			38%	45%	
		collected for the year	total revenue collection for the year														collection for the year times 100			<ul style="list-style-type: none"> Taxpayers liquidity position is stable 	Primary Owner

STRATEGIC OBJECTIVE	Output	KPI - STRATEGIC LEVEL OF INDICATORS	KPI definition	Purpose	Calculation Method	Means of verification			Primary Owner													
						Data source	Frequency	Assumptions														
	Reduced cost of collection	Tax administrative cost as a percentage of revenue	Cost of collecting taxes over the total tax revenue collected.	To determine the efficiency of collecting tax revenue	2020/21 Baseline	1.80%	2021/22	1.77%	2022/23	1.7%	2022/23	Actual	1.70%	2023/24	Target	≤3.0%	2024/25	Target	≤3.0%	2025/26	Target	≤3.0%
					2020/21	500,000	2021/22	500,000	2022/23	850,000	2023/24	1,500,000	2024/25	2,000,000	2025/26	3,000,000						
					Annual total Operations expenditure divided by total revenue collected per year times 100	RGS/Epicor	Annually	Revenue to grow at a faster rate than expenditure	DF													
					Registered customer accounts	TFA self-help Portal	Quarterly	• Customer sensitization is done; • Customers have facilities to access the portal • Availability of the portal	DICT													
					A physical count of Business TIN that transacted within a year	TIN System	Quarterly	• Taxpayer awareness sustained	CDR													
					A physical count of Business TIN that did not transact within a year	TIN System	Quarterly	• Effective enforcement														
					Number of days counted from lodgement to	TANCIS System	Quarterly	• No system breakdown • All the required documents for clearance of a	CCE													
					DSM port		1.5	780,000	3,336,777	3,157,106	824,162	50,000	80,000	1,949,103	2,053,000	50,000						
					To measure the efficiency of goods		1.2	615,660	3,650,000	1,000,000	1,655,920	1,851,324	1,949,103	2,053,000	50,000							
					To determine the number of non-compliant taxpayers in the year of income for follow-up		1.23	131,888	1,655,920	1,500,000	1,851,324	1,949,103	2,053,000	50,000								
To determine the number of compliant taxpayers in the year of income		1.2	615,660	3,650,000	1,000,000	1,655,920	1,851,324	1,949,103	2,053,000	50,000												
Total registered active business excluding non-business TIN		1.5	780,000	3,336,777	3,157,106	824,162	50,000	80,000	1,949,103	2,053,000	50,000											
Total dormant business (TIN) excluding non-business TIN		1.2	615,660	3,650,000	1,000,000	1,655,920	1,851,324	1,949,103	2,053,000	50,000												
Average time taken to clear goods (lodgement to		1.23	131,888	1,655,920	1,500,000	1,851,324	1,949,103	2,053,000	50,000													
Increased system users		1.2	615,660	3,650,000	1,000,000	1,655,920	1,851,324	1,949,103	2,053,000	50,000												
Increased taxpayer registration		1.23	131,888	1,655,920	1,500,000	1,851,324	1,949,103	2,053,000	50,000													
Increased taxpayer registration		1.2	615,660	3,650,000	1,000,000	1,655,920	1,851,324	1,949,103	2,053,000	50,000												
Increased taxpayer registration		1.23	131,888	1,655,920	1,500,000	1,851,324	1,949,103	2,053,000	50,000													

STRATEGIC OBJECTIVE	Output	KPI - STRATEGIC LEVEL OF INDICATORS	KPI definition	Purpose	Baseline	Turn	Target	Actual	Target	Target	Target	Target	Calculation Method	Means of verification	Primary Owner
		issuance of Release order Assessment	ports/airports/ Borders from lodgement of declaration to Assessment	clearance in terms of time	1.1	1.3	1	1.9	1.0	1	1	1	issuance of Assessment	Data source Frequency Assumptions consignment have been attached ●No power outage ●All government agencies needed for clearance of goods played their role ●All declarations are error-free	

TAXPAYERS ENGAGEMENT																	
To create a strong positive image and perception	Improved public reputation	Customer Satisfaction Index	percentage of customers satisfied with services delivered	To understand customer perception towards TRA	62%	68%	73%	86.5%	90.0%	93%	93%	Satisfied respondent v/s total respondents times 100	Complaints register	Survey	Every 2 years	Customer willingness to take the survey ●Adequate resources for conducting the survey	DTEC
		Reduced number of complaints	Number of expressed customers' dissatisfaction s with services supplied	Increase customer satisfaction	3,061	3,001	2,951	1,348	950	700	500	Physical count from Register	Complaints register	Quarterly	●Complaints register maintained ●All complaints recorded in the register		

STRATEGIC OBJECTIVE	Output	KPI - STRATEGIC LEVEL OF INDICATORS	KPI definition	Purpose	2020/21		2021/22	2022/23	2022/23	Actual	2023/24	Target	2024/25	Target	2025/26	Calculation Method	Data source	Means of verification		Primary Owner	
					Baseline	Turn												Frequency	Assumptions		
Building taxpayers' confidence and	Increased taxpayers' compliance on tax	% Decrease of objection cases	Number of objection cases received	<ul style="list-style-type: none"> To satisfy Taxpayers through fair assessment Measure customer satisfaction 	CLT	19%	22.0%	17%	15%	16%	17%	13.0%	10%	15%	8%	Number of objections recorded divided by total number of assessment times 100	IDRAS System	Quarterly	<ul style="list-style-type: none"> No system downturn Skilled and competent staff Level of integrity maintained 	CDR/CLT	
					CDR	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%						22.0%
		% Increase of written enquiries attended within Five working days	Number of enquiries received and responded within five days	<ul style="list-style-type: none"> To increase awareness of taxpayers and understanding their behaviours. To create harmonious working relationships with taxpayers. 	To ensure customer satisfaction and facilitate quick decision-making	60%	70%	80%	85%	90%	95%	95%	95%	98%	98%	The number of enquiries responded to within five days divided by the total number of enquiries received in a specified period times 100	TRA website, call centres and enquiry Register	Quarterly	<ul style="list-style-type: none"> Enough and competent staff Well-functioning call centres and website 	DTEC	
						75%	80%	85%	95%	95%	95%	95%	95%	95%	95%						95%
		% Increase in the number of consultations/dialogues and frameworks	Number of dialogues and consultations engaged with stakeholders													number of dialogues and consultations conducted divided by planned dialogues/consultations times 100	Consultations Proceedings	Quarterly	<ul style="list-style-type: none"> Availability of facilities Responsiveness of the stakeholders 		

STRATEGIC OBJECTIVE	Output	KPI - STRATEGIC LEVEL OF INDICATORS	KPI definition	Purpose	AUTOMATION						Calculation Method	Means of verification			Primary Owner	
					Baseline	2021/22	2022/23	Actual	2023/24	2024/25		2025/26	Data source	Frequency		Assumptions
To automate and integrate processes	Increased number of core business processes integrated	Number of systems integrated	Number of internal and external systems integrated	To improve the organization's operational efficiency To facilitate the exchange of information	20	20	15	10	15	10	5	Count the number of systems integrated	ICT reports	Annually	<ul style="list-style-type: none"> Skilled and competent staff resources needed are available M.O. Signed 	DICT
					99%	98%	90.88%	95.0%	98%	99%	uptime hours divide by 24hrs times 100					
To optimize systems capacity utilization	% of ICT utilization	Duration within which ICT systems are available	the extent to which the installed capacity of ICT Systems is used efficiently	To offer uninterrupted ICT services to taxpayers	84%	77%*	70%	66.8%	≤88%	≤70%	≤70%	The actual capacity of ICT systems used is divided by the installed ICT capacity	ICT reports	Quarterly	<ul style="list-style-type: none"> System is available and running Availability of network Accessibility of facilities staff are aware and capable of using systems 	DICT
					99%	98%	98.88%	95.0%	98%	99%	uptime hours divide by 24hrs times 100					
To improve staff integrity.	Number of staff subjected to disciplinary action.	Several staff committed integrity-related offences.	To improve staff integrity.	To improve staff integrity.	15	14	11	14	10	5	2	Number of staff given disciplinary action	Disciplinary inquiry	Quarterly	<ul style="list-style-type: none"> Disciplinary committee conducted as scheduled Integrity awareness to staff provided effectively Internal Investigations conducted 	DICT
					15	14	11	14	10	5	2					

STRATEGIC OBJECTIVE	Output	KPI - STRATEGIC LEVEL OF INDICATORS	KPI definition	Purpose	Calculation Method		Means of verification		Primary Owner				
					Target	Target	Data source	Frequency		Assumptions			
To Improve the Quality of the Data	Increased number of cleaned databases	Number of databases cleaned	Number of TRA databases that have been cleaned	to ensure TRA has clean databases	A physical count of clean databases	5	20	TRA systems/SysAid	Quarterly	<ul style="list-style-type: none"> Stable Systems, no power outage, system users are skilled and competent Awareness of reporting data inaccuracy and inconsistent has been conducted 	DRP		
					A physical count of data is inaccurate and inconsistency	50	550						
	To Strengthen Institutional Capacity	Improved Staff Productivity	% of staff trained in specialized and emerging sectors	Number of staff trained in specialized and emerging sectors	To fill the skills gap in specialized and emerging sectors	The number of staff trained in specialized and emerging sectors is divided by the total number of staff identified with skills gap times 100.	91%	90%	Training plan	Quarterly	<ul style="list-style-type: none"> Availability of resource persons in different specialities 	DHRM	
							92%	90%					
		Adequacy of working force	Staff attrition rate	Number of employees leaving TRA for various reasons	To facilitate planning for the replacement of human resources	The number of staff left divided by the total number of employees times 100	5%	4.50	LAWSON / ARUTI System	Quarterly	<ul style="list-style-type: none"> Attractive retention scheme Improve health packages No exogenous shocks 		
								3%				3.90%	
		INNOVATION	Performance and productivity	Number of specialized and emerging sectors	Number of specialized and emerging sectors	To facilitate planning for the replacement of human resources	The number of staff trained in specialized and emerging sectors is divided by the total number of staff identified with skills gap times 100.	98%	94.0%	Implementation report	Quarterly	<ul style="list-style-type: none"> Availability of resource persons in different specialities 	DHRM
								100%	98%				
			Adequacy of working force	Staff attrition rate	Number of employees leaving TRA for various reasons	To facilitate planning for the replacement of human resources	The number of staff left divided by the total number of employees times 100	5%	4%	LAWSON / ARUTI System	Quarterly	<ul style="list-style-type: none"> Attractive retention scheme Improve health packages No exogenous shocks 	
									3%				3.90%
Improved Staff Productivity	% of staff trained in specialized and emerging sectors		Number of staff trained in specialized and emerging sectors	To fill the skills gap in specialized and emerging sectors	The number of staff trained in specialized and emerging sectors is divided by the total number of staff identified with skills gap times 100.	92%	94.0%	Implementation report	Quarterly	<ul style="list-style-type: none"> Availability of resource persons in different specialities 			
							98%				94.0%		
Adequacy of working force	Staff attrition rate	Number of employees leaving TRA for various reasons	To facilitate planning for the replacement of human resources	The number of staff left divided by the total number of employees times 100	5%	4%	LAWSON / ARUTI System	Quarterly	<ul style="list-style-type: none"> Attractive retention scheme Improve health packages No exogenous shocks 				
						3%				3.90%			

STRATEGIC OBJECTIVE		Output	KPI - STRATEGIC LEVEL OF INDICATORS	KPI definition	Purpose	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Calculation Method	Data source	Frequency	Assumptions	Primary Owner
Increased Skilled Staff		Staff retention	% of training programs implemented against planned training program	Total number of staff trained on short courses as per training plan (ITA and Non-ITA)	To enhance staff skills in different areas of Tax Administration	84%	86%	88%	90.0%	95%	100%	Number of staff trained on short courses divided by training plan targets times 100	Training plan	Quarterly	<ul style="list-style-type: none"> Staff nominated to attend training are released by the employer 	Primary Owner
													Survey report	After 3 years	<ul style="list-style-type: none"> The motivation scheme is followed objectively Surveys conducted 	
Increased Skilled Staff		Staff retention	Employee Satisfaction Index	Number of staff who perceive TRA as an employer of choice	To determine job satisfaction among employees	73%	73%	73%	80%	85%	85%	Number of staff satisfied with TRA working environment divided by Total number of staff surveyed times 100	Survey report	After 3 years	<ul style="list-style-type: none"> The motivation scheme is followed objectively Surveys conducted 	Primary Owner
													Training plan implementation report	Quarterly	<ul style="list-style-type: none"> Staff nominated to attend training are released by the employer 	

4.5.2 Planned Reviews

This will consist of review meetings, planned milestones reviews and rapid appraisals including their frequencies to be conducted by TRA.

4.5.2.1 Planned Review Meetings

This will involve various meetings

that will be conducted to track progress on the milestones, activities and targets/outputs critical for the achievement of organizational objectives. This will also involve determining the type of meetings, frequency, and designation of chairpersons and participants in each meeting as indicated in **Table 11** below.

Table 11:– Planned Review Meeting.

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Board of Directors Meetings	Quarterly	Board Chairperson	Elected Board members
2.	Annual Management Review Meeting	Semi-annually	CG	HoDs, RMs, DMs, Managers
3.	Management Review meeting	Quarterly	CG	HoDs
4.	Project Steering Committee (PSC)	Semi-annually	CG	Project Owner, DRP, HoDs
5.	Departmental Review Meeting	Quarterly	HoD	Department Staff members
6.	Project Board Meeting	Quarterly	HoD/Project owner.	HoDs are responsible for the specific project as either Project Owners or Project Contributors.
7.	Project Team Meeting	Monthly	Project Manager	Project Team Members

4.5.2.2 Planned Milestones Review

The reviews will track progress on the implementation of the milestones and targets on a semi-annual and annual basis. The review will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, or at risk. In addition, the review will track

any changes in terms of outputs realized over the period as well as assess the issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards the achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. **Table 12** below highlights the Milestones to be used under revised CP6

Table 12:- Planned Milestones Review Matrix

Years	Planned Reviews	Milestones	Time frame	Responsible
2022/23	Four reviews	Master data management document Developed	June 2023	DRP
		A Custom Laboratory Contractor Hired	June 2023	CCE
		Master data management document Developed	June 2023	DRP
		TRA Branding strategy and manual developed	June 2023	DTEC
		The TRA information model reviewed	January 2023	DICT
		Service desk Strategy Developed	Feb 2023	DICT
		Workplace HIV/AIDs and NCD intervention plans 100% implemented	June 2023	DHRMA
2023/24	Four reviews	7 IDRAS modules deployed	June 2024	CDR
		Equipment and software for TANCIS System procured	June 2024	CCE
		3 HR policies and 4 Manuals reviewed	June 2024	DHRMA
		Fire detection, Alarm System, Firefighting and Emergency Evacuation Voice Alarm system at TRA Head Quarters Installed	June 2024	DHRA

Years	Planned Reviews	Milestones	Time frame	Responsible
		Fire detection, alarm systems, firefighting systems and emergency evacuation voice alarm systems at Mapato House installed	June 2024	DHRA
		CCTV and Access Control systems at Mtwara, Lindi, Ruvuma, Njombe, and Coast Regional Offices installed		DHRA
		Draft Stamp Duty and legislative proposal submitted to the Ministry of Finance	February 2024	DBSLS
		The domestic Revenue Risk Management Module developed	May 2024	DRC
		12 systems' specifications established	June 2024	DICT
		ERP Software and hardware Procured	January 2024	DICT
		Roll out of ERP system	May 2024	DICT
		Training programs on taxation of emerging and specialized sectors developed	June 2024	DHRMA
		Change management program on knowledge management practices across TRA conducted	June 2024	DHRMA
		Data Warehouse Developed	August 2024	DRP
		Customs Laboratory Legalized	June 2024	CCE
		ESM Software and hardware procured	Nov 2023	DICT
		ESM system rolled out	May 2024	DICT
		Systems Requirements Specifications (SRS) for systems integrations established	March 2024	DICT
		TRA Enterprise Service Bus commissioned	June 2024	DICT
		Workplace HIV/AIDs and NCD intervention plans 100% implemented	June 2024	DHRMA

Years	Planned Reviews	Milestones	Time frame	Responsible
2024/25	Four reviews	100% of TRA Branding guidelines/ plan implemented	June 2025	DTEC
		6 IDRAS modules deployed	June 2025	
		High Availability Data Centre (data Centre 2) established	June 2025	DICT
		IDRAS equipment procured	June 2025	CDR
		Classification and auto-valuation modules in TANCIS deployed	June 2025	CCE
		Three tax compliance experiments through behavioural science study conducted	June 2025	DRP
		Workplace HIV/AIDs and NCD intervention plans 100% implemented	June 2025	DHRMA
2025/26	Four reviews	Architecture for systems Integration developed	June 2026	DICT
		Commission Functional Centralized Monitoring System	Sept 2025	DICT
		Real Estate Management Plan Implemented	June 2026	DHRMA
		The working environment plan Implemented	June 2026	DHRMA
		Furniture and equipment plan Implemented	June 2026	DHRMA
		Workplace HIV/AIDs and NCD intervention plans 100% implemented	June, 2026	DHRMA

4.5.2.3 Rapid Appraisals

The Rapid Appraisal reflects a quick low-cost method to gather views and feedback of beneficiaries and other stakeholders to respond to decision-makers' needs for information through interviews, focus group discussion, structured direct observation and informal

surveys. Rapid Appraisals will involve determining the type, description, questions, area of focus, methodology, and frequency of the rapid appraisal including the responsible person for conducting or managing the rapid appraisals. **Table 13** below indicates the CP6 rapid appraisals to be used.

Table 13: Rapid Appraisal

S/N	Rapid Appraisal	Description	Appraisal Study Questions/Areas	Methodology	Timeframe	Responsible Person
1.	Taxpayer's compliance through Behavioral science and risk-based compliance approaches Study	The initiative aims at identifying the motives of taxpayers for voluntarily complying with their tax obligations (eg. timely tax payments and filing returns)	<ul style="list-style-type: none"> What factors influence taxpayers' behavior towards voluntary compliance. What are the possible interventions which prevent taxpayers from complying with their tax obligations 	-Focused group discussions	2023/24	DRP
2.	Perception of the general public to TRA	The initiative intends to study how TRA is perceived by other stakeholders and the public in general	<ul style="list-style-type: none"> Does the means of service delivery by TRA meet the needs of stakeholders? What can be improved from TRA in service delivery mode 	-survey -Focused group discussions	2023/24- 2024/25	DTEC
3.	Assessment of the implementation of the TRA Anti-corruption Strategy and Action Plan	The survey intends to assess the effectiveness of the Anti-corruption strategy including achievements, weaknesses and recommendations for improvements	<ul style="list-style-type: none"> What is the perceived level of corruption in TRA? What is the level of corruption in TRA? What are areas for improvements 	-Survey -Documentary Review on corruption cases -Focused group discussions	2023/24- 2024/25	ITA
4.	Technological change towards revenue mobilization and collection	The initiative tries to gauge how TRA is improving in revenue collection through the use of automated systems to cope with the new and fast-growing digital economy (e-commerce)	<ul style="list-style-type: none"> Is TRA changing the mode of tax collection in pace with the growing e-commerce? How does TRA automation satisfy key processes/activities towards revenue collection compared to its peer organizations in EAC and SADC countries? What should be improved to make tax collection and payments easier 	-Survey -Personal interviews -Interviews (Benchmarking with other successful countries in automated revenue collection systems)	2023/24- 2024/25	DICT

S/N	Rapid Appraisal	Description	Appraisal Study Questions/Areas	Methodology	Timeframe	Responsible Person
5.	Improving the working environment in TRA	To make the TRA working environment more favourable and deliver expectations and satisfaction to staff.	<ul style="list-style-type: none"> What can be done to improve the working environment in TRA What do other organizations offer to their staff apart from salaries? 	<ul style="list-style-type: none"> Survey Personal interviews Secondary information stored by DHRMA 	2023/24-2025/26	DHRMA
6.	Develop and implement medium and long-term revenue mobilization strategy	To enhance TRA revenue collection techniques and find new innovative methods to increase taxpayer compliance and revenue collection.	To analyze the performance of major tax items eg. VAT, Income taxes, import duties, and excise duty. To analyse sectoral contributions to revenue collections.	<ul style="list-style-type: none"> Interviews Focused group discussion Review of documents 	2023/24-2024/25	DRP
7.	Assessment of the effectiveness of the current electronic tax stamps management (ETMS) and EFDMS	To protect Government revenues and the health of consumers, the study intends to come up with a better solution for electronic tax stamps management in TRA	<ul style="list-style-type: none"> How other revenue authorities and vendors are collecting taxes from excisable products (Benchmarking to other successful countries using ETS, EFDMS) 	<ul style="list-style-type: none"> Interviews Focused group discussion Review of documents 	2023/24-2024/25	DRP
8.	Ethics Risk assessment	Conducted to understand the Authority's corruption risk exposure as a vital step in building an effective anti-corruption strategy	<ul style="list-style-type: none"> How corruption impacts ethical values What are the risks associated with ethics What are possible measures to counter ethical risks 	<ul style="list-style-type: none"> Interviews Focused group discussion 	2023/24 – 2025/26	DINA

4.5.3 Evaluation Plan

The Evaluation Plan consists of the evaluations to be conducted during the Strategic Planning Cycle, a description of each study, evaluation questions, the methodology, the timeframe and the responsible

person. The evaluations intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan outputs. Table 14 below illustrates the Matrix for Evaluation Plan

Table 14: Evaluation Plan Matrix

S/N	Evaluation	Description	Evaluation Study Questions/Area	Methodology	Time frame	Responsible Person
1.	Process Evaluation (Monitoring)	Evaluation is done during implementation of the corporate plan	-Determining all activities in the plan are implemented as intended considering resources, milestones and schedules	Assessment, Inspection verification	Conducted Quarterly/ Annual	M&E Section
2.	Medium Term Evaluation	Evaluation will be conducted after the second year of implementing the Sixth Corporate Plan	- Determining how well is the corporate plan progressing - The extent to which the program is implemented as planned	-Evaluation of progress	After two Years	M&E Section
3.	End Period Evaluation	Evaluation will be carried out in the period of six months after the final year of CP6 Implementation	- The rate at which the program has met its overall objective - The rate to which the initiatives in the plan have contributed to achieving the overall objectives of CP6 and targets of TRA	Outcome Evaluation	Conducted in the period of six months after the final year of implementing the Sixth Corporate Plan	External evaluator
4.	Annual Evaluation	Will be carried on after every year of CP6 implementation to assess the	- How well initiatives are progressing about resource utilization	Progress update	After one year	M&E Section

4.6 Reporting Plan

This subsection details the Reporting Plan which contains the internal and external reporting plan. The reporting plan is by statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time.

4.6.1 Internal Reporting Plan

This plan will involve the preparation of 15 reports namely Monitoring and Evaluation Reports, Project implementation Reports,

Revenue Collection Reports, Risk and Compliance Management reports, Risk and Compliance Plan Implementation Reports

Procurement Implementation Report, Financial Management Report, HR Reports, Integrity Report and Internal Audit Report. These reports will be submitted to various internal stakeholders. The reports will be prepared on a monthly quarterly or on-demand basis as may be required from time to time. The Reporting Plan is detailed in **Table 15** below.

Table 15: - Internal Reporting Plan Matrix

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Monitoring and Evaluation Reports	CG	Quarterly	DRP
2.	Project implementation Reports	DRP	Quarterly	HODs/ PROJECT OWNERS
3.	Revenue Collection Report	CG	Monthly	DF
4.	ERMS Implementation Report	CG/TRA Board	Quarterly	DRC
5.	Departmental (Support) Performance Report	Board	Quarterly	HODs
6.	QMS Internal Audit Reports	CG	Semi-Annually	DRC
7.	Business Intelligence Report	CG	Semi-Annual	DRC
8.	Tax and Non-Tax Collection Performance Report	TRA Board	Quarterly	CG
9.	Procurement Performance Report	CG	Quarterly	DPM

S/N	Type of Report	Recipient	Frequency	Responsible Person
10.	Budget Performance Report	TRA Board	Quarterly	DRP
11.	Interim Financial Statements	TRA Board	Quarterly	DF
12.	HR Report - Training Plan Implementation - Staff Matters	CG	Quarterly	DHRMA
13.	Integrity Reports	DCG	Quarterly	DINA
14.	Internal Audit Report	TRA Board	Quarterly/Annually	DIA
15.	Refund Report	CG	Monthly	DF

4.6.2 External Reporting Plan

This plan will involve preparation of statutory requirements as directed, as well as the Government Performance reporting

requirements as stipulated in the Medium-Term Strategic Planning and Budgeting Manual. A total of 16 external reports will be prepared for external stakeholders as presented in **Table 16**.

Table 16: External Report

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	TRA Annual Report	MoF, CAG, DPs and General Public	Annually	CG
2.	Project implementation report,	MoF, TR, PoPC, DPs	Quarterly	CG
3.	Internal Audit report,	MoF	Quarterly	CG
4.	Un-Audited Revenue Statements	CAG	Annually	CG
5.	Un-Audited Financial Statements	CAG	Annually	CG
6.	Procurement Report	CAG, MoF, PPRA	Annually	CG
7.	Review of Macroeconomic Developments & Implementation of Government Budget Report	MoF	Quarterly	CG

S/N	Type of Report	Recipient	Frequency	Responsible Person
8.	Quarterly Progress and Performance Report	MoF	Quarterly	CG
9.	Revenue Collection Report	MDAs, General Public	Monthly	CG
10.	Report for Resource and Expenditure Ceiling Report	MoF	Monthly	CG
11.	Strategic Management and Good Governance Report	Presidents' Office	Quarterly	CG
12.	International Merchandise Trade Statistics Report	EAC Secretariat, BoT, NBS	Monthly/ Annually	CG
13.	Report on Collection made on behalf of other Institutions	MDAs	Monthly	CG
14.	Action Plan and Cash-Flow Plan Report	MoF	Annually	CG
15.	Tax Exemptions and Reliefs Report	MoF	Quarterly	CG
16.	Tax Revenue Statistics	General Public	Quarterly	CG

CROSSCUTTING ISSUES

5.0 OVERVIEW

The CP6 recognizes the need of incorporating the existing cross-cutting issues within TRA operations to improve welfare and the optimal allocation of resources. Cross-cutting issues include; Risk Management, HIV /AIDS Infection, Gender issues and Integrity Management.

5.1 Risk Management

TRA has well-established systems of risk oversight and management that are aligned with the Public Finance Act, 2001 (RE: 2010) and the MoFP Guidelines for Implementing Risk Management; which require all Public Sector Organizations (PSO), to develop and implement risk management framework.

TRA recognizes that risk management is an integral part of realizing the TRA Vision, Mission and Corporate Objectives. The risk management is coordinated through the Enterprise Risk Management

(ERM) Policy and Framework and Operational Manual. The Heat Map is applied as a standard measure of risk levels.

TRA manages Enterprise Risk which comprises Compliance and Institutional Risks. Compliance Risks are concerned with understanding taxpayers' behavior whereby revenue may be lost if businesses and individuals fail to meet their revenue obligations; while Institutional Risks are related to strategic and operational functions that may be interrupted or jeopardized due to internal or external factors.

The preparation of the CP6 has identified key risks that could impact the achievement of the strategic objectives as envisaged in the plan. The mitigation measures have been incorporated into the initiatives of the plan. Table 17 below explains the Risk Management.

Table 17: Risk Matrix

SN	Risk Type	Risk	Mitigation Measures
1.	Compliance	Failure to register eligible taxpayers	Widening of taxpayer base strategies
		Filing risks Payment risks Declaration risks	<ul style="list-style-type: none"> ▪ Implementation of a Multi-Year Compliance Strategy and Plan ▪ Implement Medium and Long-term Revenue Mobilization Strategy ▪ Strengthen Architecture for system integrations
		Digital economy risks (Need to identify these, e.g. failure to tax online platform transactions)	<ul style="list-style-type: none"> ▪ Invest in capacity building of TRA staff in the areas of data science (big data analysis and artificial intelligence) ▪ Amendment of laws and regulations to accommodate the digital economy
		Smuggling Dumping	Modernization of Customs processes (TANCIS modules, Classification and valuation of goods)
		Stakeholders' engagement risks	Branding of TRA
2.	Institutional	Data Integrity risks	Enhance data governance and risk profiling analytical tools
		ICT systems risks	<ul style="list-style-type: none"> ▪ Implement High Availability Data Centre (HADC) ▪ Develop Architecture for system integrations (Internal and external) ▪ Implement Enterprise Resource Planning (ERP) - ICT application to integrate all support functions
		Project risks	Strengthening implementation and monitoring of key projects
		Inability to implement the required change	People-focused change management practice
		Human Capital risks	<ul style="list-style-type: none"> ▪ Strengthen Knowledge Management practices (Emerging Areas) ▪ Improve employee engagement practices to enhance performance. ▪ Improving the working environment and facilities

5.2 HIV/AIDS Infection and NCD

Tanzania, like most African countries, is faced with contemporary challenges in health and cross-cutting issues of HIV/AIDS, Gender and Disability in its public and private sectors. Therefore, several initiatives have been undertaken to deal with these challenges.

The Authority has been considering key factors that are obliged to strategize as required in the global best practice and that hinder effective tax administration. In this regard, TRA continues its efforts to implement a policy framework to address this menace more systematically and holistically.

5.2.1 HIV/AIDS Policy

Tanzania is experiencing a severe, generalized and mature HIV/AIDS epidemic in all sectors. For the past ten years, the country has witnessed a slight decline in HIV prevalence. The overall HIV prevalence among Tanzania's adult population has

steadily declined from 7 percent to 4.7 percent during 2003 - 2004 and 2016 - 2017, respectively as reported in the Tanzania HIV Impact Survey (THIS) of 2016- 2017.

There has been also a significant relationship between HIV/AIDS and Non-Communicable Diseases (NCDs). Hence, the Government through the President's office - Public Services Management issued Circular No. 2 of 2014 followed by the Guidelines of 2014 to address HIV/AIDS and NCDs. TRA as a Public Institution also acknowledges the seriousness of the issue and calls for concerted efforts from employees to implement HIV/AIDS and NCD interventions at workplaces.

To ensure the implementation of HIV/AIDS in the workplace, the Authority reviewed its HIV/AIDS Policy to incorporate NCDs and align with the Authority's strategic corporate plan. The Revised Policy has established the following statements to give emphasis:

- Create an equal opportunity for

all employees, regardless of their sero-status. All employees will be treated equally, with respect and dignity.

- Ensure that there is no direct or indirect pre-employment test for HIV. However, employees shall be required to undertake normal medical checkups to know their current fitness for work.
- Ensure that HIV and NCD status will not be a factor in job status or promotion. Any changes in job status shall be based on the doctrine of equality of opportunity, merit and capacity to perform the work to a satisfactory standard.
- Ensure that employees will neither be dismissed nor retrenched or terminated based on HIV and NCDs status unless under medical grounds. As with many other conditions, persons with HIV-related illnesses or NCDs will be able to work or study.
- Ensure that no employee uses HIV or AIDS or NCD status as an excuse for failure to fulfil his/her responsibilities by providing

him/her with all facilities that would enable fulfilling his/her responsibilities; by Formulating/ Preparing and implementing workplace program to fight HIV and AIDS and non-communicable diseases.

- Meet the costs of services as stipulated in the President's Office, Public Service Management (PO-PSM) guideline to employees who have disclosed their health status;
- Encourage its employees to undergo regular medical checkups and adhere to therapeutic counselling to improve their quality of life.

5.3 The Gender Policy

Gender apprehensions are one of the most problematic challenges to development and social progress all over the world. There is turmoil all to fight discrimination based on a person's sex in opportunities, in the allocation of resources and benefits or access to services. TRA, just like many other workplaces in the country, has since observed the

existence of gender imbalances. For many years, for example, the number of female employees has remained low compared to their male counterparts. Female employees in governance and Management teams are underrepresented.

The Authority has gone on board on formulating the Gender Policy to ensure that gender equality is fully attained. This has come at the right moment when gender concerns have been recognized as crucial in the development agenda at national, regional and international levels. The Gender Policy, among other things, stipulates the major areas, policy statements and strategies deployed to achieve the desired objectives. The policy further stipulates the actors, and their responsibilities as well as monitoring and evaluation. The Policy statement commands that:

“Tanzania Revenue Authority shall strive towards instituting gender responsive structures and processes by putting in place a mechanism for increased women participation in governance and

management process, with a long-term goal of attaining the ratio of 50:50 between women and men”

The Policy will be implemented through the following strategies during the period of three years before review:

- Establishing TRA Gender Desk and appointing focal persons;
- Translating Gender Policy into implementable Programmes;
- Establishing a framework for coordinating, monitoring and evaluating the implementation of the policy;
- To implement Gender Policy framework;
- Instituting gender response structures and processes by putting in place a mechanism for increased women participation;
- To establish networks with other institutions/organizations working on gender-related issues;
- Provide gender training/sensitization to Gender Focal Points and other actors on gender analysis, gender policy, budgeting, mainstreaming, coordination and networking;
- Promote exchange of visits and study tours among different

actors;

- Facilitate tailor-made courses;
- Prepare gender guidelines and disseminate them.



5.4 Disability Policy

Over the years TRA has remained committed to making the Authority a better place for all employees. Founded on the Constitution of the United Republic of Tanzania numerous policy directives and initiatives are aimed at empowering public servants with disabilities through employment, training, and skills development. This includes providing assistive devices as well as protecting and promoting their rights in the Authority. The Government remains committed to the targets set in the attainment of a 3 percent target for every employer with a workforce of twenty and above to employ people with

disability as stipulated in section 31(2) of the Persons with Disability Act No 9 of 2010.

The Policy defines disability as the loss or limitation of opportunities to take part in the normal life of the community or on an equal level with others due to temporary or permanent physical, mental or social barriers. Such a loss or limitation could be aggravated by the community's perception of disabled people.

The Policy provides guidelines and frameworks to attract top talent and drive innovative results. It will attract different experiences and perspectives to foster the innovation needed by an increasingly diverse Authority client base. It will help to improve employment opportunities, eliminate all forms of discrimination and enable people with disability to live dignified lives including participating in all economic activities in the Authority. It gives a clear vision that acts as a guide for disability inclusion in all processes, policies, procedures and practices so that

all public servants in the Authority are assured of equal rights and opportunities. The Policy statements describe that:

- TRA will foster, cultivate and preserve a culture of respect for public servants with disability by embracing and encouraging an inclusive workforce in terms of types of disabilities that make its human resources unique.
- TRA shall adopt measures aimed at facilitating the realization of the legal requirements of the Public Service Management and Recruitment Policy 2008 as well as Disability Act No. 9 of 2010 to ensure inclusive employment in the institution.
- TRA shall take measures to ensure that all new TRA buildings and other facilities are accessible to public servants with disabilities.
- TRA shall take measures to ensure accessible transport facilities to TRA employees with disabilities
- TRA shall put a mechanism to create public awareness of

the needs, rights, abilities and contributions of public servants with disabilities in the Authority.

- TRA recognize that public servants with disabilities have the right to the enjoyment of the highest attainable standard of health without discrimination based on disability.
- TRA shall take all appropriate measures to ensure access for public servants with disabilities to health services that are gender-sensitive, including health-related rehabilitation.

5.5 Integrity Management

TRA is adhering to integrity in all business processes and it involves acting and deciding by the acceptable organization's ethical standards. Integrity is the foundation for attaining the objectives and goals of the CP6. TRA has a systematic mechanism through which the organizational ethics standards and integrity are developed, implemented, monitored and evaluated to enhance the attainment of corporate goals and

objectives. The mechanism brings together tools, processes and structures for nurturing integrity. Thus, a different number of integrated tools are being used in promoting individual and corporate integrity including:

5.5.1 TRA Anti-Corruption Policy

The policy affirms zero tolerance to all acts of corruption and to enhance compliance with laws, regulations and guidelines and upkeep of honest staff in all functional areas. Further, it promotes internal controls and the involvement of external stakeholders in the fight against corruption.

5.5.2 Ethics Risk Assessment

This is an investigative tool that identifies ethics risks and opportunities, their likeliness and impact to strategize on effective ethics risk mitigation measures. Furthermore, the assessment is conducted in order to understand the Authority's corruption risk exposure as a vital step in the building of an

effective anti-corruption strategy.

5.5.3 Declaration of Assets and Liabilities

TRA employees are required to complete and submit to the Authority or the Ethics Secretariat, the declaration of Assets and Liability form annually. The declarations comprise all assets in the possession/ownership of an employee, his/her spouse, and children under 18 years. This tool aims at measuring the wealth of TRA employees about their deemed legitimate income earned. The verification of the declarations will be conducted and any misrepresentation of assets and liability accord a serious offence.

5.5.4 TRA Code of Ethics

TRA employees are guided by a code of ethics in the fulfilment of their professional and ethical obligations to enhance high-quality customer services. The code portrays four core values to be applied in day-to-day decisions and it includes *Professionalism*,

Integrity, Accountability and Trustworthy.

5.5.5 TRA Staff Regulations

TRA Staff Regulations contain fundamental principles/guidelines and conditions of services such as basic rights, duties and obligations. In addition, the regulations provide a framework that defines what constitutes acceptable behaviours at work and within the scope of employment.

5.5.6 Whistle-Blowing Mechanism

Whistle-blowing involves reporting any malpractice committed by TRA employees in good faith for the organization to take appropriate redress measures. It is an important tool used in fighting corruption, fraud, embezzlement and other malpractices. The available whistle-blowing mechanisms in TRA include letters, emails, web-based, physical contacts, mobile and text messages and whistle-blowers are protected by treating the reported information confidentially. Further, TRA has a rewarding mechanism for the Whistleblowers to motivate their reporting frequency. TRA will

update and strengthen its whistle-blowing policy to take into account new developments in practice and technology to suit the current prevailing situation over the CP6 period.

5.5.7 Integrity Committees

Integrity Committees are at corporate, departmental, regional and district levels with the function of enhancing staff compliance with laws, regulations and codes of ethics. Hence, efficient and effective operations of these committees depend largely on cooperation and support extended by TRA stakeholders through reporting of unethical conduct and behaviour of TRA employees.

5.5.8 Ethics Awareness

TRA regularly conducts ethics awareness programs for its employees and external stakeholders as partners in promoting integrity within TRA. The awareness is meant to raise stakeholders' understanding of TRA ethical standards with the ultimate goal of promoting integrity in revenue collection.

APPENDICES

Appendix 1: Strategic Plan Implementation Matrix

Ref. No	Theme/Strategic Objective/ Initiative	Target Date	Primary Owner
1.0.0	Theme: Operational Excellence		
1.1.0	To enhance Revenue Collection		
1.1.1	Develop and Implement Medium and Long-term Revenue Mobilization Strategy	2022/23 - 2025/26	DRP
1.1.2	Re-enactment of Stamp Duty and Excise Duty Act and Regulations	2022/23 - 2024/25	DLS
1.2.0	To Enhance Voluntary Tax Compliance		
1.2.1	Improve taxpayers' compliance through Behavioral Science and risk-based compliance approaches	2022/23 - 2024/25	DRP
1.2.2	Develop and Implement an Integrated Domestic Revenue Administration System (IDRAS)	2022/23 - 2025/26	CDR
1.3.0	To Improve Operational Efficiency		
1.3.1	Implement High Availability Data Centre (HADC)	2022/23 - 2024/25	DICT
1.3.2	Modernization of Customs processes (TANCIS modules, Classification and valuation of goods)	2022/23 - 2024/25	CCE
1.3.3	Enhancement of Systems Monitoring Control Centre (Dashboards)	2022/23 - 2024/25	DICT
1.3.4	Establish custom Laboratory	2022/23 - 2024/25	CCE
1.3.5	Development of the Seventh Corporate Plan	2024/25 - 2025/26	DRP

Ref. No	Theme/Strategic Objective/ Initiative	Target Date	Primary Owner
2.0.0	Theme: Taxpayers' Engagement		
2.1.0	To Create a Strong Positive Image and Perception		
2.1.1	Branding of TRA	2022/23 - 2024/25	DTEC
2.2.0	To Build Taxpayers' Confidence And Satisfaction		
2.2.1	Development of Enterprise Service Delivery Management (ESM)	2022/23 - 2024/25	DICT
2.2.2	Develop and Implement TRA Anti-Corruption Strategy and Action Plan	2024/25 - 2025/26	DINA
3.0.0	Theme: Automation		
3.1.0	To Automate and Integrate Processes		
3.1.1	Develop Architecture for system integrations (Internal and external)	2022/23 - 2025/26	DICT
3.1.2	Implement Enterprise Resource Planning (ERP) - ICT application to integrate all support functions	2022/23 - 2025/26	DICT
3.2.0	To Improve the Quality of the Data		
3.2.1	Enhance data governance and risk profiling analytical tools	2022/23 - 2024/25	DRP
4.0.0	Theme: Innovation		
4.1.0	To Strengthen Institutional Capacity		
4.1.1	Strengthen Knowledge Management practices (Emerging Areas)	2022/23 - 2025/26	DHRMA
4.1.2	Improve employee engagement practices to enhance performance	2022/23 - 2024/25	DHRMA
4.1.3	Improving the working environment and facilities	2022/23 - 2025/26	DHRMA
4.1.4	Modernize physical and digital security system	2022/23 - 2024/25	DHRMA

Appendix II: Stakeholders Analysis Matrix

S/N	Stakeholder	Services offered by TRA	Stakeholder Expectations from TRA	TRA Expectations from Stakeholders
1	Taxpayers	<ul style="list-style-type: none"> ✓ Register TIN ✓ Tax Education ✓ Assessment of tax ✓ Tax clearance ✓ Trade facilitation ✓ Tax Advisory services 	<ul style="list-style-type: none"> ✓ Prompt and Quality service ✓ Fair and proper assessment ✓ Confidentiality ✓ Tax updates and awareness 	<ul style="list-style-type: none"> ✓ Compliance with Tax Laws ✓ Honesty in business dealings ✓ Transparency & Accountability ✓ Feedback
2	Government Ministries, Departments and its Agencies	<ul style="list-style-type: none"> ✓ Collection and accounting of revenue ✓ Advice on fiscal issues ✓ Revenue Statistics ✓ Performance Reports ✓ Administration of Tax Laws ✓ Provision of various tax-related information 	<ul style="list-style-type: none"> ✓ Administration and enforcement of tax laws and other related laws ✓ Honesty, Transparency and Accountability ✓ Proper utilization of funds ✓ Timely dissemination of information ✓ Accurate and timely technical advice on tax-related issues ✓ Compliance with national policies and legislations; ✓ Adequate revenue collection to finance government expenditures. 	<ul style="list-style-type: none"> ✓ Conducive environment for tax collection ✓ Resources i.e., human, Financial & Infrastructure ✓ Clear Mandates ✓ Security ✓ Directives on budget and public finance oversight and management ✓ Development project directives and assistance
3	Tax Consultants and CFA's	<ul style="list-style-type: none"> ✓ Registration and Licensing ✓ Platform to interact with TRA ✓ Provision of information on client affairs ✓ Provision of technical advice. ✓ Registration ✓ Licensing. ✓ Tax education and services ✓ Tax Laws ✓ Tax Administration services (Tax Assessment, Tax Refund payments etc.) 	<ul style="list-style-type: none"> ✓ Cooperation ✓ Prompt and Quality service ✓ Automated and simplified systems of filing returns, lodgments of declaration ✓ Tax Advising services ✓ Tax updates and awareness ✓ Fair Treatment ✓ Efficient and timely services ✓ Prompt Customer Service ✓ Minimal cost of compliance ✓ Convenient tax systems ✓ Effective response to queries and complaints 	<ul style="list-style-type: none"> ✓ Compliance with Tax Laws ✓ Honesty in business dealings ✓ Transparency & Accountability ✓ Communication about client affairs ✓ Compliance with their codes of conduct
4	Financial Institutions	<ul style="list-style-type: none"> ✓ Authorization ✓ Service fee ✓ Customer tax services ✓ Interface of systems 	<ul style="list-style-type: none"> ✓ Confidentiality ✓ Reliable network ✓ Prompt and Good Customer Service ✓ Timely payment of bank charges and Service fees ✓ Stable system 	<ul style="list-style-type: none"> ✓ Instant revenue feedback ✓ Reliable and efficient network ✓ Assist in the collection of government revenue.

S/N	Stakeholder	Services offered by TRA	Stakeholder Expectations from TRA	TRA Expectations from Stakeholders
		<ul style="list-style-type: none"> ✓ Provision of technical advice. ✓ Tax education and services 	<ul style="list-style-type: none"> ✓ Effective response to queries and complaints 	<ul style="list-style-type: none"> ✓ Provision of Business Intelligence information.
5	General Public	<ul style="list-style-type: none"> ✓ Tax Education ✓ Facilitation of business operation 	<ul style="list-style-type: none"> ✓ Tax Education ✓ Integrity ✓ Collection Feedback 	<ul style="list-style-type: none"> ✓ Willingness to formalize their business ✓ Honesty and Transparency ✓ Whistleblowers
6	Development Partners	<ul style="list-style-type: none"> ✓ Processing Refunds ✓ Trade facilitations ✓ Provision of revenue and project performance reports and information. ✓ Proposal for Projects funding 	<ul style="list-style-type: none"> ✓ Achieving targeted plan ✓ Timely refund ✓ Exemptions ✓ Proper use of fund ✓ Accurate and timely reports and Information. ✓ Well-analyzed and justified Project write-ups. ✓ Project Implementation report ✓ Supervision of projects (Physical verification) ✓ Project Evaluation report 	<ul style="list-style-type: none"> ✓ Financial and technical support ✓ Accuracy and completeness of exemptions request ✓ International networking and alliances ✓ Benchmarking regionally and internationally
6	TRA employees	<ul style="list-style-type: none"> ✓ Payment of salaries and other benefits ✓ Working tools ✓ Promotions ✓ Training and development. ✓ Staff welfare, ✓ Career development and progression, ✓ Counseling and mentoring 	<ul style="list-style-type: none"> ✓ Motivation and recognition ✓ Good salaries ✓ Conducive working conditions, ✓ Fair treatment ✓ Job security ✓ Job safety ✓ Timely confirmation and promotion, ✓ Attractive package after retirement, ✓ Timely payment of terminal benefits ✓ Recognition for outstanding performance ✓ High-quality counselling, coaching and mentoring. 	<ul style="list-style-type: none"> ✓ Commitment to delivery of services ✓ Exercise professionalism ✓ Attaining the set targets ✓ Accountability ✓ Improved Productivity ✓ Demonstration of high level of Integrity ✓ Complying with staff rules and regulations ✓ Innovativeness ✓ Customer service culture.
7	Suppliers	<ul style="list-style-type: none"> ✓ Provide terms of References ✓ Service Level Agreements ✓ User Requirement ✓ Prompt Payment 	<ul style="list-style-type: none"> ✓ On-time payment ✓ Extension of services ✓ Recognition 	<ul style="list-style-type: none"> ✓ Quality Services ✓ Tax Compliance
8	Regional Economic groupings	<ul style="list-style-type: none"> ✓ Enforcement of Laws, Procedures and Regulations 	<ul style="list-style-type: none"> ✓ Cross-border information ✓ Protocol Implementation ✓ Fair Negotiation and agreement 	<ul style="list-style-type: none"> ✓ Trade facilitation ✓ Fair Negotiation and agreement ✓ Information

S/N	Stakeholder	Services offered by TRA	Stakeholder Expectations from TRA	TRA Expectations from Stakeholders
9	Media	<ul style="list-style-type: none"> ✓ Sharing of information ✓ Provision of information regarding TRA operations 	<ul style="list-style-type: none"> ✓ Participation in various meetings ✓ Accurate information ✓ Cooperation 	<ul style="list-style-type: none"> ✓ Prepared meeting ✓ Accurate reporting ✓ Professionalism ✓ Support of education for the public ✓ Effective (accurate and timely) dissemination of information to the public ✓ General publicity of TRA activities
10	Non-Governmental Organization	<ul style="list-style-type: none"> ✓ Facilitation ✓ Provision of technical advice. ✓ Registration ✓ Tax education and services ✓ Tax Laws 	<ul style="list-style-type: none"> ✓ Customer care ✓ Tax Education ✓ Good service ✓ Transparency ✓ Fair Treatment ✓ Efficient and timely services ✓ Prompt Customer Service ✓ Minimal cost of compliance ✓ Convenient tax systems ✓ Effective response to queries and complaints 	<ul style="list-style-type: none"> ✓ Tax Compliance ✓ To be honest and demonstrate a high level of compliance. ✓ Strategic collaboration in trade-related activities
11	Tax appellate machinery and other Courts of Law (TRAB, TRAT & Court of Appeal)	<ul style="list-style-type: none"> ✓ Cooperation in responding to enquiry ✓ Reliable audit evidence, proceedings and Testimonies 	<ul style="list-style-type: none"> ✓ Allocation of human resources to participate in hearings ✓ Adherence to decisions made ✓ Compliance with professional standards, guidelines and regulations. Reliable and admissible evidence, and Authentic testimony. 	<ul style="list-style-type: none"> ✓ Fair and unbiased decision ✓ Timely decisions ✓ Case registration, ✓ Timely Hearing of case registered, ✓ Fair and timely rulings and judgements

Appendix III: Critical Issues

S/N	Main Issue (Critical)	Freq.	Underlying Factors	Possible Solution
1.	Budget constraint	6	<ul style="list-style-type: none"> ✓ Inadequate finance ✓ High reliance on donors ✓ Poor Budget Allocation 	<ul style="list-style-type: none"> ✓ Request for Budget Increase ✓ Prioritize Projects ✓ Re-frame budget
2.	Instability of ICT systems	3	<ul style="list-style-type: none"> ✓ Absence of high availability Data Center. ✓ Insufficient Bandwidth ✓ Low server capacity 	<ul style="list-style-type: none"> ✓ Allocate sufficient budget to procure ✓ Upgrade the current server system- HADC
3.	Corruption practices	1	<ul style="list-style-type: none"> ✓ Greed. ✓ Lack of Patriotism ✓ Peer pressure 	<ul style="list-style-type: none"> ✓ Adherence to Anti-corruption strategies. ✓ Code of conduct ✓ Enhancing the reward scheme ✓ Integrity awareness programs
4.	Low compliance level of taxpayers and the general public.	3	<ul style="list-style-type: none"> ✓ Culture ✓ Tax evasion and smuggling ✓ Lack of Patriotism ✓ People do not see the direct benefit of paying tax ✓ Lack of commitment from suppliers, buyers and taxpayers 	<ul style="list-style-type: none"> ✓ Strengthening Patrols ✓ Frequent tax education and awareness campaigns. ✓ Integrity in the utilization of public funds ✓ Enhance enforcement of the use of EFD machines
5.	Political interference	7	<ul style="list-style-type: none"> ✓ Conflict of interest ✓ Political popularity ✓ Lack of tax law awareness 	<ul style="list-style-type: none"> ✓ Separating Civil services with personal business ✓ Enforcement of tax laws ✓ Declaration of Assets
6.	Smuggling and dumping	1	<ul style="list-style-type: none"> ✓ Presence of porous borders ✓ Complicated procedures to obtain a permit ✓ Tariffs and Rates ✓ Greed to maximize profits ✓ Collusion 	<ul style="list-style-type: none"> ✓ Enhance Border Patrol and tax education ✓ Review tariffs and rates ✓ Review procedure for issuing permit ✓ Regular checkup
7.	Shortage of resources	7	<ul style="list-style-type: none"> ✓ No replacement for retired, deceased, or re-allocated staff ✓ Improper allocation of resources 	<ul style="list-style-type: none"> ✓ Request more staff ✓ Allocate available resources by regional tax potential ✓ Prioritization of activities
8.	Untapped taxpayers	1	<ul style="list-style-type: none"> ✓ Shortage of Staff ✓ Remoteness of taxpayers ✓ Huge informal sector and underground economy 	<ul style="list-style-type: none"> ✓ Enhance tax education ✓ Opening of tax centre and tax border offices ✓ Enhance the use of mobile office
9.	Underperformance in the implementation of strategies and Initiatives	1	<ul style="list-style-type: none"> ✓ Non-adherence to project management guidelines ✓ Lack of Prioritization of key projects to be implemented ✓ Undedicated staff 	<ul style="list-style-type: none"> ✓ Prioritization of key plans to be implemented ✓ Proper allocation of resources ✓ Adherence to project management guidelines
10.	Lack of business/operational continuity		<ul style="list-style-type: none"> ✓ Shortage of resources ✓ Unstable Mentoring and Coaching programs ✓ High rate of staff retirement 	<ul style="list-style-type: none"> ✓ Allocate staff to their respective initiatives ✓ Enhance Mentoring and Coaching programs

Appendix IV: CP6 Targets

Theme	Objective	Target	Target Date	Primary Owner
Operational Excellence	Revenue Collection enhanced	Medium and Long-term Revenue Mobilization Strategy developed	June 2024	DRP
		Stamp Duty and Excise Duty Act and Regulations recommendations for re-enactment prepared	June 202	DLS
	Voluntary Tax Compliance enhanced	Taxpayers' compliance through Behavioral Science and risk-based compliance approaches increased from 73% to 80% xx% of planned Domestic Revenues Administration System (IDRAS) modules developed	June 2026	DRP
	Operational Efficiency improved	The High Availability Data Centre (HADC) project is 100% implemented Customs processes (TANCIS modules, Classification and valuation of goods) modernized Systems Monitoring Control Center (Dashboards) established Custom Laboratory established The seventh TRA Corporate Strategic Plan developed TRA branding plan in place	June 2024 June 2025 June 2025 June 2025 June 2026 June 2025	DICT CCE DICT CCE DRP DTEC
Taxpayers' Engagement	Strong positive image and perception created To build taxpayers' confidence and satisfaction	Enterprise Service Delivery Management (ESM) Developed	June 2025	DICT
Automation	Processes automated and integrated	Architecture for Internal and external system integrations developed	June 2025	DICT
	Quality of data Improved	Enterprise Resource Planning (ERP) developed Data governance and risk profiling analytical tools developed	June 2025 June 2025	DICT DRP
Innovation	Institutional Capacity Strengthened	100 % of Knowledge Management practices (Emerging Areas) programs implemented	June 2026	DHRMA
		100% of Employee engagement practices plans implemented	June 2026	DHRMA
		100% of the Working environment improvement plan implemented	June 2026	DHRMA
		Digital security systems installed in 250 TRA offices Workplace HIV/AIDS and NCD intervention plans 100% implemented Institutional Anti-corruption program 100% implemented/ Management of staff integrity Enhanced	June 2026 June 2026 June, 2026	DHRMA DHRMA DINA



‘We are Ready to Take Off- JUNE, 2024’



TANZANIA REVENUE AUTHORITY

ISO 9001 : 2015 CERTIFIED

Tanzania Revenue Authority

P. O. Box 11491, Dar es Salaam

Toll free in Tanzania

0800 750 075

0800 780 078


0800 110 016


Alternative Number

+255 22 2116 453

Email: service@tra.go.tz

“Together We Build Our Nation”

 **0744 233 333**

 **tratanzania**

 **@tratanzania**

 **@tratanzania**